

## Appendix 8: Key Strategic Goals, Strategies and Actions

Together, the Monterey County Workforce Development Board (MCWDB) and various key stakeholders worked collaboratively to develop a common set of action oriented strategies that emerged from the 2016 MCWDB retreat and strategic planning sessions, workgroups, MOU partner meetings and meetings with stakeholders across the region as well as through labor market data analysis. The input received was compiled into a well-specified “blueprint” for attaining the goals with anticipated timelines, and action steps of those involved who will take action to meet the goals.

The following is MCWDB’s “blueprint” of key strategic Local Plan goals, objectives and action oriented strategies intended to guide the activities of the workforce system in alignment with the State Plans policy objectives, including: fostering demand-driven skills attainment; enabling upward mobility for all Californians; and aligning, coordinating, and integrating programs and services, as well as the seven State Plan policies for Program Years 2017-2020:

<b>GOAL #1 – Employer Engagement</b>	
<b>OBJECTIVE:</b> Increase engagement with employers to meet the workforce needs of priority sectors of the local and regional economies	<b>Status / Action Steps:</b>
<ul style="list-style-type: none"> <li>▪ <b>Strategy 1 – Requested Action:</b> MCWDB will revamp employer engagement efforts to align job seeker services with industry needs, with increased focus on small employers and priority industry sectors</li> </ul>	<b>Actions completed:</b>
<ul style="list-style-type: none"> <li>▪ <b>Strategy 2 – Requested Action:</b> MCWDB will pilot common measures for all partners to use to track employer services and employer engagement activities</li> </ul>	<b>Actions completed:</b>
<ul style="list-style-type: none"> <li>▪ <b>Strategy 3 – Requested Action:</b> MCWDB partners will build on existing employer engagement efforts, such as the Slingshot Initiative, and LMI data systems to strengthen what works and avoid duplication of employer engagement efforts across the region</li> </ul>	<b>Actions completed:</b>
<ul style="list-style-type: none"> <li>▪ <b>Strategy 4 – Requested Action:</b> MCWDB will develop a plan to increase its focus on earn-and-learn models of training, such as work experience, internships, customized training, incumbent worker training, and apprenticeships</li> </ul>	<b>Actions completed:</b>

<b>GOAL #2 – Aligning Career Pathways and Sector Strategies</b>	
<b>OBJECTIVE:</b> Increase the number of individuals who obtain a marketable and industry-recognized credential or degree, through the development of career pathways that align to regional sector strategies that create multiple entry and exit points for job seekers and align programs with in-demand industries and occupations	<b>Status / Action Steps:</b>
<ul style="list-style-type: none"> <li>▪ <b>Strategy 1 – Requested Action:</b> MCWDB and its Business Services Team will focus on convening employers in the priority industry sectors to better understand their needs</li> </ul>	<b>Actions completed:</b>
<ul style="list-style-type: none"> <li>▪ <b>Strategy 2 – Requested Action:</b> MCWDB will work with community colleges and other training providers to develop and define a strategy for aligning training and education curricula with industry-valued credentials in each target sector, which will be stackable for job seekers and provide on-ramps to sector pathways</li> </ul>	<b>Actions completed:</b>
<ul style="list-style-type: none"> <li>▪ <b>Strategy 3 – Requested Action:</b> AJCCs will coordinate with youth service providers to increase service for out-of-school, disconnected youth and develop new work experience opportunities in the priority sectors that represent on-ramps into regional career pathways</li> </ul>	<b>Actions completed:</b>
<ul style="list-style-type: none"> <li>▪ <b>Strategy 4 – Requested Action:</b> CWDB will develop and test measures for our AJCCs to track progress in reaching the goal of self-sufficiency for youth and adults, such as the number of job placements at livable wages, retention rates, credential and skill attainment, and customer satisfaction surveys of job quality</li> </ul>	<b>Actions completed:</b>

<b>GOAL #3 – System Alignment and Accountability</b>	
<b>OBJECTIVE:</b> Support system alignment, service integration and continuous improvement, including identifying ways to reduce duplication in service delivery and in fiscal operations by enhancing partner presence at the AJCCs and developing common customer flow protocols (intake, assessment, referral) to align the system with human-centered design principles	<b>Status / Action Steps:</b>
<ul style="list-style-type: none"> <li>▪ <b>Strategy 1 – Requested Action:</b> The AJCCs partners will continue to build a stronger partnership to better serve hard-to-serve target populations in the area, especially those who are basic skills deficient and limited English populations through ongoing discussions of co-location, streamlined intake and assessment, and resource sharing.</li> </ul>	<b>Actions completed:</b>
<ul style="list-style-type: none"> <li>▪ <b>Strategy 2 – Requested Action:</b> MCWDB will work collaboratively with its Coast RPU partners to identify possible methods to minimize costs related to procurement, staff training, data systems, and evaluation tools through cost sharing</li> </ul>	<b>Actions completed:</b>
<ul style="list-style-type: none"> <li>▪ <b>Strategy 3 – Requested Action:</b> MCWDB will collaborate with its partners to ensure cross-training is offered to AJCC partner agencies, increasing staff awareness of how to serve customers with special emphasis on unemployed, underemployed, low skilled, low-income, veterans, individuals with disabilities, youth and other at-risk populations</li> </ul>	<b>Actions completed:</b>

Under this Local Plan, the State Plan’s seven policy strategies will be carried out at both the regional and local level. The roles and functions of the local MCWDB and its core program partners, in carrying out the seven policy strategies of the State Plan are listed below, and outlined on pages 7 – 9, of the Local Plan:

<b>POLICY STRATEGY #1 – Sector strategies</b> – aligning workforce and education programs with sector needs.
<b>POLICY STRATEGY #2 – Career pathways</b> – enabling progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development increases the likelihood of success in the labor market; these pathways should be flexibly designed and include, where necessary, remedial programming, so as to allow those with basic skills deficiencies an ability to participate
<b>POLICY STRATEGY #3 – Regional partnerships</b> – building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to support regional economic growth
<b>POLICY STRATEGY #4 – “Earn and Learn”</b> – using training and education practices that combine applied learning opportunities with compensation; the success of earn and learn programs depends on sustained employer engagement, and where appropriate, the involvement of organized labor, especially as this pertains to the development of partnerships with labor management apprenticeship and pre-apprenticeship programs
<b>POLICY STRATEGY #5 – Supportive services</b> – providing ancillary services like childcare, transportation, and counseling to facilitate program completion
<b>POLICY STRATEGY #6 – Integrated service delivery</b> – braiding resources and services to meet client needs
<b>POLICY STRATEGY #7 – Creating cross-system data capacity</b> – including diagnostic labor market data to assess where to invest, and performance data to assess the value of investments