

**WORKFORCE INVESTMENT ACT  
LOCAL STRATEGIC WORKFORCE PLAN  
PROGRAM YEARS 2013-2017**

## Section 1: STRATEGIC VISION

---

The Santa Barbara Workforce Investment Board (WIB), its staff and stakeholders share the Governor’s Vision for an effective workforce system. The Governor’s focus on “braiding education, training and employment services together” echoes the Board’s own vision for a well-aligned workforce system. Also, the Santa Barbara WIB is committed to data driven decision-making, based on relevant, real time labor market intelligence. Finally, the WIB is committed to a regional approach in dealing with the County’s three distinct economies.

### Santa Barbara WIB’s Core Initiatives

---

The Santa Barbara WIB will pursue its Vision through a series of inter-reliant initiatives.

#### I. Leadership in Workforce Intelligence:

The WIB will continue to be a leader in development of original Workforce Intelligence. In part to inform the development of this plan the WIB sponsored the 2013 *Santa Barbara Economic and Workforce Information Analysis*. With information like this the WIB is able to act strategically in meeting the needs of businesses in the County. It is the WIB’s goal to be seen as the source relevant, real time labor market intelligence in Santa Barbara County.

#### II. Business Services:

In response to the County’s varied economic landscape the WIB has developed a robust Business Services model, where providing valued business services throughout the County is woven in to its Vision and Strategic Plan. The WIB will continue to engage businesses in an on-going basis, via participation in local Chambers and other business associations. WIB will participate as a Partner in activities of others and seek ways to avoid duplication. WIB will continue to explore new ways of assisting businesses, such as ETP retraining for existing workers. WIB will work with in-county and regional economic development/vitality professionals to enhance the business climate in order to foster partnerships and employment opportunities for the local workforce.

#### III. Workforce Skill Development & Life Long Learning

Recognizing the geographic and demographic realities of Santa Barbara County the WIB will focus on providing the training needed for the County to grow their own workforce. The WIB will continue to work with Santa Barbara City College to establish education opportunities that support careers in WIB-approved (high growth) Industry Clusters. The WIB also supports life-long learning and workforce improvement through incumbent worker training through a continuing partnership with the Employment Training Panel (ETP). Aware that the best career option for many of its clients will be self-employment and entrepreneurship, the WIB is developing a partnership with the *Scheinfeld Center for Entrepreneurship & Innovation* at Santa Barbara City College.

#### IV. County Wide Workforce and Economic Development Partnerships

In answer to the County’s distinct communities and micro-economies the WIB has taken a lead in establishing and maintaining partnership between all stakeholders in the County’s economic and workforce development. For example, the WIB is a Partner in the South Coast Business Forum; has presented at the North County Economic conferences hosted by the Santa Maria Chamber of Commerce; and, has worked cooperatively—and has “office hours”—at the Lompoc Chamber of Commerce. Finally, the WIB enjoys “cross-membership” with the newly-formed Lompoc Economic Development Committee, of the City of Lompoc.

## V. Regional Partnerships

The WIB is currently and active member in the six-county WIB-partnership, the Workforce Collaborative of the Central California Coast (W4C). This partnership includes the WIBs of San Luis Obispo, Ventura, Monterey, San Benito, Santa Cruz; and together we have received grant funding (RICOG) to perform regional research. Indeed, it is one of the goals of the W4C to be the “Go-To Partner” across the region in convening economic vitality/workforce meetings. Paralleling the efforts of the W4C is the efforts of the business, government and economic & workforce developers to create a central coast “Green Innovation Zone”. Championed by the publisher of the Pacific Coast Business News (Henry Dubroff) the WIB has participated in planning meetings and initiatives that seek to build upon the intellectual capital of the University of California, Santa Barbara—and promote energy efficiency and new, green jobs. Lastly, and in keeping with this last activity, the WIB was a early partner and supporter of the *emPowerSBC* program—that is a Santa Barbara County government created program to provide financing for home and commercial building renovations. This program has been so successful, that it has been asked by the neighboring counties of SLO and Ventura to expand into their jurisdictions. It should be noted that workforce is a desired partner—and a critical part of their planning activities—and the *emPowerSBC* Program Director sits on the WIB.

## VI. Continuous Improvement

The SB WIB is committed to High Quality service delivery. As stated, below the WIB’s Performance Committee oversees both the WIA performance, along with the One-Stop Operations. Using the upgrade Geo-Solution computer software, and the State EDD JTA reporting systems (soon to be “The New CalJobs”) the WIB has the ability to receive on-going WIA performance reports, and (as necessary) develop corrective action/improvement plans for each program area. In addition, the WIB performs a regular Performance Assessments & Customer Satisfaction Survey of the designated One-Stop Operator. These Assessments and Customer Surveys form a data base that is a guide for the WIB’s Performance Committee to recommend improvement measures in the various programs—and to track progress in specific areas of services. During the coming year, the WIB’s Performance Committee will discuss the possible development of additional local performance measures, and how to implement them. In conclusion, the use of performance and satisfaction indicators is viewed as part of the overall strategy for Continuous Improvement throughout the entire workforce system.

## VII. Integrated Service Delivery

The Santa Barbara County workforce system is not part of the formal EDD-inspired “Integrated Service Delivery Model” however, there is significant integration of services, coordination; and as much as possible, avoidance of duplication. At the “main” One-Stop in Santa Maria, not only are EDD and the Adult and Dislocated Worker (DW) programs co-located, but the same building “complex” houses the various county-run social services: CalWORKs, MediCal, etc. Moreover, Allan Hancock Community College (a Consortium partner) provides access to their numerous classes and courses at the One-Stop. It is envisioned, as technology advances continues for public sector programs, that additional integration of systems will occur; and this is high on the list of the WIB and the Performance Committee in assessing the system’s efficiency, effectiveness and satisfaction to our customers.

## The WIB

---

The Santa Barbara County WIB represents a growing community service organization that has risen to challenges and delivered quality services during difficult economic times. Leadership, participation, and engagement have contributed to our success and we are fortunate to have a committed Board of Directors, a talented and hard-working staff, and our community partners all working towards the goal of meeting the needs of Santa Barbara County's business community and workforce.

The WIB remains at the forefront of Workforce Development in Santa Barbara County; collaborating with elected officials, governmental agencies, community-based organizations, education, economic development groups, and the business community.

The WIB has and will continue to invest its resources in education, training, and employment; elevating the county's workforce readiness to peak levels, while developing and implementing more effective and useful business service tools.

The WIB represents a collaborative membership from the private business community, education, economic development, government agencies and community-based organizations with the primary goal of improving the economic vitality and workforce development throughout the county. Because we are a public/private partnership, the WIB is in the unique position to develop cutting-edge workforce programs for adults and youth; as well as providing the business services that are needed to keep us competitive. We are a resource, providing training to businesses and the county's workforce that focuses on growth industries and job skills development that lead to sustainable careers.

## Challenge: The Santa Barbara(s), three economies on one island

---

With the exception of the Channel Islands Santa Barbara County is firmly attached to the mainland. But in many ways the County is an island. Economically and culturally Santa Barbara is separated from its hyper-urban neighbors to the south while mountains and long distances separate it from its neighbors to the north and east. Most distinctively Santa Barbarans tend to live and work in Santa Barbara. For the most part Santa Barbara will need to look to itself to solve its evolving workforce needs.

The workforce challenges facing the WIB are further complicated by regional differences. Geographically Santa Barbara County has three distinct areas that have considerably different economic profiles. The southern region makes up almost half of the county's labor force and over the last five years, continues to experience an unemployment rate that is roughly half that of its neighbors in central and northern Santa Barbara County. As shown in the *Santa Barbara County Economic and Workforce Analysis*, commissioned by the WIB in 2013 and conducted by BW Research Partnership, the types of business, and the skilled workforce they need vary across the county

**Southern Region:** Cities of Santa Barbara, Carpinteria, and Goleta as well as CDPs such as Isla Vista, Montecito, Mission Canyon, Summerland, and Toro Canyon.

**Occupational Profile:** typically the highest-paying, highest-skilled occupations in the economy. In 2012, the average earnings for these Tier 1 occupations in California was \$38.17 an hour or approximately \$79,400 a year (assuming a 40 hour work week for the entire year).

**Central Region:** Cities of Buellton, Lompoc, and Solvang as well as CDPs such as Los Alamos, Mission Hills, Santa Ynez, Vandenberg Air Force Base, and Vandenberg Village.

**Occupational Profile:** These occupations have historically provided the majority of employment opportunities and could be referred to as middle-wage, middle-skill positions. In 2012, the average wage for these occupations in California was \$21.22 an hour or approximately \$44,100 a year (assuming a 40 hour work week for the entire year).

**Northern Region:** Cities of Santa Maria and Guadalupe as well as CDPs such as Orcutt.

**Occupations Profile:** These occupations typically represent lower-skilled service positions with lower wages that require little formal training and/or education. In 2012, the average wage for Tier 3 occupations in California was \$11.96 an hour or approximately \$24,900 a year (assuming a 40 hour work week for the entire year).

The diversity of Santa Barbara's economy is a defining factor in the development this plan. The county's wide ranging workforce needs call for a regional approach focusing on the leading industry clusters in each of the Counties distinctive communities.

## Development of Plan

---

This Plan was developed with input from various partners and state holders. The WIB staff presented workforce and industry sector information at the Community Colleges' Regional Collaborative meeting. The private sector businesses and chambers of commerce provided input on business services at meetings of the South Coast Business Forum; and the Business Services Committee of the WIB reviewed the Plan Instructions for that section at one of their regularly scheduled public meetings. The Youth Council of the WIB held a public Plan Development meeting in April 2013, and that input is contained in the plan. Finally, the WIB Executive Committee had a Public Hearing on the Plan on May 31, 2013; the Board of Supervisors reviewed the Plan in a Public Meeting on June 18<sup>th</sup>; and the Plan was made available for Public Comment for 30 days beginning June 7, 2013.

## Section 2: ECONOMIC AND WORKFORCE ANALYSIS

---

### Introduction

---

In March of 2013, the Santa Barbara County Workforce Investment Board partnered with BW Research Partnership, Inc. (BW Research) to develop an economic and workforce information analysis of Santa Barbara County. The research is built off recent data from the California Employment Development, the US Bureau of Labor Statistics, the US Census, the American Community Survey, and Economic Modeling Specialists, Inc. (EMSI). The research also utilizes data from the study *Industry, Employment, and Skills in a Time of Transition: An Employment Forecast for Santa Barbara County* that was completed by BW Research for the Santa Barbara County Workforce Investment Board in February of 2012 and included a quantitative survey of 317 Santa Barbara County employers.

The primary research questions driving the current study included:

- Where is Santa Barbara County's economy today, where has it come from, where is it going, and how does that impact job-seekers and employers?
- What challenges are employers facing, both in the economy as a whole and specifically in different industries?
- What challenges are job-seekers facing, including those in diverse sub-populations, both in the economy as a whole and specifically in different industries?
- What occupations and occupational skill sets are needed by employers and where should skill development programs be focused?

This report is organized into three general categories that provide the reader with both general and specific information about Santa Barbara's economy and its workforce. The more detailed information is presented in the second and third components of the study.

- **Santa Barbara County Employment: An Overview** provides general labor market information about where Santa Barbara's economy has been and where it is today.
- **Countywide Workforce Profile** presents data that illustrate how employer demand for workers by industry, occupation, and skills have changed over time and how we expect they will continue to change in the future. This section of the report includes analyses of occupational tiers and how demand for occupations is changing over time.
- **Resident Profile and Skills Gap Assessment** displays data that illustrate the general profile of Santa Barbara residents as well as job-seekers.

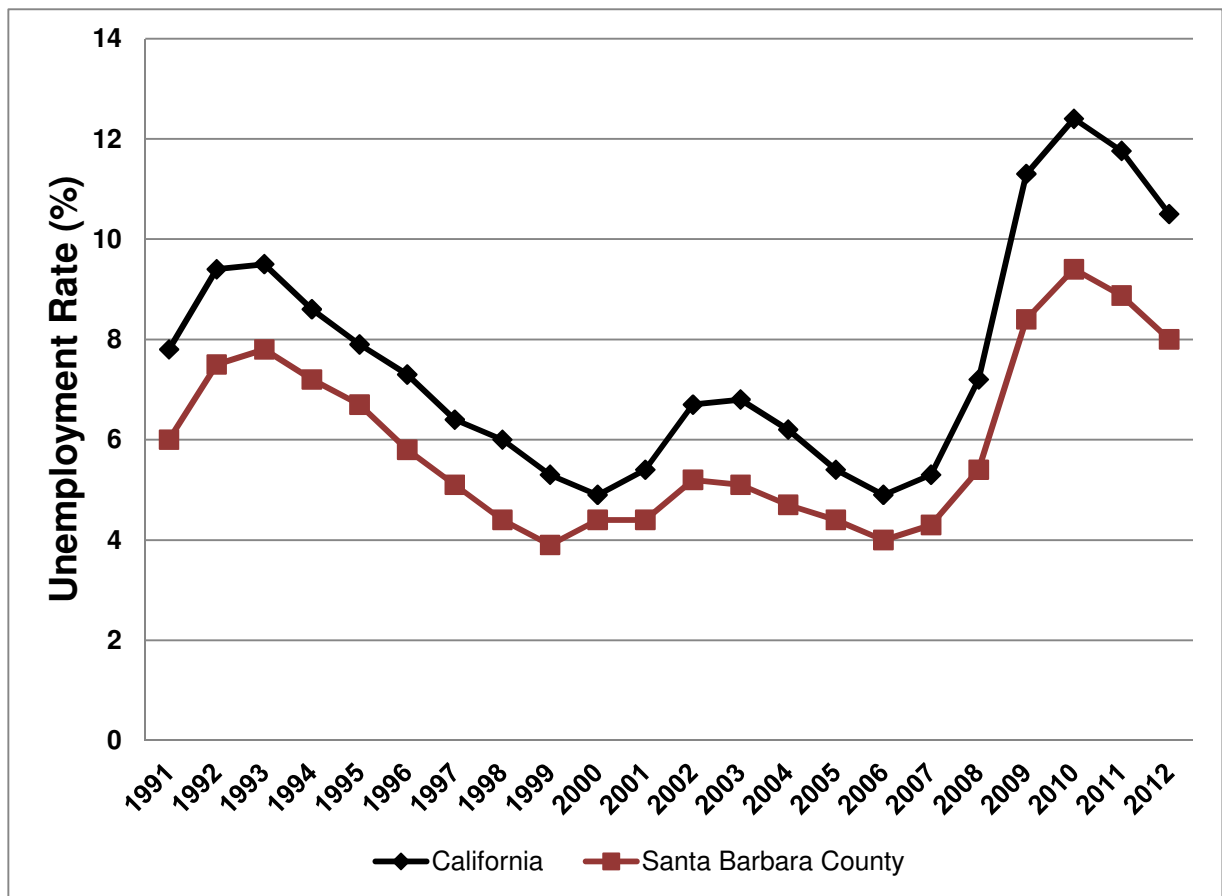
Most of the analyses in this study focus on the changes in Santa Barbara County that have occurred from 2007 through the end of 2012. This time frame allows us to look at the economy right before the great recession and ask how this significant downturn in the economy impacted the region's workforce needs. Looking forward, the study focuses on 2012 to 2017, using 2012 as the base year and 2017 as the farthest out among the forecasts utilized for this report.

## Santa Barbara County Employment: An Overview

Santa Barbara County, like other communities across California and the nation, is looking to rebound from the economic downturn often referred to as the “great recession” that began in 2008. This time of economic transition provides policy makers and workforce developers an opportunity to see how the county’s economy has been impacted and how to develop new strategies and thinking about supporting employers and getting people back to work.

The figure below shows Santa Barbara County’s historic unemployment rate, showing annual averages, from 1991 to 2012. Over that 21 year period, the county has never faced an unemployment rate at or above the state’s average, generally remaining a few percentage points below. While this overall picture shows a relatively healthy local economy, it is also masking some of the economic challenges that Santa Barbara faces in the central and northern areas of the county as shown in the chart on the following page.

Figure 1: Santa Barbara County Historic Unemployment Rate<sup>1</sup>



<sup>1</sup> Source: California, Employment Development Department: Industry Employment Data, Annual Averages. February 2013.

Geographically, Santa Barbara County has three distinct areas that have considerably different economic profiles. As the figure below reveals, the southern region makes up almost half of the county’s labor force and over the last five years, continues to experience an unemployment rate that is roughly half that of its neighbors in central and northern Santa Barbara County.

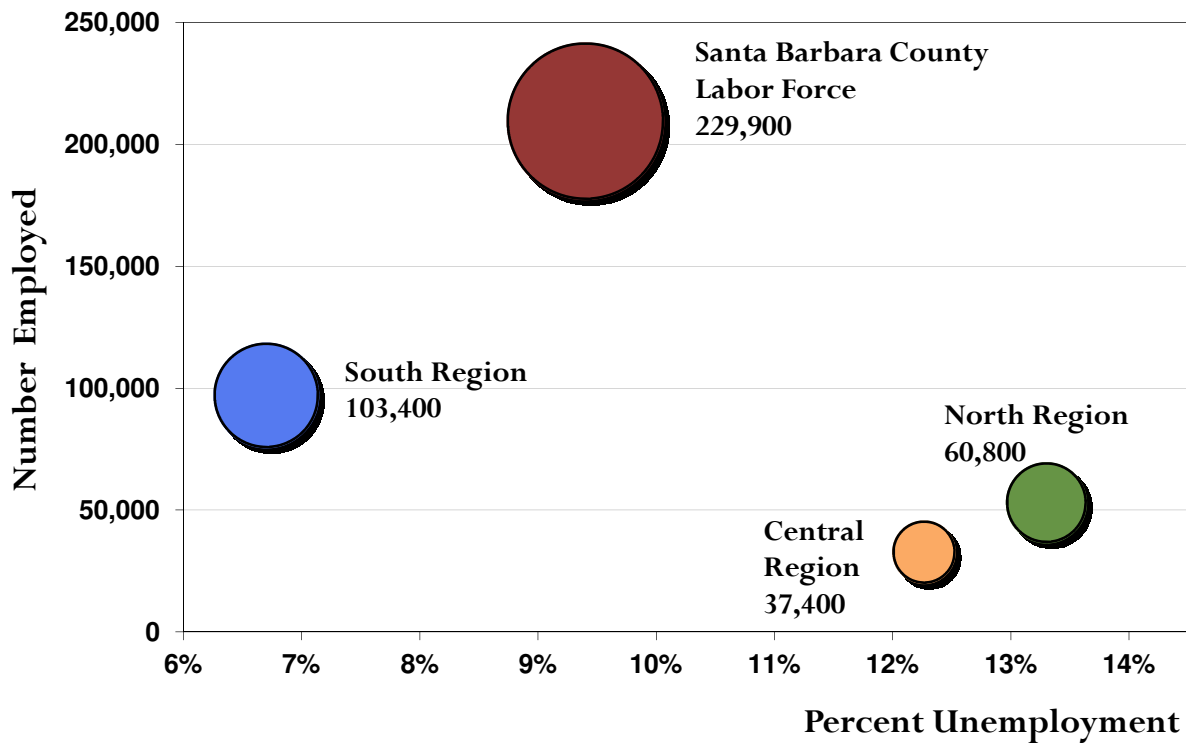
These regions are delineated by the following cities and community designated places (CDPs).<sup>2</sup>

Geographically, Santa Barbara County has three distinct areas that have considerably different economic profiles. As the figure below reveals, the southern region makes up almost half of the county’s labor force and over the last five years, continues to experience an unemployment rate that is roughly half that of its neighbors in central and northern Santa Barbara County.

These regions are delineated by the following cities and community designated places (CDPs).<sup>3</sup>

- **Southern Region:** Cities of Santa Barbara, Carpinteria, and Goleta as well as CDPs such as Isla Vista, Montecito, Mission Canyon, Summerland, and Toro Canyon.
- **Central Region:** Cities of Buellton, Lompoc, and Solvang as well as CDPs such as Los Alamos, Mission Hills, Santa Ynez, Vandenberg Air Force Base, and Vandenberg Village.
- **Northern Region:** Cities of Santa Maria and Guadalupe as well as CDPs such as Orcutt.

Figure 2: Santa Barbara County Employment & Labor Force Assessment - March 2012<sup>4</sup>



<sup>2</sup> It should be noted that certain unincorporated parts of the County are not categorized into one of the three regions.

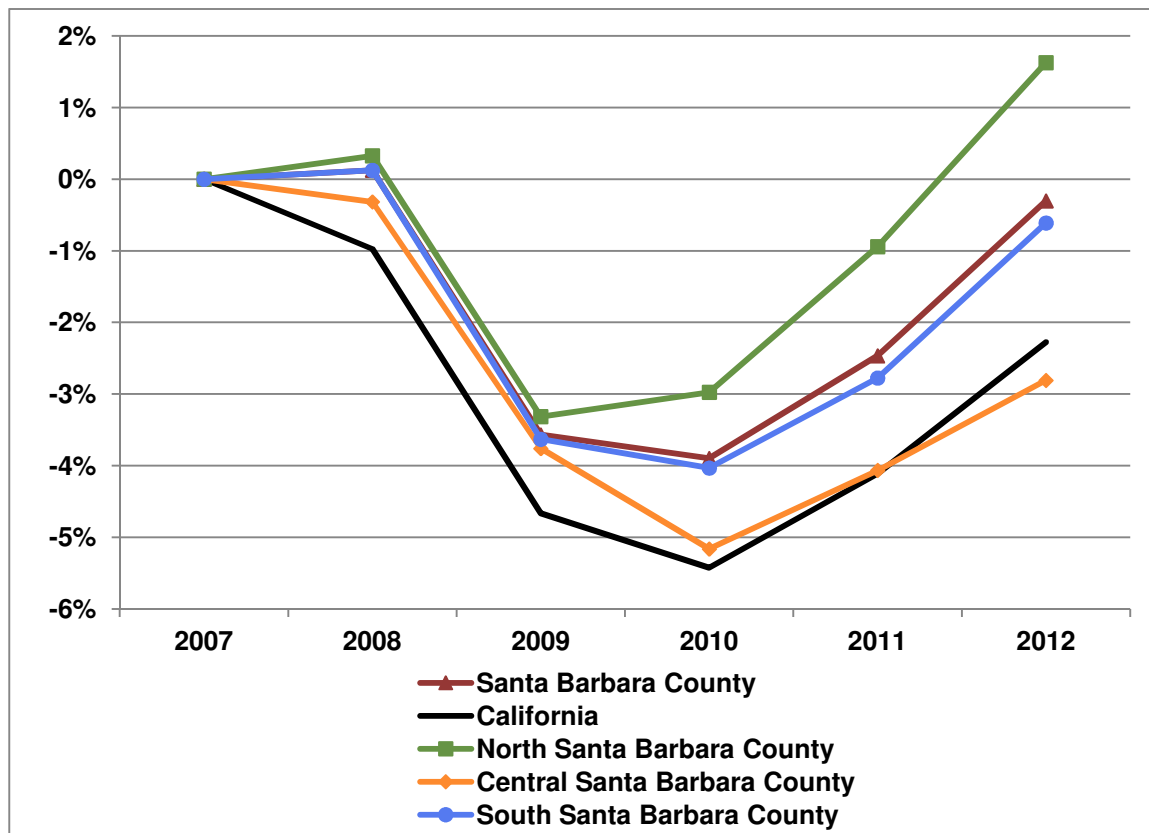
<sup>3</sup> Source: California, Employment Development Department: Monthly Labor Force Data for Cities & CDPs. March 2012 – Preliminary. Data Not Seasonally Adjusted



## Santa Barbara County Employment: The Great Recession & Meager Recovery

From 2008 to 2010, employment in Santa Barbara County experienced a significant decline as it did across California and the country. Proportionally within Santa Barbara County, only the central region experienced a similar decline in employment as California as a whole while northern Santa Barbara County actually increased employment beyond its pre-recession level. However, it is important to note that northern Santa Barbara has continued to experience considerable population increases which the small employment gains have not kept up with – and as the research findings will show later, the composition of jobs in the northern region is not as skilled or high paying as the state averages.

Figure 3: Overall Change in Employment by Region from 2007 to 2012<sup>5</sup>



## Countywide Workforce Profile

The term “demand-driven” is often used in the workforce development world to indicate the importance of developing and providing programs and services that are responsive to the needs of employers. To provide a workforce development system that is truly demand-driven, that foundation must be built upon a comprehensive understanding of the county’s employers and their behavior as it relates to recruiting, hiring and developing talent. This profile will include a description of how the region’s industries, occupations and skills are changing to meet the needs of employers who are constantly adapting to the desires of their customers.

<sup>5</sup>Source: EMSI Complete Employment 2013.17

### **Santa Barbara Industry Clusters of Importance**

An emphasis on industry clusters in a given region has several advantages; they allow us to move beyond the general industry assessment to identify regional economic drivers, shared resources that are needed (including human resources), and a better understanding of the markets in which employers compete and cooperate. Analyses of industry clusters are valuable tools to understanding how the regional economy is segmented in terms of differing growth expectations, workforce needs, and infrastructure requirements.

**What are Industry Clusters?** Michael Porter, a Harvard economist and pioneer of industry cluster research, defined the cluster as a geographic concentration of inter-connected companies and institutions working in a shared industry. This definition has been expanded over the years to account for employers in shared technologies, supply chains, services, and/or customers whose competition and/or collaboration create opportunities for new business creation, increased regional wealth, and new employment. Oftentimes, industry clusters are not in the same or even closely matched industry classifications structures.

There remain three key reasons for focusing on industry clusters:

1. **An emphasis on industry clusters allows you to more effectively engage with employers** who are focused on their industry, related technologies, and customers, but who may be less focused on overall regional economic trends. An emphasis on industry clusters allows you to better understand the priorities and workforce needs of the employers that are driving growth in the county's economy.
2. A deeper understanding of the relevant industry clusters in Santa Barbara provides valuable information for **job-seekers and current workers who are looking to develop new skills and find career pathways** that allow them to stay productive and in demand with regional employers. One of the key challenges for job-seekers working to stay relevant and useful for potential employers is to get them to understand how they can be valuable for employers. Education on the key industry clusters in Santa Barbara provides job-seekers a valuable foundation for understanding what skills and abilities they should work toward and what employment opportunities connect to stronger pathways and greater career fulfillment.
3. The county-specific industry clusters approach provides an employer-driven perspective to understanding the skills employers are looking for and how to better connect education and training to local and countywide workforce development strategies.

### **Santa Barbara's Profiled Industry Clusters**

Building off the research completed in February 2012, the following industry clusters were identified for Santa Barbara County. Although the Healthcare industry was included as a profiled cluster in the 2012 research, it is presented as part of the traditional industries for purposes of the current analysis.

- Energy and the Environment consists of all industries involved in the production and sale of energy and industries that work to improve environmental sustainability and meet all environmental regulations. This industry cluster includes environmental consulting services and power generation, transmission, and distribution. From a workforce perspective, these two somewhat disparate industries have significant crossover and shared demand for skills and areas of expertise.
- Agriculture, Tourism, & Wineries is one of the larger industry clusters in the county and the industry cluster is a mix of food production and service industries that draw tourists into the county and export products

**SANTA BARBARA WORKFORCE INVESTMENT BOARD**  
**STRATEGIC PLAN 2013-2017**

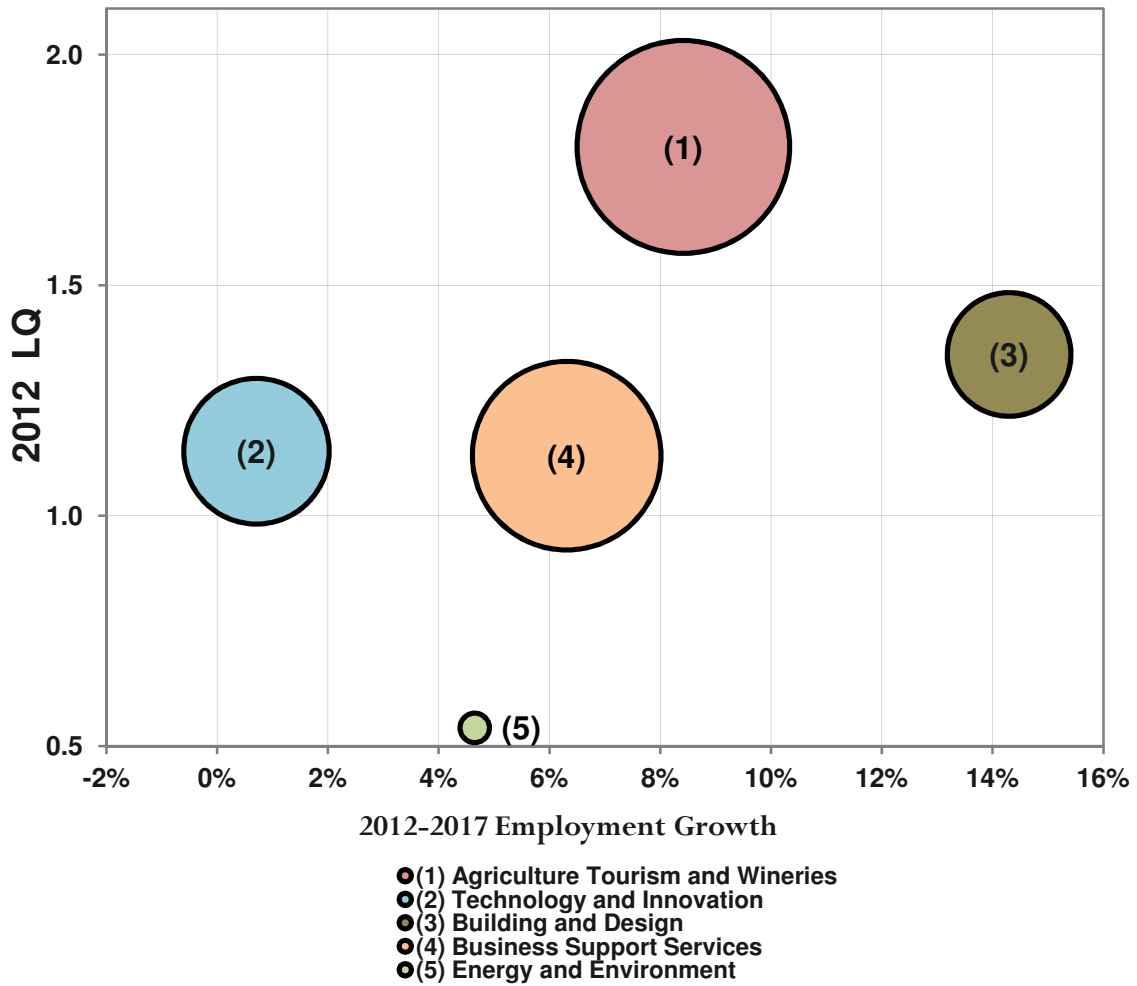
outside of Santa Barbara. The cluster includes wineries, accommodations, amusement, gambling, and recreation industries. Agriculture, Tourism, and Wineries is a particularly important combined industry to the local economy because it is a large scale employer and it brings money into the region through tourism and through the export of goods.

- Technology and Innovation is a diverse group of industries that focuses on the development and production of new technologies and products. This cluster is focused on commercializing the best ideas and research coming out of the University of California Santa Barbara, other research institutions, and emerging companies within the county. Some of the sectors in this cluster include pharmaceuticals and medical devices, software publishers, and computer and electronic product manufacturing.
- Business Support Services is a particularly important cluster for Santa Barbara given the large number of small and medium-sized businesses that are born in the county. The Business Support Services cluster in Santa Barbara County is comprised of 10 distinct subsectors, including graphic design services, accounting, advertising, and employment services.
- Building & Design involves the design and building of residential and non-residential buildings and the interior design of buildings. This industry is actively involved in energy efficiency, building retrofits, and the use of sustainable building materials.

The figure below reveals several pieces of key information regarding Santa Barbara's industry clusters. The size of the sphere shows the relative size of each cluster, in terms of current employment. The vertical axis indicates the relative employment concentration of the cluster in comparison to the California average.<sup>6</sup> The horizontal axis indicates the expected growth in overall industry cluster employment from 2012 to 2017. All of the industry clusters except Technology and Innovation expect to see employment growth over four percent through 2017 and all except Energy and the Environment have an above average industry concentration. It is also worth noting that the Santa Barbara Energy and the Environment employers that participated in the survey were more optimistic about their hiring expectations than the EMSI economic forecast shown in the figure.

---

**Figure 4: Santa Barbara County Industry Clusters by Concentration & Employment Expectations from 2012 to 2017<sup>7</sup>**



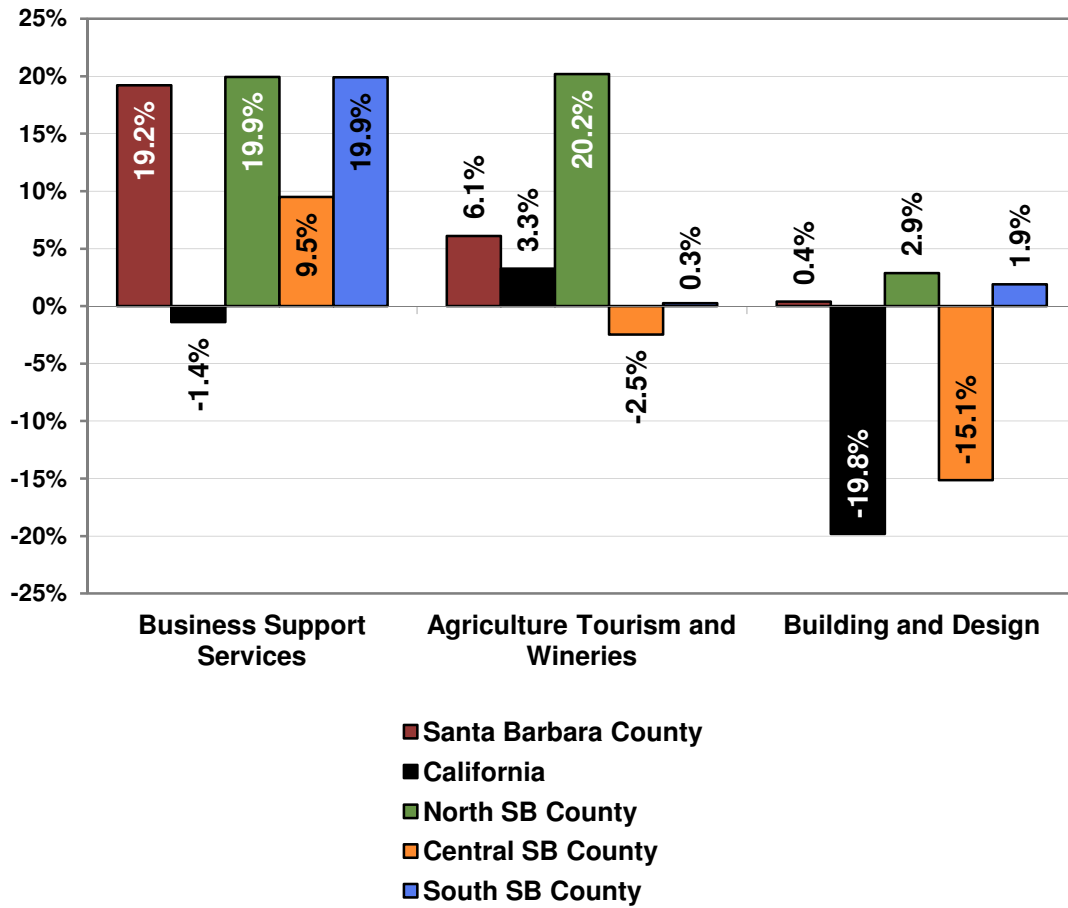
<sup>6</sup> A location quotient (LQ) of 1.0 indicates that a region has the average employment for a given industry cluster in comparison to the California economy. An LQ of 2.0 indicates the regional has twice the average employment for a given industry cluster in comparison to the California economy.

<sup>7</sup>Source: EMSI Complete Employment 2013.1

**Regional Employment by Industry Clusters**

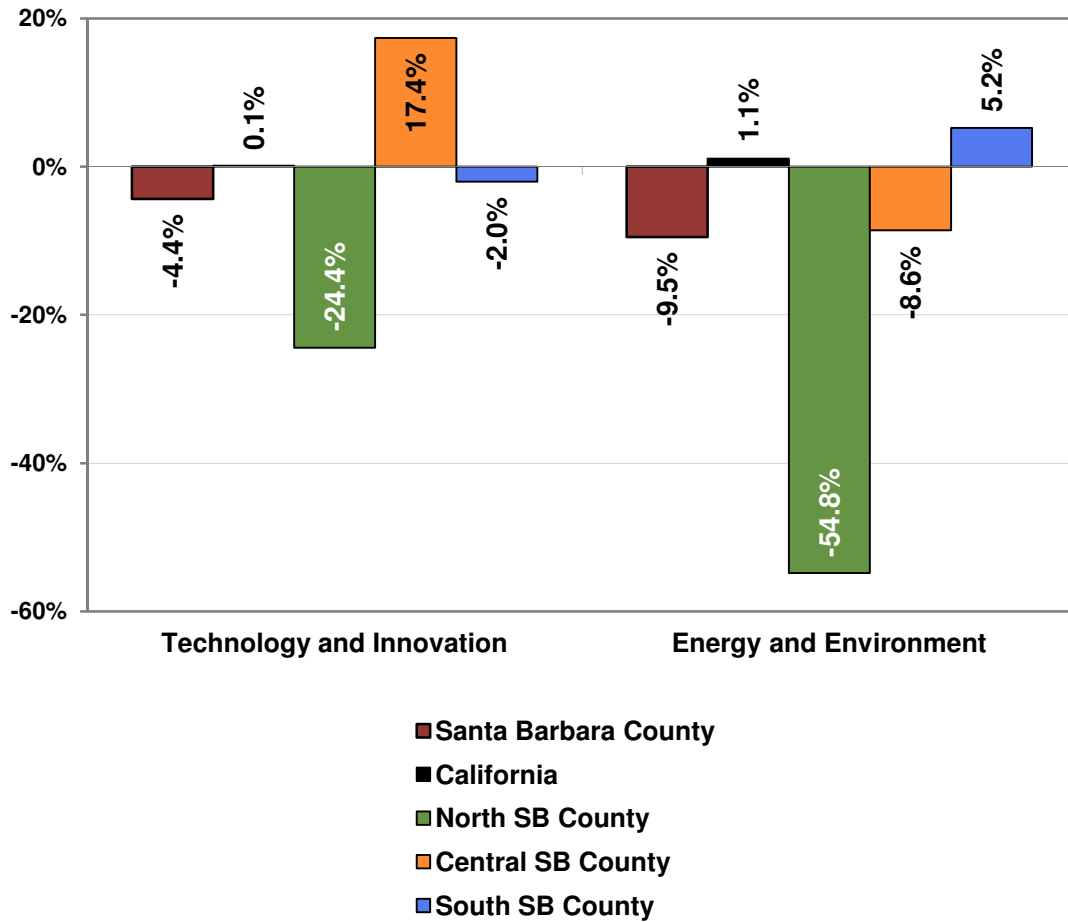
The following two figures changes in employment within each of the five industry clusters from 2007 to 2012 within Santa Barbara County, California, and the three geographic regions within Santa Barbara County.

**Figure 5: Change in Employment for Industry Clusters with Employment Growth in Santa Barbara County from 2007 to 2012<sup>8</sup>**



<sup>7</sup> Source: EMSI Complete Employment 2013.1

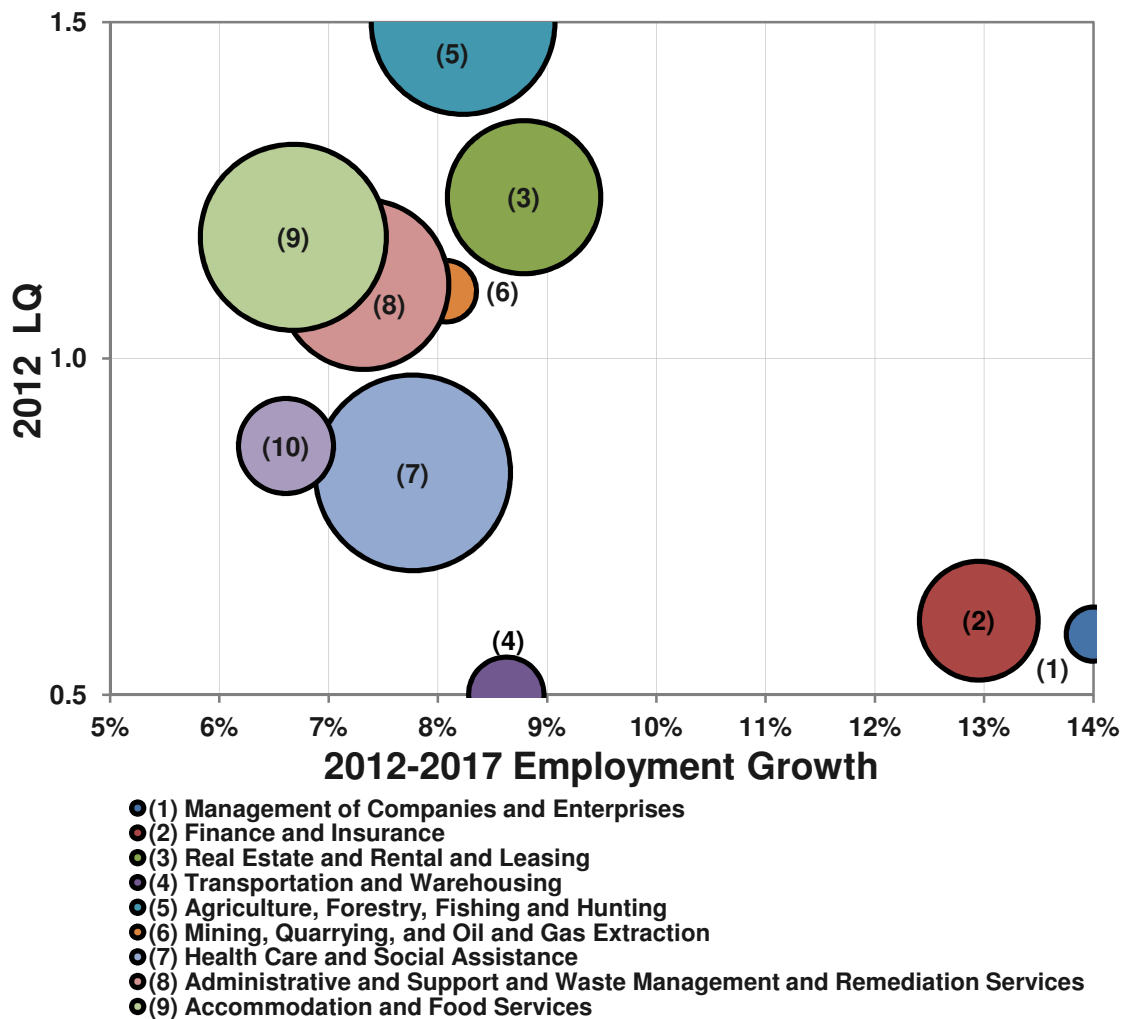
Figure 6: Change in Employment for Industry Clusters with Employment Decline in Santa Barbara County from 2007 to 2012<sup>9</sup>



<sup>9</sup>Source: EMSI Complete Employment 2013.1

The following figure looks beyond the five profiled industry clusters to traditional industries (categorized by two-digit NAICS) and displays data on the top 10 in Santa Barbara by growth percentage. Like the bubble chart presented earlier, the figure below reveals several pieces of key information. The size of the sphere shows the relative size of the industry, in terms of current employment. The vertical axis indicates the relative employment concentration of the industry in comparison to the California average.<sup>10</sup> The horizontal axis indicates the expected growth in overall industry employment from 2012 to 2017. All of the industries in the chart below are expected to grow by over six percent through 2017, with industries like Finance and Insurance and Management of Companies & Enterprises expected to grow by more than 12 percent.

**Figure 7: Santa Barbara County Industry Concentration & Employment Expectations (Top 10 by Growth)**

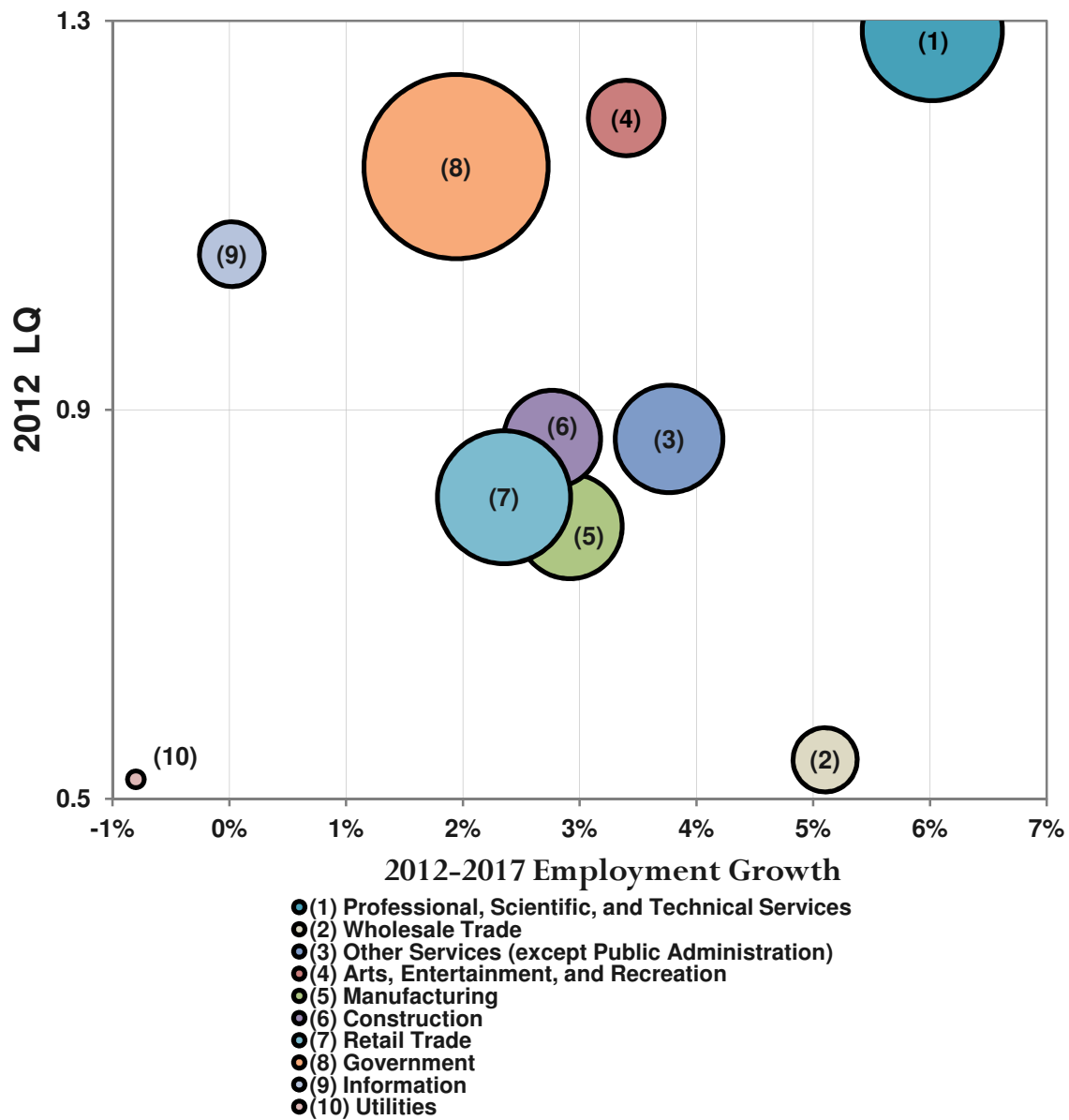


<sup>9</sup> A LQ of 1.0 indicates that a region has the average employment for a given industry in comparison to the California economy. An LQ of 2.0 indicates the regional has twice the average employment for a given industry in comparison to the California economy.

**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

The chart below shows the bottom 10 traditional industries by growth percentage. Other than Professional, Scientific, and Technical Services and Wholesale Trade, none of the traditional industries in the chart are expected to grow by even four percent through 2017.

**Figure 8: Santa Barbara County Industry Concentration & Employment Expectations (Bottom 10 by Growth)**





## **Santa Barbara County Occupations**

### ***Occupational Tiers***

The unemployment rate, number of jobs created, number of people employed, and number of people unemployed – all these general statistics have some value when you are looking at Santa Barbara's overall economy, but they also hide some critical information as well, starting with the **reality that not all jobs are equal**. A part-time job that pays minimum-wage with limited training and on-the-job skill development is considerably less valuable than a high-paying, full-time position with full benefits that continually develops and trains an individual for increasing levels of responsibility.

A recent study by David Autor<sup>11</sup> revealed the changes in the nation's occupational profile. Autor provided an in-depth examination of the quality and quantity of the jobs that employers have demanded over the last 30 years. In his analysis, Autor developed an occupational segmentation that BW Research also uses in regional occupational analyses. This occupational segmentation technique delineates all occupations into one of three tiers. The occupational tiers are broadly defined as follows:

**Tier 1 Occupations** include managers (Chief Executives, Financial Managers, and Sales Managers), professional positions (Lawyers, Accountants, and Physicians) and highly-skilled technical occupations, such as Scientists, Computer Programmers, and Engineers. These occupations are typically the highest-paying, highest-skilled occupations in the economy. In 2012, the average earnings for Tier 1 occupations in California was \$38.17 an hour or approximately \$79,400 a year (assuming a 40 hour work week for the entire year).

**Tier 2 Occupations** include sales positions (Sales Representatives), teachers, and librarians, office and administrative positions (Accounting Clerks and Secretaries), and manufacturing, operations, and production positions (Assemblers, Electricians, and Machinists). These occupations have historically provided the majority of employment opportunities and could be referred to as middle-wage, middle-skill positions. In 2012, the average wage for Tier 2 occupations in California was \$21.22 an hour or approximately \$44,100 a year (assuming a 40 hour work week for the entire year).

**Tier 3 Occupations** include protective services (Security Guards), food service and retail positions (Waiters, Cooks, and Cashiers), building and grounds cleaning positions (Janitors), and personal care positions (Home Health Aides and Child Care Workers). These occupations typically represent lower-skilled service positions with lower wages that require little formal training and/or education. In 2012, the average wage for Tier 3 occupations in California was \$11.96 an hour or approximately \$24,900 a year (assuming a 40 hour work week for the entire year).

Dr. Autor's research on occupational tiers revealed that Tier 2 occupations have been declining considerably since the mid-1970s as many of these jobs have been lost to automation or more recently off-shored to less expensive labor markets. The great recession only expedited this long run trend as nationally and regionally Tier 1 and Tier 3 jobs increased during the recession while Tier 2 jobs declined. While this trend is true for the country as a whole, it is also accurate in Santa Barbara, as the following pages of data reveal.

The table below reveals that approximately 40 percent of Santa Barbara County's jobs can be found among Tier 2 occupations, with just below a third in Tier 3 and just under a 20 percent in Tier 1. Santa Barbara County has more

---

<sup>11</sup> The Polarization of Job Opportunities in the US Labor Market; Implications for Employment and Earnings, April 2010.

**SANTA BARBARA WORKFORCE INVESTMENT BOARD**  
**STRATEGIC PLAN 2013-2017**

Tier 3 occupations proportionally than California as a whole while South Santa Barbara County has more Tier 1 occupations than California proportionally.

**Table 1: Overall Occupational Tiers by Region<sup>12</sup>**

Overall	Occupational Tiers		
	Tier 1	Tier 2	Tier 3
<b>Santa Barbara County</b>	19.1%	40.1%	31.7%
<b>California</b>	19.5%	43.3%	28.2%
<b>North SB County</b>	14.5%	37.6%	39.2%
<b>Central SB County</b>	17.4%	38.8%	35.5%
<b>South SB County</b>	21.2%	41.3%	28.1%

It should be noted that not all occupations fit into one of the three occupational tiers. Approximately 10 percent of all occupations are not placed into one of the three tiers.

An analysis of Santa Barbara’s occupations by tiers and industry reveals an interesting profile of where jobs are located within the region. Just under one half of all Tier 1 Santa Barbara County occupations are found in one of three industries: Professional, Scientific and Technical Services (25%); Health Care and Social Assistance (12%); and Government (12%). Another 20 percent of all of Santa Barbara’s Tier 1 occupations can be found in Finance and Insurance (7%), Real Estate and Rental and Leasing (7%), and Manufacturing (7%).

It should be noted that Santa Barbara County’s average annual earnings per job is \$49,500 for 2012. An earning per job index of 1.00 indicates average annual earnings of \$49,500 for a given occupation while an index score of 2.00 indicates average annual earnings of \$99,000 for a given occupation.

---

<sup>12</sup> Source: EMSI Complete Employment 2013.1

**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

**Table 2: Overall Occupational Tiers for Santa Barbara County Industries<sup>13</sup>**

Two-Digit NAICS Description	Occupational Tiers			Earnings Per Job Index
	Tier 1	Tier 2	Tier 3	
Agriculture, Forestry, Fishing, and Hunting	1.0%	2.6%	18.9%	0.66
Mining, Quarrying, and Oil and Gas Extraction	1.2%	1.3%	0.1%	1.54
Utilities	0.1%	0.2%	0.0%	2.09
Construction	2.3%	8.8%	0.7%	1.01
Manufacturing	6.6%	7.3%	1.0%	1.61
Wholesale Trade	1.1%	3.2%	1.0%	1.33
Retail Trade	2.2%	8.1%	13.5%	0.71
Transportation and Warehousing	0.4%	2.6%	0.6%	0.87
Information	3.5%	1.4%	0.4%	1.62
Finance and Insurance	6.9%	4.7%	0.1%	1.51
Real Estate and Rental and Leasing	6.7%	8.9%	1.6%	0.62
Professional, Scientific, and Technical Services	24.6%	7.1%	0.5%	1.35
Management of Companies and Enterprises	1.3%	0.6%	0.1%	2.50
Administrative and Support and Waste Management and Remediation Services	3.4%	5.5%	11.1%	0.71
Educational Services (Private)	1.8%	3.1%	0.7%	0.66
Health Care and Social Assistance	12.4%	6.8%	9.4%	1.16
Arts, Entertainment, and Recreation	7.0%	0.8%	2.8%	0.46
Accommodation and Food Services	3.0%	1.5%	22.0%	0.47
Other Services (Except Public Administration)	2.4%	3.8%	9.6%	0.50
Government	11.9%	21.4%	5.5%	1.36

<sup>13</sup> Source: EMSI Complete Employment 2013.1

**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

The table below illustrates Santa Barbara’s occupational composition by industry. Industries such as Professional, Scientific, and Technical Services and Information have at least a plurality of their occupations found in Tier 1 while industries like Agriculture, Accommodation, and Food services and Retail Trade have a majority of their occupations in Tier 3.

**Arts, Entertainment, & Recreation the Tier 1 Occupational Outlier:** The relatively high proportion of creative and administrative occupations associated with Arts, Entertainment, & Recreation typically have high education requirements but often have relatively low salaries. This helps explain the high percentage of Tier 1 occupations with the low industry earnings per job index figure.

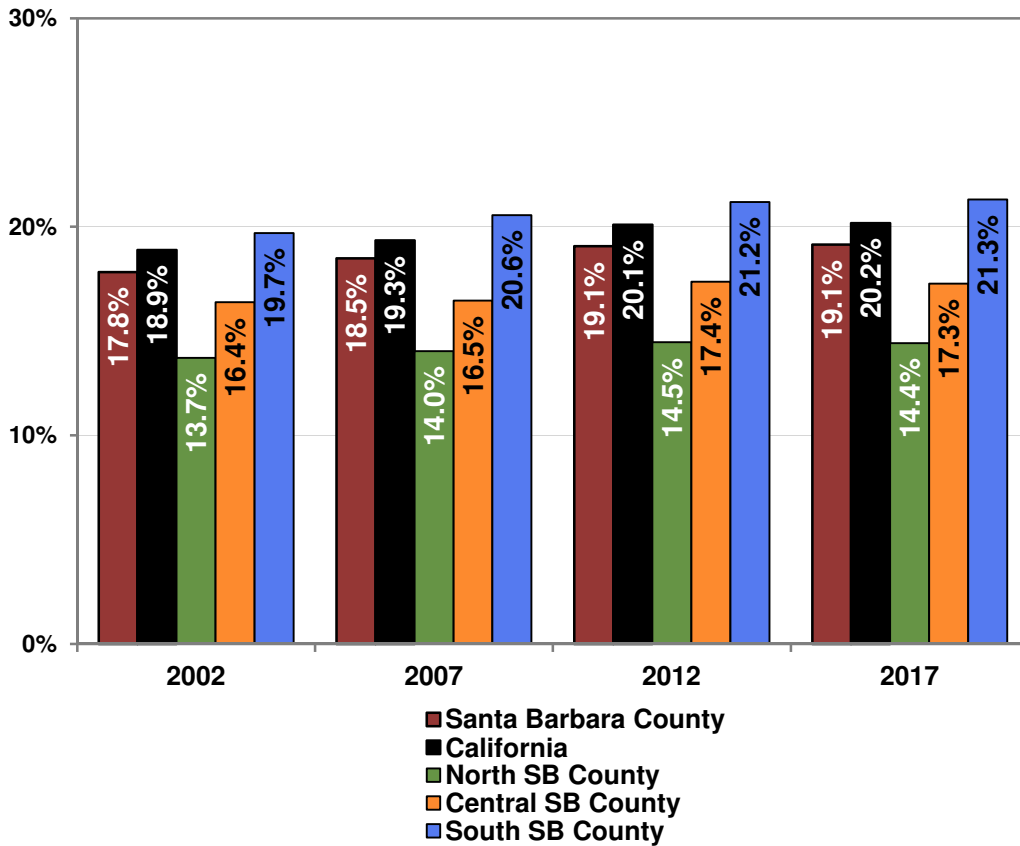
**Table 3: Occupational Tier Composition within Industries in Santa Barbara County<sup>14</sup>**

Two-Digit NAICS Description	Occupational Tiers		
	Tier 1	Tier 2	Tier 3
Professional, Scientific, and Technical Services	61.1%	36.8%	2.1%
Arts, Entertainment, and Recreation	52.3%	12.5%	35.2%
Information	49.2%	40.8%	10.1%
Management of Companies and Enterprises	47.4%	47.7%	4.9%
Finance and Insurance	40.6%	58.5%	0.9%
Health Care and Social Assistance	29.3%	33.8%	36.9%
Mining, Quarrying, and Oil and Gas Extraction	29.1%	66.9%	3.9%
Manufacturing	28.1%	64.7%	7.3%
Real Estate and Rental and Leasing	23.8%	66.5%	9.7%
Educational Services (Private)	18.9%	69.5%	11.6%
Government	18.0%	68.0%	13.9%
Utilities	16.8%	79.6%	3.6%
Wholesale Trade	11.5%	71.4%	17.0%
Construction	10.5%	84.2%	5.3%
Administrative and Support and Waste Management and Remediation Services	10.1%	34.5%	55.4%
Other Services (Except Public Administration)	9.1%	30.6%	60.4%
Accommodation and Food Services	7.1%	7.3%	85.7%
Transportation and Warehousing	5.9%	79.7%	14.4%
Retail Trade	5.2%	40.9%	53.9%
Agriculture, Forestry, Fishing, and Hunting	2.7%	14.3%	83.0%

<sup>14</sup> Source: EMSI Complete Employment 2013.1

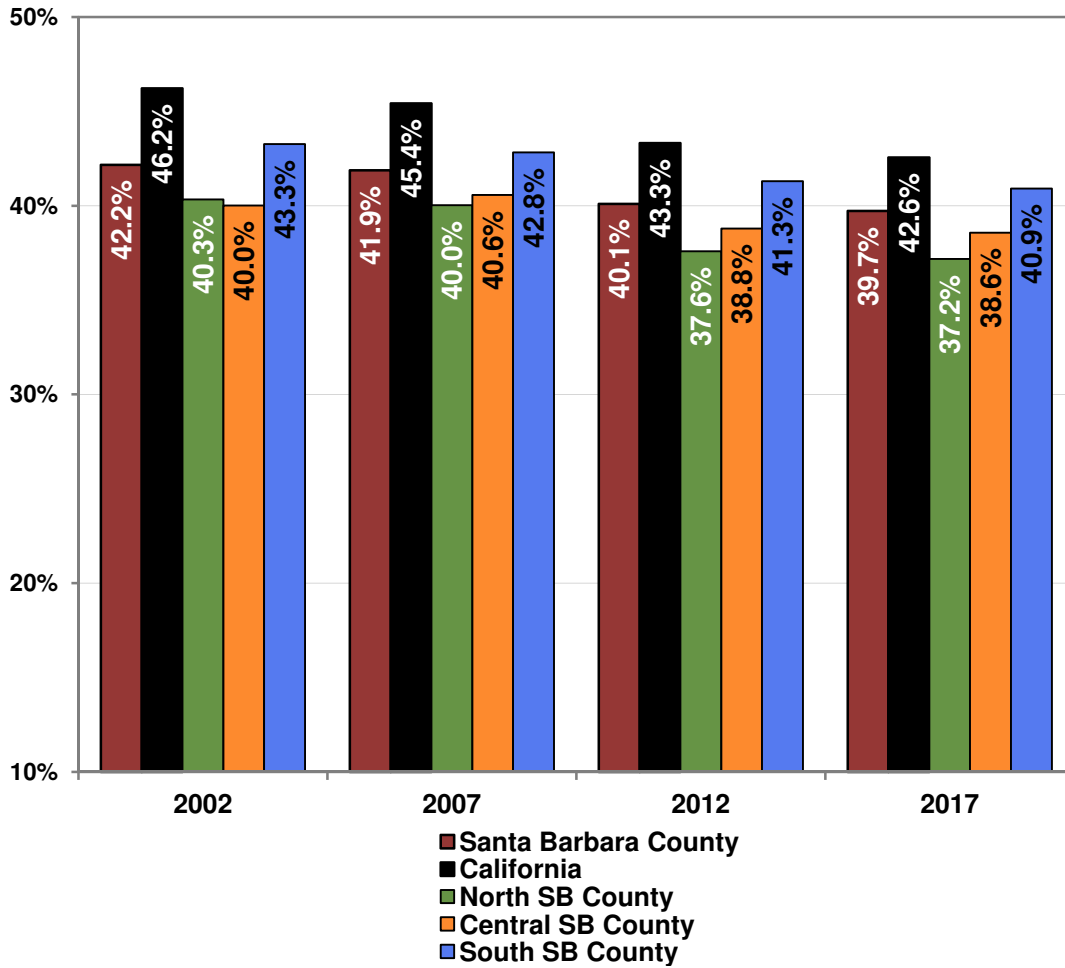
The following three figures reveal a valuable trend in understanding overall occupational demand, both within Santa Barbara County as well as within California as a whole. California continues to see Tier 1 and Tier 3 jobs increase while Tier 2 jobs have declined and are expected to continue to decline over the next five years. For northern Santa Barbara, this is particularly troubling as Tier 3 occupations have grown to 39 percent of all local occupations in 2012 and is expected to increase to 40 percent by 2017.

**Figure 9: Tier 1 Occupation Share of Total Employment by Region from 2002 to 2017<sup>15</sup>**



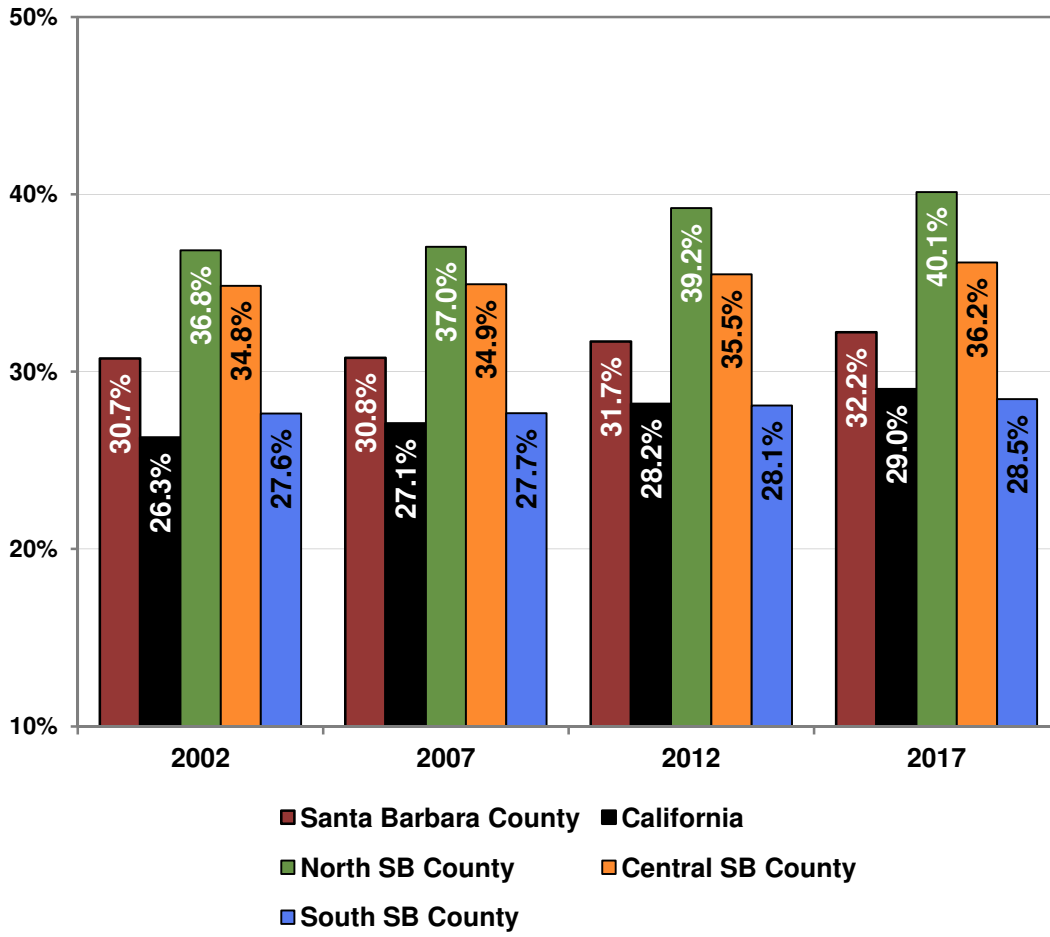
<sup>15</sup> Source: EMSI Complete Employment 2013.1 – Combined occupational tier definitions do not capture all employment.

Figure 10: Tier 2 Occupation Share of Total Employment by Region from 2002 to 2017<sup>16</sup>



<sup>16</sup> Source: EMSI Complete Employment 2013.1

Figure 11: Tier 3 Occupation Share of Total Employment by Region from 2002 to 2017<sup>17</sup>



<sup>17</sup> Source: EMSI Complete Employment 2013.1

### **Key Occupations for Santa Barbara County**

The tables on the following three pages identify the Santa Barbara County occupations in each tier with the most job openings (new jobs + replacement jobs) expected from 2012 to 2017. The table includes both the growth percentage, which indicates the proportional increase in demand for that occupational category, as well as the wage index, which indicates the proportional median wage for each occupation in comparison to the 2012 median annual wage in Santa Barbara, \$22.30 an hour or \$46,400 annually. For example, a wage index of 1.00 indicates that occupational category has a median wage of \$46,400 annual median wage, while a wage index of 2.0 indicates an annual median wage of \$92,800 for that occupational category.

**Table 4: Key Tier 1 Occupations for Santa Barbara County<sup>18</sup>**

SOC Description	2012 Jobs	Growth 2012-2017	% Growth	Total Job Openings (new + repl.)	Wage Index
Personal Financial Advisors	1,895	532	28%	635	1.89
Registered Nurses	3,214	271	8%	551	1.88
Property, Real Estate, and Community Association Managers	2,398	251	10%	455	1.00
Managers, All Other	2,364	77	3%	391	1.17
Management Analysts	1,904	165	9%	327	1.52
Accountants and Auditors	2,290	97	4%	288	1.48
Business Operations Specialists, All Other	1,420	69	5%	229	1.58
Civil Engineers	679	161	24%	220	2.18
Graphic Designers	955	49	5%	192	1.01
Financial Managers	1,038	88	8%	182	2.29
Coaches and Scouts	678	56	8%	124	0.85
Mechanical Engineers	455	63	14%	122	2.04
Appraisers and Assessors of Real Estate	758	46	6%	117	1.15
Sales Managers	609	47	8%	115	1.97
Financial Analysts	548	52	9%	107	1.91
Electrical Engineers	400	52	13%	99	2.46
Marketing Managers	370	58	16%	98	2.84
Architectural and Engineering Managers	423	44	10%	85	3.40
Meeting, Convention, and Event Planners	232	25	11%	51	1.33
Logisticians	182	25	14%	46	1.68

**Table 5: Key Tier 2 Occupations for Santa Barbara County<sup>19</sup>**

<sup>18</sup> Source: EMSI Complete Employment 2013.1 & California Employment Development Department (EDD) Occupational Employment Projections 2012.



**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

Description	2012 Jobs	Growth 2012-2017	% Growth	Total Job Openings (new + repl.)	Wage Index
Real Estate Sales Agents	6,332	696	11%	1183	0.85
Office Clerks, General	5,101	272	5%	622	0.78
Securities, Commodities, and Financial Services Sales Agents	1,426	316	22%	520	1.48
Elementary School Teachers, Except Special Education	2,791	129	5%	445	1.50
Customer Service Representatives	1,938	107	6%	412	0.82
Heavy and Tractor-Trailer Truck Drivers	1,687	231	14%	381	0.87
Bookkeeping, Accounting, and Auditing Clerks	3,127	150	5%	340	0.96
Receptionists and Information Clerks	1,754	93	5%	330	0.61
Stock Clerks and Order Fillers	1,941	97	5%	323	0.54
First-Line Supervisors of Office and Administrative Support Workers	2,129	64	3%	306	1.16
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,995	80	3%	281	0.83
Real Estate Brokers	1,243	130	10%	254	1.35
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,352	98	7%	253	1.11
Executive Secretaries and Executive Administrative Assistants	2,142	78	4%	221	1.08
Medical Secretaries	1,046	118	11%	189	0.81
Self-Enrichment Education Teachers	947	116	12%	188	0.71
Licensed Practical and Licensed Vocational Nurses	691	68	10%	174	1.25
Postsecondary Teachers <sup>20</sup>	2,909	139	5%	139	2.04
Inspectors, Testers, Sorters, Samplers, and Weighers	717	58	8%	120	0.91

**Table 6: Key Tier 3 Occupations for Santa Barbara County<sup>21</sup>**

<sup>19</sup> Source: EMSI Complete Employment 2013.1 & California Employment Development Department (EDD) Occupational Employment Projections 2012.

<sup>20</sup> No replacement data available, therefore total job openings is the same as growth.

**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

Description	2012 Jobs	Growth 2012-2017	% Growth	Total Job Openings (new + repl.)	Wage Index
Farm workers and Laborers, Crop, Nursery, and Greenhouse	11,144	1,047	9%	2550	0.43
Waiters and Waitresses	4,018	356	9%	1465	0.43
Cashiers	4,491	322	7%	1331	0.48
Retail Salespersons	5,667	259	5%	1049	0.55
Maids and Housekeeping Cleaners	4,591	330	7%	739	0.49
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,729	354	9%	709	0.56
Combined Food Preparation and Serving Workers, Including Fast Food	3,048	316	10%	640	0.44
Laborers and Freight, Stock, and Material Movers, Hand	2,063	183	9%	515	0.62
Landscaping and Grounds keeping Workers	3,657	257	7%	477	0.62
Food Preparation Workers	1,697	126	7%	428	0.44
Dishwashers	1,411	79	6%	369	0.43
Cooks, Restaurant	1,475	175	12%	362	0.56
Home Health Aides	1,186	294	25%	355	0.56
Personal Care Aides	1,346	230	17%	314	0.59
Packers and Packers, Hand	1,768	84	5%	234	0.44
Nursing Aides, Orderlies, and Attendants	1,391	156	11%	224	0.74
Hairdressers, Hairstylists, and Cosmetologists	1,029	131	13%	212	0.53
Agricultural Equipment Operators	728	80	11%	178	0.51
First-Line Supervisors of Food Preparation and Serving Workers	1,344	87	6%	150	0.70
Graders and Sorters, Agricultural Products <sup>22</sup>	950	77	8%	77	0.48

<sup>21</sup> Source: EMSI Complete Employment 2013.1 & California Employment Development Department (EDD) Occupational Employment Projections 2012.

<sup>22</sup> No replacement data available, therefore total job openings is the same as growth.

## **Section 3: BUSINESS SERVICES PLAN**

---

The Santa Barbara WIB has a Business Services Committee as a Standing Committee of the WIB. Led by a private sector Member, this committee functions as the focal point for developing recommendations on services to businesses as well as contact with the business community. Among the items performed in the past, the Committee has overseen the development of the Industry Sector designation policy for the WIB, and fostered relationships between the WIB and the various Chambers of Commerce throughout the county, the South Coast Business Forum, the MIT Entrepreneurship Forum, the UCSB Business Accelerator Project, the Green Coast Innovation Initiative, the South Coast Human Resources Association, and many, many more. Finally, Members of the Business Services Committee have made Presentations to various business and economic development groups on the economic and workforce research performed by the WIB.

**Future Efforts:** The Business Services Committee intends to increase recruitment of business members from the Designated Industry Clusters.

- Healthcare: Cottage Hospital, Samsun Hospital, Neighborhood Health Clinics.
- Technology: Channel Technologies, GEM Project
- Business Services: Small Business Development Center, Chambers of Commerce
- Energy & Environment: emPowerSBC,
- Hospitality, Tourism, Wineries: Downtown Hospitality Association
- Agriculture: The Wine Vintners Association

### **WIB Services to Business**

---

The Santa Barbara WIB recognizes that the business community is a primary customer. Consequently, aside from the mandated Rapid Response services mentioned below, the WIB also oversees the business services activities at our two One-Stop Operator facilities, where businesses can place job orders, review pre-screened candidates, and participate in Job Fairs.

In addition, the WIB has performed, and received strong support from the business community for, workforce and economic development research. We have produced three research studies on the state-of-the-economy in Santa Barbara; and have published/distributed them to the business community. Indeed, the Goleta Chamber of Commerce has been a joint sponsor of our “distribution” events—making them a part of the State of the City annual presentation to the community.

**Future Efforts:** The Santa Barbara WIB is making great progress in establishing productive relationships with the business community—and other Partners who serve businesses.

- In the future, we will increase our participation with the *GEM* (Goleta Entrepreneurial Magnet) Project, a partnership between the city of Goleta, the Chamber of Commerce and the University of California Santa Barbara; with the purpose of promoting new start-ups, using UCSB research discoveries.
- Co-Sponsor research. We will continue--and increase--the number of co-sponsored workforce research projects, specifically with individual Chambers of Commerce within the county. As stated in our Economic Analysis section, Santa Barbara County is really three economies: north, central/mid, and south. Our future workforce research will further examine the needs of each of these areas—and collaborate with the

appropriate business and economic vitality professionals to develop more efficient ways to address the challenges unique to each area.

- **Layoff Aversion.** This activity will take a two-prong strategy: first we will create a network of business service providers, within each of the three county economic areas. Then, using common protocols, we will establish an “account representative” system, possibly based upon industry sectors, with individuals being responsible for establishing and maintaining relationships with their assigned “accounts.” This enhanced “contact” will allow the WIB-developed network of business account reps, to be more in the know when businesses are experiencing declines, are susceptible to failure—and anticipate layoffs in advance. And, of course, early detection should increase our ability to provide Layoff Aversion strategies that can save businesses and jobs.
- **Industry Sector Sub-Committee.** As has already begun, the WIB will engage our Industry Sectors of Opportunity, increasing our knowledge, forming relationships—and having ready-made and industry specific groups that we can, periodically, convene as Focus Groups, advisory committees, and local “champions” within their industry on behalf of the WIB.

## Solutions-Based Approach to Serving Business and Managing Transition

The WIB sees Rapid Response as a valuable component of its business service model. By sourcing talent during peak/growth phases, and facilitating solutions, for both business and workers, during times of decline and recovery, Rapid Response plays a valuable and on-going role **across the business cycle**. This means the WIB and its’ One-Stop are prepared to support local business when they are:

- Expanding
- Down-sizing
- Merging
- Relocating
- Reorganizing

Closing Rapid Response as business service is more than simply reacting to layoffs or the provision of services; it is an active, continuous effort of providing long-term solutions that lead to a thriving economy

The WIB has adopted a proactive Rapid Response model. The key elements of proactive Rapid Response are the understanding of the workforce and economic development issues facing employers, workers, and the community at-large, and the brokering of solutions that respond to their needs. These elements are woven in to the fabric of WIBs business service plan.

## WIB Collaboration, Partnerships & Innovative Programs

The WIB has partnered with private sector employers to retrain their existing employees using an Employment Training Panel (ETP) grant.

Finally, entrepreneurship plays a more and more important role in Santa Barbara County in job creation, and the creation of a Small Business Development Center on Santa Barbara City College’s campus, and an Entrepreneurship Center at Allan Hancock College has provided much needed support and training.

## **Section 4: ADULT STRATEGIES**

---

Using shared strategies, California's statewide workforce investment system will focus on helping students and workers obtain industry-recognized certificates, credentials and degrees in priority sectors to fill critical labor market skills gaps, strengthen key industry sectors, and achieve economic growth and shared prosperity.

### **Adults Goal:**

**Increase the number of Californians who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.**

- Increase the number of career pathway programs in demand industries

The Santa Barbara Workforce Investment Board, consistent with its role as a “Convener” has on-going public discussions with members of the education community—including the Regional Community College Collaborative; that includes both Santa Barbara County community colleges, Cuesta College in San Luis Obispo, Ventura College, and several other area colleges.

Both Santa Barbara county community colleges have Presented at WIB Meetings, and WIB staff have attended and Presented at regional community college meetings. These interactions will continue in the future; and there is a possibility that, in association with our neighboring WIBs, there will be multi-WIB and multi-community college joint meetings to discuss training needs, career pathways, etc.

It should be noted that future, meetings between workforce staff and community colleges will also include, as appropriate, input directly from the business community, as well as other, non-college, training providers.

As noted in the Santa Barbara County Economic and Workforce Information Analysis, April 2013, Santa Barbara County's historic unemployment rated, even through the "great recession" has never approached the state's average, generally remaining a few percentage points below. While this overall picture shows a relatively healthy local economy, it is also masking some of the economic challenges that Santa Barbara County faces in the central and northern areas of the county. Almost half of the county's labor force is in the southern region which continues to experience an unemployment rate roughly half that of its neighbors in central and northern Santa Barbara County. The central region of the county experienced a decline in employment similar to that of California as a whole, while northern Santa Barbara County actually increased employment beyond its pre-recession level. "However, it is important to note that northern Santa Barbara County has continued to experience considerable population increases which the small employment gains have not kept up with, and the composition of jobs in the northern region is not as skilled or high paying as the state averages."

One industry cluster that maintains consistent growth in the northern region is production occupations (light manufacturing), which span several industry clusters, including Energy and Environment and Technology and Innovation. According to the 2013 Santa Barbara County Economic Outlook Report, released by the University of California, Santa Barbara in May 2013:

"Total employment in Santa Barbara County increased by 1.8 percent from 2010 to 2011, the first positive growth year since the recession.

**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

Many industries contributed to the expansion of the labor market during this time period. Manufacturing had a strong year. Employment in manufacturing of durable goods increased by 4.6 percent in 2011, while employment in non-durable production increased by 5.9 percent. This growth marks a strong turnaround for the industry, which experienced one of the worst contractions during the recession."

Manufacturing in northern Santa Barbara County especially is showing signs of growth and will be another indicator of economic recovery for the region.

Santa Barbara County LWIA collaborated with Allan Hancock College in a successful Manufacturers' Summit in Santa Maria in June 2012 to get a sense of the future direction for manufacturing in the region; to hear from industry what their training needs are; to provide information to industry on training and services currently available; and to position ourselves to respond quickly to grant opportunities aimed at stimulating the region's economic development. A similar roundtable was held in Goleta in February 2013. Building on those forums and feedback received, we are exploring the Manufacturing Skill Standards Council Certification Program to provide training in basic technical skills required for entry level manufacturing jobs, possibly in combination with OJTs or subsidized work experience.

The MSSC system has been recognized and formally endorsed by the National Skill Standards Board (NSSB), involving over 700 companies. The program results in an industry-led Assessment of core knowledge and skill areas in the four (4) critical work functions of production: safety, quality practices and measurement, manufacturing processes and production, and maintenance awareness, and results in a "Certified Production Technician" certificate. This training, and resultant industry-recognized certification:

Decreases recruitment costs by providing job candidates with industry-recognized credentials:

Serves to attract, motivate, and retain qualified employees

- Provides agile workers capable of keeping pace with technological change
- Increases training return on investment (ROI) by targeting skill gaps benchmarked against national standards
- Offers a pipeline of skilled workers by embedding MSSC certification training into technical schools
- Leads to a career pathway (career ladder/lattice) for Advanced Manufacturing (i.e. Assembly Worker, Numerical Tool Programmer, Production Supervisor, Industrial Production Manager, Mechanical Engineering Technician, Mechanical Engineer)

Using this model of collaboration and experience, we will continue to identify opportunities for seeking industry input and working with educational and training providers to identify and/or develop career pathway programs available.

- Increase the number of adult basic education students who successfully transition to postsecondary education, training or employment and reduce the time students spend in remediation:

Santa Barbara LWIA continues to evaluate the critical skills needed by workers in the occupations in which local job demand exceeds the supply of trained workers. As in the past, despite the fact that these critical occupations occur in

a wide variety of occupational fields, they exhibit some noticeable similarities in basic skill requirements. Many of these occupations share a common dependence on:

- Problem identification
- Reading Comprehension
- Content skills such as speaking to actively convey information
- Active listening
- Communicating effectively in writing

Following ETA's emphasis on the industry competency models that document the foundational and technical skills and competencies required for workplace success, we continue to work with local community colleges to identify and ensure access to basic training and education that will provide those foundational skills. Specific industry competency models provide a resource for the development of curriculum, certifications and testing that assess those competencies.

Of primary focus in the short term is to establish a system of access to the WorkKeys Job Skills Assessment System and the KeyTrain Interactive Career Readiness Training System. WorkKeys identifies skill gaps, and KeyTrain helps to close the gaps at a faster rate than traditional education. The WorkKeys assessments allow individuals who have not mastered basic workplace skills to 1) identify what skill levels they already have; 2) match their skills to specific job requirements; 3) increase their skills in critical areas dependent upon occupation; and 4) prove that they have the skills needed to be successful in the workplace.

One of the advantages of using WorkKeys/KeyTrain with adult basic education students is that these tools can ultimately lead to a National Career Readiness Certificate which indicates they have the foundational workplace skills needed to succeed. To earn the Certificate individuals must take the Applied Mathematics, Locating Information, and Reading for Information assessments. Individuals may earn certificates at the Bronze, Silver, Gold or Platinum levels, indicating the percentage of jobs for which they have the necessary foundational skills in the WorkKeys database of over 18,000 jobs. WorkKeys enables employers, job seekers and workforce development professionals to speak the same language. The certifications significantly increase the value and credibility of job referrals to employers.

Where access to WorkKeys and KeyTrain is not available through the local community college system, we will explore the feasibility of establishing a WorkKeys/KeyTrain testing and training center within the One Stop System. Should adult basic education students not qualify for the National Career Readiness Certificate (NCRC) after taking the initial WorkKeys assessment, they can take the KeyTrain tutorials online at their own pace to bring their scores up to a level where they can obtain the certificate. Each WIA enrolled participant's individual employment plan will include any other appropriate services such as ESL, VESL, Adult Literacy or other remedial education required, to be incorporated in combination with certificate attainment. As progress is monitored and certification obtained, participants will be referred to appropriate technical skills training, On-The-Job training or other employment opportunities for which they are qualified.

For customers enrolled in ESL, VESL or Adult Literacy activity, there will be special emphasis on combining the activity with another training activity such as Job Readiness Training, Occupational Skills Training, or paid work experience (either through WIA or TANF) in combination with classroom training. This is primary to improving student transition to post-secondary education coursework and/or achievement of vocational certificates/credentials.

- Increase the number of under prepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations;

Occupational skills training has become increasingly unavailable at traditional institutions and demand far exceeds available capacity. According to "Left Out, Left Behind, California's Widening Workforce Training Gap", a 2013 report by the Sacramento-based economic consulting firm Encina Advisors, LLC, community college occupational course offerings have been cut back to 2006-07 levels. The focus has been shifted to serve students who seek to transfer to four-year colleges. Demand for a Community College education in California exceeds capacity by 591,000 full-time students. Over the next 10 years, more than two million Californians will go un-served by the state's Community Colleges, limiting their ability to gain career skills they need to secure employment. In addition, due to state budget shortfalls over the past two years and a change in categorical funding requirement, most K-12 school districts are downsizing or discontinuing their Adult Education programs which have traditionally collaborated with the One Stop Career Center System to provide Adult Basic Education, English as a Second Language, Vocational English as a Second Language and GED preparation, as well as a variety of career technical education courses.

Utilizing the Santa Barbara County Economic and Workforce Information Analysis(BW Research, April 2013), we will identify demand areas where training is needed or could better meet industry needs; analyze local community college curriculum for gaps in preparing job seekers for demand occupations in target industries; and collaborate in crafting solutions through curriculum changes, certificate and non-credit coursework, as well as internships, pre-apprenticeship and apprenticeship programs. We will continue to pursue opportunities to procure direct training programs to fund community college districts in demand occupational training, as well as continue to foster cooperation and braiding WIA funds with TANF/AB98 funding received by County DSS to provide subsidized employment and OJT opportunities.

Building on existing partnerships, we will work closely with Adult Education to offer, and possibly directly sponsor Adult Basic Education, ESL, VESL and GED preparation courses at Workforce Resource Centers to encourage job seekers to take advantage of all opportunities open to them to better prepare for success in other education and training programs. Making these educational opportunities more accessible, particularly at a location where individuals may already be receiving other services, will increase the likelihood that students will enroll and complete foundational education.

Building on the knowledge, skills and abilities established through the WorkKeys/KeyTrain System, we will establish pipelines for adults facing academic and/or personal barriers to post-secondary education or training. Under prepared job seekers and displaced workers ability to enter into and successfully complete education and training programs will be accelerated by integrating work/job readiness skills, career guidance and supportive services to:

- Identify local demand industries and occupations and their associated skills requirements;
- Determine those skills common to each cluster;
- Collaborate with local community colleges and private training providers to determine the availability of training in the common, required job readiness skills, as dictated by demand industries and occupations;
- Where job readiness training is available through local providers, job seekers and displaced workers will be referred to those programs, however
- Where job readiness training is not available, we will develop a job readiness training curriculum to address the common, required skills such as time management, interpersonal relationships, and customer service skills. Once a full curriculum is developed to prepare workers to be hired and retain positions in demand



**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

industries and occupations, certificates of accomplishment for completing the course work in common skills associated with the local demand industry clusters may be issued by the WIB.

Our goal is to prepare low-skilled job seekers with the work preparedness and occupational skills necessary for "middle skill" jobs and career pathways, which will include a combination of Work Preparedness Training and Occupational Skills Training. Work Preparedness, or Job Readiness Training, will focus on occupational clusters identified by the WIB as well as other high demand occupations, and will focus on services that teach skills needed to be successful in the workplace, rather than skills needed to get into the workplace. Key to all of these initiatives will be the development of methods for identification of and outreach to these job seekers.

- Develop and implement a strategic layoff aversion plan that helps retain workers in their current jobs and provides rapid transitions to new employment minimizing periods of unemployment;

The Santa Barbara WIB staff perform layoff aversion activities, and have developed a Business Services Plan that includes layoff aversion. [Attached]

The Santa Barbara County LWIA, through its Workforce Resource Centers (One Stop Career Centers), Rapid Response and WIA programs is prepared to assist individuals to enter new employment, regardless of whether the individual has been recently laid off or has been long-term unemployed. Individuals who are scheduled to be laid off due to a lack of skills needed to perform the functions of their job (i.e. "Unlikely to Return" to previous occupation or industry) are provided services and resources that will lead the individuals to new employment opportunities.

Upon receipt of a Worker Adjustment and Retraining Notice (WARN) or notice of other significant non-WARN closures or permanent lay-offs, employers are contacted on the same day of notification or within 24 hours of receipt. This contact is coordinated by WIA staff and EDD Job Service staff.

After initial phone contact is made by a Rapid Response Team member, if desired, a preliminary meeting can be arranged with the employer to discuss specific needs or circumstances such as the services and resources available through the Workforce Resource Centers (WRCs): layoff/closure scheduling; type/s of assistance that would be helpful during their employees transition to re-employment (job search, UI benefits information, resume writing assistance, skills assessments/upgrades, etc.); the general climate and effects on the employees (existing) and those facing termination; any other services that may be available to their worker (on-site assistance from an outside source); the potential or anticipated impact to our local community and economy; if the closure/layoff is a result of exports out of the country, employees may be eligible for TAA or NAFTA benefits. They are then given the opportunity to schedule an on-site presentation where staff give detailed information on WIA programs and services, the process for applying for UI benefits and CTB benefits, as well as the myriad of services and resources available through the WRCs, i.e. Labor Market Information, job search, resume development, skills assessments/upgrades.

Services for both employers and employees/job seekers can be offered on-site or at a WRC and all services are provided at no cost. These activities are instrumental in helping to provide rapid transition to new employment.

Workforce Investment Act (WIA) staff, in conjunction with Job Services Staff of the Employment Development Department work as a team to provide support for both employers and employees. Once a business notifies the WRC of an impending layoff or closure, our staff develop a customized plan to help prepare the employer to deal with their staff, and to ease the stress of layoff while developing reemployment opportunities for employees. Employers are provided with information needed to prepare supervisors, managers and executives for upcoming layoffs or closure. WIA staff are also available to facilitate the Employer Workshop "Managing a Downsized Organization" at the employer's work site or at the WRC.

Employee services to affected workers can include:

- ✓ On-site presentations of resource availability at the WRCs including detailed information on job training programs and reemployment services
- ✓ Labor Market Information and how to access it and use it
- ✓ Job Market preparation including Job Seeker Workshops for Resume Development and Creation, Interview Skills, Job Search guidance and more, which can be offered on-site or at the WRC, or even "Online - Anywhere, Anytime!" through the internet based system Inter-Link (also known as the Virtual One Stop System) at [www.workforceresource.com](http://www.workforceresource.com).
- ✓ Specialized assessments as needed

Individuals who are unable to obtain employment after receiving the services outlined above can be enrolled into WIA for intensive, training and/or supportive services. An individual employment plan is developed with a Case Manager that will lead the individual to unsubsidized employment as rapidly as possible. Transferable skills from prior work history are identified and where possible new industries and job opportunities are identified where such transferable skills can be utilized. Every attempt is made to place an individual with an employer in unsubsidized employment, including On-the-Job training opportunities. Intensive case management services are provided which include assistance with interviewing techniques, resume development, assistance with cover letter development, internet job search techniques, etc. Each situation is unique and the Individual Employment Plan is tailored to meet the needs of the WIA participant.

Classroom training provided through Individual Training Accounts are utilized at the point necessary for individuals. Some may be ready to participate immediately, and those participants are fast-tracked to that training. Others may require intensive services before identification of a lack of skills required to enter employment at a self sufficiency wage. Recently-dislocated workers with training and experience in one field may easily be retrained in a related, demand field,; underemployed or unemployed individuals may have significant past education and/or training which may be built upon to complete a reasonable course of training.

- Expand the availability of and participation in “earn and learn” models such as apprenticeships, OJT and other training where workers can build skill while working;

In response to the passage of SB734, in July 2012 the WIA Adult and Dislocated Worker program initiated the launch of an On-The-Job Training (OJT) Program expansion to meet the needs of the unemployed and underemployed workers of Santa Barbara County. While Santa Barbara LWIA had always included OJT as one form of training available, it had been under-utilized in the larger scope of operations. OJT is a useful tool to subsidize the extraordinary costs to employers who are training under prepared job seekers and displaced workers, and can be a critical option for individuals who are unable to get by without employment income during the training process. We started from the ground up developing updated policies, procedures and infrastructure as we learned from other agencies experience as well as what staff determined was needed to implement an effective program once they began to work with potential OJT employers. While staff were trained in working with employers, creating job descriptions/task identification, utilizing O\*Net amongst other tools to determine length of OJTs, developing and negotiating contracts with employers, providing ongoing evaluation and support of employers and OJT employee/participants; collection of information and reporting, and finally dealing with "bad-faith" employers and less than satisfactory/unsuccesful employees, a marketing plan was developed and implemented over a 4 -month period. Four months later we had our first OJT employer contract and from there the program has grown to include participation of 18 Santa Barbara County employers who have rated our program and service as exceptional in a recent OJT Employer Survey conducted in March 2013.

**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

Our experience with the "earn and learn" model has been so positive that our intention for the years 2013-2018 is to build upon the success we have had this past year while maintaining the positive feedback on our program and services by:

- Expanding the number of participating OJT employers through an expanded marketing and outreach campaign.
- Using "process improvement" principles to speed up the OJT process without sacrificing customer service. Incorporate ongoing process improvement so that while adding policies and procedures, we are eliminating non-goal related processes that have no value-added.
- Exploring the possibility of designated OJT staff specialists rather than having generalists serve our OJT employers, increasing business orientation of line Career Employment Specialists.
- Expanding targeted employer outreach and promotion in occupations in demand to generate additional interest in the program and assist in filling openings with qualified candidates.

A new focus for 2013-2018 will be to work through the WIB to establish closer contact with local union representatives to explore opportunities for pre-apprenticeships and apprenticeship programs. These opportunities are particularly important to individuals without college credentials and to those who want to move from entry-level jobs to middle skills occupations.

While a number of private and public organizations are involved with supporting Apprenticeship programs in California, (i.e. employers, labor unions, community colleges, adult education, DIR/DAS), there is no single entity or agency to coordinate effort and funding sources. Coordination between educational institutions and pre-apprenticeship/apprenticeship training programs has weakened over the years, and employers interested in pursuing creation of such a program have no clear direction for doing so.

The emphasis over the past 20 years on college preparation and standardized testing has negatively impacted the number of high school Career Technical Education (CTE) offerings. CTE courses are rigorous and teach core academic skills through applied, hands on learning. Students who are exposed to career opportunities at an earlier age and provided access to an expanded number of CTE courses at the high school level, are more successful in post-secondary educational training at community colleges and/or apprenticeship programs.

An initial step will be to approach the two WIB members who represent the AFL-CIO and IBEW, as well as community college representatives on the WIB to discuss strategies for a potential collaboration with WIA for apprenticeship or pre-apprenticeship programs. We will be looking to what other WIAs have done as best practice to ensure success with the programs as well as accessing any available resources from State Directives and California's Department of Industrial Relations' (DIR) Division of Apprenticeship Standards (DAS).

Lastly, using the most recent economic analysis provided by the WIB, we will continue to evaluate industry clusters with projected growth and which offer opportunities for career paths. Where opportunities arise, we will explore the provision of customized training in in-demand occupational sectors with the commitment by an employer or group of employers to employ the trainee/trainees at the conclusion of the training. Said training may be a combination of On-The-Job in combination with class room training, or may include subsidized work experience in combination with class room training.

- Describe how the local board is serving unemployment insurance claimants and Transitional Adjustment Assistance service recipients;

The Comprehensive One-Stop Center (Workforce Resource Center) in Santa Maria and the Affiliate Center in Santa Barbara are structured to coordinate the services of One-Stop Partners. EDD Job Services and WIA are the two

largest partners on site, and have established a close working relationship. They support each other in ensuring UI claimants are made aware of the resources available at the Workforce Resource Center (WRC) and to expedite their movement into other assistance. "JS for UI" (Job Service for Unemployment Insurance) assistance is available, and includes staff support in contacting UI Claims Processing, problem resolution, and document verification. This is followed by Initial Applicant Workshops (IAWs) presented by a team of EDD Job Service and WIA staff. Information presented includes not only next steps and programs available through UI and Job Services, but also information about available universal services at the WRC and specific information about the Workforce Investment Act Program, the wide range of assistance available through that program, eligibility and enrollment processes. Individuals receiving UI through a federal extension also participate in a Reemployment and Eligibility Assessment (REA) program. REA orientation and services are provided at both WRCs, and WIA staff is present to provide information about the available services. Information on the "Inter-Link" (Virtual One Stop System) is also presented. This system provides additional resources in financial planning, career exploration and assessment. WIA and EDD Job Services staff have initiated strategic planning workgroups to plan additional collaborative approaches to providing support for UI claimants in the areas of Resume Development, Job Search and Supportive Services availability. LWIA staff has participated in State EDD UI training on CTB (Continuing Training Benefits) and now have the authority and ability to initiate the timely approval of UI recipients to receive Continuing Training Benefits, thereby being able to fully participate in WIA-approved Training Programs without fear of losing their UI benefits.

Local EDD Job Services staff provides initial assistance and support to those who are applying for/receiving benefits under the TAA program. When appropriate, referral is made for co-enrollment with WIA in order to provide any additional services which may be needed for the recipient to fully utilize available resources, including further career exploration, labor market information, networking, resume development, and job search. In the recent past, WIA and EDD have strengthened their referral process for WIA/TAA co-enrollment. This co-enrollment opportunity is unique in that it not only allows for the individual to receive a full array of services through both programs, but it also allows for the WIA program to leverage matching resources to apply toward the 25% direct to training mandate resulting from SB734. For those who may not be eligible for TAA, eligibility for assistance as Dislocated Worker is reviewed and determined.

## Memorandums of Understanding

---

- Describe the local board's policy for identifying individuals who should be referred immediately to training services;

Individual Training Accounts (ITAs) and On-The-Job Training (OJT) are the primary methods of providing occupational skills training to adults and dislocated workers. Typically ITAs and OJTs are provided to individuals who have received core and intensive services but have been unable to obtain or retain employment through such services. LWIA policy dictates, however, that individuals who, based on skills, experience, or progressive services provided by partner agencies are prepared to enter directly into training services may be referred immediately to those services. Identification of these individuals may be made in a number of ways. Recently dislocated workers with training and experience in one field may easily be retraining in a related, demand field; underemployed or unemployed individuals may have significant past education and/or training which may be built upon to complete a reasonable course of training. These individuals may be identified as a result of a Rapid Response presentation, or in the intake assessment process, and fast-tracked directly into training services. Individuals can also be identified through inquiries made directly by job seekers through the Virtual One Stop System (Inter-Link), which is available "On Line, Anywhere, Anytime". In many cases partner agencies make referrals of clients to the WIA program specifically for the purpose of immediate training services. Agencies such as the Department of Social Services, CalWORKs program and the State Department of Rehabilitation are two such agencies. Because of the high level of

**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

case management services provided by these agencies, many of their clients have progressed through intensive services and are prepared to enter training. In these referrals, individuals are co-enrolled in the WIA program for the purpose of providing those training services. In this way the two partner agencies can build upon each other's strengths and services while leveraging training resources to apply toward SB734 mandates. These referrals, as outlined in program MOUs, are made by a number of methods, including standardized One-Stop Partner Referrals Form, email, telephone discussions, as well as face-to-face case staffing conferences between partner staff. The One-Stop System in the Santa Barbara County LWIA has only one Comprehensive Center and one Affiliate Center, and primary partners are co-located either permanently or on an itinerant basis. This allows for personal contact and effective referral and follow-up processes.

## **Section 5: YOUTH STRATEGIES**

---

The Governor believes California must have a well-educated and highly-skilled workforce in order to remain prosperous and competitive in the 21st century global economy.

**Goal: Increase the number of high school students, including those from underrepresented demographic groups, who graduate prepared for postsecondary education and/or a career.**

Describe the Local Board vision for increasing the educational attainment of youth, consistent with the following state priorities:

1. Increase the number of high school students who complete a challenging education, including math gateway coursework and industry-themed pathways that prepare them for college, “Earn and Learn” training through apprenticeships, OJT, etc., and other postsecondary training; and

We are focused on applying a set of tools and processes and approaches that can support the workplace as a powerful and connected learning environment for youth. We want to provide a full range of work-based learning activities at the awareness, exploration, and preparation stages. Being able to provide availability to materials and online training programs through Youth Program computer labs and affiliate locations allows us to assess, direct, coach, and facilitate programs such as GED preparation; one-on-one gap tutoring; computer literacy; job readiness; occupational and vocational skills; financial literacy; and postsecondary student financial applications. And the centers will provide a safe, secure, and friendly environment of learning and career preparation for all youth. Having a dedicated program that allows for access to equipment, not readily available in the home, or having access to a skilled staff person that can direct the youth through troublesome areas—academically or personally, will not only facilitate academic readiness but will also allow for mentoring of the youth in career direction; life skills introduction; self-esteem; personal development and much more. All of these functions are crucial in formulating a mature and directed adult.

Our focus, in working with the county education system, is that we are building relationships with established organizations such as Partnership in Education, Isla Vista Youth Projects Family Resource Center, Safe Schools—Healthy Students, The Franklin Neighborhood Center, Grizzly Academy, and the Endowment for Youth Committee, among others, that are affiliated with and/or are existing supporters of education. Dealing with the existing educational system provides a challenge because there are many towns—spread far apart; there are multiple districts within each town; and there are alternative schools that are collapsing inward and losing students back to the system they were asked to leave. While this is a truth posing challenges to some, the community/city colleges are superior in quality, professionalism, and commitment to a growing economy and viable future of its students. The universities are held in high esteem, even if they can be costly for those that are not able to take advantage of scholarships or grants. We are very lucky to have partnerships with established non-profits and agencies that are dedicated to providing serious educational support system to the youth throughout the county. And there are schools in the area that have created programs that are front-runners of innovation—beginning with students in the elementary grades.

From the Santa Barbara City College the ‘Get Focused, Stay Focused’ model is a ten year program designed specifically to direct and coach kids from elementary school through postsecondary or vocational training programs. They engage youth, early on, with a focus on changing mindsets and providing introductions to future careers from a very young age. This program is being utilized national wide and soon will be used throughout the county. They

provide a valuable partnership to the WIB as being a well-established community leader in education with a similar focus directed to serving and helping regional youth get into postsecondary education and/or careers allowing for successful advancements.

2. Increase opportunities for high school students and disconnected youth to transition into post-secondary education and careers.

We are looking at developing a broader and more diverse spectrum of opportunity-filled partnerships with perspective employers for employment throughout the county. Thus, allowing us to stretch beyond the already established employer populations and branch out into other developing industry arenas.

The viability of obtaining certificates and diplomas to enhance resumes, provide experience acumen; and validate training is a ‘summer certificate boot-camp’ direction that is taking focus for this current year and for future summers. Recognizing that every youth that is able to acquire skill validation prior to employment interviewing and present themselves to an employer with credentials will allow them to compete for more diverse job openings and bring extra value to the job.

For youth that are 16 years of age or older and/or qualify for high school status, there are tuition-free programs that allow students to train and experience, first-hand, career pathway experience and acquire high school and/or college credit while actually assessing and mapping out their career future.

Partnerships are key components for any local workforce board. In Santa Barbara County, one specific and well known local program that provides a wonderful opportunity for youth is the Regional Occupational Program (ROP). The ROP provides high-quality career preparation right inside the high school arena our WIB Youth Program has become closely related to our ROP counterparts. Conversations have generated the idea that even our out-of-school youth (age appropriate) may become engaged, on specific campuses, and would be allowed participation in the ROP training program. Every campus in the county has an ROP component and allows connection with and training in fields such as: agriculture and natural resources; arts, media, entertainment; building trades and construction; finance and business; information technology; public services; healthcare; manufacturing and product development.

Also, connecting with the ‘Spirit of Entrepreneurship’ and The New Venture Challenge has allowed the seed of self-employment and the creativity of entrepreneurship to grow in any number of our youth. The program provides a platform to ‘pitch’ an original idea for grant funding with a panel of experts available to rate and critique the idea for future development. It was so enthusiastically embraced that it will remain a focused part of the regular youth program components.

The Paid Work Experience Program is no longer just a summer program. And the WIB is becoming known for the excellent youth employees that have been prepped and trained and are working throughout the county in the PWEX program. Many of the youth have impressed their employers to the point that they are being offered permanent employment—sometimes before the 160 hours of PWEX has actually completed. Finding youth that are able to develop a good work ethic, become reliable and trustworthy, and are able to learn new tasks quickly, is someone that the local employers—especially the smaller businesses—appreciate and look forward to finding in future employees. We have built relationships and reputations with many of the local employers so they count on us to meet the needs they have, while at the same time allowing them to participate in developing the talents of the local youth that they see every day in their own neighborhoods.

The manufacturing that is established in the county is by far more bio-tech/IT in the south county region and in the northern region there are several, long-established, global manufacturing businesses. But because of the economy,



what few open positions that existed in recent past, were created from natural attrition. But now, looking hopefully at an improving economy, there will be opportunities to build relationships that will allow us to place more of our PWEX youth into paid work experience positions within the manufacturing industry sector—looking at the possibility that they might also become permanent positions.

On-the-job training programs for youth have not been utilized in Santa Barbara County in the past, simply because there was not the type of job availability that would allow for entry-level, back-filled positions. Everyone was simply hanging on to the few jobs that were available. Now, we are beginning to see job opportunities with emerging and growing businesses, of which we will be able to avail ourselves. The youth programs, historically, have not had access to ITA training. But in conjunction with TANF appropriate co-enrollees there is opportunity to apply for a waiver to allow co-eligible youth to have ITA vocational training. Only after the TANF accessibility is gone would regular WIA funds be utilized to assist the youth. This and other opportunities to provide vocational/occupational training to youth is looking outside the box and leveraging funds to assist youth in ways that have not been available before. Other government programs are also looking for ways to make their funding go further and assist more eligible participants while maintaining a thriving program. Discovering ways to make a partnership work better and assist both programs is a better use of time, funds, and staff talents.

3. Description of the local area or region's eligible youth population and any special or specific needs they may face which are unique to the local area or region;

The overall drop-out rate for the county is 3.1%, which is better than the statewide total rate of 4.0%. The largest population in the county is Hispanic, with a drop-out rate of 4.1%, the highest percentage in the county. Second highest rating is for the American Indian population with a drop-out rate of 1.7% countywide. The challenge to alleviating or lessening the drop-out rate throughout parts of the county is, perhaps similar, in many ways to like areas throughout the State. The need is specific to the regional and cultural philosophies and to similar identified family demographics—it is easier to have a child stay home or accompany a parent to the fields, or other place of parental employment, than to leave the child alone to, independently, arrive at school on a regular and timely basis. Teen parenting is another challenge that is rampant throughout the county and that stems from too little education, little, if any parental oversight, and cultural acceptance, with a social service mentality. The majority of youth served are, not only at a high-risk of dropping-out of school but also, falling through the cracks because of multiple economic barriers that may not have been identified consistently, throughout the county. The vast distinction between the three regional areas presents the youth demographics as skewed to each region. Where finances might be a problem for one region, travel and availability of services might be reflective of another.

The county has a vast population of families on general assistance and financial support. It is vital that we collaborate with other county Social Service department agencies to leverage the funding and resources to the best use. The issues in the southern region are different from those in the north, but just as challenging—there are more families with two working parents, which contribute to the child being disconnected from parental or adult leadership and support for many hours a day.

And furthermore, there is consistently, a large influx of students coming to the central coast area to attend the colleges and university. Many of the entry-level jobs that would be available to local area youth are, more times than not, taken by resident students that are here temporarily. But all youth, from all areas, need to be ensured of the opportunities to build knowledge, skills, and attitudes necessary for employment and future economic independence and family self-sufficiency.

From ethnic and cultural diversity to academics and economic opportunities, Santa Barbara County is full of contrasts. The number one industry in the county is agriculture with jobs which are easily acquired and but which



**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

supports the field worker mentality and are located mostly in the northern and mid regions of the county. And there are areas which are polar opposite in design with the exquisite beaches, costly homes, and performing arts—drawing high-end, high-cost, highly educated residents and employees mostly in the southern areas of the county.

Economically in between, but spread throughout the county, are the middle class service employees that provide needed healthcare, hospitality, finances, retail, education, recreation, and infrastructural support for the entire county. What is of greatest concern is that the middle class (blue collar) group is the smallest and also is the most challenged with the highest levels of competition for its few employment openings. It might well be the career of choice for many, as these are necessary, universally secure positions that do not require multiple educational degrees.

But even with the multiple levels of career ladders and pathways, the vocational challenges are considerable, particularly for at-risk youth. And with older employees working longer, just to maintain a certain lifestyle or provide for healthcare needs that retirement will not support, the available number of job openings for youth have been few and far between. This is true more for the southern county region, where there is more affluence, than in the mid or northern areas. The north and mid areas have continued to have the highest unemployment in the county and even though the numbers are starting to be consistently better (month of April = 6% county-wide), the cities of Lompoc, Guadalupe and Santa Maria are still above 10 percent unemployment. What this means for youth is that in light of past few years of declining economic circumstances, programs for the provision of youth services have diminished.

This has generated a collaboration of agencies specifically aligned to ‘collective impact’. Identifying specific goals with local agencies and leaders from workforce, child welfare, education and juvenile justice will provide connectivity to agencies, organizations, programs, and the private sector to expand and improve opportunities for all youth throughout the county. Having the ‘collective support’ for new programs that connect an established set of partners in an effort to leverage resources and expand services, and build communities and develop operational and a high-functioning collaborations, will enable and facilitate local area-youth systems and partnerships.

Consequently, LWIA has taken the Summer Youth Employment Program and turned it into a Year Round Work Experience Program. This has enabled the WIB to establish relationships with employers that would not otherwise be available to the program. It also has provided OSY the opportunity to be productive with an employment experience at any time on the calendar. Our next steps are to strengthen the year round WEX program and create more on-the-job trainings, both paid and unpaid. This target is to better utilize funds that are available and provide mentoring opportunities by employer supervision, alongside peer-to-peer training opportunities at selected WEX sights.

With the new directives of engagement between labor (apprenticeship), community colleges, and the local WIB, we have started an on-going dialogue to make sure that the direction of vocational training opportunities has all stakeholders at the table. We are encouraged that this collaborative will provide for leveraging of, not only funds, but staff time, training, and similar directional compass markers to identify future jobs, careers, and employment opportunities in tandem with the State Department of Education and the established Labor Unions and apprenticeship programs.

Researching best practices of other WIB programs has brought several methodologies to our table for response. We seriously want the community to be involved in the decision making process for creative change and utilize the Youth Council as the advocate and support for changes and revisions in all youth programs and specifically in the Paid/Unpaid Work Experience component.

Having a recent influx of activity in the construction and home building industries supports the ideas that there will be a recovery for the local economy beginning with these sectors. Followed by favorable interest from banking and venture capital in entrepreneurship and emerging new business. These markers, if they stay consistent, will be the beginning of a rebuild of basic urban infrastructure, commerce, retail, and all the support industries of a growing residential area.

Along those same lines, we desire to maintain existing partnerships which have become established with Santa Barbara County Sheriff's Department, Santa Barbara County Probation, Juvenile Court, Department of Emergency Services, Civil Air Patrol, and CAL Fire in a focused effort to better serve local youth in the local jurisdictions.

We look forward, not only to, relationships, but to the creation of possible educational, vocational training or apprenticeships, work experience, mentoring and corps experience opportunities with all the local well respected and established service agencies. We view this as an introduction to future success for older, exiting youth, introducing them to something that simply, might not be on their horizons as a career choice. But with a WIA/PWEX introduction and exposure to new career pathways, hopefully, will open a new world of opportunities.

4. Youth activities available in the local area or region (identify successful providers of such activities);

WIA programming has forged linkages and referrals to a variety of youth-service agencies within the county. These include: California Conservation Corps; Santa Barbara County Probation Department; local Boys and Girls Clubs; Allan Hancock College; Santa Barbara City College; respective secondary school districts; respective municipal parks and recreation departments; and local anti-gang coalitions that have developed and become established within this jurisdiction. We have also made introductions to Civil Air Patrol, Cal Fire--Explorers; and the State Forestry Department. Established youth agencies and non-profits also include Teen Coalition; Teen Challenge; YMCA; Goodwill; and Police Activities League (PAL); Community Action Commission; and Makin'It. We know the value of bringing in consultants that deliver new ideas and processes. That can 'shake it up' and put energy back into the program. We are constantly looking for new ideas, proven programs, and to having conversations with other program providers throughout the youth-focused community to be able to provide continuous quality improvement.

The Youth Council is dedicated to the idea of their responsibility to the local youth. They are determined to provide the best advice, decision-making process, advocacy, and support for the program to the WIB and the local community. The specific elements which were chosen and will be implemented by the Council and which are directly in alignment with the needs of regional youth are:

- making sure all pre-employment elements are available--basic skills, civil responsibility, soft skills, language and academic skills, and environmental awareness to all eligible youth
- ensuring that directed career pathways have a future—role models, enhanced career guidance, current and relevant training programs
- strengthening resource development—county-wide availability, orientation and exposure to community resources, more variety and abundance of resources, participants involved in fund-raising projects, and
- Providing activities support for youth—inspirational speakers, parental involvement and support, and non-program youth activities for off hours and recreation.
- Ensuring that there is proper opportunities for training for demand-driven jobs and careers with all the necessary prerequisites to establish long-term career positions
- Annual, regional resource and job fairs, dedicated to the youth and specific to available job opportunities.

5. Description of the Local Board strategies to promote collaboration between the workforce investment system, education, human services, juvenile justice, and other systems to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment (How is the Local Board promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth?);

Even with the drawbacks identified, Santa Barbara County populations are fortunate with its local commitment to young people through an array of youth-serving non-profits and other entities. The county recreation departments provide a diverse gamut of athletic programs for young people. There are parks and outdoor facilities everywhere. Each community has a calendar full of festivals, fairs, parades and local events. And local agencies have demonstrated recognition of the need to develop an employment-focused strategy to provide long-range options and opportunities for this targeted population.

Having an on-going relationship with the Workforce Resource Centers (One-Stops) allows for access to resources managed within that system. Having this partnership provides referral to direct services and resources along with co-enrollment possibilities for older youth into the Adult or Dislocated Worker programs. Specifically, allowing the ability for sharing of vital economic knowledge relevant to the local area and region. This provides leveraging of programmatic funding and intellectual resources. And it allows staff interaction on behalf of the participants in both programs. Established program models are valuable and provide opportunity to better serve the community with collaborative and reputable resources. Partnering with EDD also gives connectivity to the current Labor Market Information that Business Services share with the entire Central Coast region through media and press release on a regular basis.

The county's two community colleges are actively involved in serving older youth. Allan Hancock College and Santa Barbara City College have a long-term relationship with Santa Barbara WIB in collaboration with identifying industry sectors that are specific to the local region. This joint effort offers the ability to target potential educational and training possibilities around acknowledgement of emerging, stabilized, transitioning and/or disappearing industries, careers, and jobs that will allow for future employment success for WIB participants and students.

6. Organizations or bodies designed to guide and inform an integrated vision for serving youth in the regional economy within the context of workforce investment, social services, juvenile justice, and education (describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth);

Shared Strategy for a Shared Prosperity California's Strategic Workforce Development Plan 2012 – 2017 ~ H-13

Santa Barbara County has a very large contingent of non-profits especially dedicated to the youth population of the county. Agencies such as Teen Coalition and Teen Challenge, South Coast Task Force on Youth Gangs, and Fighting Back Santa Maria are established and resourceful programs dedicated to making a difference and allowing for the best character development of local youth. And, having the WIB housed within the Department of Social Services and being neighbors with Department of Probation has created deep ties. It has created the opportunity to provide services to youth coming out of foster care that are eligible for enrollment and participation. This eliminates some of the stress an 18-year old feels as they transition into independent living and deal with new issues. By having a

counselor/mentor that can focus the youth on education and/or training, and a career with paid work experience possibilities, the opportunity for success is greatly heightened.

The Teen Parent Program also presents opportunities for the WIA youth program to assist a youth that might be able to acquire success by accessing multiple program enrollments—which may offer a much broader array of services that will support parenting youth while helping to continue their education and/or vocational options. WIA, while working with other agencies, will be able to provide additional child care resources to ease the transition between services.

Juvenile Justice is a direct partner with our Youth Program, sharing responsibility for the mentoring and coaching it takes to keep a youth faced in a positive direction. Having concerned counselors in both agencies, working together to make sure that someone is available if and when there is a need, goes further than either agency can achieve on its own.

7. Description of the use and development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills;

First and foremost is the idea that workforce, education, and the identified demand-driven industry sectors need to be consistent and dedicated to working together in efforts to provide a well-trained, industry targeted workforce that will be engaged in accessible, viable, and secure jobs and occupations. Looking at the future of any specific region and identifying the high-demand industry sectors and all of the occupational titles within is ‘step one’ to being able to direct any population of job-seekers to a brighter future.

But more pointedly, when dealing with the future of a youth population in a specific region, it is more effective to look further down the road past their postsecondary education to what will be a relevant career at a point in time that they will be manning the majority of the workforce. There will always be the need for immediate positions to generate stop-gap wages to maintain living. But the goal should be to provide information and support to help the youth make the long-term decisions that will affect the economy for the local population ten to fifteen years hence. Creating educational and vocational curriculum takes time and projective information. Knowing where these systems will be focusing at ten to fifteen years out is a juggling act—and one that requires the alignment of local business, local workforce development, and local academic and vocational education.

Creating regional industry partnerships that bring together workforce and economic development, business, education, labor, and other community partners to develop and implement specific sector/cluster strategies will drive the local economy with a collective impact. It will allow the harnessing of ideas to a clearly defined future helping to fill more secure jobs in growing regional industries with benefits for youth and adults, local communities, and business.

The WIA youth services are marketed through the WIB website ([www.santabarbaracounty.org](http://www.santabarbaracounty.org)) through public announcements and cable television; through printed materials which are distributed to youth-serving agencies and to locations where young people congregate. Long established ties to county high schools are invaluable in connecting with the youth program age group. Working together, we help schools, other youth programs, and non-profits develop a range of participation options and apply a dual customer approach to increase their capacity at the same time leveraging monies, services, and outcomes.

In addition to building innovative programs, the community/city colleges are working hand-in-hand with the WIB and Labor/trades to increase the skill sets required for access into over 65 different local trade training programs. Jobs titles such as electrical technician require a higher level of math than someone that requires more artisan skills, such as welding. But, after training, both positions could generate wages as high as \$40 per hour or higher. We are dedicated to helping the youth achieve success at the level of enrollment into a vocational program, at the level of completion of vocational training, after which we will continue to follow their success into permanent employment.

With the new upsurge of opportunities in construction and manufacturing, having a direct introduction to, and connection with, apprenticeship programs will be of greater value as economics move forward. Allowing the community colleges to customize pre-apprenticeship programs for the higher academic trades is bringing the best of all three worlds together—trades, community colleges, and workforce development (WIB).

We have begun first-steps in generating new relationships and opportunities for OJT that did not exist prior. Working with an OJT program will offset some of the employer training costs for advancing employees moving up the ladder, while helping to create positions that our youth can take on, first as PWEX, and hopefully as permanent employees of a growing company.

#### 8. Practices used to ensure continuous quality improvement in the youth program; and

Constantly tapping into current participant feedback with an open mind to change will provide a ‘real-time’ view of what is affecting the youth population. It will give us the pulse of what is working and not working. It will allow us to make changes to a program that is a fledgling, one-year old program. After having contracted out the program for many years, it was found with components needing revision. It was necessary for the survival and regeneration of the youth program to take drastic measures. It required a mind-set that was open and flexible and would allow for change. We have found that having that open-minded philosophy gave us more room to grow a better product.

We have met and continue to improve the mandated performance measures for the youth program after making the program change and refocusing all efforts to meet these demands. Continuing to have that same open minded approach continues to give us room to shift, re-direct, and become more creative.

We are envisioning a program that will deliver, to the youth best served by the program, opportunities to also be: 1) creative—as entrepreneurs; 2) be directed—into higher education and careers with purpose and security; 3) mentored—by responsible adults in fields of expertise that will open new windows of opportunity; 4) allow advancement in creative arts—development of natural and learned art skills, i.e. media, sculpting, painting, performance, design and construction; 5) financial support and direction—creating a self-sustaining program to enhance and assist the youth program; 6) building the spirit of entrepreneurship, and 7) creating a team of youth that will become more than graduates of the program but will want to give back and become part of the fabric that the program has grown from and into.

9. The Local Board’s strategy, goals and objectives for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, youth with disabilities and other at-risk youth.

**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

The Santa Barbara County WIB strategy for youth services include, but are not limited to:

- 1) the WIB and the Youth Council coordinate a necessary mix of activities required by WIA, with a focus on managing priorities within the limits of budgets, historical significance, and past success;
- 2) WIB/Youth Council support staff constantly maintain research of appropriate materials around new opportunities and best practices, and where advisable, shifting of policy is scrutinized and/or adopted to maintain constant improvement to the Youth Program model;
- 3) the ability to survey and make improvements to the program from feed-back of WIA program clients proves advantageous to the maintenance of a 'living' program directly relevant to the changing needs of the region;
- 4) Youth Program adjustments and recommendations, in an effort to provide the strongest outcomes in performance and common measures, rests, primarily with the Youth Council, which provides strategy and insight to the WIB for consideration;
- 5) Recent development of an in-house program has generated more control and oversight of program performance. It has also established new guidelines within the scope of services necessary to meet the common measure goals and to develop stronger and more deliberate vendor services. Services and activities are necessary to meet WIA requirements, but researching other established agencies in the area has generated new partnerships and collaborations that will also provide cost-saving, more diversity, and more available services and activities to use for referral.
- 6) Establishing connectivity with reputable and established agencies that can provide certifications and training validations to enhance youth resumes, provide for job readiness, and build partnerships is foremost in the process of delivery of better services that will provide valuable justification to the youth and the program.

Every youth should have the information necessary to make educated decisions for his/her own future. Many of the youth that are currently in the program, or more importantly, that will become a participant in the program of the future need to know that there are caring, dedicated, professional, nurturing, and supportive individuals willing to work with them and for them. They give of their time, their skills, their knowledge, their resources, and their spirit.

And knowing this, the youth should have the right to have access to this program—and through us, to other youth-focused partner agencies and programs. The WIA program was created years ago to serve and mold a contingent of youth that does not need to remain in the 'taking' population but will become part of the 'giving-back' population. The focus of the WIB, all stake-holders, players, and partners should be a single focus—a collective impact—to make stronger, more responsible, accomplished adults out of talented, aspiring and best served youth.

## **Section 6: ADMINISTRATION**

---

The Santa Barbara County Board of Supervisors (BOS) will continue its long-standing role as the grant recipient of Department of Labor Workforce Investment Act (WIA) funds, and as the Fiscal Agent. The Department of Social Services (DSS) has been designated by the BOS to house the WIB Executive Director, and his/her staff.

### **The WIB**

---

Consistent with the law, the Santa Barbara WIB is comprised of private, public and community-based organization members; with the private sector constituting a major of the WIB membership and (as provided for by California State Law) union membership is 15% of the total.

- Specifically, the WIB Membership is as follows:
- Total Membership: 29 members
- Private Sector: 15 members
- Union Representatives: 4 Members
- Community-based Organizations: 4 Members
- Public Sector: 3 Members
- Education: 3 Members

The WIB By-Laws stipulate the following Standing Committees:

- *Executive Committee*: comprised of the Chair, Vice Chair [Both Private Sector], Treasurer/Finance Committee Chair, and two At-Large Members. This committee oversees the WIB Membership and operation of the WIB, develops the meeting agendas, plans the Board Strategic Planning Retreat, and takes actions in lieu of the full WIB when necessary for expediency.
- *Nominating Committee*: this Committee is responsible for recruiting new, non-mandatory, Members for the WIB, vetting their qualifications, and making a formal recommendation at the Full WIB Meeting—prior to the Appointment documents going to the County Board of Supervisors. Finally, this Committee also reviews Member attendance at WIB Meetings—and recommends to the Executive Committee appropriate actions if Members exceed the ByLaws provision of no more than three absences.
- *Finance Committee*: this committee's responsibility is to review the development of, and provide on-going monitoring of the WIA budget. This committee also reviews fiscal and program monitoring reports, and receives updates on contract performance of WIB sub-recipients.
- *Youth Council*: as prescribed by the Act, the Youth Council functions as the primary source for youth program recommendations and oversight—and connectivity to other youth providers in the LWIA. However, unlike almost all other Youth Council, the Santa Barbara County Youth Council, is composed of 1/3 youth; who bring their unique point-of-view to youth workforce issues. The other Youth Council Members, consistent with the Act, are from the private sector, community-based youth providers, and parents of eligible youth.



## **SANTA BARBARA WORKFORCE INVESTMENT BOARD STRATEGIC PLAN 2013-2017**

- *Business Services Committee.* As mentioned elsewhere in this Plan, the Business Services Committee is at the forefront of the WIB's engagement with the business community—and the expansion of partnerships with other Stakeholders. Among the responsibilities of this committee is the oversight of the workforce research studies performed by consultants; outreach to business organizations as advocates for the workforce system and as Spokespersons for the WIB with the local media on all things workforce. Finally, it should be noted, this committee also has oversight responsibility for Rapid Response engagement by WIB Staff (lay-off aversion) and One-Stop staff (Rapid Response presentations to workers).
- *Performance Committee.* This Standing Committee is responsible for the oversight of the WIA Performance for the Adult, Dislocated, and Youth Programs. In addition to reporting out to the Full WIB on the success/failure of our WIA Performance, this Committee also performance “comparative analysis” of our WIB *viz a viz* other, similar WIBs in California. And, the Committee is also responsible for the oversight of the One-Stop Operator (the WRC Consortium) and conducts, via an outside consultant, an assessment of the delivery system and customer satisfaction.

In conclusion, the WIB meets every other month (alternating between north and south county locations), with public notice, agendas and minutes; as required by the Brown Act. As part of these Full WIB meetings (and incorporated in the Agenda) are quarterly reports on performance of each of the three program areas, customer participation at the One-Stops, Rapid Responses performed, and fiscal reports on expenditure of the budget. [Note: this reporting in a public forum is in addition to the public forum WIB Committee Meetings, where much of this same information is shared.]

In addition, as stated elsewhere, the WIB publishes “State of the Workforce” reports that inform the job seeker and business community on industry sector growth/declines, skill set shortages, and other relevant workforce information.

Finally, the WIB publishes an Annual Report to the public that collects and organizes much of the same information shared on an on-going basis; but also speak to highlights and accomplishments of individual programs, participants, activities.

For the future, the WIB will consider an “acknowledgement of achievement” event; along the lines of a “Community Builders Awards.” This type of event will allow the WIB to recognize achievements in various categories: e.g., business, corporate sponsorship, youth services, community services, etc.

### **Non-Profit for Fund-Raising Purposes Only**

---

In response to the difficult financial times which the workforce systems across the nation are experiencing, the Santa Barbara WIB is following the example of numerous other WIBs and exploring the feasibility of creating a non-profit arm of the workforce system—for revenue generation only.



## **County of Santa Barbara Board of Supervisors (and Dept. of Social Services)**

The County Board of Supervisors (BOS) is the WIA-defined CLEO; and as indicated above, is the Fiscal Agent for all WIA funding. The BOS in turn has designated the county Department of Social Services (DSS) as the department responsible for carrying out the County's day-to-day responsibilities associated with WIA, including:

- *Housing WIB Staff.* The WIB Executive Director, and his/her staff, is housed within the organizational umbrella of the DSS; and the WIB Director, who reports to the WIB, also has a "dotted-line" reporting relationship to the Director of DSS. This allows for the smooth coordination and administrative effectiveness of blending the WIB's policy direction and program oversight with the County's Fiscal Agent Responsibility.
- *Contracting.* The County, again through DSS, is responsible for executing all WIB contracts (training, consultants, and services); with the County BOS' signing all contracts over \$50,000. As part of this responsibility, the County Counsel's Office provides legal support to the WIB and WIB Executive Director on matters related to contracts, MOUs, procedures and process.
- *Human Resources Support.* The County provides the HR support to the WIB Executive Director, with all WIB staffing using County job classifications and specifications; and the County HR Dept. providing recruitment services.
- *Fiscal Administration.* On behalf of the County, the DSS provides fiscal administration of WIA funds. Although the WIB Executive Director and WIB Finance Committee are responsible for the budget development and "management" they do so within the guidelines and systems & structures of the DSS.

## **WIB Administrative Staff**

As stated above, and prescribed by WIA, the WIB has an Executive Director; who employs staff to assist him/her in carrying out the responsibilities and duties associated with the position. Among the duties of the WIB Administrative staff is:

- Support to the Full WIB Board and the WIB Youth Council and Committees as listed above.
- Representing the WIB with other Stakeholders, Partners and entities in the area of workforce development.
- Direct contract oversight for the WIB's Workforce Intelligence research, and distribution of the products.
- Contract management for WIB-employed consultants and researchers.
- Assist the WIB in the development of priorities, programs, and planning initiatives.
- Direct oversight of the WIA Youth Program, and management of the vendor system that provides services to youth.

## **The One-Stop Delivery System**

The One-Stop Delivery System in Santa Barbara County is branded the "Workforce Resource Center" and the Consortium that operates the Centers is named the "Workforce Resource Consortium."

The Consortium, comprised of the State Employment Development Department (EDD), the Adult & Dislocated Worker Program Staff (from County DSS), and Allan Hancock Community College, has been designated by the WIB

**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

as the WIA One-Stop Operator. This designation is reviewed every two-five years; and renewal is depended upon a successful assessment, as performed by an Outside Consultant, gauging One-Stop Operations, activities available, and customer satisfaction.

The One-Stop Delivery System has two “main” One-Stops, one (the largest) located in Santa Maria and the other in the city of Santa Barbara (in the EDD-owned facility). The services provided are described in detail in the Adult & Dislocated Worker Section of this Plan.

Finally, in order to allow for greater access to workforce services, participation by additional community-based organization, and service “targeted” population groups (e.g., youth, business) the WIB has is in the process of adopting an “affiliated” system that will allow non-Consortium entities to participate, in a limited way, in the delivery of workforce services—while continuing to serve their primary customer base.

**Section 7:**

---

\*Memorandums of Understanding are available upon request.

**Section 8: Local 8 WIA Common Measure Performance Goals**

[UI Code 14221 (c)]

<b>WIA SECTION 136(b) COMMON MEASURES</b>	<b>2012/13 STATE GOAL</b>	<b>2012/13 LWIA GOAL</b>	<b>2013/14 LWIA PROPOSED GOAL</b>
<b><u>ADULT</u></b>			
Entered Employment	59.0%	71%	59.36%
Employment Retention	81.0%	78%	78%
Average Six-Months Earnings	\$13,700	\$13,700	\$10,132
<b><u>DISLOCATED WORKER</u></b>			
Entered Employment	64.5%	76%	76%
Employment Retention	84.0%	79%	79%
Average Six-Months Earnings	\$18,543	\$14,500	\$12,977
<b><u>YOUTH COMMON MEASURES</u></b>			
Placement in Employment or Education	72.0%	72%	72%
Attainment of a Degree or Certificate	60.0%	60%	60%
Literacy and Numeracy	54.0%	54%	54%

**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

ATTACHMENT 1

**WIA Local Plan Program Year 2013-14  
Title IB Participant Plan Summary**

WIA 118; 20 CFR 661.350(a)(13); TEGL 17-05  
Plan the number of individuals that are in each category.

<b>Totals for PY 2013 (07/01/13 through 06/30/14)</b>		<b>ADULT</b>	<b>DW</b>	<b>YOUTH</b>
1.	Registered Participants Carried in from PY 2012	52	51	113
2.	New Registered Participants for PY 2013	68	92	91
3.	Total Registered Participants for PY 2013 (Line 1 plus 2)	120	143	204
4.	Exiters for PY 2013	62	83	54
5.	Registered Participants Carried Out to PY 2014 (Line 3 minus 4)	58	60	150
<b>PROGRAM SERVICES</b>				
6.	Core Self Services	4,968	8,593	
7.	Core Registered Services	120	143	
8.	Intensive Services	120	143	
9.	Training Services	108	129	
<b>YOUTH MEASURES</b>				
10.	Attainment of a Literacy and/or Numeracy Gain			116
11.	Attainment of a High School Diploma, GED, or Certificate			176
<b>EXIT STATUS</b>				
12.	Entered Employment	38	53	16
12A.	Training-related	24	28	4
13.	Remained with Layoff Employer			
14.	Entered Military Service			4
15.	Entered Advanced Training			2
16.	Entered Postsecondary Education			14
17.	Entered Apprenticeship Program			8
18.	Returned to Secondary School			3
19.	Exited for Other Reasons	55	75	51

Local Workforce Investment Area

1 Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

ATTACHMENT 2

**WIA Local Plan Program Year 2013-14  
Title IB Budget Plan Summary<sup>1</sup>  
(Adult or Dislocated Worker)**

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 07/01/13 through 06/30/14

- Grant Code 201/202/203/204 WIA IB-Adult  
 Grant Code 501/502/503/504 WIA IB-Dislocated Worker

<b>FUNDING IDENTIFICATION</b>	K386319 Subgrant	K491040 Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	1,020,500	1,033,828
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus	200,000	
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	1,220,500	1,033,828
<b>TOTAL ALLOCATION COST CATEGORY PLAN</b>		
6. Program Services (sum of Lines 6.A thru 6.E)	1,098,450	930,445
A. Core Self Services	64,940	45,700
B. Core Registered Services	81,792	57,877
C. Intensive Services	609,006	540,933
D. Training Services	183,075	155,074
E. Other	159,637	130,861
7. Administration (Line 5 minus 6)	122,050	103,383
8. TOTAL (Line 6 plus 7)	1,220,500	1,033,828
<b>QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2012 and July 1, 2013 respectively)</b>		
9. September 2012	91,801	
10. December 2012	363,959	
11. March 2013	437,611	
12. June 2013	718,266	
13. September 2013	1,023,050	
14. December 2013	1,220,500	96,890
15. March 2014	1,220,500	401,758
16. June 2014	1,220,500	713,828
17. September 2014		993,828
18. December 2014		1,033,828
19. March 2015		1,033,828
20. June 2015		1,033,828
<b>COST COMPLIANCE PLAN (maximum 10%)</b>		
21. % for Administration Expenditures (Line 7/Line 5)	10%	10%

**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STATIEGIC PLAN 2013-2017**

ATTACHMENT 3

**WIA Local Plan Program Year 2013-14  
Title IB Budget Plan Summary<sup>1</sup>  
(Adult or Dislocated Worker)**

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 07/01/13 through 06/30/14

- Grant Code 201/202/203/204 WIA IB-Adult  
 Grant Code 501/502/503/504 WIA IB-Dislocated Worker

<b>FUNDING IDENTIFICATION</b>	K386319 Subgrant	K491040 Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	1,019,941	948,230
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus	(200,000)	
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	819,941	948,230
<b>TOTAL ALLOCATION COST CATEGORY PLAN</b>		
6. Program Services (sum of Lines 6.A thru 6.E)	737,947	853,406
A. Core Self Services	54,302	85,294
B. Core Registered Services	87,729	98,207
C. Intensive Services	333,244	372,828
D. Training Services	122,991	142,235
E. Other	139,681	154,842
7. Administration (Line 5 minus 6)	81,994	94,824
8. TOTAL (Line 6 plus 7)	819,941	948,230
<b>QUARTERLY TOTAL EXPENDITURE PLAN</b> (cumulative from July 1, 2012 and July 1, 2013 respectively)		
9. September 2012	16,439	
10. December 2012	22,540	
11. March 2013	431,067	
12. June 2013	615,496	
13. September 2013	807,284	
14. December 2013	819,941	192,657
15. March 2014	819,941	369,501
16. June 2014	819,941	578,713
17. September 2014		843,020
18. December 2014		948,229
19. March 2015		948,229
20. June 2015		948,229
<b>COST COMPLIANCE PLAN</b> (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)	10%	10%

<sup>1</sup> Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

**WIA Local Plan Program Year 2013-14  
Title IB Budget Plan Summary<sup>1</sup>  
(Youth)**

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 04/01/13 through 06/30/14

Grant Code 301/302/303/304 WIA IB-Youth

<b>FUNDING IDENTIFICATION</b>	K386319 Subgrant	K491040 Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	1,446,438	1,310,386
3. Allocation Adjustment - Plus or Minus		
4. TOTAL FUNDS AVAILABLE (Line 2 plus 3)	1,446,438	1,310,386
<b>TOTAL ALLOCATION COST CATEGORY PLAN</b>		
5. Program Services (sum of Lines 5A and 5B)	1,301,794	1,179,347
A. In School	417,373	363,319
B. Out-of-School (30%)	884,421	816,028
6. Administration (Line 4 minus 5)	144,644	131,039
7. TOTAL (Line 5 plus 6)	1,446,438	1,310,386
<b>QUARTERLY TOTAL EXPENDITURE PLAN</b> (cumulative from April 1, 2012 and April 1, 2013 respectively)		
8. June 2012		
9. September 2012		
10. December 2012		
11. March 2013		
12. June 2013		
13. September 2013		52,290
14. December 2013		432,059
15. March 2014		801,334
16. June 2014		1,107,125
17. September 2014		1,310,386
18. December 2014		1,310,386
19. March 2015		1,310,386
20. June 2015	-	1,310,386
<b>COST COMPLIANCE PLAN</b>		
21. % for Administration Expenditures (Line 6/Line 4)	10%	10%



## WIA Local Plan Program Year 2013-14 Negotiated Levels of Performance

*(Responses to State Plan Appendix H – Section 8)*

**Instructions:** Enter your local area's levels of performance for PYs 2011-12 and 2012-13 and provide an estimate of your PY 2013-14 performance target. On the following page, provide a narrative rationale that supports each PY 2013-14 goal. For example, **if the local projected goal** is lower than the PY 2012-13 State goal provide an explanation.

### STATE NEGOTIATED LEVELS OF PERFORMANCE<sup>23</sup>

WIA Requirement at Section 136(b) <sup>2</sup>	PY	PY 2012–13
<i><b>Adults</b></i>		
Entered Employment Rate	56.4%	59%
Employment Retention Rate	81.%	81%
Average Earnings	\$13,000	\$13,700
<i><b>Dislocated Workers</b></i>		
Entered Employment Rate	65%	64.5%
Employment Retention Rate	83%	84%
Average Earnings	\$15,900	\$18,543
<i><b>Youth (ages 14-21)</b></i>		
<i>Placement in Employment or Education</i>	<i>65%</i>	<i>72%</i>
<i>Attainment of a Degree or Certificate</i>	<i>61%</i>	<i>60%</i>
<i>Literacy and Numeracy Gains</i>	<i>40%</i>	<i>54%</i>

---

<sup>23</sup> The DOL Employment and Training Administration approved California's waiver request to move from the statutory performance measures specified in WIA Section 136 to the common performance measures defined in TEGL 17-05. This waiver was initially approved for Program Year (PY) 2007-08 and has been extended through PY 2013-14.

**Local Levels of Performance<sup>1</sup>**

1

WIA Requirement at Section 136(c) <sup>2</sup>	PY 2011-12	PY 2012-13	Estimated PY 2013-14
<i>Adults</i>			
Entered Employment Rate	71%	71%	59.36%
Employment Retention Rate	78%	78%	78%
Average Earnings	\$13,700	\$13,700	\$10,132
<i>Dislocated Workers</i>			
Entered Employment Rate	76%	76%	76%
Employment Retention Rate	79%	79%	79%
Average Earnings	\$14,500	\$14,500	\$12,977
<i>Youth (ages 14-21)</i>			
<i>Placement in Employment or Education</i>	<i>65%</i>	<i>72%</i>	<i>72%</i>
<i>Attainment of a Degree or Certificate</i>	<i>61%</i>	<i>60%</i>	<i>60%</i>
<i>Literacy and Numeracy Gains</i>	<i>40%</i>	<i>54%</i>	<i>54%</i>

Guidance on state and local performance can be found on the U.S. Department of Labor (DOL) [Employment and Training Administration](#) Web site. Specific Training and Employment Guidance Letters (TEGL) include, but are not limited to 8-99, 11-01, and 17-05.

**RATIONALE SUPPORTING PY 2013-14 ESTIMATED LOCAL PERFORMANCE LEVELS**

**Adult Entered Employment Rate-** Our goal for this measure for PY 13-14 is 59.36% which is *higher* than the Statewide goal for this measure (59%). Per the recent Santa Barbara County Economic and Workforce Information Analysis report, the following are facts are known: 1) Santa Barbara County is segmented into three regions: Northern, Southern, and Central 2) the Northern region of SB County makes up almost half of the workforce in our county 3) The Northern region of SB County has experienced considerable population increases which the small employment gains have not kept up with 4) The composition of jobs in northern region is not as skilled or high paying as state averages. Local data and reporting also indicates that the number of individuals seeking workforce services in Santa Maria is 79% and only 21% in Santa Barbara. As a result, the individuals seeking employment in northern county will likely face challenges entering the workforce when compared to those seeking employment in South County. We have experienced a 5.66% average decline in this measure in the last two program years (PY09-10 = 75%, PY10-11 = 70.6%, PY11-12 = 66.7%). We believe this trend to continue until there is evidence of our local economy recovering from Great Recession. We project that our results for this measure in PY12-13 and PY13-14 will continue to decline at approximately the same rate. In addition to the data trend, current participant demographics support our challenges in meeting this measure. For example, recent JTA data reports show an increase from previous years in the number of individuals in the following categories: 34% are Older Workers, 22% are receiving TANF, and 44% are receiving Food Stamps. These individuals are more likely to possess barriers to employment and as a result will face difficulty entering employment once they have been exited from the WIA program. Thus, we plan to target an Entered Employment goal of 59.36% for PY13-14.

**Adult Retention Rate-** Our goal for this measure for PY 13-14 is 78% which is *lower* than the Statewide goal for this measure (81%). While our goal is lower than the Statewide goal we do not request any changes to the performance level for this measure from PY12-13. We have exceeded this measure over the last three program years however from PY10-11 to PY11-12 we experienced a 5.4% decline in our actual performance results. We believe we will experience a similar decline for PY12-13 and PY13-14 based on local economic conditions and due to an increase in serving a “hard to serve” population for WIA Adults. For example, the number of exiters in this cohort for PY12-13, are found to be in the categories below which have increased from previous years: total Veterans (6%), individuals receiving TANF (24%), food stamps (51%), low income (42%), limited-English speaking (2%), offender (7%), and homeless (2%). Although we expect a decline from previous years, we still expect to meet or exceed this performance measure in PY13-14. The Great Recession has impacted our local economy and we believe there are still lingering effects that will continue to make it difficult for us to achieve this performance measure at the same level of previous years. Therefore, we request to keep the same level of performance from PY12-13 at 78%.

**Adult Average Earnings Gain-** Our goal for this measure for PY 13-14 is \$10,132 which is *lower* than the State-wide goal for this measure (\$13,700). Since it is known that individuals do not re-enter the labor market at the same wage of their displacement, it is apparent that WIA participants exiting the program are not likely to earn the amount of wages from previous years. The average hourly rate at exit and follow-up also indicate that WIA participants exiting the program are making less wages compared to years in the past. For example, for PY11-12 the average hourly rate at displacement was \$20.22 and the average hourly rate during follow-up was \$16.13 (-\$4.09). Compare to PY08-09 (-\$1.86 ),PY09-10 (-\$1.57), PY10-11 (-\$3.18). As this data shows, the Adults in SB County are not earning wages at the same level as previous years. More specifically, the 5 year average hourly rate during the follow up period for WIA participants is \$17.47. Hence individuals during the average earnings gain period (6months) should earn approximately \$18,168.8 if employed FT at 40 hours per week [40 hours week X 26 weeks X \$17.47]. From the PY13-14 participant plan, we estimate to exit 62 Adults and estimate that 10 individuals will be excluded from this measure (i.e the denominator for this measure will be 52) due to Global Exclusion exit reasons or due to the individuals not meeting the criteria to be included in this performance calculation (i.e. the individual was employed at participation/enrollment). Using the Entered Employment Rate goal for PY13-14 (59.36%) and the Entered Employment Retention goal (78%) we estimate that 29 individuals will be earning wages during the Average Earnings Gain period which are to be included for performance measure calculation. Thus, we estimate Adult Average Earnings for PY13-14 to be:

[29 \* (\$18,168.8)] /52=\$10,132.15. As a result we plan to target \$10,132 for PY13-14 for the Adult Average Earnings Gain measure.

**Dislocated Worker Entered Employment Rate** Our goal for this measure for PY 13-14 is 76% which is *higher* than the Statewide goal for this measure (64.5%). We do not request any changes to the performance level for this goal from PY12-13.

**Dislocated Worker Retention Rate-** Our goal for this measure for PY 13-14 is 79%. This is *lower* than the Statewide goal for this measure (84%). While our goal is lower than the Statewide goal we do not request any changes to the performance level for this measure from PY12-13. We have exceeded this measure over the last three program years however from PY10-11 to PY11-12 we experienced a

**SANTA BARBARA WORKFORCE INVESTMENT BOARD  
STRATEGIC PLAN 2013-2017**

17.21% decline in our actual performance results. We believe we will experience a decline for PY12-13 and PY13-14 based on local economic conditions and due to an increase in serving a “hard to serve” population for WIA Dislocated Workers. For example, the number of exiters in this cohort for PY12-13, belong to the categories below which have increased from previous years: total Veterans (13%), individuals receiving food stamps (6%), limited-english speaking (4%), low income (11%), and offender (11%). The Great Recession has impacted our local economy and we believe there are still lingering effects that will continue to make it difficult for us to achieve this performance measure at the same level of previous years. Although we expect our actual results to decline compared to several years past, we continue to project strong performance in this measure for PY13-14. Therefore, we request to keep our goal for this measure at 79%.

Dislocated Worker Average Earnings Gain- Our goal for this measure for PY 13-14 is \$12,977 which is *lower* than the Statewide goal for this measure (\$18,543). Since it is known that individuals do not re-enter the labor market at the same wage of their displacement, it is apparent that WIA participants exiting the program are not likely to earn the amount of wages from previous years. The average hourly rate at exit and follow-up also indicate that WIA participants exiting the program are making less wages compared to years in the past. For example, for PY11-12 the average hourly rate at displacement was \$20.22 and the average hourly rate during follow-up was \$16.13 (-\$4.09). Compare to PY08-09 (-\$1.86 ),PY09-10 (-\$1.57), PY10-11 (-\$3.18). As this data shows, the Dislocated Workers in SB county are not earning wages at the same level as previous years. More specifically, the 5 year average hourly rate during the follow up period for WIA participants is \$17.47. Hence individuals during the average earnings gain period (6months) should earn \$18,168.8 if employed FT at 40 hours per week [40 hours week X 26 weeks X \$17.47]. From the PY13-14 participant plan, we estimate to exit 83 Dislocated Workers and estimate that 13 individuals will be excluded from this measure (i.e. the denominator for this measure will be 70) due to Global Exclusion exit reasons or due to the individuals not meeting the criteria to be included in this performance calculation (i.e. the individual was employed at participation/enrollment). Using the Entered Employment Rate goal for PY13-14 (76%) and the Entered Employment Retention goal (79%) we estimate that 50 individuals will be earning wages during the Average Earnings Gain period which are to be included for performance measure calculation. Thus, we estimate Dislocated Worker Average Earnings for PY13-14 to be:

$[50 * (\$18,168.8)] / 70 = \$12,977.14$ . As a result we plan to target \$12,977.14 for PY13-14 for the Dislocated Worker Average Earnings Gain measure.