For the health and safety of staff & guests, all meetings are fragrance free

I. GENERAL INFORMATION:
   A. Public Comment Period: Guests may introduce themselves and request to comment on any non-agenda items. Time is limited to five minutes per guest unless the board determines that more time is needed.

II. Regular Agenda:
   A. Roll Call: Roll will be taken to determine excused absences for attendance requirements.
   B. Meeting Minutes: September 11, 2018 Executive Committee meeting minutes are enclosed for review and approval. Action Required.
   C. Full WDB: The April 10, 2018, July 10, 2018 and October 9, 2018 full WDB meeting minutes are enclosed for board info.

III. CONSENT AGENDA:
   A. Board Announcements
   C. Workforce Services Directives and Information Notices: Enclosed are summaries for the most recent Workforce Services Directives WSD 18-07 thru 18-08 and Information Notices WSIN 18-08 thru 18-10. Please click hyperlink to read full description.
   D. WDB Hallmarks of Excellence: For your information, enclosed is the Hallmark of Excellence that was submitted and approved by the State.
   E. Unemployment: The Unemployment Report for September, 2018 is enclosed.
   F. Budget Expenditure Report: Enclosed for your information.

IV. DISCUSSION/ACTION ITEMS:
   A. Board Membership:
      1. New Memberships: Any applications received may be reviewed for appointment to the board. The current vacancies are: Business Representatives (5).
      2. Re-Appointments: The terms of Kristina Chavez Wyatt and Al Gonzalez are due to expire on December 15, 2018. Both have agreed and action is required for their re-appointments to another 3-year term. Action Required.
   B. America’s Job Center of California (AJCC) and Business Services Websites:
1. **Website**: IT will present a demo of the newly drafted website for board review and feedback.

2. **WDB Logo**: The enclosed results of the WDB logo will be presented for board approval of the newly design WDB logo. *Action Required.*

C. **Election of Officers**: The Nominating Committee presented the slate of officers for the current fiscal year at the July meeting to fill the vacancy for the Executive Committee. *Action Required.*

D. **Local & Regional Performance Measures Negotiations**: Staff will provide an update on the enclosed State’s performance measures for PY 18 and 19 and requests board to approve the local and regional performance measures. *Action Required.*

E. **Prison to Employment Initiative Planning Grant**: Staff will provide an update on the California Workforce Development Board (CWDB) and the Employment Development Department (EDD). Enclosed is the budget for your review and approval. Consultant support is needed for all planning activities and direct staff to develop and release a Request for Quotation *Action Required.*

F. **Regional and Local Plans PY 17-21 – Two Year Modification**: Staff will provide an update on the Regional and Local Plan modifications due to the State by March 15, 2019. Consultant support is needed for the development of the plan and action is required to direct staff to develop and release a Request for Quotation. See enclosed information flier. *Action Required.*

G. **Committee Updates**: Updates may be provided on the following committees:
   1. **Audit Committee**: Staff is still waiting to receive the Fiscal & Procurement Review Report to be issued by the State.
   2. **Ag Committee**: Receive direction from the board on ways to revamp and layout a new program model to see if training can be offered to meet the local agricultural needs. Enclosed is a summary of needs.
   3. **Youth Committee**: Committee members will provide an update on recruitment efforts.
   4. **Membership Committee**: Committee members will update the board on efforts made to recruit new board members.

IV. **Additional Information**:
   A. **Econovue**: Informational to inform the board of this resource. 
      [https://www.econovue.com/](https://www.econovue.com/).
   B. **AB124 Ethics Training**: Individuals needing to complete the ethics training have been notified.

V. **Adjournment**:

The next Ex Committee is scheduled for December 13, 2018, Ste. 107 at 3 P.M.

The next Full Board meeting is scheduled on January 8, 2019, Ste. 108 – 3 P.M.
San Benito County Workforce Development Board (WDB)
1111 San Felipe Road, Suite 107 * Hollister, CA 95023
September 11, 2018 @ 3:00 P.M.
WDB Executive Committee Meeting
MINUTES
FOR THE HEALTH AND SAFETY OF STAFF & GUESTS, ALL MEETINGS ARE FRAGRANCE FREE

Present: Richard Bianchi, Kristina Chavez Wyatt, Karen Para, Richard Perez,
Absent: Excused: Kendra Bobsin, James Rydingsword
Guests: None
Staff: Andi Anderson, Enrique Arreola, Ruby Soto

The Chair, Richard Bianchi, called the meeting to order at: 3:05 P.M.

I. GENERAL INFORMATION:
   A. Public Comment Period: Introductions were made by everyone present.

II. Regular Agenda:
   A. Roll Call: Roll was taken to determine excused absences for attendance requirements. Individuals who called in were excused by the chair.
   B. Meeting Minutes: August 14, 2018 Executive Committee were approved as presented. Motion/Second/Concur (M/S/C) Richard Perez/Karen Para.

III. CONSENT AGENDA:
   A. Board Announcements: It was reported that the County has a Business Tax on the Ballot and now has an opportunity to promote the positive resources, how the fees are set up, how services benefit employers as well as the benefits to the County as a whole.
   B. Rapid Response and Lay-Off Aversion Services: Enclosed was the Layoff Aversion Activities Report for August, 2018.
   C. Board Membership: No applications were received for appointment to the board. The current vacancies are: Business Representatives (5). All board members need to be recruiting. Requested the flier and membership application be available online with the headline of “Are you sick and tired of being sick and tired? Do you want to be a part of business vitality in San Benito County?” All board members should announce the WDB at any meetings/forums they attend and promote the need for WDB members. Members were also encouraged to attend the next Chamber meeting and Hollister Downtown Association and make a presentation.
   D. Programs Expenditure Report: Fiscal will report at the next meeting.
   E. Workforce Services Directives and Information Notices: Enclosed are summaries for the most recent Workforce Services Directives WSD_18-03 thru 18-06.
IV. DISCUSSION/ACTION ITEMS:

A. **One-Stop and Business Services Websites:** Due to the County-wide computer issue there is no update.

B. **Election of Officers:** The Nominating Committee had presented the slate of officers for the current fiscal year. One of the persons nominated didn’t feel they would have enough time to dedicate to the Executive Committee and therefore, another option is being sought. Richard Perez is going to work with youth at Gavilan College, San Andreas School and LULAC to recruit them for the Youth Committee. WDB had received an application from someone from the Schools who was interested and would be a good fit on the Youth Committee. That application and a new member application will be forwarded to Richard Perez for him to follow-up.

C. **Meeting of the Minds Conference:** Staff and board members reported on the [Meeting of the Minds Conference in Monterey](#) held September 2-4, 2018. Four staff attended along with WDB member, Kristina Chavez Wyatt. Enrique Arreola highlighted areas of interest: Refocusing Your Board. There was a good model from Career Source North Central Florida who partners with Public Consulting Group to manage their admin. Their board is comprised of volunteers; however they do contract with an operator to provide the services. He explained their procurement process and structure. He also attended apprenticeship workshop gained a better sense of what apprenticeship programs are and how they benefit the community and job force. Ruby Soto attended hospitality, veterinary animal technician, nursing apprenticeships programs and how they are working with the local colleges to provide training. There needs to be more promotion for students as well as development of curriculum. Round 4 of funding will be focused on Rural and Agricultural funding. Kristina Chavez Wyatt shared on the workshop she attended “How to promote the Workforce Development Board”. Once a week they have a radio program, are on social media, have recruitment for each program which can be maintained separately and cumulatively.

D. **Prison to Employment Initiative Planning Grant:** Staff provided an update on the Regional application which was submitted to the State to serve the formerly incarcerated population. Staff is awaiting word on if it was funded.

E. **Prop 39 (Pre-Apprenticeship Program):** Staff provided an update on the Graduation that took place on August 15, 2018 at the Veteran’s Building stating that 16 individuals graduated. Each participant shared what their expectation was, what could have helped more. Most stated that math classes and hands on training would have been helpful. Discussed was pre-assessment to determine skill level. Ruby shared some of the agencies participants will be seeking employment in. Prop 39 hosting group will develop a press release with photos and stats.

F. **Committee Updates:** Updates may be provided on the following committees:

1. **Executive Committee:** Meets monthly and is open to all board members. There is one vacancy which needs to be filled.

2. **Audit Committee:** Waiting to receive the Fiscal & Procurement Review Report to be issued by the State. Still no update.

3. **Youth Committee:** Previously discussed, board members will make calendar with meeting dates.
4. **Job Fair Committee:** Staff provided an update on the Employment and Community Resource Fair held August 30, 2018 from 3-6 P.M. at the Veteran’s Memorial Building. Enrique stated it was very busy and how many attendees were employers vs resources. Ruby Soto stated that 110 attendees completed the survey and that at least 150 prospective employees attended. Employers were hoping for more applicants. One of the best things that happened is the employer and resources got to talk to each other. Staff is also surveying the employers. It as reported that WalMart was supposed to attend but didn’t show. One of their employees called the manager who then came and regretted not showing up. Discussed collaboration with the Chamber on partnering for future events and hosting at least 2 employment fairs a year.

IV. **Additional Information:**

A. **AB124 Ethics Training:** Individuals needing to complete the ethics training have been notified.

B. **Unemployment:** The Unemployment Report for June, 2018 is enclosed.

C. **Community Action Board:** Discussed was collaboration with the Community Action Board (CAB) and WDB. CAB would like to host an event with the WDB as a way to show how services/employment crossover with the same clients. Also discussed was CAB plan for an annual recognition event and the development of a youth center. If the youth center becomes a reality the goal is to have employment/job readiness made available at the center. Richard Perez shared the CAB’s focus of getting the Community Development Block Grant (CDBG) grant available of land. CAB’s vision is to collaborate for training and agriculture. Utilize the facility with Ag Tech industry which will be booming within the next few years. The WDB will invite CAB members to the next full WDB meeting to share their plan and discuss collaboration.

D. **Ag Committee:** Enrique indicated that there wasn’t enough engagement from the employers and discussed ways to revamp and layout a new program model to see if training can be offered to meet the local needs. HR, Food Safety and Water were the 3 areas identified. Add Ag Training to the next meeting.

V. **Adjournment:** 4:08 M/S/C Karen Para/Richard Perez.

The next Full Board meeting is scheduled on October 9, 2018, Ste. 108 – 3 P.M.
Present: Richard Bianchi, Karen Para, Richard Perez Sr., Kristi Alarid, Kendra Bobsin, Duane Bradford, Randy Brown, Kristina Chavez-Wyatt,

Absent: Carrie Fosdick, Jose Rodriguez, Jim Dion, Al Gonzalez, Andy Hartman, James Rydingsword.

Guests: Adam Goldstone, David Mirrione, Ofelia Orabuena, Adam Valadez

Staff: Sylvia Jacquez, Cynthia Larca

Vice-Chair, Richard Perez Sr. called the meeting to order at 3:04

I. GENERAL INFORMATION:

II. Public Comment Period: Introductions were made by everyone present

B. Success Stories: Adam Valadez was present to give his success story. He stated on how he found out about getting involved at the One-Stop. He was hired with CHISPA under the WIOA Work Experience Program. Upon completing the program he got hired as a subcontractor. He continues to do many projects for CHISPA and will be getting prevailing wage jobs soon. He was grateful for the opportunity given by this program

C. Guest Speaker:

1. America’s Job Center of California (AJCC) Operator: David Mirrione provided a PowerPoint presentation and shared his background. He researched AJCC services first and is looking at improvements needed. He conducted a survey of partner agencies, gathered best practices and talked about co-location needs. He stated that San Benito County is already doing well. He stated the IT is antiquated and most partners are serving the same clients. Enrollments are the biggest challenge and as a result, placements are down. The most common need identified is the referral process. He also stated that all posting be in both English & Spanish, computers need common access and bilingual staffing is a must. His recommendations are for Service Delivery, Categorize fliers, online orientations, update enrollments packets, update TTY, phones and to conduct online surveys. Teach how to use job search tool in CalJOBS. Identified IT site blocking issues, WiFi would also be an added benefit which the county is working on. The agency phone system needs to be updated. Also discussed was marketing, branding and new web-site to promote services and the development of social media, rotating
media-blasts in the waiting area and also coordination with local business and media. Facilities: Clear posting of rules, how to deal with children, TV for info blasting. Staff Development: Training dollars are available as well as online training needs to be available. Implementation: timeline and action plan. He prioritized recommendations and all staff is involved. The #1 priority is Team Building, #2 is the Referral Process. He opened the floor for Q&A and suggestion to broaden the base of partner agencies. Sylvia Jacquez read list of required partners, board makeup is different from on-site center partners.

2. **Local Procurement**: Adam Goldstone presented the County’s procurement local procurement process of Capital Projects. He listed his current workload stating he has 28 new projects, however; not all projects will be approved. They must use public bid process for all jobs over $4,000 and requirements for bidding are specific. Hollister based contractors are had to come by and local preference is not required. Some jobs only have 1-2 bids. Some of our jobs are too small or to specialize, or they can’t meet wage requirements. Contractor’s exchanges are best in getting the word out. Only local advertising is done. He stated [www.ebidboard.com](http://www.ebidboard.com) is where contractor can get information on county sites. There was also discussion about how to get the word out on upcoming jobs/projects and how to get sub-contractors ready to do government jobs.

III. **Regular Agenda:**

A. **Roll Call**: Roll was taken to determine excused absences for attendance requirements. Individuals who called in were excused by the chair.

B. **Full WDB Meeting Minutes**: January 9, 2018 full WDB meeting minutes were approved as presented. M/S/C Richard Bianchi/Karen.

C. **Executive Committee Meeting**: March 13, 2018 Executive Committee meeting minutes are enclosed for board information.

IV. **CONSENT AGENDA**: M/S/C Kristina/Karen

A. **Board Announcements**: None

B. **Rapid Response and Lay-Off Aversion Services**: Enclosed was the Layoff Aversion Activities Report for March, 2018.

C. **Board Membership**: No applications were received to be reviewed for appointment to the board. The current vacancies are: Business Representatives (5). Staff recently met with Goodwill Industries and they may be interested in joining the board.

V. **DISCUSSION/ACTION ITEMS**:

A. **CWA WORKCON 2018**: The request to have 3-4 staff and/or board members to attend the CWA 2018 Conference scheduled for May 2-4 in San Diego was approved. Sylvia Jacquez, Megan Crable and Richard Perez are interested in attending.

B. **Grant Expenditure Report**: Enclosed was the quarterly expenditure report of the CSWD workforce services grants. Most of the programs are underspend however the M/S/C Richard/Kristina State allows for carry over funds. Staff is working on the current budget, increasing enrollments via social media and community outreach as well as working with the local high school and continuation schools.

C. **Bay Peninsula Regional Planning Unit**: Staff provided an update on the visit held on April 6th at NOVA stating that each local area gave a presentation of the business services they provide.
D. **Prop 39 (Pre-Apprenticeship Program):** Staff provided an update on the training scheduled to begin July 9, 2018 in San Benito County stating the new contract is being processed. The goal is to have 20-25 individuals enrolled and trained.

E. **Committee Updates:** Updates were provided on the following committees:

   1. **Executive Committee:** Meets monthly. All board members invited to attend.
   2. **Audit Committee:** Need to schedule a meeting to discuss results of on-site monitorings conducted by the State. A meeting will be scheduled soon.
   3. **Youth Committee:** A Youth Committee meeting is scheduled for April 12, 2018 at 1:30 P.M. at Mars Hill.
   4. **Job Fair Committee:**
      a. **Chamber of Commerce Job Fair:** Scheduled on April 12, 2018 from 3-7 P.M. at the Veteran’s Bldg.
      b. **WDB Job Fair:** Staff provided an update on the Job Fair scheduled for August 30, 2018 from 3-7 P.M. Discussed was the need to have promotional materials ready for upcoming job fairs and outreach opportunities to promote services. A location for the job fair will need to be decided upon. Currently looking to see if the Vet Hall is available and also include a community fair.

   5. **One-Stop and Business Services Websites Committee:** Staff and members provided an update on revamping/redesigning the websites: www.sbcjobs.org - www.sanbenitobosc.org. The committee would like to have a budget established and asked if unspent funds could be used for the project and the answer is yes. There was discussion having Jeremy, who completed the Health and Human Services Agency website, contracted to complete the work. It was also requested that once completed, staff would be able to maintain and update as needed. The WDB would like to request $10,000 for this project to be added to the next meeting agenda for approval. Board members have requested that we also check out the websites from Council of Government and City of SJB.

IV. **Additional Information:**

A. **Annual Filing of Form 700:** Annual filing due April 15, 2018. All board members have received an e-mail reminder from e-disclosure.

B. **Workforce Services Directives and Information Notices:** Provided for WDB information were links to the most recent Workforce Services Directives. There are now updates for 2018. WSD_17-08 and Information Notices WSIN27 thru WSIN17-29. Summary was enclosed and board members are encouraged to read the summaries.

C. **AB124 Ethics Training:** Individuals needing to complete the ethics training have been notified. NEW LINK to complete the ethics training is: http://localethics.fppc.ca.gov/login.aspx.

D. **WIOA Allocations:** A copy of the current WIOA allocations was distributed.

E. **Monterey Bay Economic Partnership:** Kristina provided information on this event which will be held tomorrow. She invited board members to attend.

F. **Cannibis 2.0 Workshop:** Sylvia informed the board of the information that was provided by our Regional Advisor, Steven Amezcua due to the request for WDB member to attend this workshop. No WIOA funds may be used for these types of requests and to assist any business of this type as WIOA is a federally funded program and Cannibis is only approved at the State level.

V. **Adjournment:** M/S/C 4:22 P.M. M/S/C Kristina/Richard

VI. The next Executive Committee meeting is scheduled on May 8, 2018, Ste. 107 – 3 P.M.

   The next Full WDB meeting is July 10, 2018, Ste. 108 at 3 P.M.
San Benito County Workforce Development Board (WDB)
1111 San Felipe Road, Suite 107 * Hollister, CA 95023
July 10, 2018 @ 3:00 P.M.
Full WDB Meeting
Minutes

FOR THE HEALTH AND SAFETY OF STAFF & GUESTS, ALL MEETINGS ARE FRAGRANCE FREE

Present: Karen Para, Kendra Bobsin, Duane Bradford, Randy Brown, James Dion, Al Gonzalez, Jose Rodriguez,
Staff: Andi Anderson, Enrique Arreola, Sylvia Jacquez, Ruby Soto
Guests: Stephen Amezuca

I. GENERAL INFORMATION:

II. Public Comment Period: Introductions were made by everyone present

III. Regular Agenda:
A. Roll Call: Roll was taken to determine excused absences for attendance requirements. Individuals who called in were excused by the chair.
B. Meeting Minutes: May 8, 2018 Executive Committee and Audit Committee meeting minutes are enclosed for info only.
C. The April 10, 2018 full WDB meeting minutes are enclosed for review and approval. Due to the lack of a quorum, this item was tabled.

IV. CONSENT AGENDA: Motion/Second/Concur (M/S/C) Due to the lack of a quorum, there was not action taken.
A. Board Announcements: None
B. Rapid Response and Lay-Off Aversion Services: Enclosed was the Layoff Aversion Activities Report for May, 2018.
C. Board Membership: No applications were received to be reviewed for appointment to the board. The current vacancies are: Business Representatives (5).
D. Programs Expenditure Report: Enclosed was the YTD expenditure report for your information.
E. Workforce Services Directives and Information Notices: Enclosed were summaries for the most recent Workforce Services Directives WSD_17-10 and Information Notices WSIN29 thru WSIN17-46. Please click hyperlink to read full description.

V. DISCUSSION/ACTION ITEMS:
A. Election of Officers: The Nominating Committee presented the slate of officers for the upcoming fiscal year and stated it would remain the same slate as previous year and to add Kristina Chavez Wyatt as an Executive Committee member. Due to the lack of a quorum, there was not action taken.

B. Meeting of the Minds Conference: Enclosed was information for the Meeting of the Minds Conference in Monterey scheduled for September 2-4, 2018. Request approval to send 2-4 Staff and WDB Members. Due to the lack of a quorum, there was not action taken.

C. Americas Job Center of California (AJCC) Operator: The Contract for the AJCC Operator is due to expire. Request the WDB approve extending the contract for 1 year. Due to the lack of a quorum, there was not action taken.

D. AJCC Certification: Staff updated the board on the Continuous Improvement Plan and the AJCC Certification Hallmark of Excellence. Enrique Arreola reported that State extended the deadline to submit the certification by the end of June and that the Certification of Hallmark of Excellence has been submitted along with the report. Staff is providing input on the matrix. The AJCC would contract with another agency to complete the matrix so there is no conflict of interest. This will be revisited in September.

E. WDB Member Recruitment Flier: Attached was the WDB Recruitment Flier for board feedback and direction: 1) Board members felt it was too busy, 2) Correct the phone number, 3) Change to Enrique’s phone & email. The board was requested to provide input why are they are serving on the board and include that information. Tap into those reasons and use those as a way to recruit members. Suggested using bullet points.

F. Partnerships To Unlock Social Mobility 2.0: Staff provided an update on the Partnerships to Unlock Social Mobility workshop held for the Bay Peninsula Region on Thursday June 7, 2018 in San Mateo. Enclosed was a summary of the Corrections Workforce Partnership Prison to Employment Initiative. The funding is intended to help those being released from the prison system. The local WDB needs a clear vision and goals and hopes to receive more direction in the near future on moving forward. Discussed was how Gavilan College is working within the jails and providing career exploration and transition services. This initiative will hopefully be the missing piece to those being released. There needs to be a safety net and support for individuals to be successful.

G. Prop 39 (Pre-Apprenticeship Program): Staff provided an update on the monitoring and the Building & Construction Trades training scheduled begin July 9, 2018 in San Benito County. 22 applications received. 18 showed up for the class. Day classes are 7am-3pm M-F. Due to end August 1. Graduation is scheduled for August 15, 2018. Staff will keep the board updated.

H. Committee Updates: Updates may be provided on the following committees:
   1. Executive Committee: Meets monthly and open to all board members.
   2. Audit Committee: The Fiscal & Procurement Review was held the week of May 21-25, 2018. Once the State report is received staff will provide an update.
   3. Youth Committee: Richard Perez has been working with the Youth Alliance. They are recruiting members and hopeful the Youth Alliance will join the committee.
4. **Job Fairs:**
   a. **Job Fair Committee:** Staff provided an update on the Job Fair scheduled for August 30, 2018 from 3-6 P.M. at the Veteran’s Memorial Building. A save the date flier has been distributed. Please provide updates to board members. The event will include a community resource fair and non-profit services.
   b. **2018 Young Adult Job Fair:** Staff updated the board on the Young Adult Job Fair held on May 31, 2018. Overall the job fair was larger than original expected. There were 33 employers. Initial target was young adults but it was opened to the public. Received good feedback from employers and one thing they mentioned was having more job seekers.

5. **One-Stop and Business Services Websites Committee:** Karen Para provided an update on the redesign of the WDB websites: www.sbcjobs.org. At the last Ex committee meeting the board approved $10,000 to update the sites. Enrique indicated that staff has been instructed to start the redesign at the county level using the local IT department. Staff met with IT and they are preparing a mock website so the board could have a potential sample. Once completed it will be provided to the board for their review and input. If the WDB likes what they see, then the board can move forward with having IT complete the site. If not, then the WDB can move forward with an RFP for an outside source.

IV. **Additional Information:**
   A. **2018/2019 Roundtables:** Staff provided an update on next year’s roundtables which was included in the agenda packet as a tentative schedule. Staff requests board input on needs so that the roundtables can be tailored to their needs.
   B. **Agricultural Workforce Development Report and Training Needs:** Attached was the final report along with the recommended training needs. Staff updated the board on the meeting with Ag employers held on May 30th. West Valley College has been meeting with employers and is still working on follow-up to determine the needs in order to be able to provide training services.
   C. **Bay Peninsula Regional Update:**
      1. **Regional Trainings MOU:** Staff provided an update on the regional grant received for staff development and capacity. The WDB will be eligible for $_____________ in funding for trainings for local boards.
      2. **Regional Business Services MOU:** Staff provided an update on the Regional Business Services grant received. This is a Partnership with NOVA. $150,000 was awarded and SBC will receive a portion of that. The focus will be on healthcare. There is a meeting scheduled for the end of the month.
   D. **Goodwill Commercial Training** Staff reported on the visit to the Goodwill Commercial Training Center on Friday, May 18, 2018. It was very interesting from recycling – hiring/training. There has been an interest locally to see if this training can be brought to San Benito County on a smaller scale. Logistics were discussed on how to provide services and trainings. One thing discussed was getting our clients to the San Jose location as they already have resources to provide services.
   E. **AB124 Ethics Training:** Individuals needing to complete the ethics training have been notified.
   F. **Unemployment:** The Unemployment Report for May 2018 is enclosed.

V. **Adjournment:** M/S/C Kendra Bobsin/ James Dion 4:08 P.M.

The next Executive Committee meeting is scheduled on August 14, 2018, Ste. 108 – 3 P.M.
Co-Chair, Richard Perez, called the meeting to order at 3:00 P.M.

I. GENERAL INFORMATION:
   A. Public Comment Period: Introductions were made by everyone present.
      1. Renée Hankla, M.A., Reentry Program Manager, Community Transition Center (CTC), provided a brief presentation on the CTC and answered questions about their programs and services. She has spoken to Andy Hartman about hosting the Prop39 in the local county Jail.
      2. Laura VanAmurg from Pacific Scientific attended the meeting to check things out to see if she might be interested in joining the board.
   B. Success Stories: Ruby Soto presented a 2 success stories from one of our AJCC participants. Request stories from Ruby for inclusion in notes.
   C. Guest Speaker: In an effort to collaborate with the WDB, Enrique Arreola introduced the Community Action Board (CAB) member/s who then provided an update on their services and goals. Tonia Sunseri presented a slideshow on the CAB outreach projects and shared their vision for a youth center.

II. Regular Agenda:
   A. Roll Call: Roll was taken to determine excused absences for attendance requirements. Individuals who called in were excused by the chair.
   B. Full WDB: The April 10, 2018 & July 10, 2018 full WDB meeting minutes are enclosed for review and approval. Due to the lack of a quorum, this item was tabled.
   C. Meeting Minutes: September 11, 2018 Executive Committee meeting minutes were enclosed for board info.

III. CONSENT AGENDA:
A. **Board Announcements:**

B. **Rapid Response and Lay-Off Aversion Services:** Enclosed was the Layoff Aversion Activities Report for September, 2018.

C. **Board Membership:** No applications were received to be reviewed for appointment to the board. The current vacancies are: Business Representatives (5).

D. **Programs Expenditure Report:** Enclosed was the expenditure report.

E. **Workforce Services Directives and Information Notices:** Enclosed are summaries for the most recent Workforce Services Directives WSD 18-03 thru 18-07 and Information Notices WSIN 18-06 thru 18-08. Please click hyperlink to read full description.

F. **Unemployment:** The Unemployment Report for August, 2018 was enclosed.

G. **Prop 39 (Pre-Apprenticeship Program):** Enclosed was a summary report for your review.

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**IV. DISCUSSION/ACTION ITEMS:**

A. **America’s Job Center of California (AJCC) and Business Services Websites:**
   1. As a result of the county-wide computer system being down IT hasn’t had a chance to update the website and will present at the November meeting.
   2. A survey link was emailed to board members however there were few responses therefore this item was tabled for action at the next meeting.

B. **Election of Officers:** The Nominating Committee presented the slate of officers for the current fiscal year at the July meeting. However there is still a need to appoint one member. The Executive Committee requests a board member volunteer or one will be appointed by the Chair. **Richard Perez will reach out to board members for a volunteer. Action Required – Table to next meeting.**

C. **Bay Peninsula RPU Performance Measures Negotiations:** Staff will provide an update on the State’s performance measures for PY 18 and 19. Attached were the regional Skills Attainment measures. The report was distributed and Enrique provided an overview of the performance measures and indicated that San Benito County exceeded the goals. Action is required to approve the performance measures. – Table to next meeting.

D. **Prison to Employment Initiative Planning Grant:** The California Workforce Development Board (CWDB) and the Employment Development Department (EDD) announced the availability of local assistance grants for collaborative development of regional partnerships and plan to serve the formerly incarcerated and other justice involved individuals in California. The total amount available for the planning grant is $1,750,000 in state general funds. AJCC received $145,000. This is only for planning. The local area is working on developing an online resource for services. Staff still hasn’t received the contract but should have it by the next meeting. Additional information was enclosed.

E. **Regional and Local Plans PY 17-21 – Two Year Modification:** Staff updated the board on the Regional and Local Plan modifications due to the State by March 15, 2019. Listening Sessions have been scheduled for November 7, 2018 at 5:30 P.M. Location TBD. Enrique shared the areas of discussion which will be included in the discussion sessions.

F. **Committee Updates:** Updates may be provided on the following committees:
1. **Audit Committee**: Staff is still waiting to receive the Fiscal & Procurement Review Report to be issued by the State.

2. **Ag Committee**: Receive direction from the board on ways to revamp and layout a new program model to see if training can be offered to meet the local agricultural needs. Enclosed was a summary of needs. Richard Perez is in the process of obtaining the non-accredited course list for a possible partnership with Gavilan College. Working on holding at employer site or at another local location.

3. **Youth Committee**: Committee members Richard Perez and Karen Para have been recruiting members and hope to have some join soon. Richard Perez will connect with Renee Hankla at the Community Transition Center to see about a partnership.

4. **Membership Committee**: Committee members updated the board on efforts made to recruit new board members.

IV. **Additional Information**:

A. **AB124 Ethics Training**: Individuals needing to complete the ethics training have been notified.

B. **Business Engagement**: Enrique reported on a meeting held last week on business services & health care. Each region provided an overview of their services and programs. Gained some insight on how services are administered. AJCC is one of the few locations where partners are in-house. Discussed local employment needs in in-home care which is on the rise and how to meet the need. One recommendation was to upgrade the skill-set and income level by providing certifications courses to increase their hourly wage options.

V. **Adjournment**: The meeting adjourned at 3:58 P.M.

The next Ex Committee is scheduled for November 13, 2018, Ste. 107 at 3 P.M.

The next Full Board meeting is scheduled on January 8, 2019, Ste. 108 – 3 P.M.
November 8, 2018

To: Workforce Development Board

From: Megan Crable, Employment & Training Services Counselor II

Re: Layoff Aversion Activities for October 2018

At the direction of the Workforce Development Board the following top 3 priorities for the layoff aversion activities are:

1) **Business Services Workshops:** EDD Tax Seminar 11/15/18 @ 8:30 am at Veterans Memorial Building Room #204

2) **Job Search Assistance & Resume Writing Workshops:**

   Enclosed you will find the workshop schedule.

   AJCC/EDD Job Recruitments:
   a. None to report

3) **Business Engagement:**
   a. Bay Peninsula Regional Planning Workgroup @ Work2Future 11/4/18
   b. Rapid Response Roundtable @ Contra Costa County 11/9/18
   c. Chamber Business After Hours 10/17/18 @ Leal Vineyards
   d. Market for a Social Purpose Community Foundation @ Paine’s 10/23/18
MEMORANDUM

Nov 13, 2018

TO: Workforce Development Board (WDB) Members

FROM: Sylvia Jacquez, Program Manager; Enrique Arreola, Deputy Director

SUBJECT: Summary of EDD Workforce Services Directives and Workforce Services Information Notices

Background/Summary: Directives provide policy and guidance regarding various Workforce Services program requirements, funding and activities for EDD Workforce Services Staff and Workforce Partners. Directives provide policy and guidance regarding various Workforce Services program requirements, funding, and activities for EDD Workforce Services Staff and Workforce Partners.

Background/Summary (Information Notices): The Employment Development Department (EDD) issues Workforce Services Information Notices (WSIN) to disseminate announcements, general information, and procedural guidance on departmental programs for EDD staff, workforce partners, stakeholders, and other individuals in the workforce development system. Through the Workforce Innovation and Opportunity Act and the Wagner-Peyser Act, the EDD administers programs for veterans, youth, dislocated workers, people with disabilities; including Trade Adjustment Assistance, CalJOBSSM, employer incentives and more. Directives provide policy and guidance regarding various Workforce Services program requirements, funding, and activities for EDD Workforce Services Staff and Workforce Partners.

<table>
<thead>
<tr>
<th>Workforce Service Directives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WSD18-01</strong> REGIONAL AND LOCAL PLANS PY 17-21 – TWO YEAR MODIFICATIONS: Under WIOA, a biennial update of regional and local plans is required in order to ensure plans remain current and account for “changes in labor market and economic conditions or in other factors affecting the implementation of the local plan” (29 U.S. Code § 3123). The California Workforce Development Board (State Board) has also made changes to the State Plan which require that Local Boards update their plans to keep them consistent with the policy direction of the State Plan. Pursuant to the State Plan modifications submitted to the U.S. Department of Labor in the spring of 2018 and approved on June 11, 2018, the State Board is providing guidance to Local Boards on the requirements associated with local and regional planning modifications. This Directive provides specific guidance and instructions on both required and elective modifications to local and regional plans.</td>
</tr>
<tr>
<td><strong>WSD18-07</strong> Salary and Bonus Limitations for 2018 This policy provides the guidance and establishes the procedures regarding the 2018 salary and bonus limitations for individuals paid by funds appropriated to the Department of Labor (DOL) Employment and Training Administration (ETA). This policy applies to all subrecipients expending Workforce Innovation and Opportunity Act (WIOA) program fund. The 2018 salary rates for executive level employees became effective on January 1, 2018.</td>
</tr>
<tr>
<td><strong>WSD18-08</strong> Disaster National Dislocated Worker Grant Guidance: This policy provides the guidance and establishes the procedures regarding the purchasing of equipment during participation in a disaster National Dislocated Worker Grant (NDWG). This policy applies to Project Operators of disaster NDWGs, and is effective immediately.</td>
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<tr>
<th>Information Notices</th>
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<tr>
<td><strong>WSIN18-03</strong> PRISION TO EMPLOYMENT – REGIONAL PLANNING GRANTS The California Workforce Development Board (State Board) and the Employment Development Department are pleased to announce local assistance grants of up to $1,750,000 in state General Funds for collaborative development of regional partnerships and plans to serve the formerly incarcerated and other justice involved individuals in California. In July 2018, the California Legislature approved $37 million in state General Funds for the Prison to Employment Initiative proposed by Governor Jerry Brown in his 2018 budget proposal. Funding for the Prison to Employment Initiative is intended to support regional planning efforts, fund regional plan implementation, and provide resources for direct services to the formerly incarcerated and other justice-involved individuals. It also sets aside specific</td>
</tr>
</tbody>
</table>
resources for both supportive services and earn and learn activities. The State Board is interested in funding applications that further advance the goals of the California WIOA Unified Strategic Workforce Development Plan 2016-2020 and build workforce system infrastructure and capacity.

**WSIN18-06** Pathway to Services Webinar Series: The California Labor and Workforce Development Agency is pleased to announce a webinar series aimed at identifying and connecting available federal and state services for immigrants and refugees. This webinar series will focus on serving the immigrant and refugee communities who may not possess the appropriate documentation to access all employment and training services, yet may be eligible for services through other program partners.

**WSIN18-07** Highlighting the Successes of the Workforce Development System: In celebration of Labor Day 2018, the Employment Development Department (EDD) launched a statewide public education campaign to showcase the great work of the state’s workforce development system.

**WSIN18-08** Campesino de California Outreach – SFP: The State of California Employment Development Department (EDD) announces up to $250,000 of Wagner-Peyser 10 Percent Governor’s Discretionary in grant funds through the Campesino de California Outreach Solicitation for Proposals (SFP) to secure a California statewide outreach program for Migrant Seasonal Farm Workers (MSFW) including the H-2A Agricultural workers. The goal of this initiative is to provide measurable outreach projects designed to deliver MSFWs and their families with relevant timely and accurate information on the various programs and services offered through the EDD.

**WSIN18-09** Forthcoming Statewide WIOA Co-Enrollment Guidance: The California Workforce Development Board (State Board), in coordination with state level Workforce Innovation and Opportunity Act (WIOA) Unified State Plan partners and representatives from Local Workforce Development Areas, is developing strategic coenrollment guidance designed to enhance partnerships, share case management, leverage resources, and improve participant experiences and outcomes.

**WSIN18-10** Disability Employment Accelerator – SFP: The Employment Development Department, in coordination with the California Workforce Development Board and the Labor and Workforce Development Agency, announces a Solicitation for Proposals (SFP) for a Disability Employment Accelerator (DEA) program. This SFP makes available $2 million of Workforce Innovation and Opportunity Act Title I Governor’s Discretionary funds for this program. The DEA program will focus on creating linkages and engaging businesses in high-growth industries. Entities will strive to use these business linkages to develop “earn and learn” service strategies (e.g., On-the-Job Training, Transitional Jobs, Work Experience, etc.) that ensure people with disabilities, including college students who are close to fulfilling their degree requirements and/or college graduates, have the necessary skills to obtain and retain competitive, integrated employment.

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11.13.18
Enrique Arreola, Deputy Director
San Benito County Workforce Development Board (WDB)
REGIONAL AND LOCAL PLANS PY 17-21 – TWO YEAR MODIFICATIONS

EXECUTIVE SUMMARY

This policy provides the guidance and establishes the procedures regarding the two year modification of regional and local plans required by the Workforce Innovation and Opportunity Act (WIOA). This policy applies to Regional Planning Units (RPUs) and Local Workforce Development Boards (Local Boards), and is effective on the day of issuance.

This Directive finalizes Workforce Services Draft Directive Regional and Local Planning Guidance PY 18-19 (WSDD-180), issued for comment on April 30, 2018. The Workforce Development Community submitted 12 comments during the draft comment period. A summary of comments, including all changes, is provided as Attachment 12.

Retain this Directive until further notice.

REFERENCES

- United States Code (USC) Section 3123
- WIOA (Public Law 113-128) Sections 106 and 107
- California Government Code Section 54950 et al.
- Assembly Bill (AB) 2288 (Burke), Chapter 692, Statutes of 2016
- AB 109 (Committee on Budget), Chapter 15, Statutes of 2011
- AB 554 (Atkins), Chapter 498, Statutes of 2011
- Workforce Service Directive WSD16-07, Subject: Regional and Local Planning Guidance for PY 2017-2020 (September 16, 2016)
• Workforce Services Information Notice WSIN17-26, Subject: *Prison to Employment Initiative* (February 28, 2018)
• WSIN17-24, Subject: *Public Comment Period – Modifications to California’s State Plan* (February 9, 2018)

**BACKGROUND**

Under WIOA, a biennial update of regional and local plans is required in order to ensure plans remain current and account for “changes in labor market and economic conditions or in other factors affecting the implementation of the local plan” (29 U.S. Code § 3123). The California Workforce Development Board (State Board) has also made changes to the State Plan which require that Local Boards update their plans to keep them consistent with the policy direction of the State Plan. Pursuant to the [State Plan modifications](#) submitted to the U.S. Department of Labor in the spring of 2018 and approved on June 11, 2018, the State Board is providing guidance to Local Boards on the requirements associated with local and regional planning modifications. This Directive provides specific guidance and instructions on both required and elective modifications to local and regional plans. This Directive includes the following:

- Conditions and processes for robust stakeholder engagement during the regional and local plan modification process.
- Deliverables for regional and local plan modifications:
  - Required and elective regional plan modifications to align, coordinate, and integrate reentry and workforce services to the formerly incarcerated and other justice-involved individuals.
  - Required and elective local plan modifications arising from regional or local partnerships with county human service CalFresh programs.
  - Required and elective local plan modifications arising from regional or local partnerships with Local Child Support Agencies (LCSAs) to provide workforce services to unemployed, underemployed, and payment-delinquent non-custodial parents.
  - Required and elective local plan modifications arising from regional or local partnerships with programs that serve individuals with disabilities, including detail on strategies to implement Competitive Integrated Employment.
  - Required and elective local plan requirements pertaining to services for English Language Learners, the Foreign Born, and Refugees.
  - Required regional plan content detailing compliance with State Plan guidance and state law relating to Multi-Craft Core Curriculum (MC3) pre-apprenticeship partnerships.
  - Required regional self-assessment using Indicators of Regional Coordination and Alignment.
  - Other changes to regional and local plans made pursuant to changes in labor market and economic conditions or in other factors affecting the
implementation of local or regional plans, including modifications to negotiated performance goals.

- Submission process and Scoring Rubric.

Required and elective local and regional plan modifications marked with an asterisk * in the guidance that follows must be included as informational attachments to the main narrative descriptions of local and regional plans to serve the identified populations. These include, but are not limited to, items pertaining to community engagement, outreach and the public comment process, background information, and information pertaining to the assessment of need and population size. All other required and elective local and regional plan modifications are expected to be addressed in the ten page narratives of the associated local and regional plans.

POLICY AND PROCEDURES

Community Engagement and Public Comment Process

Local Boards are subject to the open meeting requirements of the Ralph M. Brown Act (Brown Act). The intent of the law is to ensure that meetings are properly noticed, agendas are made available and that the public has an opportunity to provide comment on local policy and operations.

For purposes of the forthcoming planning process, the State Board recognizes that a greater level of meaningful stakeholder, community, and service population participation is more necessary than that which is minimally required to comply with the Brown Act. As such, the State Board is providing additional community engagement requirements to ensure that the interests of client populations are placed at the center of planning conversations as Local Boards move forward and work with stakeholders to modify regional and local plans.

Requirements for Planning Process are as follows:

- Follow applicable open meeting guidelines.
- Must “notice” stakeholders listed by the State Board in each RPU about public meetings and planning activities, and related open events to ensure opportunities to participate in and provide feedback on local/regional plan modifications. Boards are expected to contact every partner listed in their RPU in the Directory of Planning Partners as well as the partners listed in the Interactive Corrections Map.
  - An established list of stakeholders is provided on the State Board website and can be accessed the Directory of Planning Partners. Boards must contact all of the stakeholders on this Directory of Planning Partners in your region and document outreach activities.
  - Stakeholders invited to participate in planning processes must include all of the following: organizations providing services to the re-entry population and English learners, as well as adult education partners, refugee resettlement
agencies, Human Service program leads/providers, community college and other education partners, immigration services providers, disability organizations associated with the Department of Rehabilitation and located within other systems, along with other required planning partners detailed in the Directory of Planning Partners. Refer to this directory providing a list of stakeholders in your region. Boards are required to contact each organization listed in their respective RPU. Note that the list of organizations in the Directory of Planning Partners is not comprehensive, and as such, Boards are not precluded from contacting other organizations not listed in the directory.

- Boards must hold one listening session or planning meeting outside of regular business hours (regular business hours are presumed to be 8am-5pm Monday through Friday). This meeting should be public and made available to participants in the geographic area where the board has jurisdiction. A Meaningful Community Engagement for Workforce Planning guide with recommended engagement processes is attached as a resource for conducting outreach and interacting with community partners.

- RPUs and Local Boards must notify the State Board of any planning meetings, listening sessions, or other public meetings related to the planning process. This information will be collected and posted on the State Board website. The dates and times of each planning meeting, listening session, or other public meeting related to the planning process must be provided to the State Board for posting at least ten days in advance of the planning meeting, listening session, or other public meeting related to the planning process. The information should be provided to the State Board through email communication to the State Board’s State Plan and Policy Manager Bethany Renfree at Bethany.Renfree@cwdb.ca.gov, the Information Technology Specialist Michael Dowdy at Michael.Dowdy@cwdb.ca.gov, and the Corrections Team Field Specialist, Rafael Aguilera at Rafael.Aguilera@cwdb.ca.gov. Include in the subject line or the body of the email the purpose for the attached document(s) (i.e., Local and Regional Planning Meeting Schedule and Location for “______”). and any corresponding deadlines.

- Local Boards must post the meeting notice in a prominent, clear location on the Local Board website, in the lobby of office(s), and at America’s Job Centers of California (AJCCs) in the board jurisdiction. When the planning meetings are scheduled and if any changes are made, postings must be updated.

- RPUs and Local Boards must provide, as an attachment to the local and regional plans, an overall narrative description of the manner in which the stakeholder involvement and community outreach requirements were met for both the local and regional plans, must include documentation of outreach efforts to all required planning partners, and must provide documentation that the State Board was provided the relevant information on all planning meetings, listening sessions, or other public meetings related to the planning process. RPUs and Local Board plans will be scored on their stakeholder engagement and community outreach efforts as part of the local and regional plan scoring rubric.

Additionally to comply with Title 20 CFR Sections 679.500-580, Local Boards representing each Local Workforce Development Area (Local Area) in a RPU must provide an opportunity for
October 7, 2018

Mr. Gabriel Garcia, Regional Advisor
Program and Technical Assistance Section
Workforce Services Division, Employment Development Department
P.O. Box 826880 MIC 50
Sacramento, CA 94280-0001

RE: America’s Job Centers of California (AJCC) Hallmarks of Excellence Certification Application

Dear Mr. Garcia:

We are pleased to provide you with the attached application for San Benito County’s America’s Job Center of California (AJCC). The application was developed using feedback from representatives of the AJCC and its partners. An independent evaluator, San Benito County One Stop Operator Mr. David Mirrione, ranked each hallmark in accordance with Workforce Services Directive WSD16-20. Upon completion of the application, the AJCC scored a total of 27 with all hallmarks receiving a score no lower than three. The application is being submitted in follow up to the submission of our Continuous Improvement Plan submitted on June 28, 2018 as per instruction received by Mr. Carlos Bravo of the California Workforce Development Board (CWDB).

Mr. Mirrione conducted a comprehensive evaluation of our AJCC and worked closely with staff and I. Our evaluator conducted onsite interviews with both Workforce Development Board (WDB) and AJCC partner leadership and staff, reviewed WDB and AJCC documentation, toured the facility, and prepared a draft application for AJCC leadership review. The draft was finalized and presented to the WDB Board Chair for review and approval. The process ensured objective scoring of each hallmark and provided continuous improvement opportunities.

We are pleased to submit our completed Hallmarks of Excellence application for review and consideration by the CWDB and the Employment Development Department. If you have any questions regarding the application, please contact me at 831-634-4918 or earreola@cosb.us.

Respectfully submitted,

Enrique Arreola
Director

Enclosure
Comprehensive AJCC Certification Matrix
Hallmarks of Excellence

The Hallmarks of Excellence America’s Job Center of California℠ (AJCC) Certification is intended to encourage continuous improvement by identifying areas where an AJCC may be exceeding quality expectations, as well as areas where improvement is needed. These were developed in alignment with Training and Employment and Guidance Letter 4-15, California’s Unified Strategic Workforce Development Plan (State Plan), and the AJCC Certification Workgroup’s vision for California’s One-Stop delivery system.

Hallmarks of Excellence Ranking

Each individual Hallmark of Excellence is ranked on a scale of 1 to 5:

1. No progress on the hallmark at this time.
2. Have started progress on the hallmark but not yet satisfactory.
3. Have a satisfactory amount of the hallmark in place the majority of the time.
4. Significantly meeting the hallmark with room for improvement.
5. Achieving and excelling at the hallmark.

In order to receive a Hallmarks of Excellence AJCC Certification, an AJCC must have first met Baseline AJCC Certification and then receive a ranking of at least 3 for each of the Hallmarks of Excellence.

The matrix below describes each Hallmark of Excellence and provides associated quality indicators that should be used by the evaluator when documenting the rationale for each ranking. The evaluator must also provide continuous improvement goals and recommendations that Local Boards can use as they work with each comprehensive AJCC to develop a separate continuous improvement plan with target dates.

Local Boards must submit a completed matrix and continuous improvement plan to their Regional Advisor for each comprehensive AJCC by June 30, 2018.

Name of Local Board: San Benito County Workforce Development Board

Name of AJCC: America’s Job Center of California: San Benito County
## Hallmark of Excellence #1

The AJCC physical location and facility enhances the customer experience

<table>
<thead>
<tr>
<th>Characteristics of a High Quality AJCC</th>
<th>California State Plan Vision and Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The physical layout of the AJCC must inform and engage customers in staff-supported activities and allow for workshops, group meetings and a robust basic career services, rather than moving all customers to the AJCC resource room computers to conduct a job search.</td>
<td>a. The vision for the AJCC system in California, is to provide seamless customer-centered services focused on demand driven skills attainment and upward mobility for all Californians. The services should be delivered by aligning, coordinating, and integrating the programs and services of required and optional partners.</td>
</tr>
<tr>
<td>b. AJCCs must be a professional and clean environment where customers are greeted as they enter the AJCC. Information should be readily available about all partner program services, including how to access them.</td>
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### Quality Indicators

| a. The location of the AJCC is convenient for customers (including those with barriers to employment) and is part of a larger complex of County Social Services. It has adequate parking and is accessible by public transportation (where available) throughout the day. |
| b. External signage clearly identifies the location as an AJCC and meets the branding requirements of Workforce Services Information Notice 12-43. |
| c. The AJCC is clean with a professional appearance. |
| d. The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance. |
| e. The AJCC’s resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order. |
| f. The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff. |
| g. The AJCC has internal signage to help customers easily navigate the AJCC. |
| h. Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities. |
| i. Adequate safety and security precautions are in place to protect both customers and staff. |
Assessment of the AJCC’s Strengths and Continuous Improvement Opportunities:

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, California’s State Plan vision and strategies, and the quality indicators for this Hallmark of Excellence, local workforce system representatives identified areas of strength and some continuous improvement opportunities. These include:

**Strengths:**

1. The AJCC is located at 1111 San Felipe Dr. Suite 107 in Hollister, California and is part of a larger complex of County Social Services. The recently developed County Homeless Shelter and the County Food Bank are conveniently located next door. There is adequate public parking and the center has a County bus stop in front.

2. The AJCC is branded solely as an AJCC with the proper signage as required per Workforce Services Information Notice 12-43

3. The AJCC is very clean and well organized.

4. Upon entering the AJCC, participants sign in to the center using the Virtual One Stop (VOS) Greeter. The publically accessible computers are in the lobby making it convenient for all participants to access services. The staff ensures that the materials they produce are understandable for those with lower reading levels.

5. The AJCC has 14 computers, printers, a facsimile machine, and is well kept.

6. The AJCC is adequately sized for the needs of the community. When the need arises for additional space, the AJCC can use the TANF offices which are located on the premises. In October of 2018, the WDB will assume the lease of the building as it has been previously held by EDD. This will allow for the potential expansion of the computer lab and conference rooms.

7. There is plenty of signage in English, Spanish, and Braille.

8. Emergency procedures are in place and safety drills are routinely held. All plans include procedures for individuals with disabilities.

9. The AJCC has a safety team which currently meets monthly to review processes and procedures. Safety procedures also include provisions for home visits for participants.
Continuous Improvement Opportunities:

1. Although the AJCC is physically accessible, its online presence is outdated. The AJCC is beginning to develop a new website to ensure that program information is available online.

2. The AJCC is currently developing an online version of its Program Orientation to ensure a consistent message and allow for a wider audience to view it.

Hallmark of Excellence #1 Ranking (1-5): 4

Rationale for This Ranking:

Key factors in assigning this ranking include the following:

- Facility's central location surrounded by County Social Services, food bank, Behavioral Health, Probation Transition Center and homeless center
- AJCC's close proximity to the County bus line
- Easy access to and within the center
- Design of the reception and resource areas
- Professional appearance of the center
- Availability of equipment
- Emergency procedures for the center
- AJCC safety and security
Hallmark of Excellence #1 - The AJCC physical location and facility enhances the customer experience

Continuous Improvement Goals and Recommendations:

Based on the continuous improvement opportunities identified during the assessment process, representatives of the AJCC San Benito County have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Develop an online AJCC WIOA orientation to provide more consistent program information and increase program access throughout San Benito County

   Target Date for Achieving Goal: March 2019

2. Procure a new website to enhance the customer experience and increase program access in San Benito County

   Target Date for Achieving Goal: June 2019
<table>
<thead>
<tr>
<th>Hallmark of Excellence #2</th>
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<tbody>
<tr>
<td>The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.</td>
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<table>
<thead>
<tr>
<th>US DOL Characteristics of a High Quality AJCC</th>
<th>California State Plan Vision and Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Reflect a welcoming environment to all customer groups who are served by the AJCC. All AJCC staff are courteous, polite, responsive, and helpful to job seekers, businesses, and others who visit the AJCC. Staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.</td>
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</tr>
<tr>
<td>b. Ensure meaningful access to all customers. AJCCs must be physically and programatically accessible to all customers, including individuals with disabilities. In so doing, AJCCs use principles of universal design and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. AJCCs use assistive technology and flexible business hours to meet the range of customer needs.</td>
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</tr>
<tr>
<td>c. Include both virtual and center-based service delivery for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any given time. The system can expand its reach by delivering robust virtual services; and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations, and other partners.</td>
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</tr>
<tr>
<td>a. Enabling upward mobility for all Californians including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and is able to access the level of education necessary to ensure economic self-sufficiency and security.</td>
<td></td>
</tr>
</tbody>
</table>
Hallmark of Excellence #2 - The AJCC ensures universal access, with an emphasis on individuals with barriers to employment

**Quality Indicators**

a. All AJCC staff honor and accommodate diversity and are comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.

b. The local Equal Opportunity Officer periodically reviews the AJCC’s policies, procedures, and facility for accessibility and equal opportunity and then provides recommendations and staff training, where needed.

c. The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals that do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.

d. The AJCC uses the principles of universal and customer-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

e. The AJCC implements the veteran’s preference and priority of service requirements.

f. The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.

g. The AJCC delivers both AJCC-based and virtual services.

h. The AJCC ensures that individuals with disabilities are able to access virtual services in a manner that is comparable to the access available to others.

**Assessment of the AJCC’s Strengths and Continuous Improvement Opportunities:**

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, California’s State Plan vision and strategies, and the quality indicators for this Hallmark of Excellence, local workforce system representatives identified areas of strength and some continuous improvement opportunities. These include:

**Strengths:**

1. The AJCC staff has a commitment to honoring diversity and working with all types of individuals. AJCC staff has completed civil rights training, discrimination training, and reliance training. The diverse staff reflects the community that they serve. AJCC will soon receive training from the Department of Rehabilitation.
2. The local Equal Opportunity Officer periodically reviews the AJCC’s policies, procedures, and facility for accessibility and equal opportunity and then provides recommendations and staff training, where needed.

3. The AJCC currently has an active Limited English Proficiency Plan along with many bilingual staff to assist clients.

4. The AJCC staff participated in the Department of Labor’s Customer Centered Design challenge and has implemented many of the ideas developed in the challenge. The AJCC has an active Customer Service Team which is comprised of partners and WIOA staff.

5. The AJCC implemented the veteran’s preference and priority of service policy.

6. The AJCC hosts job fairs that run until 7pm and coordinates many events on Saturdays.

7. In addition to the in-person services provided in the AJCC, there are some virtual services available as well. Staff teaches clients how to use CalJOBS to conduct customized job searches from the center and home.

Continuous Improvement Opportunities:

1. The AJCC and its partners currently do not offer online services other than CalJOBS. There is a need to offer additional online services as many job seekers lack the ability to visit the center regularly or attend training outside of the County.

2. The AJCC does not have Wi-Fi available for job seekers and employer partners.
Hallmark of Excellence #2 - The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

**Hallmark of Excellence #2 Ranking (1-5): 3**

**Rationale for This Ranking:**

Key factors in assigning this ranking include:

- Significant investment in staff training to ensure that all types of individuals are treated with dignity and respectfully
- Highly active Equal Opportunity Officer
- High quality Limited English Proficiency Plan
- Tenets of Customer Centered Design found throughout center
- Veteran Services are provided by WIOA and EDD staff onsite
- Flexible business hours to meet the needs of the community and local business

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**Continuous Improvement Goals and Recommendations:**

Based on the continuous improvement opportunities identified during the assessment process, representatives of the AJCC San Benito County have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Reconfigure AJCC lobby to align with Customer Centered Design standards.
   
   *Target Date for Achieving Goal: December 2018*

2. Install Wi-Fi in AJCC Career Center to enhance customer experience

   *Target Date for Achieving Goal: June 2019*
### Hallmark of Excellence #3

**The AJCC actively supports the One-Stop system through effective partnerships**

<table>
<thead>
<tr>
<th>US DOL Characteristics of a High Quality AJCC</th>
<th>California State Plan Vision and Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Reflect the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, collocated partnership that seamlessly incorporates the services of all the AJCC partners.</td>
<td>a. Aligning, coordinating, and integrating programs and services to economize limited resources while also providing the right services to clients, based on each client's particular and potentially unique needs so as to facilitate skill-attainment.</td>
</tr>
</tbody>
</table>

#### Quality Indicators

- **a.** A system is in place to assess the satisfaction of both colocated and non-colocated partners with the AJCC and its services.
- **b.** Both colocated and non-colocated partners believe that the AJCC adds value to their program and their customers.
- **c.** The required AJCC partners meet on a regular basis to discuss the One-Stop system and the AJCC's contribution to the system and make recommendations for continuous improvement.
- **d.** The AJCC actively outreaches and provides access to non-colocated partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- **e.** An inventory and overview of all partner services is available to all AJCC staff and all AJCC staff has received an orientation to all partner programs and services.
- **f.** One-Stop system marketing materials have been developed that overview all partner services for distribution to customers at the AJCC and at all non-colocated partner locations.
- **g.** The AJCC’s partner referral process (as outlined in the Memorandum of Understanding) is being implemented with a focus on quality referrals that are likely to convert to service.
- **h.** Referrals are recorded and a system is in place for partners to follow-through and report progress on referrals made.
- **i.** The AJCC connects to the community through multiple community partnerships and community access points.
Hallmark of Excellence #3 - The AJCC actively supports the One-Stop system through effective partnerships

Assessment of the AJCC’s Strengths and Continuous Improvement Opportunities:

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, California’s State Plan vision and strategies, and the quality indicators for this Hallmark of Excellence, local workforce system representatives identified areas of strength and some continuous improvement opportunities. These include:

Strengths:

1. There is a paper based customer satisfaction survey available in the AJCC. It is accessible to the public; however, there is not an online option.

2. Colocated and non-colocated partners believe that the AJCC provides value to their programs and customers. There is a high level of partnership within the AJCC with nearly all required partners onsite.

3. The AJCC partners meet once per month in a “Partners Meeting”. There are also two committees which focus on Customer Service and Business Services. These committees are comprised of many AJCC partners and WIOA staff.

4. Presently, Gavilan College is the only one non-colocated partner in the AJCC. They participate in the monthly Partners Meeting and regularly deliver program materials to the center. There has been discussions with Gavilan College for on-site presence.

5. AJCC staff regularly share information on their programs at the monthly Partners Meeting or on an as needed basis. The AJCC has an inventory of services which is maintained by AJCC staff and reviewed at the Partners Meeting.

6. There is an effective, yet informal, referral process in place. The close proximity of all AJCC staff ensures that referrals result in enrollment into partner programming.

7. The WDB Director also is the Director of the local Community Action Agency. This along with the location of the AJCC has resulted in multiple community partnerships and access points.

Continuous Improvement Opportunities:

1. There is an opportunity to enhance the existing referral process. Although the current process is effective, it is difficult to measure its efficacy.
2. The AJCC in San Benito County is unique in that it has all of the required WIOA partners on site with the exception of Gavilan College which provides post secondary and adult education in the community. By securing Gavilan College in the AJCC, this would create more effective linkages to education.

**Hallmark of Excellence #3 Ranking (1-5): 4**

**Rationale for This Ranking:**

Key factors in assigning this ranking include:

- High number of collocated AJCC partners
- Active engagement between partners in an effort to continuously improve the service delivery and coordination in the AJCC
- Inventory of services kept current and distributed widely
- Marketing materials promote all partner services in both English and Spanish
- The AJCC is the center of workforce development in the community and is engage in many community based partnerships

**Hallmark of Excellence #3 - The AJCC actively supports the One-Stop system through effective partnerships**

**Continuous Improvement Goals and Recommendations:**

Based on the continuous improvement opportunities identified during the assessment process, representatives of the AJCC San Benito County have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Develop a formal referral process amongst co-located and non-collocated AJCC partners to ensure that clients receive intended partner services.

   **Target Date for Achieving Goal:** March 2019

2. Enter discussions to co-locate Gavilan College (local community college) within AJCC

   **Target Date for Achieving Goal:** June 2020
<table>
<thead>
<tr>
<th>Hallmark of Excellence #4</th>
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<tbody>
<tr>
<td>The AJCC provides integrated, customer-centered services</td>
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</table>

<table>
<thead>
<tr>
<th>US DOL Characteristics of a High Quality AJCC</th>
<th>California State Plan Vision and Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Organize and integrate services by function (rather than by program); when permitted by a program’s authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, e.g. skills development team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.</td>
<td>a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.</td>
</tr>
<tr>
<td>b. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.</td>
<td>b. Customer-Centered Service Design: use of customer centered design to involve frontline staff and customers in the development, prototyping and evaluation of AJCC services, resources, tools, and systems.</td>
</tr>
<tr>
<td>c. Develop and maintain integrated case management systems that inform customer service throughout the customer’s interaction with the integrated system and allows information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs, within the One-Stop system only after the informed written consent of the individual has been obtained, where required.</td>
<td></td>
</tr>
</tbody>
</table>
Hallmark of Excellence #4 - The AJCC provides integrated, customer-centered services

Quality Indicators

a. AJCC staff identifies with the AJCC system (and not just their specific program), believes that all AJCC customers are shared customers, and contributes to providing a positive AJCC experience for every AJCC customer.

b. AJCC staff have received customer service and customer-centered design training.

c. AJCC staff is cross-trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.

d. The AJCC has clearly identified the roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners and the AJCC has an integrated functional organizational chart.

e. The AJCC has a system in place to promptly greet all AJCC customers, identify the reason for their visit and their needs, and connect them to appropriate services as quickly as possible.

f. The AJCC has developed integrated customer flow procedures that respond to customer need and moves customers seamlessly between AJCC entry and service delivery with as few hand-offs as possible.

g. All AJCC colocated partners have identified the Career Services that are applicable to their program and the AJCC has developed methods to align/integrate the delivery of those services.

h. The AJCC has establish protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.

Assessment of the AJCC’s Strengths and Continuous Improvement Opportunities:

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, California’s State Plan vision and strategies, and the quality indicators for this Hallmark of Excellence, local workforce system representatives identified areas of strength and some continuous improvement opportunities. These include:

Strengths:

1. The AJCC is branded as “America’s Job Center of California – San Benito County” in the community. Staff answers the phone using an AJCC greeting. Due to all partners having limited staffing, it is imperative that all AJCC staff identify with the AJCC
system in order to provide comprehensive services.

2. AJCC staff has received numerous customer service trainings and participate in the Department Of Labor’s Customer Centered Design Challenge.

3. The AJCC staff meets monthly at its Partners Meeting to discuss program services. At each meeting, partners give presentations regarding their programs so all staff is aware of the services available to the shared client.

4. The AJCC leadership works together to ensure that all partner staff work collaboratively together.

5. At the front desk, a rotating AJCC staff member greets all clients and assists them with the VOS Greeter. They assess client needs and connect the client with the appropriate service.

6. All AJCC partners collaborate to provide workshops to all center clients.

Continuous Improvement Opportunities:

1. The AJCC could benefit from the development of an AJCC organizational chart listing all partners.

2. Although the AJCC often coenrolls clients amongst programs, there is not a collaborately developed strategy for coenrollment.
Hallmark of Excellence #4 - The AJCC provides integrated, customer-centered services

Hallmark of Excellence #4 Ranking (1-5): __3__

Rationale for This Ranking:

Key factors in assigning this ranking include:

- The AJCC is one of the few in California that has fully adopted the AJCC brand as its sole brand
- AJCC staff participated in the Department of Labor Customer Centered Design Challenge
- AJCC staff actively cross train at each monthly Partners Meeting
- AJCC leadership meet often to ensure that the AJCC staff are actively collaborating
- AJCC staff actively coenroll clients into partner services
- The AJCC is fully implemented the VOS Greeter
- Customers are greeted and directed to services
- Partners provide career services within the AJCC

Continuous Improvement Goals and Recommendations:

Based on the continuous improvement opportunities identified during the assessment process, representatives of the AJCC San Benito County have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Development of an AJCC organizational chart listing all partners.
   
   **Target Date for Achieving Goal:** June 2019

2. Develop a strategy for coenrollment amongst AJCC partners.
   
   **Target Date for Achieving Goal:** June 2019
Hallmark of Excellence #5

The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.

<table>
<thead>
<tr>
<th>US DOL Characteristics of a High Quality AJCC</th>
<th>California State Plan Vision and Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Improve the skills of job seeker and worker customers. AJCCs offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, and other strategies that enable customers to compete successfully in today’s global economy.</td>
<td>a. Career Pathways: enabling of progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with a labor market payoff for those being trained or educated and results in industry-recognized credentials.</td>
</tr>
<tr>
<td>b. Value skill development by assessing and improving each individual’s basic, occupational, and employability skills.</td>
<td>b. Earn and Learn: using training and education best practices that combine applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation.</td>
</tr>
<tr>
<td>c. Balance traditional labor exchange services with strategic talent development within a regional economy.</td>
<td>c. Supportive Services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.</td>
</tr>
<tr>
<td>d. Create opportunities for individuals at all skill levels and levels of experience by providing customers as much timely, labor market, job-driven information and, choice as possible related to education and training, careers, and service delivery options, while offering customers the opportunity to receive both skill-development and job placement services.</td>
<td>d. AJCCs as an access point for programs that provide for “demand-driven skills attainment.” From this perspective, AJCCs will be operated as an “on ramp” or “gateway” to the “Regional Sector Pathways” programs either built-out or identified through the regional planning process described above.</td>
</tr>
<tr>
<td>e. AJCCs will continue to provide the full array of Career Services and function as labor exchanges but there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need it.</td>
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<thead>
<tr>
<th>Hallmark of Excellence #5 - The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality Indicators</strong></td>
</tr>
<tr>
<td>a. All AJCC staff (i.e., the staff of all collocated partners regardless of staff position or program) value both skill development and employment outcomes and know how they can promote and contribute to both.</td>
</tr>
<tr>
<td>b. All AJCC staff knows the regional target sectors, can identify regional sector career pathways, and can understand what those mean in terms of providing services to customers.</td>
</tr>
<tr>
<td>c. The AJCC has skill development and training opportunities for customers at all skill and experience levels.</td>
</tr>
<tr>
<td>d. The AJCC has robust training services and staff assists customers in accessing and enrolling in these services, including career pathways, integrated education and training, workforce preparation, work-based learning, and apprenticeship.</td>
</tr>
<tr>
<td>e. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.</td>
</tr>
<tr>
<td>f. The AJCC does not implement a “sequence of service requirement” for training and does not have cumbersome entry steps that prohibit easy access to education and training that leads to industry-recognized credentials.</td>
</tr>
<tr>
<td>g. The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.</td>
</tr>
<tr>
<td>h. The AJCC strives to increase the number and percentage of all AJCC customers receiving skill development and training services resulting in industry recognized credentials.</td>
</tr>
</tbody>
</table>
**Hallmark of Excellence #5 - The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways**

**Assessment of the AJCC’s Strengths and Continuous Improvement Opportunities:**

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, California’s State Plan vision and strategies, and the quality indicators for this Hallmark of Excellence, local workforce system representatives identified areas of strength and some continuous improvement opportunities. These include:

**Strengths:**

1. AJCC staff understands the value of skill development and career development. Staff promotes training services in the identified priority sectors.

2. Many of the AJCC staff knows the regional target sectors, however, it would be beneficial to provide additional training for existing staff and to provide training to new staff. AJCC staff is proficient with the EDD LMI system and use it when developing Individual Employment Plans with their clients.

3. The AJCC has skill development options for all clients including the ETPL, OJT opportunities, vocational workshops, and pre-apprenticeship training. Online training in thousands of subjects is provided via the ALISON system embedded within CalJOBS.

4. The AJCC offers a pre-apprenticeship training program using the Multi Craft Core Curriculum in partnership with its local Building Trades Council. Recently, an effort has been launched to conduct more strategic co-enrollments of Adult Education students.

5. Assessments at the AJCC are designed to place clients on a Career Pathways that aligns with their interests and experience. The training programs that are funded by the WDB lead to industry recognized credentials as do many of the training programs funded by EDD’s TAA program.

6. Depending on the results of the client’s assessment, staff place clients into the necessary service regardless of sequencing.

7. The AJCC, via its unique positioning within the County of San Benito, provides integrated supportive services with AJCC partners and other County services. Through a partnership with the local Community Action Agency, eligible clients can receive up to one year of rental assistance while enrolled in AJCC programs. Other supportive services include bus passes, gas reimbursements, interview clothing, uniforms, and tools.
8. Through co-enrollments, the AJCC leverages partner resources to send many more clients to training than the WDB’s WIOA allocation would permit. Staff makes training available to all participants and provides supportive services to ensure a successful completion and eventual job placement.

**Continuous Improvement Opportunities:**

1. AJCC staff will benefit by ongoing discussions on the region’s priority target sectors. This will reinforce the concepts of focused service delivery and allow for improved programming.

2. Career pathways discussions should also be included and agendized at the AJCC Partners Meeting. AJCC partner staff understands career pathways, however, agendizing the topic along with labor market information discussions will enhance existing programs at the AJCC.

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**Hallmark of Excellence #5 Ranking (1-5): 3**

**Rationale for This Ranking:**

Key factors in assigning this ranking include:

- Monthly AJCC Partners Meeting provide the forum to reinforce the concepts of regional target sectors and career pathways focused programming.

- Services at the AJCC are available for clients of all skill and experience levels. The AJCC has a strong work experience and on-the-job training program which is providing earn and learn opportunities for clients.

- WIOA clients are often co-enrolled into the Welfare to Work Program which allows for enrollment into their expanded subsidized employment program.

- AJCC focuses on preapprenticeship training using the Multi Craft Core Curriculum.

- AJCC does not require a sequence of service and meets clients where they are in their career development.

- Due to the AJCC’s relationship with the local community action agency, clients have access to up to one year of rental assistance.

- AJCC staff use supportive services, both WIOA and non-WIOA funded, to ensure clients meet their employment goals and retain employment once hired.
Continuous Improvement Goals and Recommendations:

Based on the continuous improvement opportunities identified during the assessment process, representatives of the AJCC San Benito County have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Engage AJCC partners in discussions on the sectors identified in local and regional plans.

   Target Date for Achieving Goal: June 2019

2. Engage the AJCC partners in discussions on the career pathways information.

   Target Date for Achieving Goal: June 2019
## Hallmark of Excellence #6

The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.

<table>
<thead>
<tr>
<th>US DOL Characteristics of a High Quality AJCC</th>
<th>California State Plan Vision and Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, registered apprenticeships, and competency models to help drive skill-based initiatives.</td>
<td>a. Regional partnerships: building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that increase job quality and support regional economic growth.</td>
</tr>
<tr>
<td>b. Develop, offer, and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.</td>
<td>b. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors’ skills needs.</td>
</tr>
<tr>
<td>To support area employers and industry sectors most effectively, AJCC staff identify and have a clear understanding of industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.</td>
<td>c. Fostering demand-driven skills attainment: workforce and education programs need to align program content with the state’s industry sector needs so as to provide California’s high road employers and businesses with the skilled workforce it needs to compete in the global economy.</td>
</tr>
<tr>
<td>This includes the incorporation of an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.</td>
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<tr>
<td>Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.</td>
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<tr>
<th>Hallmark of Excellence #6 - The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs</th>
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<tbody>
<tr>
<td><strong>Quality Indicators</strong></td>
</tr>
<tr>
<td>a.  All AJCC staff has high-knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.</td>
</tr>
<tr>
<td>b.  The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers</td>
</tr>
<tr>
<td>c.  The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.</td>
</tr>
<tr>
<td>d.  The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.</td>
</tr>
<tr>
<td>e.  The AJCC is an integral partner in the implementation of the Local Board’s integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.</td>
</tr>
<tr>
<td>f.  The AJCC offers a wide range of AJCC-based services for employers including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies.</td>
</tr>
<tr>
<td>g.  The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies the learning for continuous improvement.</td>
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</tbody>
</table>
Assessment of the AJCC’s Strengths and Continuous Improvement Opportunities:

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, California’s State Plan vision and strategies, and the quality indicators for this Hallmark of Excellence, local workforce system representatives identified areas of strength and some continuous improvement opportunities. These include:

Strengths:

1. AJCC management and supervisory staff is highly knowledgeable of the regional economy, labor market conditions, business talent supply chains, and the needs of high growth sectors and employers. The WDB holds many employer based hiring events and queries business regarding their current and future talent needs.

2. Based on the highly functioning partnership amongst all AJCC partners, the AJCC is able to connect workers to high quality jobs. Since many of the high quality jobs are located in the north in Santa Clara County, the AJCC focuses resources on supportive services to ensure their clients retain employment.

3. The AJCC has a defined business strategy with an active Business Services Committee comprised of AJCC partners. This committee meets monthly to ensure that business services are relevant to the ever changing needs of the business community. The AJCC holds quarterly sector based roundtables to gain employer based feedback to better inform service delivery.

4. The AJCC Business Services Committee meets to plan all business focused events which ensure that multiple partners are not reaching out to the same employers. AJCC partner staff is using the CalJOBS Business Customer Relationship Management (CRM) system at the basic level.

5. The AJCC offers a variety of business services and leverages multiple funding streams to provide them. Examples of services include referrals of qualified job seekers, on site and off site recruitments, pre-employment testing, on-the-job training, paid work experience, and expanded subsidized employment services.

6. AJCC staff survey business partners after each event. Employers participating in the expanded subsidized employment program or the on-the-job training program complete a monthly satisfaction survey. At each Business Services Committee meeting, these surveys are reviewed and programming is modified in response when appropriate.
Continuous Improvement Opportunities:

1. Although the AJCC staff are using the CalJOBS Business CRM, many of the partner staff have not yet adopted the tool. As with any highly functioning customer service team, all members of the team must use the same system.

2. A robust discussion is needed to define a high quality job amongst all partners. Currently, all AJCC partners are working under their own unique performance measures which often times differ. Once a quality job is defined, the definition should be presented to the WDB for discussion and approval.

3. Although the Business Services Committee does capture surveys, there is an opportunity to develop an online survey tool which could help to quantify the results. This would not only provide easier access to the employers, but allow for staff to conduct deep data dives and further study the results.

Hallmark of Excellence #6 - The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs

Hallmark of Excellence #6 Ranking (1-5) : _3_

- Highly effective Business Services Committee meets regularly to ensure continuous service improvements.

- AJCC partners are committed to sharing employer contacts and understand the value of singular points of contacts for business

- AJCC hosts quarterly sector focused roundtable meetings to gain insight into the current and future needs of the business community.

- The AJCC, via WIOA and many leveraged funding streams inside and outside of the AJCC, provides a diverse menu of effective business services in the community.

- Surveying of businesses occurs regularly and services are modified in response to the feedback.
Continuous Improvement Goals and Recommendations:

Based on the continuous improvement opportunities identified during the assessment process, representatives of the AJCC San Benito County have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Implement the CalJOBS Business CRM to maximize business engagement efforts and take advantage of productivity features.

   Target Date for Achieving Goal: March 2019

2. Engage the AJCC partners in discussions about job quality in San Benito County. Forward recommendation to WDB for approval of a local definition of a “quality job.”

   Target Date for Achieving Goal: June 2019

3. Develop and implement a process or protocol to obtain business satisfaction with the AJCC’s services.

   Target Date for Achieving Goal: December 2018
<table>
<thead>
<tr>
<th>Hallmark of Excellence #7</th>
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<tr>
<td><strong>The AJCC has high-quality, well-informed, and cross-trained staffing</strong></td>
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</table>

**US DOL Characteristics of a High Quality AJCC**

a. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Center staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers. Center staff are routinely trained and are keenly aware as to how their particular function supports and contributes to the overall vision of the local board.

b. Staff the center with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the AJCC.

<table>
<thead>
<tr>
<th>California State Plan Vision and Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Certification criteria will include an assessment of professional development and staff capacity building.</td>
</tr>
</tbody>
</table>
Hallmark of Excellence 7 - The AJCC has high-quality, well-informed, and cross-trained staffing

Quality Indicators

a. The AJCC has regular staff meetings with all AJCC staff (i.e. the staff of all colocated partners regardless of program) to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.

b. Partners have agreed to provide training to all AJCC staff on a regular basis.

c. There is a capacity building and/or professional development plan for staff and partners.

d. All AJCC staff has received training on the services of One-Stop partners, eligibility for those services, and the process for referring customers to partners.

e. All AJCC staff has received training on how to use labor market information to help customers identify career pathways and develop in-demand skills and credentials and find jobs.

f. All AJCC staff has received training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs.

g. All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.

h. All AJCC staff has received training on providing excellent customer service and customer-centered design.

i. All AJCC staff has received training on sector strategies, career pathways, job quality and high road training partnerships.
Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, California's State Plan vision and strategies, and the quality indicators for this Hallmark of Excellence, local workforce system representatives identified areas of strength and some continuous improvement opportunities. These include:

**Strengths:**

1. The AJCC holds a Partner Meeting each month which includes all co-located and non-collocated partners. The AJCC has great participation as only Gavilan College (Adult and Post-Secondary Education) have not collocated in the Center. In addition to the Partners Meeting, the AJCC staff and partners participate on the Customer Service Committee and the Business Services Committee both of which meet monthly and report out at the Partners Meeting.

2. Training is a top priority for the AJCC. Staff cross train on each other's program regularly and are well versed in cross program eligibility.

3. The One Stop Operator has worked with the AJCC staff to query all partners to gauge the professional development needs. Based on the results, the AJCC leadership is working with their regional partners to secure the requested training.

4. AJCC staff regularly meets to cross train each other on partner services. An informal referral process in currently in place which could be improved upon. Refresher trainings are given as part of all monthly Partner Meetings and on an as needed basis.

5. WDB staff is well versed in using Labor Market Information when assisting clients identify their career pathways and during the development of in-demand skills and credentials. AJCC partners still have limited knowledge of the tools available and could benefit from training on the subject.

6. All collocated AJCC staff has received training on the CalJOBS labor exchange system and is actively using it. The non-collocated partner has yet to receive this training and is not currently using CalJOBS regularly.

7. The WDB staff has received training on serving individuals with barriers to employment, including customers with disabilities. Some of the AJCC partners have received similar training from their organizations, but not directly from the AJCC.
8. The WDB participated in the Department of Labor’s Customer Centered Design Challenge and has implemented many of the suggestions throughout the center. AJCC partners have not been trained in Customer Center Design and could benefit from training on the subject.

9. The WDB staff has received training on sector strategies, career pathways, job quality, and high road training partnerships. The AJCC partners have not received these trainings.

Continuous Improvement Opportunities:

1. AJCC partner staff would benefit from CalJOBS training as many partners are still not using it to assist their clients with job search.

2. While the WDB staff is experts in sector strategies and career pathways, AJCC partner staff still has not embraced the concepts in their programs. With such great partnership throughout the center, the opportunity to enhance partner services is evident.

3. As the WDB provides training for its staff, it is imperative that all partners also attend all training provided by the WDB. This would further cement the great leveraging of services and deep partnerships evident throughout the AJCC.
<table>
<thead>
<tr>
<th>Hallmark of Excellence #7 - The AJCC has high-quality, well-informed, and cross-trained staffing</th>
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</thead>
</table>

**Hallmark of Excellence #7 Ranking (1-5) : 4**

**Rationale for This Ranking:**

Based on evidence provided regarding how the AJCC develops and maintains high-quality, well-informed and cross-training staff, this hallmark has been ranked as 3, signifying that “a satisfactory amount of the hallmark in place the majority of the time.”

Key factors in assigning this ranking include:

- The AJCC is a gold standard in the state in regard to effective partnership amongst AJCC partners. With nearly all of the required partners housed in the AJCC, partner staff meet often to further increase the effectiveness of the services in the AJCC.

- Training is provided to both AJCC staff and partner staff on a regular basis.

- Cross training is embedded within the fabric of the center. Staff provided program updates monthly to ensure all are aware of new, existing, and expiring services.

- AJCC has a highly effective structure that includes monthly partner meetings and both a customer service and business services committee comprised of AJCC staff and partners.

- Staff from all agencies rotates in the career center and reception area which allows for greater cross training.

- All staff identify as AJCC staff members to the public.

- Staff has been trained on how to register clients into CallJOBS and how to use the VOS Greeter.
Continuous Improvement Goals and Recommendations:

Based on the continuous improvement opportunities identified during the assessment process, representatives of the AJCC San Benito County have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Secure CalJOBS training for AJCC partners

   Target Date for Achieving Goal: December 2018

2. Secure sector strategies and career pathways training for AJCC partners

   Target Date for Achieving Goal: June 2019
### Hallmark of Excellence 8

The AJCC achieves business results through data-driven continuous improvement

<table>
<thead>
<tr>
<th>US DOL Characteristics of a High Quality AJCC</th>
<th>California State Plan Vision and Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Use common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers. Center performance is transparent and accountable to the communities and regions served; data entry staff are trained and understand the importance of data validation, data collection processes, and the importance of accurate reporting.</td>
<td>a. Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.</td>
</tr>
<tr>
<td>b. Develop and implement operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.</td>
<td></td>
</tr>
</tbody>
</table>

### Quality Indicators

| a. The AJCC contributes to the achievement of WIOA performance indicators for all core program partners. |
| b. The AJCC reports to the Local Board on an ongoing basis the number of customers served, the types of services provided, and the outcomes of those services. |
| c. The AJCC operates in a cost-efficient manner and the resources invested are justified by the results. |
| d. The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC’s services. |
| e. The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments. |
| f. The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements. |
| g. The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance. |
Assessment of the AJCC’s Strengths and Continuous Improvement Opportunities:

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, California’s State Plan vision and strategies, and the quality indicators for this Hallmark of Excellence, local workforce system representatives identified areas of strength and some continuous improvement opportunities. These include:

**Strengths:**

1. Through its effective working relationship amongst the AJCC partners, the AJCC contributes to the achievement of WIOA performance indicators for the core program partners. Active coenrollment is a standard in the center and is a necessity due to the low allocations amongst the partners.

2. The WDB receives a series of reports at each report that provide an overview of the customers served, service types, barriers to employment, and program outcomes. The WDB is highly engaged and committed to providing high quality programming in the community for both job seekers and business.

3. The AJCC operates in an extremely cost efficient manner. As the recipient of the lowest WIOA allocation, the WIOA system benefits greatly from the leveraged resources brought in by the WDB and AJCC partner staff. Resources are leveraged as the AJCC partners also often receive low allocations due to the population of San Benito County. San Benito County is an example of how an AJCC should operate.

4. There is currently a paper-based customer and business satisfaction survey in place. Customers are regularly surveyed and businesses are surveyed after each service rendered.

5. All feedback is discussed at the Customer Service and/or Business Services Committee meetings. If there is a complaint lodged against the AJCC, the WDB’s Equal Opportunity Officer follows the WD’s grievance policy.

6. All performance, customer satisfaction, and service data is reviewed at the AJCC partners meeting. Upon review, AJCC staff address their findings and will implement program updates accordingly.

7. Currently, the AJCC is using the One Stop Operator to facilitate discussions regarding technical assistance needs related to job seeker and business services. A recent
professional development plan has been developed and implemented. This plan was
developed with feedback from all AJCC partner staff and has been used to inform
WDB staff as they secure training from their Regional Training Coordinator.

Continuous Improvement Opportunities:

1. Although the AJCC currently surveys the job seekers and business customers, the AJCC
could benefit from an online surveying tool. This would allow for more effective and
efficient distribution and evaluation.

2. Currently, the WDB staff report out on program outcomes to the WDB, but a program
dashboard would be a more effective way to disseminate the information. The AJCC
staff could then use the dashboard in its partner meetings to better inform their
program design.

---

Hallmark of Excellence # 8 Ranking (1-5) :  3  

Rationale for This Ranking:

Key factors in assigning this ranking include:

- AJCC partners effectively coenroll and leverage resources to ensure that WIOA
  performance indicators are met across core partners

- AJCC provides the WDB with multiple program reports that allow the WDB to
  understand how is being served, how they are being served, and the outcomes of the
  services provided.

- Despite the low WIOA allocations, the AJCC leverages multiple funding streams
  included those outside of the AJCC to ensure that the community receives high quality
  services.

- The AJCC is a reflection of the AJCC as outlined in WIOA and the State’s Workforce
  Development Plan. Nearly all partners are onsite providing services to coenrolled
  clients using leveraged resources.

- Via its partner meetings, the AJCC reviews program information monthly and
determines programmatic revisions based on the feedback it receives from clients and staff. The revisions are then handled via the Customer Service and/or Business Services Committees.

- The AJCC and WDB leadership are committed to providing staff with the professional development and technical assistance it needs. The WDB has sought out the feedback of all AJCC partner staff when determining its training needs. This information is then relayed to the Regional Training Coordinator who is tasked with procuring and coordinating the training.

---

**Hallmark of Excellence 8 - The AJCC achieves business results through data-driven continuous improvement**

**Continuous Improvement Goals and Recommendations:**

Based on the continuous improvement opportunities identified during the assessment process, representatives of the AJCC San Benito County have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Develop and implement an online process to obtain WIOA participant satisfaction with the AJCC’s services.
   
   *Target Date for Achieving Goal: December 2018*

2. Develop a program dashboard for distribution to the Workforce Development Board and AJCC staff.
   
   *Target Date for Achieving Goal: December 2019*
### Summary of Rankings Hallmarks of Excellence AJCC Certification

<table>
<thead>
<tr>
<th>The Hallmarks of Excellence</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The AJCC Physical Location and Facility Enhances the Customer Experience</td>
<td>4</td>
</tr>
<tr>
<td>2. The AJCC Ensures Universal Access, With An Emphasis of Individuals with Barriers to Employment</td>
<td>3</td>
</tr>
<tr>
<td>3. The AJCC Actively Supports the One-Stop System Through Effective Partnerships</td>
<td>4</td>
</tr>
<tr>
<td>4. The AJCC Provides Integrated, Customer-Centered Services</td>
<td>3</td>
</tr>
<tr>
<td>5. The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.</td>
<td>3</td>
</tr>
<tr>
<td>6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.</td>
<td>3</td>
</tr>
<tr>
<td>7. The AJCC Has High-Quality, Well-Informed, Cross-Trained Staffing</td>
<td>4</td>
</tr>
<tr>
<td>8. The AJCC Achieves Business Results Through Data-Driven Continuous Improvement</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total Ranking for Hallmarks of Excellence:** 27

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did the AJCC meet all Baseline Criteria requirements?</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Did the AJCC receive a “3” ranking or better on each Hallmark of Excellence?</td>
<td>✔</td>
<td></td>
</tr>
</tbody>
</table>

**X** Hallmark AJCC Certification

---

Baseline AJCC Certification (Submitted on November 30, 2017)

---

Not Yet Able to Certify

---

The Local Board Chair must attest the Local Board’s certification decision by signing below.

**Signature**

Richard Bianchi

Name

WDB Chair

Title
## Monthly Labor Force Data for Cities and Census Designated Places (CDP)

### September 2018 - Preliminary

Data Not Seasonally Adjusted

<table>
<thead>
<tr>
<th>Area Name</th>
<th>Labor Force</th>
<th>Employment</th>
<th>Unemployment Number</th>
<th>Rate</th>
<th>Census Ratios Emp</th>
<th>Census Ratios Unemp</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Benito County</td>
<td>30,700</td>
<td>29,400</td>
<td>1,200</td>
<td>4.0%</td>
<td>1.000000</td>
<td>1.000000</td>
</tr>
<tr>
<td>Hollister city</td>
<td>19,300</td>
<td>18,400</td>
<td>900</td>
<td>4.5%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Ridgemark CDP</td>
<td>1,600</td>
<td>1,600</td>
<td>100</td>
<td>3.5%</td>
<td>0.053159</td>
<td>0.044850</td>
</tr>
<tr>
<td>San Juan Bautista city</td>
<td>1,100</td>
<td>1,000</td>
<td>0</td>
<td>4.0%</td>
<td>0.035128</td>
<td>0.034920</td>
</tr>
</tbody>
</table>

CDP is "Census Designated Place" - a recognized community that was unincorporated at the time of the 2011-2015 5-Year American Community Survey (ACS).

### Notes:
1) Data may not add due to rounding. All unemployment rates shown are calculated on unrounded data.
2) These data are not seasonally adjusted.
3) N/A = Estimate created by Bureau of Labor Statistics

### Methodology:
Monthly city labor force data are derived by multiplying current estimates of county employment and unemployment by the relative employment and unemployment shares (ratios) of each city at the time of the 2009-2013 American Community Survey. Ratios for cities were developed from special tabulations based on ACS employment, unemployment, and population and Census population from the Bureau of Labor Statistics. For smaller cities and CDPs, ratios were calculated from published census data.

Monthly CDP's labor force data are derived by multiplying current estimates of county employment and unemployment by the relative employment and unemployment shares (ratios) of each CDP at the time of the 2011-2015 ACS survey. Ratios for CDPs' were developed from special tabulations based on ACS employment and unemployment from the Bureau of Labor Statistics.

This method assumes that the rates of change in employment and unemployment since the 2009-2013/2011-2015 American Community Survey are exactly the same in each city and CDP as at county level (i.e., that the shares are still accurate). If this assumption is not true for a specific city or CDP, then the estimates for that area may not represent the current economic conditions. Since this assumption is untested, caution should be employed when using these data.
## WIO EXPENDITURES THROUGH JUNE 2018

### L/O AVERSION 292 (4,402) & 293 (12,430)

<table>
<thead>
<tr>
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<th>Exp. $ thru SEPT.</th>
<th>Unspent Bal.</th>
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<tr>
<td>Total</td>
<td>$6,694.00</td>
<td>$10,138.00</td>
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</tbody>
</table>

### ADULT 201/2 (24,984) & (171,211)

<table>
<thead>
<tr>
<th></th>
<th>Exp. $ thru SEPT.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Reg</td>
<td>$2,151.00</td>
</tr>
<tr>
<td>Intensive</td>
<td>$43,065.00</td>
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<tr>
<td>Other - Training</td>
<td>$40,795.00</td>
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<tr>
<td>Supp. Svcs.</td>
<td>$1,319.00</td>
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<tr>
<td>Other</td>
<td>$19,909.00</td>
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<tr>
<td>ITA - Training</td>
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<tr>
<td>OJT - Training</td>
<td>$37,988.00</td>
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<tr>
<td>Admin</td>
<td>$17,624.00</td>
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<tr>
<td>Total</td>
<td>$196,195.00</td>
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</tbody>
</table>

### ADULT 201

- Core Reg: $24,858.00
- Intensive: $169,187.00
- D.W. 501: $33,580.00
- D.W. 502: $177,692.00
- Supp. Svcs.: $405,317.00
- Less Admin: $(40,532.00)
- Total Adlt/DW less Admn.: $364,785.00

**SBCWDB is not using Leveraged Resources during PY 2017-18 to meet minimum training requirement**

### ADULT 202

### D.W. 501/2 (33,749) & (179,820)

<table>
<thead>
<tr>
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<th>Exp. $ thru SEPT.</th>
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<tbody>
<tr>
<td>Core Reg</td>
<td>$513.00</td>
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<tr>
<td>Intensive</td>
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<tr>
<td>Other - Training</td>
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<td>OJT - Training</td>
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<td>Admin</td>
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<tr>
<td>Total</td>
<td>$186,490.00</td>
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</table>

**SBCWDB is not using Leveraged Resources during PY 2017-18 to meet minimum training requirement**

### R.R. 540/1 (15,604) & 541 (81,516)

<table>
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### Allocation

<table>
<thead>
<tr>
<th></th>
<th>Exp. $ thru SEPT.</th>
</tr>
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<tbody>
<tr>
<td>Youth 301</td>
<td>$206,482.00</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$206,482.00</td>
</tr>
<tr>
<td>Less Admin</td>
<td>$20,648.00</td>
</tr>
<tr>
<td>Total Youth less Admn.</td>
<td>$227,130.00</td>
</tr>
<tr>
<td>YTD Training thru March 2018</td>
<td>$3,118.00</td>
</tr>
</tbody>
</table>

**SBCWDB is not using Leveraged Resources during PY 2017-18 to meet minimum training requirement**

### Core Reg

<table>
<thead>
<tr>
<th></th>
<th>Exp. $ thru SEPT.</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-School</td>
<td>$523.00</td>
</tr>
<tr>
<td>Out of School</td>
<td>$111,175.00</td>
</tr>
<tr>
<td>Youth In School</td>
<td>$6,400.00</td>
</tr>
<tr>
<td>Youth Out of School</td>
<td>$3,118.00</td>
</tr>
<tr>
<td>Admin</td>
<td>$20,648.00</td>
</tr>
<tr>
<td>Total</td>
<td>$135,464.00</td>
</tr>
</tbody>
</table>

**SBCWDB is not using Leveraged Resources during PY 2017-18 to meet minimum training requirement**

### Core Reg

<table>
<thead>
<tr>
<th></th>
<th>Exp. $ thru SEPT.</th>
</tr>
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<tbody>
<tr>
<td>In-School</td>
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</tr>
<tr>
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<td>$6,400.00</td>
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<tr>
<td>Youth Out of School</td>
<td>$3,118.00</td>
</tr>
<tr>
<td>Admin</td>
<td>$20,648.00</td>
</tr>
<tr>
<td>Total</td>
<td>$135,464.00</td>
</tr>
</tbody>
</table>

**SBCWDB is not using Leveraged Resources during PY 2017-18 to meet minimum training requirement**

### Allocation

- Youth 301: $206,482.00
- Subtotal: $206,482.00
- Less Admin: $20,648.00
- Total Youth less Admn.: $227,130.00
- YTD Training thru March 2018: $3,118.00

**SBCWDB is not using Leveraged Resources during PY 2017-18 to meet minimum training requirement**
1. From the options below please select which logo option you like the best.

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<th>Value</th>
<th>Percent</th>
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</tr>
<tr>
<td>WDBLogoOption2.png</td>
<td>44.4%</td>
</tr>
<tr>
<td>WDBLogoOption32.jpg</td>
<td>11.1%</td>
</tr>
</tbody>
</table>

Response Counts
Completion Rate: 100%
Complete 20
Totals: 20
### Regional Planning Unit: Bay Peninsula

<table>
<thead>
<tr>
<th></th>
<th>NOVA</th>
<th>San Benito</th>
<th>San Francisco</th>
<th>San Jose</th>
<th>Bay Peninsula</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adult</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment 2nd Q post exit (7/1/16 - 6/30/17)</td>
<td>59.5%</td>
<td>59.0%</td>
<td>60.7%</td>
<td>65.5%</td>
<td>68.7%</td>
<td>69.0%</td>
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<tr>
<td></td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
</tr>
<tr>
<td>Employment 4th Q post exit (7/1/16 - 12/31/16)</td>
<td>58.3%</td>
<td>61.6%</td>
<td>60.3%</td>
<td>65.5%</td>
<td>80.0%</td>
<td>69.0%</td>
</tr>
<tr>
<td></td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
</tr>
<tr>
<td>Median Earnings (7/1/16 - 6/30/17)</td>
<td>$36,797</td>
<td>$57,200</td>
<td>$57,700</td>
<td>$35,197</td>
<td>$5,950</td>
<td>$5,500</td>
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<td></td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
</tr>
<tr>
<td>Credential Attainment Rate (7/1/16 - 12/31/16)</td>
<td>55.9%</td>
<td>80.0%</td>
<td>65.9%</td>
<td>55.8%</td>
<td>93.3%</td>
<td>55.0%</td>
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<tr>
<td></td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
</tr>
<tr>
<td>Measureable Skill Gain (7/1/16 - 12/31/16)</td>
<td>12.9%</td>
<td>12.9%</td>
<td>12.9%</td>
<td>12.9%</td>
<td>12.9%</td>
<td>12.9%</td>
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<tr>
<td></td>
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</tr>
<tr>
<td>Dislocated Worker</td>
<td>66.2%</td>
<td>66.8%</td>
<td>66.5%</td>
<td>67.5%</td>
<td>69.0%</td>
<td>68.5%</td>
</tr>
<tr>
<td></td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
</tr>
<tr>
<td>Median Earnings (7/1/16 - 6/30/17)</td>
<td>$32,903</td>
<td>$17,965</td>
<td>$15,000</td>
<td>$16,250</td>
<td>$7,308</td>
<td>$7,500</td>
</tr>
<tr>
<td></td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
</tr>
<tr>
<td>Credential Attainment Rate (7/1/16 - 12/31/16)</td>
<td>60.0%</td>
<td>80.6%</td>
<td>65.0%</td>
<td>68.0%</td>
<td>100.0%</td>
<td>64.0%</td>
</tr>
<tr>
<td></td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
</tr>
<tr>
<td>Measureable Skill Gain (7/1/16 - 6/30/18)</td>
<td>28.9%</td>
<td>28.9%</td>
<td>28.9%</td>
<td>28.9%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>baseline</td>
<td>baseline</td>
<td>baseline</td>
<td>baseline</td>
<td>baseline</td>
<td>baseline</td>
</tr>
<tr>
<td>Youth</td>
<td>62.4%</td>
<td>64.0%</td>
<td>69.0%</td>
<td>60.0%</td>
<td>71.0%</td>
<td>72.0%</td>
</tr>
<tr>
<td></td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
<td>PY17 Actuals</td>
<td>PY18 Proposed</td>
<td>PY19 Proposed</td>
</tr>
<tr>
<td>Median Earnings (7/1/16 - 6/30/17)</td>
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<td>$15,000</td>
<td>$16,250</td>
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<td>$7,500</td>
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**Note:** The table includes employment rates, median earnings, and credential attainment rates for different periods, with specific values and percentages for each category.
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<td><strong>Q1 Rolling 4</strong></td>
<td><strong>Q2 Quarterly</strong></td>
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<td><strong>Q4 Quarterly</strong></td>
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<td><strong>% Nego Goal Achieved</strong></td>
<td><strong>Ave Simul PY11-15</strong></td>
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<td>100.00%</td>
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<td>100.00%</td>
<td>100.00%</td>
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<tr>
<td><strong>Youth</strong></td>
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</tr>
<tr>
<td>In Ed, Trng or Employment 2nd Q post exit (7/1/16 - 6/30/17)</td>
<td>64.0%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>0.00%</td>
<td>50.00%</td>
<td>50.00%</td>
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<td>57.14%</td>
<td>89.3%</td>
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<td>-</td>
<td>100.00%</td>
<td>100.00%</td>
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<tr>
<td>Measureable Skill Gain (7/1/17 - 6/30/18)</td>
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<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
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**Predictive Reports**

**Include Columns:** Program

**Program:** Title I – WIOA

**Customer Group:** Leave as None Selected

**Region/LWDB:** Select the appropriate Local Area(s).

**Date Range:** Based on Performance Indicator

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<th>Q4 After Exit and Credential Attainment</th>
<th>Measurable Skill Gains</th>
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<td>7/1/16 – 9/30/16</td>
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<td>7/1/17 – 9/30/17</td>
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<td>7/1/16 – 9/30/16</td>
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<td>10/1/15 – 9/30/16 (same as Q3)</td>
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<td>1/1/16 – 12/31/16</td>
<td>7/1/17 – 6/30/18</td>
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</tbody>
</table>

Run Report

Select Customer Group (example: Adult, DW, or Youth)

Enter data as “=numerator/denominator”

Percentage data should be shown with two decimal points. Dollar amount data should be shown as currency with no cents.

Update Search Criteria – Re-run the same report for next Customer Group
## California’s WIOA Title IB & Wagner-Peyser Negotiated Performance Goals
### Program Years 2018 and 2019

### PY 2018 Performance Goals

<table>
<thead>
<tr>
<th></th>
<th>Adults</th>
<th>Dislocated Workers</th>
<th>Wagner-Peyser *</th>
<th>Youth</th>
<th>Employment Rate 2nd Quarter After Exit</th>
<th>Employment or Education Rate 2nd Quarter After Exit</th>
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<td>68.0%</td>
<td>57.7%</td>
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<td>64.0%</td>
<td>66.0%</td>
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<tr>
<td>After Exit</td>
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</tr>
<tr>
<td>Employment Rate 4th Quarter</td>
<td>60.5%</td>
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<td>53.7%</td>
<td>62.0%</td>
<td>60.5%</td>
<td>62.5%</td>
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<tr>
<td>After Exit</td>
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<td>$7,450</td>
<td>$5,000</td>
<td>BASELINE</td>
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<td>Credential Attainment within 4</td>
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<td>57.0%</td>
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<td>54.0%</td>
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<td>Quarters After Exit</td>
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### PY 2019 Performance Goals

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<th>Wagner-Peyser *</th>
<th>Youth</th>
<th>Employment Rate 2nd Quarter After Exit</th>
<th>Employment or Education Rate 2nd Quarter After Exit</th>
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<td>69.5%</td>
<td>59.7%</td>
<td>66.9%</td>
<td>66.0%</td>
<td>66.0%</td>
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<tr>
<td>After Exit</td>
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</tr>
<tr>
<td>Employment Rate 4th Quarter</td>
<td>62.5%</td>
<td>65.0%</td>
<td>54.7%</td>
<td>64.0%</td>
<td>62.5%</td>
<td>63.0%</td>
</tr>
<tr>
<td>After Exit</td>
<td></td>
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</tr>
<tr>
<td>Median Earnings 2nd Quarter</td>
<td>$5,600</td>
<td>$7,600</td>
<td>$5,200</td>
<td>BASELINE</td>
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<tr>
<td>Credential Attainment within 4</td>
<td>54.0%</td>
<td>58.0%</td>
<td>N / A</td>
<td>54.0%</td>
<td>54.0%</td>
<td>54.0%</td>
</tr>
<tr>
<td>Quarters After Exit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Regional Plan Implementation

#### Budget Summary

<table>
<thead>
<tr>
<th>Line Item</th>
<th>Expense Item</th>
<th>Amount Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Staff Salaries</td>
<td>$6,462</td>
</tr>
<tr>
<td>B.</td>
<td>Number of full-time equivalents: .75</td>
<td></td>
</tr>
<tr>
<td>C.</td>
<td>Staff Benefit Cost</td>
<td>$3,892</td>
</tr>
<tr>
<td>D.</td>
<td>Staff Benefit Rate (percent) 60.23%</td>
<td></td>
</tr>
<tr>
<td>E.</td>
<td>Staff Travel</td>
<td>$676</td>
</tr>
<tr>
<td>F.</td>
<td>Operating Expenses (communications, facilities, utilities, maintenance, consumable supplies, audit, etc.)</td>
<td>$595</td>
</tr>
<tr>
<td>G.</td>
<td>Indirect Costs <em>(complete items 1 and 2 below)</em></td>
<td></td>
</tr>
<tr>
<td>H.</td>
<td>Other (describe): Consultant</td>
<td>$5,000</td>
</tr>
<tr>
<td>I.</td>
<td>TOTAL FUNDING*</td>
<td>$16,625</td>
</tr>
</tbody>
</table>

*Indirect Cost Rate must be negotiated and approved by Cognizant Agency, per Appendices III or IV to Uniform Guidance, 2CFRPart200.

1. Indirect Cost Rate (percent):
2. Name of Cognizant Agency:
## Regional Plan Implementation
### Budget Summary

<table>
<thead>
<tr>
<th>Line Item</th>
<th>Expense Item</th>
<th>Amount Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Staff Salaries</td>
<td></td>
</tr>
<tr>
<td>B.</td>
<td>Number of full-time equivalents: ___</td>
<td></td>
</tr>
<tr>
<td>C.</td>
<td>Staff Benefit Cost</td>
<td></td>
</tr>
<tr>
<td>D.</td>
<td>Staff Benefit Rate (percent) ___%</td>
<td></td>
</tr>
<tr>
<td>E.</td>
<td>Staff Travel</td>
<td></td>
</tr>
<tr>
<td>F.</td>
<td>Operating Expenses (communications, facilities, utilities, maintenance, consumable supplies, audit, etc.)</td>
<td></td>
</tr>
<tr>
<td>G.</td>
<td>Indirect Costs <em>(complete items 1 and 2 below)</em></td>
<td></td>
</tr>
<tr>
<td>H.</td>
<td>Other (describe):</td>
<td></td>
</tr>
<tr>
<td>I.</td>
<td>TOTAL FUNDING*</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

*Indirect Cost Rate must be negotiated and approved by Cognizant Agency, per Appendices III or IV to Uniform Guidance, 2CFRPart200.

1. Indirect Cost Rate (percent):
2. Name of Cognizant Agency:
Local Assistance Planning Grant

The California Workforce Development Board (State Board) is pleased to announce that the following organizations have been awarded under the Prison to Employment Initiative Planning Grant RFA No. 83059. Award and receipt of this funding is contingent on the awardees completing a final statement of work that is approved by the State Board.

1. **Region: Bay-Peninsula**  
   **Applicant:** NOVA Workforce Board  
   **Award Amount:** $142,500  
   **Partners:** Bay-Peninsula RPU workforce boards (San Francisco, San Jose, San Benito, Santa Clara); Racy Ming Associates; County of Santa Clara; Five Keys Charter School; JobTrain; County of Santa Clara-Office of Reentry Services; San Benito County Probation Department; State of California-Department of Corrections & Rehabilitation (CDCR) Division of Adult Parole Operations; County of Santa Clara-Probation Department; County of Santa Clara-Office of the Sheriff; County of Santa Clara-Probation Department, Juvenile Institutions Department.

2. **Region: Capital**  
   **Applicant:** Golden Sierra Job Training Agency  
   **Award Amount:** $142,500  
   **Partners:** Capital RPU workforce boards, County Probation, Child Support Services, CDCR, CALPIA, Adult Education, Community Colleges/strong workforce, Parole, Sacramento County Office of Education, Placer Reentry Program, County Health and Human Services/Clean Slate, Sacramento State, Sacramento-Sierra and Mid-Valley Building Trades Councils, North State Builders Industry Association, Sacramento Valley Manufacturing Initiative, Valley Vision.

3. **Region: Coastal**  
   **Applicant:** Monterey County Workforce Development Board  
   **Award Amount:** $95,000  
   **Partners:** Coastal RPU workforce boards (Monterey County, Santa Cruz, San Luis Obispo County, Santa Barbara); Alcance, Community Action Board of Santa Cruz County; Friends Outside, Santa Cruz Volunteer Center; Goodwill Central Coast; Turning Point; Sun Street Centers; Probation and Sheriff’s Departments; CDCR; WestCare Reentry; Freedom for Youth; Community Corrections Partnership.

4. **Region: East Bay**  
   **Applicant:** Alameda County Workforce Development Board  
   **Award Amount:** $95,000  
   **Partners:** AC/CCC Probation, CDCR, Community Corrections Partnerships, Peralta CCD, Contra Costa CCD, Alameda/Contra Costa County Office of Education, Adult Schools, CA Labor Federation, Community Based Organizations and other partners listed in the grant narrative.
5. **Region: North Coast County**  
   **Applicant:** County of Humboldt  
   **Award Amount:** $47,500  
   **Partners:** Humboldt County Workforce Development Board; Humboldt Recovery Center; North Coast Substance Abuse Council; Redwood Community Action Agency; Waterfront Recovery Center; CDCR Parole Unit Office; Humboldt County Probation; Humboldt County Sheriff’s Department; DHHS-Employment Training Division, CalWORKs and Cal-Fresh; SMART Business Resource Center; College of the Redwoods; Building and Construction Trades Council; Laborer’s Union, Express Employment Professionals and Sequoia Personnel Services, Inc. and Partnership Health Plan of California.

6. **Region: Inland Empire**  
   **Applicant:** Riverside County Economic Development Agency, Workforce Development  
   **Award Amount:** $190,000  
   **Partners:** Riverside and San Bernardino Probation, CDCR, Riverside and San Bernardino Sheriff’s Departments, San Bernardino County Re-Entry Collaborative, College of the Desert, Center for Employment, Opportunities, United Way 211, Desert Valley Builders Association (DVBA), Building Industry Association, Adult Education Programs, GRID Alternatives, Cal State San Bernardino Reentry Initiative.

7. **Region: Los Angeles Basin**  
   **Applicant:** City of Los Angeles Economic & Workforce Development Department  
   **Award Amount:** $190,000  
   **Partners:** Los Angeles Basin RPU workforce boards (Foothill, Pacific Gateway, City of Los Angeles, County of Los Angeles, South Bay, Southeast Los Angeles County, Verdugo); CDCR Divisions of Adult Parole Operations, Rehabilitative Programs; Los Angeles County Probation City of LA Economic & Development Department, County of LA Workforce Development, Aging and Community Services; Community College districts within LA County; Community Based Organizations*

8. **Region: Middle Sierra**  
   **Applicant:** Mother Lode Workforce Development Board  
   **Award Amount:** $47,500  
   **Partners:** Local CBOs, County and State Prison Agencies, Local Economic Development Agencies, Adult Education, Community Colleges, Child Support, Welfare Departments, Local and Regional Businesses, Central Sierra Economic Development District; Amador County Probation, Workforce Assistance Placement Program; Forest Service, Summer of Success Program.

9. **Region: North Bay**  
   **Applicant:** Sonoma County Human Services Department  
   **Award Amount:** $95,000  
   **Partners:** North Bay RPU (Solano, Workforce Alliance North Bay), Community Corrections Partnerships, County Sheriff’s Departments, Five Keys Charter School, County Probation Departments, State Prisons and Parole, California Human Development, Adult Education, Community Colleges, Local Apprentice Programs, BI Napa Community Corrections Service Center, LCA Services.

10. **Region: Northern State**  
    **Applicant:** NoRTEC  
    **Award Amount:** $95,000  
    **Partners:** Butte County Probation; Butte County Juvenile Hall; CDCR, Parole Units; County Probation Departments; local employers; community based organizations.
11. **Region: Orange**  
**Applicant:** Orange County Community Investment Division  
**Award Amount:** $142,500  
**Partners:** Orange County Probation Department, Orange County Sheriff’s Department, Orange County Re-Entry Partnership, CDCR, Orange County Community Corrections Partnership, Orange County Social Services Agency.

12. **Region: San Joaquin Valley**  
**Applicant:** Merced County Department of Workforce Investment  
**Award Amount:** $190,000  
**Partners:** San Joaquin Valley RPUs (San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare, Kern/Inyo/Mono), PAAR Center, Turning Point of Central California, Merced and Tulare County Probation Departments, Tulare and Kern County Sheriff’s Departments, Community Corrections Partnerships.

13. **Region: Southern Border**  
**Applicant:** San Diego Workforce Partnership  
**Award Amount:** $142,500  
**Partners:** Imperial County Workforce Development Board, Second Chance, Center for Employment Opportunities, Kitchens for Good, CDCR, Probation, Adult Education Super Region for San Diego and Imperial County, San Diego and Imperial County Regional Consortium of Community Colleges, San Diego and Imperial County employers.

14. **Region: Ventura**  
**Applicant:** Workforce Development Board of Ventura  
**Award Amount:** $47,500  
**Partners:** Ventura County Sheriff’s Department; Ventura County Probation Agency; Human Services Agency, TANF and CalWORKs Human Services Agency, Adult and Family Services, WIOA & AJCC; Housing Authority Of The City Of San Buenaventura; Ventura County Community College District; Ventura Adult and Continuing Education; International Brotherhood of Electrical Workers Local 952; Goodwill of Ventura and SB Counties; Interface Children and Family Services; CDCR; Public & Private Employers; Community Corrections Partnerships.

*Partnership in development*
The San Benito County Workforce Development Board invites you to provide feedback during this listening session. Your participation and input is critical to developing a plan that is responsive to the needs of our community. Review the current plan at: hhsa.cosb.us/wdb/

Thursday, November 8, 2018 at 5:30 P.M.
San Benito County Library
470 5th Street, Hollister, CA 95023

We need to hear from local service providers on services benefiting these areas:

- **Region Re-entry Planning Forum** Strategies to improve labor market outcomes for formerly incarcerated and other justice-involved individuals
- **Community Engagement/Input** Community forum on local workforce services Region Re-entry Planning Forum Strategies to improve labor market outcomes for formerly incarcerated and other justice-involved individuals
- **Child Support Services** Strengthening partnerships with local child support agencies to serve non-custodial parents
- **English Language Learners, Foreign Born Individuals & Refugees** Developing strategies to strengthen services to English language learners, foreign born individuals and refugees
- **CalFresh Employment & Training** Developing workforce system partnerships with CalFresh employment and training programs

For additional Services visit us at: America’s Job Center of California
1111 San Felipe Road, Suite 107, Hollister, CA 95023 * (831) 637-5627

RSVP via E-Mail: rsoto@cosb.us, Phone: (831) 637-5627 or online at: http://www.surveygizmo.com/s3/4631420/WDB
About

The Agricultural Workforce Development Report was conducted by the Agriculture, Water, and Environmental Technologies Program (AWET) and hosted at West Valley College.

AWET is an initiative of the Doing What Matters Framework, which stimulates statewide collaboration of secondary, community college and university educators.

Learn more about AWET: http://www.calagcc.org

David Esmaili,
Deputy Sector Navigator AWET
David.Esmaili@westvalley.edu
14000 Fruitvale Ave, Saratoga, CA 95070
Acknowledgements

The **Agricultural Workforce Development Survey** would not have been possible without the support of the following local organizations and community leaders that opened the doors for us to invite their community members to participate:

- San Benito County Workforce Development Office (WIB) – Enrique Arreola
- California Farm Bureau Federation – Bryan Little, Paul Wenger’s Office
- San Benito County Farm Bureau – Mindy Sotelo
- San Benito Business Council – Kristina Chavez-Wyatt, CEO
- San Benito Chamber of Commerce – Juli Viera, CEO
- BenitoLink – Leslie Davis, Executive Director
- California FarmLink – Mika Maekawa
- Western Growers Association (WGA) – Jason Resnick, Vice President
- Grower-Shipper Association (GSA) – James Bogart, President

We also appreciate the openness of the **60 agricultural businesses** who completed the survey, for sharing their needs and allowing us to gather important information for further training development.
Executive Summary

In 2017, the Agriculture, Water, and Environmental Technologies Program (AWET) partnered with the San Benito Workforce Development Office to track and measure the current employment landscape in San Benito County’s agricultural sector. The Agricultural Workforce Development Survey research tool was developed to align community colleges and other workforce development resources with the needs of agricultural businesses located in San Benito County.

According to the USDA County Summary and Highlights Data, there are 628 agricultural businesses in San Benito County. A representative sample of 60 responses was collected from agricultural employers of all sizes (determined by the current number of full-time employees) and sub-sectors. In terms of employment, survey respondents provide a total of 3,089 full-time job positions, which represent 73.67% of the total number of agricultural employees working full-time in the regions surveyed.

This research study approached the availability of skilled labor and knowledge by measuring the current demand for skilled applicants to fill 16 job positions and possess 20 STEM skills. Survey results are presented by employers’ location, size, agricultural cluster (production, processing, distribution, and support), and sub-sector.

Overall Survey Results Indicate That…

- **Job vacancies** most in need of applicants are in the areas of Maintenance, Administrative, Equipment Operations, Sales and Marketing, and Field workers. These results vary by agricultural sub-sector as well as business size.

- **Most in-demand skills** include Food Safety, Data Management & Analysis, Water Systems Management, Horticulture, and Seed Science.

- Results from the this research study also validate employers’ stated difficulty to find skilled-labor and provides data regarding their main challenges, most-used workforce recruitment, improvement, and retention methods.
Introduction

Agricultural businesses are facing increasing statewide regulations in food safety, water use, etc., and are, therefore, in demand of new knowledge. There is also concern about the availability of skilled workforce to operate existing and emerging technologies. Technologies such as drones, new irrigation systems, harvesting machinery, among other hardware and software innovations require specific knowledge to make the best use of them.

From an educational standpoint, the challenge consists of how to provide better access to education for the existing agricultural workforce while increasing the future workforce pipeline by steering qualified applicants toward choosing careers in the agricultural sector. By documenting the current knowledge gaps and lack of skilled labor throughout the Food Chain, this report invites regional stakeholders to develop new training strategies that increase California’s agricultural competitiveness through education.

San Benito’s Agricultural Industry

Agriculture is San Benito’s largest industry with fertile valley soil supporting some of the most productive farmland in the state. The moderate climate, sunny days and average 10-inch rainfall allow year-round farming and a total value of agricultural production of $367,453,000 in 2016. (Ag. Commissioners’ Report)

In terms of employment, according to the State of California Employment Development Department and local data, the agricultural sector provides to San Benito’s economy with 4,193 jobs, which corresponds to 16.4% of the total employment in this region, becoming San Benito’s largest industry.

According to the USDA County Summary and Highlights data, there are 628 farms in San Benito County and 78 of them are organic. (CDFA) However, as we will revise further in this report, San Benito’s agricultural sector is diverse and includes not only producers but also other agricultural clusters such as processing, distribution, and support.
Survey Overview

The Agricultural Workforce Development Survey consisted of a twelve-question web-based questionnaire, designed to collect quantitative and qualitative data from agricultural employers regarding their operations, employment needs, and skill requirements.

Data collected through this survey included:

1. Company Overview
2. Employment Status
3. Occupational Overview
4. Skill Requirements
5. Workforce Recruitment Methods & Challenges
6. Workforce Retention & Improvement Resources & Methods

A first draft of the Agricultural Workforce Development Survey was designed by AWET and later improved with feedback from the San Benito County Workforce Development Office and the San Benito County Farm Bureau.

The population of study consisted of agricultural employers of all sizes operating within the San Benito County’s Food Chain. Employers from the four agricultural clusters of production, processing, distribution, and support were invited to participate.

Local organizations such as the California Farm Bureau Federation, the California Certified Organic Farmers (CCOF), and the Western Growers Association (WGA), among other local organizations administered the survey during the outreach campaign.
Survey Results

Characterization of Agricultural Employers

One goal of the Agricultural Workforce Development Survey was to gain a better understanding of the distribution of employers along the San Benito’s Food Chain.

Distribution of Employers By Agricultural Sub-sector

Survey respondents came from a wide spectrum of agricultural sub-sectors.

In Chart 1, producers, including crop farmers (20 employers), livestock Producers (6 employers), and landscape contractors or nurseries (8 employers), represented 57% of the total population surveyed.

(100% = 59 employers)

Table 1. Distribution of Employers and Employees by Employers’ Size

Table 1 below shows the distribution of companies and number of full-time employees by company size and county.

<table>
<thead>
<tr>
<th>Employers’ Size</th>
<th>Number of Companies</th>
<th>Full-time Employees</th>
<th>Part-time Employees</th>
<th>Seasonal Employees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to 4 employees</td>
<td>22</td>
<td>51</td>
<td>34</td>
<td>146</td>
<td>231</td>
</tr>
<tr>
<td>5 to 9 employees</td>
<td>4</td>
<td>24</td>
<td>4</td>
<td>48</td>
<td>76</td>
</tr>
<tr>
<td>10 to 30 employees</td>
<td>11</td>
<td>231</td>
<td>82</td>
<td>143</td>
<td>456</td>
</tr>
<tr>
<td>31 to 99 employees</td>
<td>13</td>
<td>668</td>
<td>54</td>
<td>1825</td>
<td>2547</td>
</tr>
<tr>
<td>100 to 199 employees</td>
<td>5</td>
<td>645</td>
<td>67</td>
<td>396</td>
<td>1108</td>
</tr>
<tr>
<td>200 to 250 employees</td>
<td>4</td>
<td>970</td>
<td>420</td>
<td>520</td>
<td>1910</td>
</tr>
<tr>
<td>More than 250 employees</td>
<td>1</td>
<td>500</td>
<td>0</td>
<td>14</td>
<td>514</td>
</tr>
<tr>
<td>TOTAL</td>
<td>60</td>
<td>3089</td>
<td>661</td>
<td>3092</td>
<td>6842</td>
</tr>
</tbody>
</table>

Based on data collected, a total of 60 agricultural businesses contribute with 6,842 jobs to the local economy of San Benito. Large-scale companies, with one hundred or more employees, provide more than 50% of total employment.
Bar Chart 1. Distribution of Employees By Business Size Category

Small-scale employers (30 or less full-time employees) provide a total of **763** jobs (11.2%), medium-scale employers (31 to 99 full-time employees) provide **2,547** jobs (37.2%), and large-scale employers (100 or more) provide a total of **3,532** jobs (51.6%) to the local economy of San Benito.

Most In-Demand Occupations By Agricultural Sub-sector

To identify high-demand occupations, survey respondents were asked which occupations were frequently left vacant. Table 2 below presents a list of 16 occupations demanded by the agricultural sector. Most in-demand occupations include Maintenance, Administrative, Equipment Operations, Sales and Marketing, and Field workers.

For the most-common occupations in the agricultural industry, the first column in Table 2 corresponds to the total number of employers who demand each occupation. Because in different agricultural sub-sectors there might be more or less demand for each occupation, the rest of the columns in Table 2 show the number of employers surveyed by sub-sector and the percentage of employers who at the time of the survey had a specific job position vacant.

Table 2. List Of Demanded Occupations & Agricultural Sub-sectors

<table>
<thead>
<tr>
<th>OCCUPATIONS</th>
<th>Total</th>
<th>Crop Farms (20)</th>
<th>Livestock (7)</th>
<th>Food Processing (7)</th>
<th>Agricultural Services (18)</th>
<th>Landscape/Nurseries (8)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance</td>
<td>45</td>
<td>13%</td>
<td>50%</td>
<td>50%</td>
<td>31%</td>
<td>17%</td>
</tr>
<tr>
<td>Front Office / Admin</td>
<td>42</td>
<td>14%</td>
<td>0%</td>
<td>20%</td>
<td>7%</td>
<td>20%</td>
</tr>
<tr>
<td>Equipment Operations</td>
<td>39</td>
<td>13%</td>
<td>50%</td>
<td>50%</td>
<td>25%</td>
<td>67%</td>
</tr>
<tr>
<td>Sales / Marketing</td>
<td>37</td>
<td>25%</td>
<td>0%</td>
<td>0%</td>
<td>15%</td>
<td>25%</td>
</tr>
<tr>
<td>Operations</td>
<td>37</td>
<td>0%</td>
<td>33%</td>
<td>33%</td>
<td>8%</td>
<td>20%</td>
</tr>
</tbody>
</table>
Skills Assessment

Survey respondents were asked to select the skills they thought would be required by their businesses to improve their future profitability and performance. Table 3 displays the number of agricultural employers interested in acquiring a specific skill set and the distribution of these companies by their size.

Table 3. Skills and Knowledge Required

<table>
<thead>
<tr>
<th>List of STEM Skills</th>
<th>Number of Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Small-scale Businesses</td>
</tr>
<tr>
<td>Food Safety</td>
<td>75%</td>
</tr>
<tr>
<td>Data Management and Analysis</td>
<td>69%</td>
</tr>
<tr>
<td>Water Systems Management</td>
<td>62%</td>
</tr>
<tr>
<td>Horticulture</td>
<td>90%</td>
</tr>
<tr>
<td>Seed Science</td>
<td>90%</td>
</tr>
<tr>
<td>Computer Programming Irrigation Efficiency</td>
<td>56%</td>
</tr>
<tr>
<td>Computer-aided Design &amp; Use of Social Platforms</td>
<td>78%</td>
</tr>
<tr>
<td>Engineering</td>
<td>63%</td>
</tr>
<tr>
<td>Pest Management</td>
<td>75%</td>
</tr>
<tr>
<td>Laboratory and Scientific Analysis</td>
<td>63%</td>
</tr>
<tr>
<td>Biology-genetics</td>
<td>57%</td>
</tr>
<tr>
<td>Geography and GPS</td>
<td>83%</td>
</tr>
<tr>
<td>Accounting</td>
<td>100%</td>
</tr>
<tr>
<td>Chemistry</td>
<td>100%</td>
</tr>
<tr>
<td>Geology / Soil Science</td>
<td>100%</td>
</tr>
<tr>
<td>Management</td>
<td>20%</td>
</tr>
<tr>
<td>Refrigeration</td>
<td>100%</td>
</tr>
<tr>
<td>Environmental Sciences</td>
<td>100%</td>
</tr>
<tr>
<td>Crop Systems Management</td>
<td>100%</td>
</tr>
<tr>
<td>Pasture Management</td>
<td>100%</td>
</tr>
</tbody>
</table>

Respondents also named other skills needed including Animal Science and General Maintenance (equipment, building).
Workforce Recruitment Methods & Challenges

Respondents were asked which recruitment methods were used within their companies. Bar Chart 2 shows that most-common recruitment methods were recommendations and word-of-mouth (66.7%), online job sites such as LinkedIn (36.7%), and advertising (28.3%).

**Bar Chart 2. Recruitment Methods**

**Difficulty Level Finding Qualified Labor**

According to survey results, 85% of the survey respondents experience some level of difficulty during the recruitment process. Regarding the main factors contributing to the difficulty finding and hiring skilled labor in the regions under study, factors included: Lack of skilled labor, Labor-intensive Industry, Seasonal labor shortages, unattractive sector for youth, and location (near Silicon Valley).
Workforce Retention & Improvement Methods

To foster upward mobility, successful strategies include providing employees with continuous training opportunities to develop new skills for job positions with more responsibilities, while also increasing overall employee engagement. It seems to be that survey participants agree on this statement since 85% of them provide different types of training to their employees. Table 4 shows the different types of training and distribution of responses:

Table 4. Sources of Training

<table>
<thead>
<tr>
<th>Training Source</th>
<th>Percentage</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incumbent Worker Training</td>
<td>81.67%</td>
<td>49</td>
</tr>
<tr>
<td>Community College</td>
<td>8.34%</td>
<td>5</td>
</tr>
<tr>
<td>Online Courses</td>
<td>6.67%</td>
<td>4</td>
</tr>
<tr>
<td>College</td>
<td>6.67%</td>
<td>4</td>
</tr>
<tr>
<td>University</td>
<td>3.34%</td>
<td>2</td>
</tr>
<tr>
<td>High School</td>
<td>1.67%</td>
<td>1</td>
</tr>
<tr>
<td>Technical School</td>
<td>3.34%</td>
<td>2</td>
</tr>
</tbody>
</table>

Other training sources mentioned by respondents included: seminars and workshops held locally by farmers’ associations, UC Cooperative Extension courses, courses and workshops organized by the county government, and consultants or outside specialists and experts.

Student Engagement Opportunities

Internships and other student opportunities are smart strategies that employers can adopt to build a strong workforce pipeline. In total, 24 out of the 60 respondents (40%) provide internship opportunities and 12 respondents (20%) provide other experiences.
Conclusions

As long as the appropriate workforce training is developed to meet the needs of the private sector, a re-invented agricultural value chain will offer more opportunities for their workforce to apply their skills toward more sustainable food systems.

In 2017, community colleges needed more data about the demand for appropriate training. The Agricultural Workforce Development Survey was designed by AWET, the San Benito Workforce Development Office, and the San Benito County Farm Bureau to better understand the training needs of the agricultural workforce in the county of San Benito. Partnerships with multiple local organizations were also established to represent the needs of the industry.

By August 2017, 60 survey responses provided sufficient data to move forward and identify the right training for San Benito County’s agricultural sector. The next section of the report offers a set of recommendations that can be followed by educators to best determine what training agricultural companies require.

The Agricultural Workforce Development Survey contributes with evidence-based data that validates the perception of the current growing demand for workforce training in San Benito’s agricultural industry. We invite decision-makers to use this report as a community-based tool for developing the appropriate training for the agricultural industry, resulting in highly specialized industry training, a better prepared workforce, greater interest from youth in choosing agricultural career pathways, as well as regional economic development.

We acknowledge the diversity of the agricultural sector; this is why we understand that employers’ size and sub-sector need to be included when designing new training. Moreover, employers have used the survey to communicate their internship opportunities. This is also information that could be used to develop internship programs for college students looking to pursue a career in agriculture.
Based on data from the Agricultural Workforce Development Survey, as well as anecdotal information gathered during the “Results & Discussion Meetings” held with local partners, AWET suggests the following training for agricultural employers and their incumbent employees:

1. Food Safety
2. Data Management & Analysis
3. Water Systems & Analysis
4. Horticulture & Seed Science
5. Human Resources
6. Banking
7. Accounting 101

With the goal of framing the proposed trainings' length and depth, members of the San Benito Workforce Investment Board (WIB) completed a short online questionnaire about the appropriateness of each topic to match the needs of the agricultural sector in San Benito County.

Results from this questionnaire are presented in Table 5. Percentage of approval corresponds to the percentage of respondents who agreed that a specific topic should be taught. Additionally, respondents proposed changes and improvements for each training.
Table 5: Training Topics & Respondents’ Percentage of Approval (%)

<table>
<thead>
<tr>
<th>Training</th>
<th>Topics</th>
<th>%</th>
<th>Other Comments and Topics suggested</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Food Safety</td>
<td>1.1 Introduction to Food Safety</td>
<td>80%</td>
<td>No topics suggested by respondents</td>
</tr>
<tr>
<td></td>
<td>1.2 Environmental Effects of Food-Borne Pathogens</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.3 Agricultural Practices for Food Safety</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.4 Facility Management for Food Safety</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.5 Food Safety Management</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.6 Introduction to Food Microbiology</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>2. Data Management &amp; Analysis</td>
<td>2.1 Introduction to the Computer</td>
<td>60%</td>
<td>“Some of these seem like we are teaching them how to use a computer.” Word processing…. Introduction to computer, should they not already have knowledge so they will understand the other parts of the class? If not, then I think a separate class on how to use a computer (the basics) is needed.”</td>
</tr>
<tr>
<td></td>
<td>2.2 The Internet, World Wide Web, and Agricultural Telecommunications</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.3 Word-processing Applications in Agriculture</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.4 Spreadsheet Applications in Agriculture</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.5 Presentation Management for Agriculture</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.6 Other Software Applications in Agriculture</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.7 Evaluate Computer Systems</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.8 Database Applications in Agriculture</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>3. Water Systems Management</td>
<td>3.1 California Water</td>
<td>60%</td>
<td>No topics suggested by respondents</td>
</tr>
<tr>
<td></td>
<td>3.2 Irrigation</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.3 Computer Programming Irrigation Efficiency</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>4. Horticulture &amp; Seed Science</td>
<td>4.1 Introduction to Plant Science</td>
<td>80%</td>
<td>No topics suggested by respondents</td>
</tr>
<tr>
<td></td>
<td>4.2 Introduction to Environmental Horticulture</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.3 Plant Identification and Nomenclature</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.4 Common Turf and Landscape Practices</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.5 Basic Floral Design</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.6 Horticulture Business Management</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>5. Human Resources, Banking &amp; Accounting 101</td>
<td>5.1 Contractor Laws &amp; Regulations</td>
<td>60%</td>
<td>“Payroll is a whole different animal. I think you need to keep any HR items separate from Accounting 101, Basic Accounting.”</td>
</tr>
<tr>
<td></td>
<td>5.2 Basic Accounting &amp; Record Keeping</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.3 Agricultural Accounting Cycle</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.4 Principles of Agricultural Accounting</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.5 Agricultural Contracts</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.6 Agricultural Liabilities and Debt</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.7 Payroll Accounting</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.8 Social Security</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.9 Federal Income Tax</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>
Appendix A – Survey Form

Agricultural Workforce Development Survey

The goal of the Agricultural Workforce Development Survey is to identify and measure the current employment, training needs, and knowledge gaps to be bridged in the counties of San Benito, Santa Clara, Santa Cruz, and San Mateo.

Please complete the following questions to reflect your opinions as accurately as possible.

1. **Company Overview: Please enter your contact information below (optional)**

   Your Name: __________________________
   
   Your Company’s Name: __________________________
   
   Your Email Address: __________________________

2. **What services does your company provides to the Agriculture Sector in California?**

   - Landscape / Nursery Contractor
   - Producer (Grower or Rancher – Livestock Producer)
   - Ag Supplier
   - Food Processor
   - Food Safety Services
   - Seed Company
   - Labor Contractor
   - Distributions & Logistics Services
   - Other Services. Please specify __________

3. **How many of the following job positions do you have in your company?**

   - Full-time
   - Part-time
   - Seasonal (approximate number)

4. **How many budgeted, permanent positions does your organization have?**

   Please write down the number of permanent positions here: ________________

5. **What is the current status for each of the following job positions in your organization? Please mark with an “X” your best answer:**

<table>
<thead>
<tr>
<th>Job Positions (Listed Below)</th>
<th>We don’t need this job position</th>
<th>We need this position and we have it covered</th>
<th>We need this position but we don’t have it covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field Workers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Packing Shed / Warehouse</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Front Office / Administrative</td>
<td></td>
<td></td>
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<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Equipment Operations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distributions / Logistics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales / Marketing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting / Finance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pest Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laboratory / Scientific</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food Safety</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Nutrient, soil, water management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology and Data Analysis</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Refrigeration</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Engineering</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other non-identified positions</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Which of the following skills ARE NOT available in your business right now, and you think are critical to acquire in the future to improve your business’ performance and sustainability:

- [ ] Management
- [ ] Data Management and Analysis
- [ ] Food Safety
- [ ] Accounting
- [ ] Pest Management
- [ ] Laboratory and Scientific Analysis
- [ ] Computer Applications
- [ ] Water System Management
- [ ] Seed Science
- [ ] Use of Technologies and Social Media
- [ ] Biology-genetics
- [ ] Engineering
- [ ] Geography and GPS
- [ ] Geology / Soil Science
- [ ] Chemistry
- [ ] Horticulture
- [ ] Environmental Sciences
- [ ] Crop Systems
- [ ] Refrigeration
- [ ] Pasture Management
- [ ] None
- [ ] Other:

7. Do your hired job positions receive training?

- [ ] Yes, they do receive training
- [ ] No, they do not receive training

8. If you answered “Yes” to question #7, who provides workforce training?

- [ ] Within the company through on job training program(s).
- [ ] Technical school / course
- [ ] Community college
- [ ] Online courses
- [ ] High school
- [ ] College
- [ ] University
- [ ] Other, please specify:

9. Does your organization have "great difficulty," "some difficulty," or "no difficulty" finding applicants who meet the organization's hiring standards for each occupation?

- [ ] Great difficulty
- [ ] Some difficulty
- [ ] No difficulty
10. Please circle which of the following recruitment methods that are mainly used in your company:
   ○ Recommendations
   ○ Online job sites
   ○ College job affairs
   ○ Advertising
   ○ Recruiters
   ○ Other. Please specify: ___________

11. If there are difficulties in recruiting fully qualified candidates, what factors do you think are contributing to this difficulty?

12. Do you provide internships or offer other experiences such as mentoring and/or shadowing programs? Please circle your best answer:
   ○ Yes, we provide Internships
   ○ No, we don’t provide Internships
   ○ Yes, we provide other experiences
   ○ No, we don’t provide other experiences

Please leave us any comments, ideas or suggestions in this text box:

Thank you for completing this Survey!