Workforce Innovation and Opportunity Act 4-Year Regional Planning Unit Plan Program Years 2021-2024 Two-Year Modifications

Local Workforce Development Area(s)

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Executive Summary

The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards and chief elected officials to engage in an integrated regional and local workforce planning process to prepare, submit, and obtain approval of a single collaborative regional plan that incorporates local plans for each of the local areas within the given workforce planning region. This plans serve as four-year action plan to develop, align, and integrate service delivery strategies to support the region's vision, strategic and operational goals. The two-year Modification to the regional plan for Monterey, Santa Cruz, and San Benito Counties (NCC RPU)provides updates to the 2021-2024 plan.

This edition of the 4-year Regional Plan comes at a crucial time for the North Central Coast region and its local components. The COVID-19 pandemic had unprecedented impacts on the regional workforce and economy, and strategic recovery efforts can help ensure that the region rebuilds towards a more prosperous and equitable future. This Regional Plan aims to align Regional Planning Unit (RPU) members along specific approaches to achieve the vision and objectives provided in the State Plan. Fulfilling this vision requires partners to collaborate regularly across agencies, programs, and funding streams to align strategic efforts, investments, and service delivery activities to meet shared outcomes within common in-demand industry sectors.

The North Central Coast RPU focused on crafting a Regional Plan that would meet the state's formal guidance while also considering the temporary and permanent effects that the pandemic has had on the region. RPU members are confident that the themes and objectives outlined in this plan will assist in the steady recovery from the COVID-19 pandemic, while fostering relationships with partners, and working towards more equitable opportunities for workers in the region.

The North Central Coast RPU builds upon the following strategic goals provided by the state:
1. Fostering demand-driven skills attainment by:
   a. Leveraging labor market data to uncover strategic opportunities and gaps in training and education.
2. Enabling upward mobility for all Californians by:
   a. Investing in specific career pathways in key industries, working with regional partners and stakeholders, and ensuring access through AJCCs.
3. Aligning, coordinating, and integrating programs and services by:
   a. Collaborating closely with Community Colleges and Adult Education providers, Community Based Organizations, non-profits, industry and chambers representatives, and other local organizations.

A central component of this Regional Plan involves identifying target and growth opportunity industries and occupational pathways within those industries. The North Central Coast RPU's Regional Plan relies upon the following to drive findings and strategies:

a. The most-up-to-date labor market information available to identify the current state of the volatile labor market and local economy;
b. Engagement with regional and industry leaders to get details beyond labor market data; and
c. Consideration toward macroeconomic influences and equity ramifications.

The foundational data that comprises this Regional Plan is the first step towards more informed decision and policy-making among the North Central Coast RPU and its regional partners.

Analytical Overview of the North Central Coast Region

This section of the Regional Plan provides an analysis of the economic conditions and trends in the region and an analysis of the current workforce. The analyses is completed by using data compiled from several resources, including Employment Development Department Labor Market Information (LMI); and other relevant sources.

Workforce and Economic Analysis of the Region

This section of the Regional Plan reflects the labor market data in the North Central Coast RPU and guides the RPU in strategic planning and decision-making. The COVID-19 pandemic wreaked havoc on economies, populations, lifestyles, and cultures across the RPU, the state, the nation and the world. While employment has rebounded, the income of community members who have historically experienced barriers to employment continue to suffer from substandard living wages and lack of economic mobility. The three biggest challenges in this evolving world of work for the North Central Coast Region are connected to, one, finding enough people who are willing to work, two, keeping enough people living in the region who are able to work (working age population), and three, developing workers in the region who are able to change jobs and develop new skills as the demand for skills and work changes over time.
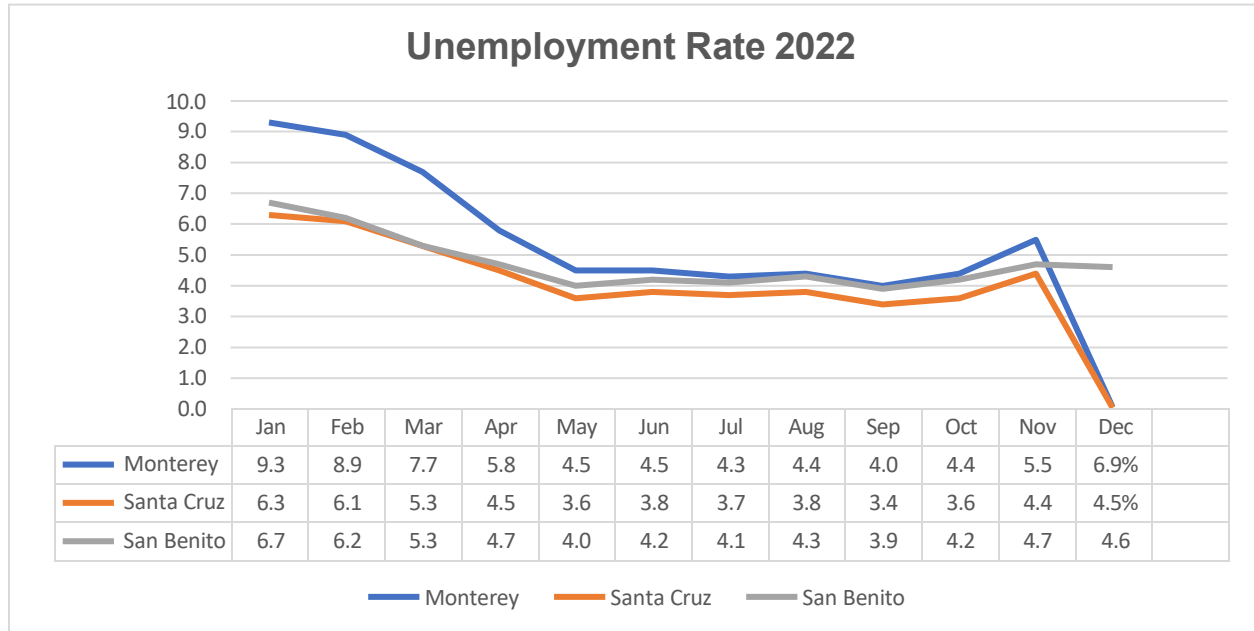
COVID-19 Pandemic Impacts

Although he COVID-19 pandemic is mostly behind us, it had unprecedented impacts on the global, national, and local economies. The spread of the novel Coronavirus across the U.S. led to unprecedented stay-at-home orders and economic turmoil. As of the writing of this report, the economic effects of COVID-19 and the associated public health orders are in flux. To best showcase the dynamic economic circumstance, this section utilizes propriety models developed by the research team as well as proprietary data aggregated and prepared by Opportunity Insights, a team of researchers at Harvard University. The Opportunity Insights data is compiled from a range of private sources, which provide a near real-time picture of national and local economies.[1]

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[1] For more information about the Opportunity Insights data and methodology, please visit https://www.tracktherecovery.org/

While unemployment fell to 7.6% in October 2020, the rate is still twice as high as it was in October 2019 (3.8%).

Unemployment Rate 2022

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Monterey	9.3	8.9	7.7	5.8	4.5	4.5	4.3	4.4	4.0	4.4	5.5	6.9%
Santa Cruz	6.3	6.1	5.3	4.5	3.6	3.8	3.7	3.8	3.4	3.6	4.4	4.5%
San Benito	6.7	6.2	5.3	4.7	4.0	4.2	4.1	4.3	3.9	4.2	4.7	4.6

Source: EDD December 2022

Current Employment and Unemployment Rate

The Central Coast RPU unemployment rate is 5.8% as of December 2022, under the state average of 3.7%. Prior to the pandemic, the unemployment rate for the RPU in 2019, average 6% and the average for 2020 was at 11%. This indicates the region's unemployment rates have recovered to low unemployment rates similar to pre-pandemic levels, the overall unemployment rate had a sustained downward trend.

The following table represents the number of employed and unemployed individuals in the labor force for the North Central Coast RPU.

County	Labor Force	Employed	Unemployed	Unemployment Rate
Monterey	200,300	186,500	13,900	6.9%
San Benito	33,000	31,400	1,500	4.6%
Santa Cruz	133,500	127,400	6,000	4.5%

Attachment C: Current Demographic Table

Current Education and Skills levels

The regions long term strategies is to continue to move workers to the next level (occupational tier) by helping them developing the skills and knowledge to move up in the career ladder. The region is committed in developing programs that connect current employers and workers with the training and educational providers that will allow them the flexibility to complete a certificate, a degree, or specialized training while they work. This would support a workforce that is sufficient in quantity and quality.

Educational Attainment, Age 25-64		
No High School Diploma	21.7%	83,603
High School Graduate	19.7%	75,735
Some College, No Degree	20.4%	78,608
Associate's Degree	8.6%	33,110
Bachelor's Degree	18.7%	71,865
Postgraduate Degree	10.9%	42,150

Skill Gaps: North Central Coast

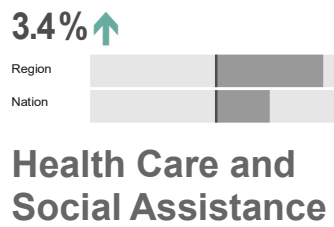| Skill	Candidates	Openings	Gap
Spanish	1,463	2,840	-1,377
Microsoft Excel	2,331	3,163	-833
Forklifts	440	1,042	-602
Microsoft Office	1,850	2,382	-532
Teaching/Training	431	836	-405
Mathematics	685	999	-313
Home Health Care	225	444	-220
Manufacturing	350	563	-213
Word Processing	263	469	-206

Demand Industries

North Central Coast Industry sectors have responded from the pandemics many challenges, and are showing continued, if uneven, growth. Many of these sectors require workers with both academic and practical training and access to a livable wage to ensure sustained career advancement. The RPU and its partners support growth in these key sectors while supporting opportunities for the workforce.

NCC Demand Industry Sectors and Annual Forecast.

DEMAND SECTORS CHANGE IN EMPLOYMENT
Avg Ann % Change in Employment, Last 10 Years

1.3% ↑	3.4% ↑	1.7% ↑
Region	Region	Region
Nation	Nation	Nation
Agriculture, Forestry, Fishing and Hunting	**Health Care and Social Assistance**	**Accommodation and Food Services**

2-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	5 Year Demand	Forecast Ann Growth
Agriculture, Forestry, Fishing and Hunting	67,198	$51,370	14.76		9,418	1.2%
Health Care and Social Assistance	41,844	$67,630	0.86		4,783	1.1%
Accommodation and Food Services	34,907	$34,793	1.21		6, 544	1.2%
NCC Demand Sectors	**143,949**	**$52,077**	**1.75**		**20,745**	**1.2%**

Postsecondary Programs Linked to NCC Demand Sectors

Program	Awards
Cabrillo College	
Child Care Provider/Assistant	113
Medical/Clinical Assistant	57
Registered Nursing/Registered Nurse	68
California State University-Monterey Bay	
Registered Nursing/Registered Nurse	74
Central Coast College	
Medical/Clinical Assistant	93
Nursing Assistant/Aide and Patient Care Assistant/Aide	38
CET-Salinas	
Medical/Clinical Assistant	89
Five Branches University	
Acupuncture and Oriental Medicine	155
Hartnell College	
Child Care Provider/Assistant	48
Licensed Practical/Vocational Nurse Training	54

Demand Sectors Occupation Self Sufficiency Wage $18+
Occupations for In-Demand Sectors 2022-2023 in North Central Coast, 2022Q3[1]

SOC	Occupation	Empl	Current Mean Ann Wages[2]	Average Hourly Wage	5 Year Growth Empl Growth	Ann % Growth
11-9013	Farmers, Ranchers, and Other Agricultural Managers	5,899	$103,800	$50	184	0.6%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	4,979	$39,400	$19	111	0.4%
35-3031	Waiters and Waitresses	4,884	$41,000	$20	192	0.8%
29-1141	Registered Nurses	4,868	$140,200	$67	56	0.2%
53-7065	Stockers and Order Fillers	4,335	$39,300	$19	80	0.4%
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4,057	$41,200	$20	37	0.2%
53-3032	Heavy and Tractor-Trailer Truck Drivers	3,846	$53,400	$26	68	0.4%
37-2012	Maids and Housekeeping Cleaners	3,646	$41,300	$20	174	0.9%
35-2014	Cooks, Restaurant	3,393	$42,800	$21	495	2.8%
49-9071	Maintenance and Repair Workers, General	2,892	$52,100	$25	94	0.6%
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	2,393	$47,500	$23	159	1.3%
13-2011	Accountants and Auditors	2,365	$96,300	$46	30	0.3%
47-2061	Construction Laborers	2,293	$52,900	$25	56	0.5%
45-2091	Agricultural Equipment Operators	2,155	$36,800	$18	200	1.8%
15-1252	Software Developers	2,153	$129,900	$62	125	1.1%
53-3033	Light Truck Drivers	2,080	$48,600	$23	61	0.6%
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	1,946	$56,300	$27	162	1.6%
53-7051	Industrial Truck and Tractor Operators	1,830	$42,500	$20	86	0.9%
31-9092	Medical Assistants	1,546	$46,400	$22	98	1.2%
43-6013	Medical Secretaries and Administrative Assistants	1,500	$47,900	$23	32	0.4%

41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	1,458	$72,900	$35	36	0.5%
43-4081	Hotel, Motel, and Resort Desk Clerks	1,298	$37,100	$18	83	1.3%
51-9111	Packaging and Filling Machine Operators and Tenders	1,295	$37,800	$18	51	0.8%
53-3031	Driver/Sales Workers	1,179	$44,000	$21	70	1.2%
35-3011	Bartenders	1,178	$41,400	$20	88	1.4%
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	1,064	$36,900	$18	79	1.4%
21-1093	Social and Human Service Assistants	963	$52,200	$25	55	1.1%
25-2011	Preschool Teachers, Except Special Education	956	$43,600	$21	47	1.0%
11-9051	Food Service Managers	943	$66,700	$32	49	1.0%
11-9021	Construction Managers	891	$125,700	$60	31	0.7%
21-1021	Child, Family, and School Social Workers	833	$66,200	$32	30	0.7%
11-9111	Medical and Health Services Managers	783	$140,000	$67	92	2.3%
39-9032	Recreation Workers	719	$39,100	$19	33	0.9%
49-3041	Farm Equipment Mechanics and Service Technicians	608	$50,900	$24	51	1.6%
35-1011	Chefs and Head Cooks	463	$65,000	$31	36	1.5%

Regional Indicators

A key objective of Regional Planning efforts for San Benito, Sant Cruz, and Monterey Counties Workforce Development Boards is to connect AJCC services to a regional skills infrastructure that aligns with regional labor market needs. In an effort to further refine how progress is evaluated in the Region, the indicators below are used to assess progress in the region to focus on the following:

The region has a process to communicate industry workforce needs to supply-side partners.

The region is measuring progress against our metrics through collaborations with industry partners and sector champions on how the training opportunities that were identified by the regions industry to initially develop staff and board members in fulfilling the regional plan through trained understanding of workforce needs to supply-side partners.

The region has policies supporting equity and strives to improve job quality.

The North Central Coast Region Planning Unit (NCC RPU) has strengthened collaboration with industry partners and sector champions through the development of implementation training opportunities that develops staff and board members in fulfilling the regional plan implementation. The indicators the NCC RPU focused on is to Develop benchmarks and methods to track workforce partner professional development training on priority sectors and industry workforce needs based on forums with primary industry sectors, workforce staff and partner professionals.

The region has shared target populations of emphasis.

Initially, since this is a new region the goal was to include as many community partners as possible including community colleges, industry champions, and service provider leadership. The goal was to learn from the partners across the region of the shared target population that should be emphasized. The target population of emphasis is all workforce and partner staff along with the workforce board members to ensure the knowledge base begins with those working within the workforce innovation and opportunity act system and then transmit out to the business community along with the individuals that come into organizations looking for the right training to meet the regional economic needs.

The region deploys shared/pooled resources to provide servces, training, and education to meet the target population's needs.

The NCC RPU coordinates with the Central Coast Business Engagement Roundtable (CCBER) that meets quarterly to discuss the broad region needs for Rapid Response and Layoff Aversion Activities. The CCBER includes Santa Cruz, San Benito, Monterey, San Luis Obispo, Santa Barbara, and Ventura counties. The Business Engagement Roundtable was established to support businesses in the region with their layoff and/or hiring needs along with incumbent worker training opportunities. At the quarterly meetings the team hears from State EDD/TAA, California Workforce Development Board, California Labor Federation, DOL and the Employment Training Panel for services and grant opportunities.

The quarterly roundtable is a perfect resource for the broad region to provide services, training and education to meet the needs of both business and job seekers.

Based on information from these meetings, a survey goes out to the region wide WDBs Directors to learn what each of the entities are looking for in training opportunity for their teams of staff, both WDB staff and partner staff. The Lead Agency Training Coordinator then obtains contracts with training providers to meet those needs and offers several training opportunities to the teams on a quarterly basis.

The NCC RPU and broader region have found this to be an excellent resource to provide the appropriate services, training and education based on our employers needs.

Identify which of the regional indicators the RPU etablishd objective metrics under RPI 4.0, and what those metrics were.

The regional indicators the RPU established objective metrics under is implementation indicator A, developing benchmarks and methods to track workforce partner professional development training on priority sectors and industry workforce needs based on forums with primary industry sectors, workforce staff and partner professional development surveys.

Identify any anticipated impacts that tracking and evaluating the regionally agreed upon metrics will have on each of the RPU's local workforce service delivery system.

The region measures progress agamst our metrics through collabortions with our industry partners an sector champions on how the training opportunities that were identified by the region to develop staff and board members in fulfilling the regional plan implementation through trained understanding. Impacts that tracking and evaluating the regional agreed upon metrics has on our RPU has been positive in that not just Workforce development staff but partner staff have greater understanding of how best to serve both the business and participant to satisfy their professional needs.

Fostering Demand-Driven Skills Attainment

The North Central Coast RPU frequently catalyzes conversations between regional employers and regional education providers. The RPU knows that direct connections and communications between the supply and demand side of the talent economy can alleviate inefficiencies and increase the effectiveness of education and training programs available. Besides serving as the connector between these two groups, the RPU works to sponsor events like career fairs to help students get face—or screen time—with regional employers.

Focusing on opportunities that will provide workers with sustainable-wages and upward career mobility in established and growing sectors in the region is a top priority of the RPU. The RPU also recognizes that connecting job-seekers and High Road employers will play a crucial role in the North Central Coast Region's recovery from the COVID-19 pandemic. This section of the Regional Plan identifies key industry sectors and sustainable-wage occupational pathways within those industry sectors. This data will serve as guidance for the RPU and partners in the region.

Regional Sector Pathways

Industry sectors are important because they provide a coherent picture of the local economy and opportunities for development or growth. Industry clusters can also have multiplier effects, as firms within clusters attract similar workforces, attracting more employers and creating a feedback loop that strengthens the local labor market. Focusing on specific industry clusters allows the RPU and other workforce development stakeholders to leverage the region's economic comparative advantages and develop robust education and training programs to support a qualified workforce. The North Central Coast RPU uses the data below to help inform, develop, and revise programs and initiatives.

Career Pathways and Opportunities

While the COVID-19 pandemic has reshaped national and regional economies, there remain several pathways and opportunities in resilient industries and occupations for workers entering, re-entering, or advancing in the workforce. The following analysis highlights some of the key occupations and career pathways within key industries selected for their pre-pandemic growth, wages, resilience, and upward mobility.

These pathways highlight two of the RPU's target industry clusters (Healthcare and Building and Design) along with two other key industry clusters (Finance, Insurance, Banking, and Real Estate and Professional and Business Services). This section also includes two growth industry clusters with relatively small footprints in the region but have exhibited strong recent growth and

present opportunity for development in the future. These industries were selected for their relatively high average earnings, and entry-level roles that typically provide living wages and strong potential for upward mobility.

HEALTHCARE

The Healthcare industry cluster includes industries and firms that provide medical diagnoses and treatment and includes allied health roles. Table 1 highlights a few key pathways within healthcare that offer family-sustaining wages and upward mobility. Community colleges and other training institutions in the North Central Coast region offer a range of healthcare opportunities to students. Table 8 on page 23 provides greater detail into regional openings and completions for top occupations within healthcare.

<p align="center">Number of Jobs in North Central Coast Region: 36,900</p>

Table 1. Healthcare Career Pathways [2]

	Entry-Level	**Mid-Level**	**Senior Level**
Patient Services *This segment includes workers who attend and provide medical care to patients*	**Certified Nurse Assistant CNA** Median Hourly Earnings: $18.80 Typical Education: Postsecondary nondegree award	**Licensed Practical and Licensed Vocational Nurses** Median Hourly Earnings: $29.35	**Registered Nurse** Median Hourly Earnings: $66.85 Typical Education: Bachelor's degree

[2] EMSI 2020.3

Medical Administration *This segment includes activities centered around the administration of healthcare activities*	Medical Secretaries and Administrative Assistant Median Hourly Earnings: $21.25 Typical Education: High school diploma or equivalent	Health Technologists and Technicians Median Hourly Earnings: $26.57	Administrative Services and Facilities Managers Median Hourly Earnings: $42.89 Typical Education: Bachelor's degree
Diagnostic Services *This segment works to find and diagnose the root causes of medical ailments*	Medical Assistants Median Hourly Earnings: $19.25 Typical Education: Postsecondary nondegree award	Radiological Technologists and Technicians Median Hourly Earnings: $51.74	Physician's Assistant Median Hourly Earnings: $71.99 Typical Education: Master's degree

BUILDING & DESIGN

The Building & Design industry cluster consists of firms and industries that design, construct, and repair buildings and infrastructure. Table 2 below highlights three career pathways that offer accessible entry-points, living wages, and upward mobility. Education and training providers around the North Central Coast region offer a range of programs to help students prepare for careers in Building and Design fields. Table 7 on page 22 highlights regional completions and annual openings for key occupations within the industry cluster. The RPUs also facilitate a pre-apprenticeship program which gives participants relevant hands-on experience and OSHA and first-aid certifications.

Number of Jobs in North Central Coast Region: 14,600

Table 2. Building and Design Career Pathways [3]

Entry-Level	Mid-Level	Senior Level

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[3] EMSI 2020.3

Design and Pre-Construction	Architectural and Civil Drafters	Project Management Specialists	Civil Engineer
This segment includes the drafting, designing, and planning stages of the construction process	Median Hourly Earnings: $31.27 Typical Education: Associate's degree	Median Hourly Earnings: $32.71	Median Hourly Earnings: $53.56 Typical Education: Bachelor's degree
Construction *This segment includes the foundation work, wiring, and building process*	**Construction Laborers** Median Hourly Earnings: $22.34 Typical Education: No formal education credential	**Electrician** Median Hourly Earnings: $31.03	**Construction Managers** Median Hourly Earnings: $51.74 Typical Education: Bachelor's degree
Maintenance & Operations *This segment includes maintenance, repair, and operational activities required to maintain facilities and infrastructure*	**General Maintenance and Repair Workers** Median Hourly Earnings: $21.66 Typical Education: High school diploma or equivalent	**First-Line Supervisors of Mechanics, Installers, and Repairers** Median Hourly Earnings: $36.01	**General and Operations Managers** Median Hourly Earnings: $51.91 Typical Education: Bachelor's degree

PROFESSIONAL AND BUSINESS SERVICES

Firms in Professional and Business Services industries provide a range of services, including legal, accounting, landscaping, consulting, and other specialty services. Table 3 provides a few examples of career pathways within the Professional and Business Services industry cluster. These pathways offer accessible entry-points, living wages, and strong opportunities for wage growth and upward mobility.

Number of Jobs in North Central Coast Region: 21,000

Table 3. Professional and Business Services Career Pathways [4]

	Entry-Level	**Mid-Level**	**Senior Level**

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[4] EMSI 2020.3

Legal	Legal Secretaries and Administrative Assistants	Paralegals and Legal Assistants	Lawyers
This segment includes careers that provide legal services to individuals and organizations	Median Hourly Earnings: $21.44

Typical Education: High school diploma or equivalent | Median Hourly Earnings: $24.80 | Median Hourly Earnings: $66.75

Typical Education: Doctoral or professional degree |
| **Administrative** | **Billing and Posting Clerk** | **Project Management Specialist** | **General and Operations Managers** |
| This segment includes the support and administrative services provided to a wide range of companies | Median Hourly Earnings: $22.34

Typical Education: High school diploma or equivalent | Median Hourly Earnings: $32.71 | Median Hourly Earnings: $51.91

Typical Education: Bachelor's degree |
| **Accounting** | **Bookkeeping, Accounting, and Auditing Clerks** | **Project Management Specialist** | **Accountants and Auditors** |
| This segment includes accounting, bookkeeping, and auditing services | Median Hourly Earnings: $23.56

Typical Education: High school diploma or equivalent | Median Hourly Earnings: $32.71 | Median Hourly Earnings: $37.14

Typical Education: Bachelor's degree |

FINANCE, INSURANCE, BANKING, AND REAL ESTATE (FIRE)

The Finance, Insurance, Banking, anReal Estate industry cluster includes industries and firms that specialize in financial management and transactions, insurance and actuarial activities, and real estate transactions. Table 4 highlights several career pathways across a range of industries within the cluster. Each of these pathways has entry-points that are accessible to high school or community college graduates, offer living wages, and have opportunities for career progression and advancement.

Number of Jobs in North Central Coast Region: 8,200

Table 4. Finance, Banking, Insurance, and Real Estate (FIRE) Career Pathways [5]

	Entry-Level	Mid-Level	Senior Level
Banking *This segment includes the staff that work at banks, credit unions, and other financial institutions available to the public*	**Tellers** Median Hourly Earnings: $16.12 Typical Education: High school diploma or equivalent	**Loan Officer** Median Hourly Earnings: $26.20	**General and Operations Manager** Median Hourly Earnings: $51.91 Typical Education: Bachelor's degree
Real Estate *This segment includes activities centered around real estate transactions*	**Property, Real Estate, and Community Association Managers** Median Hourly Earnings: $34.52 Typical Education: High school diploma or equivalent	**Real Estate Sales Agent** Median Hourly Earnings: $30.83	**Real Estate Brokers** Median Hourly Earnings: $64.26 Typical Education: High school diploma or equivalent
Insurance *This segment includes roles within the insurance industry*	**Insurance Claims and Policy Processing Clerks** Median Hourly Earnings: $21.41 Typical Education: High school diploma or equivalent	**Insurance Sales Agents** Median Hourly Earnings: $19.79	**Claims Adjusters, Examiners, and Investigators** Median Hourly Earnings: $39.24 Typical Education: Bachelor's degree

Growth Industries and Pathways

The following industry clusters and career pathways are highlighted because they currently employ a relatively small share of the workforce, but their recent growth, wages, and innovative fields make these industry clusters potential growth opportunities for the region. While opportunities in these industries may presently be fewer and further between, the RPU

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[5] EMSI 2020.3

monitors employers and stakeholders in these industries, prepared to offer support in training and preparing a workforce to meet any rising demand.

INFORMATION AND COMMUNICATIONS TECHNOLOGY

While the Information and Communications Technology (ICT) industry cluster has seen an overall employment decline in recent years, specific industries within the cluster have seen strong growth and offer opportunities for niche specialization. The growth in ICT has primarily been driven by custom computer programming and services, though there has also been some growth within manufacturing of specialized audio, video, and broadcasting equipment.

<p align="center">Number of Jobs in North Central Coast Region: 3,200</p>

Table 5. Information and Communication Technologies Career Pathways [6]

	Entry-Level	**Mid-Level**	**Senior Level**
Computer Systems *This sector includes the design, testing, creation, and support for various computer systems.*	**Computer User Support Specialists** Median Hourly Earnings: $29.68 Typical Education: Some college, no degree	**Web Developers and Digital Interface Designers** Median Hourly Earnings: $42.36	**Software Developers and Software Quality Assurance Analysts and Testers** Median Hourly Earnings: $52.34 Typical Education: Bachelor's Degree
Sales *This segment includes the sales and support services provided to the computer service providers*	**Customer Service Representatives** Median Hourly Earnings: $18.87 Typical Education: High school diploma or equivalent	**Sales Representatives of Services** Median Hourly Earnings: $25.10	**Sales Managers** Median Hourly Earnings: $44.72 Typical Education: Bachelor's Degree

BIOTECHNOLOGY AND BIOMEDICAL DEVICES

With just over 2,000 workers in the Biotechnology and Biomedical Devices (B&BD) industry cluster, this cluster is small but shows promising areas of growth and specialization. Between 2014 and 2019, industries like Drugs and Druggists' Sundries Merchant Wholesalers, Medicinal

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[6] EMSI 2020.3

and Botanical Manufacturing, and Medical Laboratories have seen notable growth. The growing cannabis sector is likely a driving force behind some of these industries.

<p style="text-align:center; color:#c0392b;">Number of Jobs in North Central Coast Region: 2,100</p>

	Entry-Level	Mid-Level	Senior Level
Operations *This sector includes the day-to-day management of operations*	<u>**Shipping, Receiving, and Inventory Clerks**</u> Median Hourly Earnings: $17.87 Typical Education: High school diploma or equivalent	<u>**Business Operations Specialist**</u> Median Hourly Earnings: $32.71	<u>**General and Operations Managers**</u> Median Hourly Earnings: $51.91 Typical Education: High School Diploma
Sales *This segment includes the sales and support services provided to the manufacturers*	<u>**Customer Service Representatives**</u> Median Hourly Earnings: $18.87 Typical Education: High school diploma or equivalent	<u>**Sales Representatives**</u> Median Hourly Earnings: $31.74	<u>**Sales Managers**</u> Median Hourly Earnings: $52.56 Typical Education: Bachelor's degree

Table 6. Biotechnology and Biomedical Devices Career Pathways[7]

Target Industry Occupational Gap Analysis

Examining the pipeline of regionally-developed talent and comparing it to the regional demand for respective occupations is a useful method for gauging the region's ability to produce and develop talent. The RPU will work with regional employers in these industry clusters to verify and remediate any talent gaps.

A review of the 20 most common occupations among the Building and Design industry cluster reveals that several occupations are likely under-supplied by regionally-developed talent. Table 7 highlights that there are five annual openings for Bookkeeping, Accounting, and Auditing Clerks for every relevant regional completion. Other occupations, such as Construction Laborers, may not require specific training programs, but folks who complete those programs may have an advantage in the job market relative to those who do not.

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[7] EMSI 2020.3

Table 7. Regional Supply and Demand for 20 Most Common Building and Design Occupations

SOC Code	Description	2019 Jobs	Avg. Annual Openings	Regional Completions[8]	Annual Openings per Completion
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	5,879	1,054	0	-
43-9061	Office Clerks, General	5,585	898	0	-
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	3,947	532	76	7.0
11-1021	General and Operations Managers	3,834	371	997	0.4
43-3031	Bookkeeping, Accounting, and Auditing Clerks	3,631	492	94	5.2
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,250	284	0	-
47-2031	Carpenters	1,804	240	0	-
47-2061	Construction Laborers	1,532	225	18	12.5
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	1,352	234	4	58.5
47-2111	Electricians	1,039	163	36	4.5
47-2141	Painters, Construction and Maintenance	684	91	0	-
47-2152	Plumbers, Pipefitters, and Steamfitters	652	118	0	-
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	639	87	124	0.7
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	586	99	0	-
47-2081	Drywall and Ceiling Tile Installers	440	74	0	-
13-1051	Cost Estimators	435	59	972	0.1
11-9021	Construction Managers	409	43	949	0.0
47-2181	Roofers	378	55	0	-
47-2051	Cement Masons and Concrete Finishers	307	46	0	-
47-2161	Plasterers and Stucco Masons	295	48	18	2.6

Healthcare is another target industry cluster with several occupations that may be under-supplied by regionally-developed talent. For example, there are more than eight openings for every regional completion for programs applicable to Nursing Assistants, and there are nearly four openings annually for every Dental Assistant completion (Table 8).

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[8] Regional completions and openings are matched by a Classification of Instructional Programs (CIP) and Standard Occupation Code (SOC) crosswalk developed by the Department of Education. Regional completions are aggregated and tabulated by EMSI.

Table 8. Regional Supply and Demand for 20 Most Common Healthcare Occupations

SOC Code	Description	2019 Jobs	Avg. Annual Openings	Regional Completions	Annual Openings per Completion
31-1128	Home Health and Personal Care Aides	8,875	1,911	48	39.8
43-9061	Office Clerks, General	5,585	898	-	-
29-1141	Registered Nurses	4,336	313	217	1.4
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	3,947	532	76	7.0
37-2012	Maids and Housekeeping Cleaners	3,033	432	-	-
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,370	269	-	-
31-9092	Medical Assistants	1,802	254	371	0.7
43-4171	Receptionists and Information Clerks	1,782	277	-	-
31-1131	Nursing Assistants	1,328	201	25	8.1
43-6013	Medical Secretaries and Administrative Assistants	1,274	178	52	3.4
21-1093	Social and Human Service Assistants	1,233	180	189	1.0
31-9091	Dental Assistants	972	126	33	3.8
29-2061	Licensed Practical and Licensed Vocational Nurses	897	88	61	1.4
43-3021	Billing and Posting Clerks	764	100	94	1.1
11-9111	Medical and Health Services Managers	733	94	-	-
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	681	91	193	0.5
29-1292	Dental Hygienists	661	63	18	3.5
29-1228	Physicians, All Other; and Ophthalmologists, Except Pediatric	582	61	15	4.0
11-9151	Social and Community Service Managers	515	66	1,261	0.1
29-1123	Physical Therapists	372	32	-	-

Sectoral Strategic Planning and Development

The North Central Coast region is a newly formed RPU that is working to increase collaboration and cooperation across new members, partners, and organizations. Despite its nascency, the region already has a few initiatives and collaborations. One such initiative is a pre-apprenticeship program that serves as an entry point into a range of Building and Design careers. There are also several opportunities for residents of one county to participate in out-of-county programs and several local initiatives geared towards target industry clusters.

While the RPU is still largely in the preliminary planning and organization stage, the RPU and local leadership have a common set of goals around driving sector-specific initiatives in in-demand industries. The first goal for the RPU is to assess programs and opportunities available at the local level. Once the extent of local programs in existence is known, the RPU aims to

identify opportunities for expanding well-performing local programs into region-wide offerings. Additionally, there is an opportunity for this process to reveal gaps in regional opportunities and addressing any gaps or deficiencies.

Another goal of the North Central Coast RPU is to continue to understand the region in the context of the surrounding environment and the larger state. The North Central Coast region's proximity to the Bay Area—a central powerhouse of economic and innovation activity in the state and the country—is not unnoticed. The North Central Coast RPU continues to work with the Bay Area Community College Consortium to best understand the talent needs of the broader part of the state.

The North Central Coast RPU is also looking to set up a joint venture between the four community colleges in the region (Cabrillo College, Gavilan College, Hartnell College, and Monterey Peninsula College). This joint venture aims to develop educational programs together, work with employers on a regional and local scale, and enhance programs in key industry clusters and in-demand occupations across the region. Ultimately, this joint venture would facilitate cooperation and collaboration across community colleges, removing any geographical or programmatic territorial concerns.

Enabling Upward Mobility for All Californians

The COVID-19 pandemic has laid bare and exacerbated existing inequalities. In a region like the North Central Coast region with high costs of living and a high proportion of lower-skill and lower-wage workers, job quality and upward mobility have elevated importance. Improving job quality and the ability for upward career progression for those in entry-level roles will be essential determinants of the North Central Coast region's recovery. This section of the Regional Plan focuses on how the North Central Coast region can improve the economic security for its residents through support and collaboration with High Road employers and improving accessibility to High Road jobs for historically underserved populations.

Throughout this report, several industry clusters and career pathways were highlighted. The North Central Coast RPU prioritizes training programs within these select industry clusters and career pathways so that the result of the programs is often a High Road job, regardless of the employer. In cases where a High Road job may not be a typical outcome for that occupation, the RPU aims to work specifically with employers who support the tenets of High Road employment; living wages, benefits, good working conditions, and adequate hours with predictable scheduling.

High Road Workforce System and Job Quality

Job quality is an important measure of a region's labor market. A region may have a lot of jobs, but if most of those jobs pay low wages and require relatively little skill and education, the

regional workforce and economy is likely to suffer. To determine job quality, the research team examined wage data from the Bureau of Labor Statistics' Occupational Employment Statistics (OES). Occupations within 3-digit NAICS industries were assigned tiers based on median annual earnings. Looking at occupations within specific industries allows for differentiation between a medical equipment sales representative and a sales representative of office products. Since wages are strongly correlated with a job's skill, education, and experience requirements, wages provide an intuitive metric to assess job quality.

Table 9. Job Quality Definitions

| Tier 1 Occupations	Tier 2 Occupations	Tier 3 Occupations
Tier 1 occupations are typically the highest-paying, highest-skilled occupations in the economy. This occupational category includes positions such as managers (e.g., Chief Executives and Sales Managers), professional positions (e.g., Lawyers and Physicians), and highly skilled technology occupations, such as scientists, engineers, computer programmers, and software developers.	**Tier 2 occupations are typically the middle-skill, middle-wage occupations.** This occupational category includes positions such as technicians, teachers, office and administrative positions (e.g., Accounting Clerks and Secretaries), and manufacturing, operations, and production positions (e.g., Assemblers, Electricians, and Machinists).	**Tier 3 occupations are typically the lowest-paying, lowest-skilled occupations that have historically provided the largest portion of employment in the region**. These occupations include positions such as security guards, foodservice and retail positions, building and grounds cleaning positions (e.g., Janitors), and personal care positions (e.g., Home Health Aides and Child Care Workers).

Job quality in the North Central Coast region is lower than the statewide average. The region has 27% more lower-skill, lower-paying Tier 3 jobs than the statewide average. More than half (58%) of all jobs in the region are Tier 3. The North Central Coast region also has 34% fewer higher-skill, higher-paying Tier 1 jobs (Figure 1).

Figure 1. Job Quality (2019)[9]
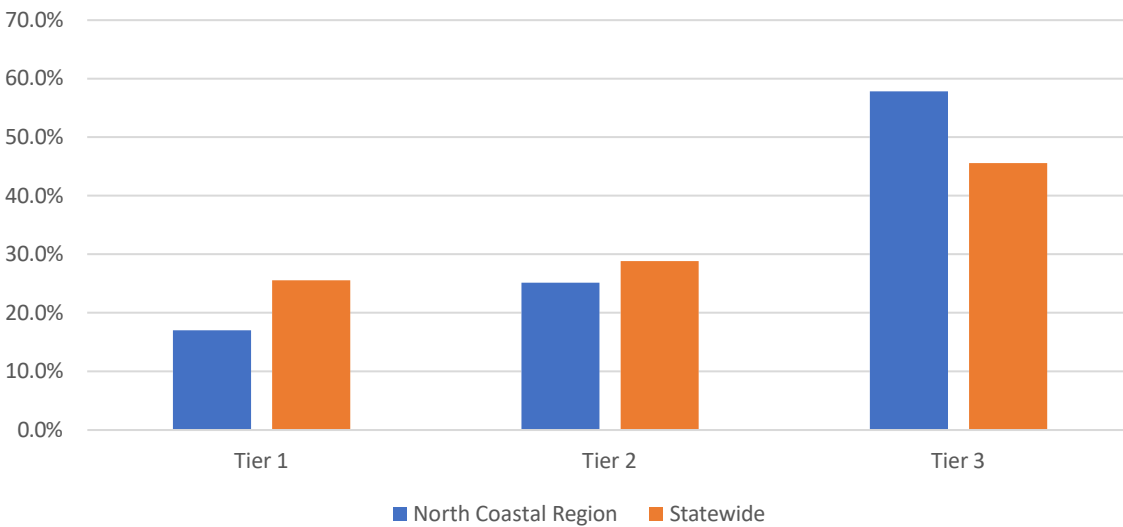
Between 2014 and 2019, the North Central Coast region saw a slight increase in job quality. The share of higher-skill, higher-paying Tier 1 and Tier 2 jobs increased as a proportion of the overall labor market while the share of lower-skill, lower-paying Tier 3 jobs declined (Figure 2). The growth in job quality in the North Central Coast region is similar to that seen statewide.

Figure 2. Change in Job Quality (2014-2019) [10]

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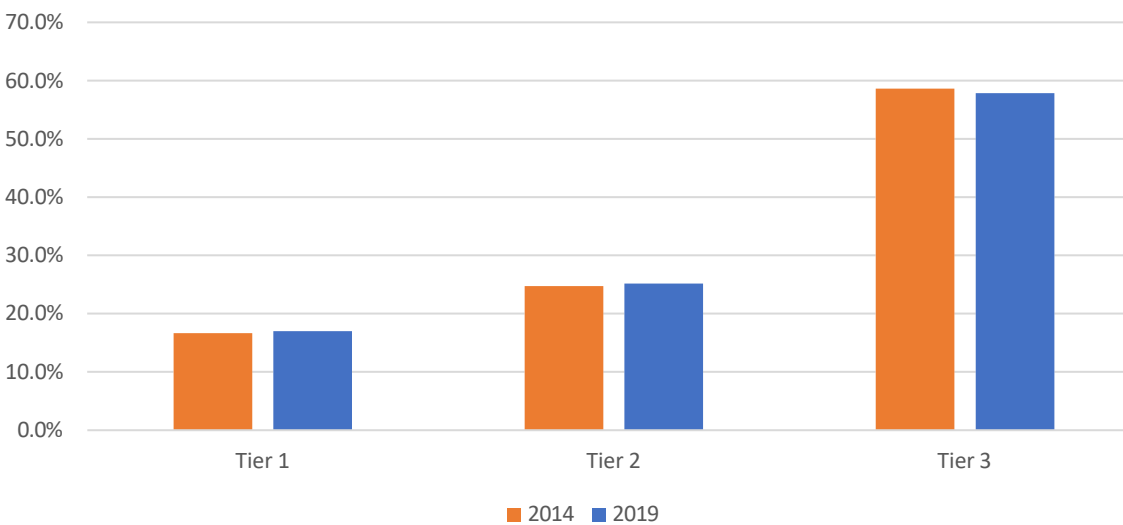
[9] Emsi 2020.3
[10] Emsi 2020.3

Job Volatility

The research team developed a job volatility index that ranks occupations based on the share of their skills and abilities that can be replaced by modern technology. To do this, the research team examined O*NET data that contains occupation-level survey data on 26 different skills. These skills were examined on their relative importance to the job and their complexity. The scores for each of these skills were then aggregated within each occupation, resulting in a metric that demonstrates the relative risk an occupation has of change due to technological advancement.

Tier 1 Automation Volatility	Tier 2 Automation Volatility	Tier 3 Automation Volatility	Tier 4 Automation Volatility
Tier 1 occupations have a very low share of activities that can be replaced or heavily augmented by technology within five years. These occupations include Coaches and Scouts, Surgeons, and Chief Executives.	**Tier 2 occupations have some tasks that can be automated, though automation will likely expand these roles rather than replace them.** These occupations include Pest Control Workers, Graphic Designers, and Energy Auditors.	**Tier 3 occupations have a moderate share of work that can be replaced by technology.** These occupations include Landscaping and Groundskeeping Workers, Dishwashers, and Travel Agents.	**Tier 4 occupations are the most at risk of automation**. A large share of work activities can be replaced or heavily augmented by technology within five years. These occupations include Slaughterers and Meat Packers, and Sewing Machine Operators.

A majority (53%) of occupations in the North Central Coast region fall under the 'Moderately Automatable' category. This category includes Farmworkers and Laborers, Cashiers, and Retail Salespersons. For many of these roles, automation already exists in some capacity; there are self-driving tractors, self-checkouts, and abundant online shopping. While these technologies are unlikely to entirely replace these roles in the near future, they may suppress hiring and wages over time as technologies decline in costs. The North Central Coast region also has a greater share of these workers than the statewide average (Figure 3). A recent survey of employers revealed that many businesses have already adopted or are considering adopting

additional automation of tasks or roles within their company. Tracking job volatility due to automation will become an increasingly important metric as technology advances, and the RPU will consider this metric in future planning.

Figure 3. Occupational Volatility Due to Progressing Technology
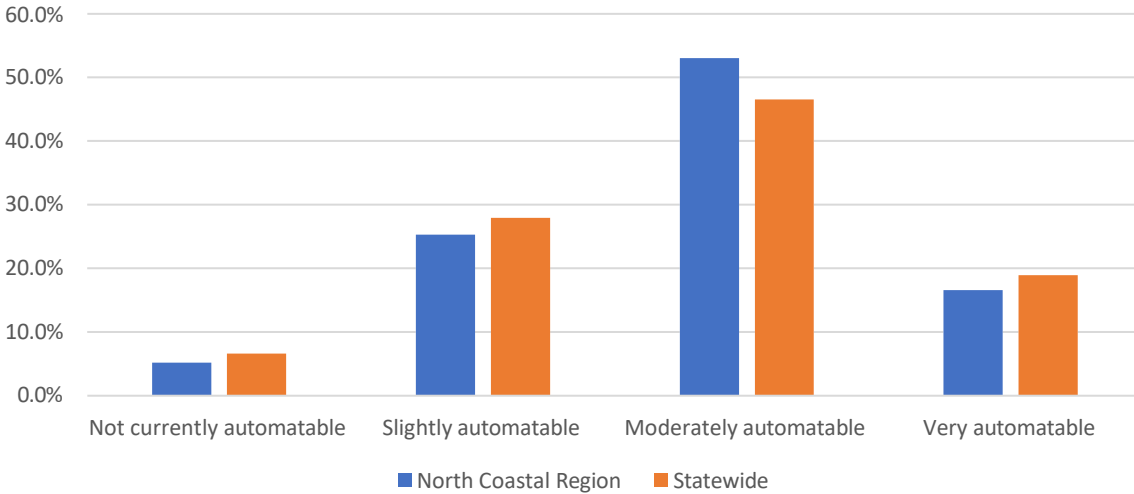
The North Central Coast RPU and its local members believe that High Road jobs that offer living wages, benefits, and support the quality of life are an essential component of workforce development. The RPU has worked to enhance the awareness and availability of high-quality jobs and is working to develop strategies, including working with community colleges to drive High Road jobs forward. The RPU strives to support and promote opportunities that lead to high-quality jobs and formalizing these commitments in the future.

To date, the RPU has conducted several research efforts to understand where High Road jobs are and the pathways that provide entryways into these occupations. This knowledge is the first step in prioritizing job quality. The research allows the RPU to work deliberately with employers and community colleges to help fill gaps in training and skills that lead to these High Road jobs.

The North Central Coast RPU is also thinking about job quality in the context of the post-COVID-19 economy. Data, including some of the data in this regional plan, reflect devastating losses among many lower-paid and lower-quality employment opportunities. The RPU sees this disruption as a call to action and an opportunity to help workers transition to entry points among in-demand and higher-quality positions. With research in-hand, the RPU can lead the development and support of specific programs that lead to high-quality jobs.

Survey data from regional employers also suggests that many businesses are looking to re-store their supply chains, increasingly looking for suppliers within the state and the North Central Coast region. Should this trend continue, the North Central Coast region may see an increase in demand for the production and distribution of raw materials and input goods, bolstering demand for typically well-paying manufacturing and distribution roles. The RPU will continue to monitor the situation and act proactively to ensure there is a workforce that is prepared to meet these new demands.

Equity and Economic Justice

The COVID-19 pandemic exposed some of the existing racial and economic inequalities in the North Central Coast and the broader country. These events have added greater importance to the RPU's role in ensuring access and equal opportunities are available to all interested, regardless of their race, ethnicity, or economic status. The newly formed North Central Coast RPU has prioritized formalizing a policy around equal access to opportunities.

The RPU relies upon demographic and census data to identify and target outreach efforts to specific populations in need throughout the North Central Coast region. North Central Coast One Stops are intentionally located in areas closest to populations most likely to use them and are the RPUs primary point of contact with in-need populations. This makes One Stops and their work crucial to ensuring programs and opportunities are available to all who seek them. This includes providing services or referring customers to other providers so that an individual with multiple needs can receive supports for each of their needs. The RPU will support the One Stop operators throughout the region to hold regular meetings and communicate openly, sharing best practices, challenges, and partnership opportunities.

The RPU also aims to encourage outreach and support regular meetings between Community-Based Organizations (CBOs), One Stops, and other stakeholders. CBOs and their grassroots-level work within communities are often the RPUs greatest asset in accessing target populations. CBOs also often offer a range of support services to these individuals, who often face multiple employment barriers. Removing all barriers a job seeker has gives them their best chance of success. Removing these barriers also requires cooperation and coordination across several parties, including CBOs, One Stops, educational institutions, and support services like childcare and transportation. The RPU intends to help foster communication and connections between these stakeholders to mitigate barriers and maximize job seekers' chance of completing their program and entering the workforce.

The North Central Coast RPU also continues to support the "Prison to Employment" or "P2E" program, which assists formerly incarcerated individuals in navigating the array of barriers in the re-entry process. P2E helps formerly incarcerated individuals access support services, earn and learn opportunities, select career pathways, and braided resources. This program is made possible through the collaboration and coordination of dozens of stakeholders. Many of these stakeholders are CBOs and non-profits, such as the Central Coast Goodwill, the 5 Cities Homeless Coalition, Community Solutions, MILPA Collective, and Veteran's Transition Center, among others. The RPU also worked with several local Departments of Corrections, state agencies, educators, and employer champions. The North Central Coast aims to carry this extensive collaboration into other initiatives around the region going forward.

Aligning, Coordinating, and Integrating Programs and Services

This section of the Regional Plan discusses the current state and future aspirations for cooperation and collaboration by regional partners to maximize the efficiency and effectiveness of resources and to serve target populations better. As a newly formed region containing parts of old systems, the North Central Coast RPU is in the position to build off collaborative efforts that worked well in the past while also building new systems with new partners.

System Alignment

The North Central Coast RPU has begun discussions around identifying and aligning the priorities of the newly formed RPU. While some of these discussions are around creating a new MOU, cost referrals, and training referrals, the RPU is also discussing opportunities to expand collaboration around joint rapid response and employer engagement. One area of interest is the introduction of a region-wide virtual job fair. All traditional job fairs have been canceled due to public health concerns, but a region-wide virtual job fair has the opportunity to expose residents from all three counties to a wide range of employers who are hiring. The RPU is also working on the update to the regional website to incorporate the new partner to the North Coastal RPU . Theregional website provides a list of region-wide services, programs, and initiatives that business and job seekers can access.

While formal details of administrative cost-sharing agreements continue to be discussed, the RPU has developed a regional procurement structure for consultants, including a regional RFQ for One Stop operators. The use of the region-wide consultant procurement system has saved the local partners time and effort, eliminating the need to re-procure services for each RPU member. The RPU is also discussing the potential to jointly fund a regional coordinator. The regional coordinator would work to rescale and revamp program monitoring.

Appendix A: Stakeholder and Community Engagement Summary

The development of comprehensive plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community-based organizations as well as WIOA core, required, and strategic program partners. These partnerships will ensure the inclusion of person-centered approaches to addressing multifaceted barriers to employment by utilizing input from the communities themselves.

Stakeholders participating in the planning processes should include but are not limited to, employers, labor organizations, education partners, human services and housing partners as well as community-based organizations that provide services to target populations such as: justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, and any other entities supporting historically unserved or underserved communities.

Using the template below, Regional Planning Units and Local Workforce Development Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement was achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
2.7.2023 Zoom Community Mtg	All interested parties for San Benito County, Santa Cruz County, Monterey County	AJCC Partners for all 3 counties, EDD representing all 3 counties, WDB staff/teams for Santa Cruz, San Benito and Monterey Counties	Only comment received was request to link for Regional and Local Plans for all 3 counties - provided
			Comment received requesting link to report for

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
			Monterey County that included Region on "The Great Transition and the New World of Work
2.13.2023-3.15.2023 Public Comment Period	Community, Public, Any interested persons	No comments received during 30-day public comment period	

Appendix B: Public Comments Received that Disagree with Regional Plan

None

Appendix C: Current Demogaphics for the Region

North Central Coast Demograpphic Profile

	Percent	Value
	North Central Coast	**North Central Coast**
Demographics		
Population (ACS)		767,694
Male	50.4%	386,637
Female	49.6%	381,057
Median Age[2]		36.0
Under 18 Years	23.6%	181,480
18 to 24 Years	11.6%	89,357
25 to 34 Years	13.6%	104,115
35 to 44 Years	12.6%	96,377
45 to 54 Years	12.0%	92,390
55 to 64 Years	12.0%	92,189
65 to 74 Years	8.8%	67,750
75 Years and Over	5.7%	44,036
Race: White	58.7%	450,787
Race: Black or African American	2.0%	15,157
Race: American Indian and Alaska Native	0.7%	5,307
Race: Asian	5.3%	40,494
Race: Native Hawaiian and Other Pacific Islander	0.3%	2,651
Race: Some Other Race	25.7%	197,152
Race: Two or More Races	7.3%	56,146
Hispanic or Latino (of any race)	50.1%	384,403
Population Growth		
Population (Pop Estimates)[4]		764,886
Population Annual Average Growth[4]	0.4%	2,981
People per Square Mile		150.6
Economic		
Labor Force Participation Rate and Size (civilian population 16 years and over)	62.7%	376,789
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	79.5%	230,836
Armed Forces Labor Force	0.8%	5,119
Veterans, Age 18-64	2.6%	12,330

Veterans Labor Force Participation Rate and Size, Age 18-64	73.0%	9,004
Median Household Income[2]		$82,789
Per Capita Income		$36,585
Mean Commute Time (minutes)		26.3
Commute via Public Transportation	1.6%	5,580
Educational Attainment, Age 25-64		
No High School Diploma	21.7%	83,603
High School Graduate	19.7%	75,735
Some College, No Degree	20.4%	78,608
Associate's Degree	8.6%	33,110
Bachelor's Degree	18.7%	71,865
Postgraduate Degree	10.9%	42,150
Housing		
Total Housing Units		266,944
Median House Value (of owner-occupied units)[2]		$658,861
Homeowner Vacancy	0.9%	1,189
Rental Vacancy	2.9%	3,182
Renter-Occupied Housing Units (% of Occupied Units)	43.8%	106,214
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	4.5%	10,936
Social		
Poverty Level (of all people)	11.8%	86,881
Households Receiving Food Stamps/SNAP	7.9%	19,274
Enrolled in Grade 12 (% of total population)	1.8%	13,634
Disconnected Youth[3]	1.7%	837
Children in Single Parent Families (% of all children)	33.2%	57,167
Uninsured	7.6%	57,207
With a Disability, Age 18-64	7.4%	34,048
With a Disability, Age 18-64, Labor Force Participation Rate and Size	45.8%	15,603
Foreign Born	24.1%	184,819
Speak English Less Than Very Well (population 5 yrs and over)	20.2%	145,122

Source: JobsEQ®

1. American Community Survey 2016-2020, unless noted otherwise
2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.
   3. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates,

and (3) either unemployed or not in the labor force.

4. Census Population Estimate for 2020, annual average growth rate since 2010.

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Appendix D: Signature Page

By signing below, the Local Board Chairs request approval of the North Central Coast's 2021-2024 Two Year Modifications to the Regional Plan.

Local Board Chairs	Local Board Chairs	Local Board Chairs
Signature	DocuSigned by: Rob Morse — 10935F123F4F4E1... Signature	Signature
Erik Cushman Name	Rob Morse Name	Richard Bianchi Name
Monterey County Workforce Development Board Chair	Santa Cruz County Workforce Development Board Chair	San Benito County Workforce Development Board Chair
Title	Title	Title
3/23/23 Date	3/22/2023 Date	3/30/23 Date