



SANTA CRUZ COUNTY

1000 Emeline Ave.
Santa Cruz, CA 95060
(831) 454-4873

www.santacruzwb.com

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Community Foundation of Santa Cruz County
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- Russ Elliot, Director, Human Resources**
Easton-Bell Sports
- Cecilia Espinola, Director**
Santa Cruz County Human Services Department
- Jon Gundersgaard, Senior, Technical Recruiter**
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- Dave Hood, President**
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- Christine Johnson-Lyons, Executive Director**
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- Stephen Mangelsen, Partner**
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United Transportation Union, Local 23
- Patrick Mulhearn, Business Representative**
Aptos Chamber of Commerce
- Carlos Palacios, Manager**
City of Watsonville
- James Parker, Facility Team Leader**
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- Rock Pfothenhauer, Dean Career Education and Economic Development**
Cabrillo College
- Mary Powers, Principal**
Santa Cruz Adult School
- James Quist, Senior Vice President**
Wells Fargo Bank
- Howard Sherer, Co-Owner**
Hutton Sherer Marketing
- Mark Treanor, Branch Manager**
Graniterock
- William Tysseling, Executive Director**
Santa Cruz Area Chamber of Commerce
- Ed (Ned) Van Valkenburgh, Marketing Representative**
Carpenters Union Local 505
- Michael Watkins, Superintendent**
Santa Cruz County Office of Education
- Robert Williamson, Business Representative**
IAISE, Local 611
- Chris Wolfe, Administrative Equipment Manager**
Granite Construction, Inc.

DIRECTOR:
David Lundberg

**Workforce Investment Board
Comprehensive Economic Development Strategy
(CEDS) Committee
Human Resources Agency Executive Conference Room
1000 Emeline Avenue, Santa Cruz, CA
Wednesday, September 21, 2011 @ 9:30 am**

AGENDA 1

CALL TO ORDER/INTRODUCTIONS - Ron Slack

CHANGES TO THE AGENDA

**PUBLIC COMMENT - For items not listed on the agenda.
Limited to 3 minutes.**

Comments by Chair/WIB Director: Ron Slack

Approve May 18, 2011 Minutes.....2-5

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Other Issues/Discussion/Announcements

Next Meeting: January 18, 2012

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Building Economic Prosperity through Workforce Development



SANTA CRUZ COUNTY

1000 Emeline Ave.
Santa Cruz, CA 95060
(831) 454-4873

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Comprehensive Economic Development Strategy Committee
May 18, 2011 @ 9:30 AM
Graniterock Meeting Room
350 Technology Drive, Watsonville, CA

The Chair called the meeting to order at 9:45 a.m. Since no quorum was present, the Committee met with all action items recommended for approval in the September 18, 2011 CEDS Committee meeting.

Committee Members in Attendance

Dobson, David	Economic Development Manager, Santa Cruz County
Goldstein, Jamie	City Manager, City of Capitola
Kurt Overmeyer	Economic Development Manager, City of Watsonville
Siegel, Carol	Employment Manager, Santa Cruz Seaside Company
Slack, Ron	Publisher, Good Times

Committee Members Absent

Ando, Steve	City Manager, City of Scotts Valley
Gundersgaard, Jon	Sr. Technical Recruiter, Seagate Technology
Koht, Peter	Economic Development Coordinator, City of Santa Cruz
Lambert, Julie	Director, Finance and Human Resources, S. Martinelli and Company
Treanor, Mark	Branch Manager, Graniterock
Tysselung, Bill	Executive Director, Santa Cruz Area Chamber of Commerce

Staff in Attendance

Lundberg, David	WIB Director
McNeil, Gary	WIB Analyst

Guests

Swenson, Roger	Graniterock
Svensson, Doug	Applied Development Economics.

Subject: Welcome

Roger Swenson of Graniterock welcomed Committee members, staff and visitors to the Graniterock Corporate headquarters, and sent regrets of Committee member Mark Treanor who could not attend the meeting. Roger informed the Committee that Graniterock is 110 year-old privately held business based in Watsonville, with quarry operations supplying construction materials throughout the Bay Area. Chair Ron Slack thanked Roger and Graniterock for the opportunity to hold the CEDs meeting at the corporate offices

Discussion: Chair Ron Slack welcomed the Committee members and guests to the meeting. WIB Director David Lundberg thanked Graniterock and President Bruce Woolpert for his ongoing support of the Workforce Investment Board. David also reported on:

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PAMF Santa Cruz
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Sheet Metal Workers' Union, Local 104
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Granite Construction, Inc.

DIRECTOR:

David Lundberg

- Watsonville/Aptos Adult Education is working with the WIB on piloting a project to provide assessment and skill upgrade training to job seekers.
- The WIB Board recently received a \$1.4 million grant to fund jobs to assist with the Tsunami clean-up and recovery effort. Since the whole county is part of the disaster declaration, worksites may be located throughout the county.
- The WIB is working to support businesses and workers experiencing layoffs through a contract with the Small Business Development Center, and return on investment analysis estimates that more than \$500,000 in unemployment benefits has been saved by preventing 50 layoffs through the SBDC service.
- The WIB is working with a Rapid Response consultant to plan for more comprehensive layoff aversion services for business and employees.
- The WIB is submitting a proposal to EDD for a Governor's 15% Discretionary grant to serve workers impacted by layoffs in Santa Cruz County.

Subject: Public Comment

Discussion: There was no public comment.

Subject: Approval of the January 19, 2011 Meeting Minutes

Discussion: None.

Action: Recommend approval of January 19, 2011 Meeting Minutes

Status: Motion to Approve: Ron Slack
 Motion Seconded: David Dobson
 Abstentions: None.
 Committee Action: All voted in favor, recommendation passes.

**Subject: Discussion and Action Items
 D.1 Economic Development Agency (EDA) Approval of 2010 CEDS Annual Performance Update**

Discussion: Staff reported that on March 15, 2011 the CEDS Update was submitted to EDA, and staff received official notification that the 2010 Update was approved on March 17, 2011. Approval of the Update ensures that local jurisdictions will remain eligible for EDA funding to support local public projects. In reviewing the proposed CEDS Update on March 15, 2011, the Santa Cruz County Board of Supervisors directed staff to submit recommended Santa Cruz County priority projects to be considered for EDA funding in the fall in order for the Board to have earlier input in the planning process and to ensure geographic diversity in selecting the priority projects.

Action: Recommend acceptance of the report on the approved 2010 CEDS Update and direct staff to incorporate the Board of Supervisors direction into the CEDS work plan for the development of the 2011 CEDS update.

Status: Committee Action: The action was approved unanimously, with no formal vote.

**Subject: Discussion and Action Items
 D.2 Planning for 2011 Comprehensive Economic Development Strategy (CEDS) Update**

Discussion: Staff explained that in order to facilitate the ongoing oversight and implementation of the CEDS and to complete an annual update as required by the federal Economic Development Administration, staff recommends the renewal of the current agreement with consultant Applied Development Economics (ADE) for the upcoming fiscal year. ADE has served as the lead consultant in the production and submission of both the Five-Year CEDS Plan as well as the three subsequent annual CEDS Updates, working closely with WIB staff, local jurisdictions, and the CEDS Committee. This contract would be funded through the ongoing Memorandum of Understanding between the County of Santa Cruz and the Cities of Capitola, Santa Cruz, Scotts Valley, and Watsonville. No change to the current contract level of \$25,000 is anticipated.

Action: Recommend that staff be authorized to enter into negotiations with ADE for 2011-12 CEDS consultant services to be submitted for approval by the Santa Cruz County Board of Supervisors.

Status: Committee Action: The action was approved unanimously, with no formal vote.

**Subject: Discussion and Action Items
D.3 Applied Development Economics (ADE) Cluster Study Report**

Discussion: In its January meeting, the CEDS Committee directed ADE to update the 2000 Santa Cruz County Regional Clusters Study as well as the newly added environmental technology cluster, and to utilize this information to engage business and workforce development stakeholders in a forum which will be geared toward identifying future jobs in growing businesses and sectors where replacement job openings will occur. ADE presented its update of the economic clusters including environmental technology, and discussed and planned for the presentation of this information at a panel discussion to be incorporated in the June 8, 2011 WIB Board meeting. Committee members commented that sector analysis may not always be accurate. For instance, business categorized in leisure sector may have capacity and transferrable technology to engage in manufacturing. The Committee provided additional guidance in planning the panel discussion at the June 8, 2011 WIB meeting.

Action: Recommend that the CEDS Committee accept ADE's report and update to the 2000 Santa Cruz County Region Clusters Study, and include it in the June 8, 2011 WIB meeting forum on job growth in selected economic clusters.

Status: The Committee accepted this recommendation with no formal vote.

**Subject: Discussion and Action Items
D.4 Jurisdictional Updates on Economic Development and Redevelopment Activity and Progress**

Discussion: To share information between all members of the Comprehensive Economic Development Strategy Committee, each jurisdiction is asked to provide an update on economic development activities. This meeting will focus on the status of Redevelopment Agencies, and local impacts if they are eliminated.

Jamie Goldstein reported that Capitola has made necessary financial arrangements to continue with projects already committed under its Redevelopment Program. One project is to work with Capitola Mall owners to provide needed upgrades. Efforts are moving forward to place a large retail store in the vacated Gottschalks space. Capitola is also assisting residents to purchase their mobile home park. Pacific Home Mobile Home Park was severely damaged

by the March floods and will be closed, with eligible families receiving relocation assistance. Other road improvement and parking structure plans are moving forward.

David Dobson of Santa Cruz County reported that Santa Cruz County has committed and transferred all redevelopment resources to the County for completion of the designated projects, including a new Sheriff's facility. The Redevelopment Agency department is being closed. It appears that the County will keep the Economic Development Manager position located in another department. David indicated that the County is working to attract a new business to the County that will possibly generate 60-80 jobs over the next five years. He is also working with education the development of a business incubator in the county.

Kurt Overmeyer reported on Watsonville's ongoing local business marketing efforts which include new media approaches, as well as local business attraction, retention and expansion efforts. Nordic Naturals has a new site but is quickly outgrowing the new space and may need to expand. The County has been helpful and cooperative in addressing road access issues. Efforts are moving forward to place business in the vacant Birdseye and Gottschalks properties. Watsonville has protected its redevelopment funds but is awaiting the results of the legislative process to see if there is a compromise to keep the Redevelopment Agency in place.

Subject: Discussion and Action Items

D.5 Adopt as the CEDS Committee's project for 2011-12 that supports the WIB's Strategic Goals and report back to the Executive Committee and WIB: Convene businesses in potential regional growth clusters and promote strategies for economic and workforce development

Discussion: David Lundberg briefly presented this item to the Committee, which reviewed the 2011-14 WIB Strategic Plan goals and the proposed CEDS activity.

Action: Recommend that the CEDS Committee adopt as its 2011-12 Committee Activity to convene businesses in potential regional growth clusters and promote strategies for economic and workforce development

Status: Due to the lack of a quorum and the length of the discussion for prior agenda items, there was no formal action on this item.

Subject: Information Items
I.1 Employment/Unemployment Information
I.2 PY 2011-12 CEDS Meeting Calendar
I.3 SJ Mercury article on redevelopment agency future
I.4 Rapid Response Activities

Discussion: The Committee reviewed and accepted current Labor Market Information, and the additional informational items.

Meeting adjourned at 11:30 a.m.

Next Meeting: September 21, 2011 @9:30 a.m.

DISCUSSION AND ACTION ITEM D. 1

TO: Comprehensive Economic Development Strategy Committee

DATE: September 21, 2011

FROM: David Lundberg, Director



For Information



For Action

SUBJECT: WIB Strategic Plan: 2011-12 CEDS Action Items

RECOMMENDATION:

- *Review progress on the CEDS Committee’s Actions to date as they relate to the WIB strategic plan*

DISCUSSION: As you know, the Workforce Investment Board adopted specific actions for each Committee, including your Committee, to accomplish in 2011-12 in order to make progress on the goals in the WIB’s 2011-14 Strategic Plan. The activities for your CEDS Committee were recommended by your Committee and follow. Progress on the items is included below.

<ul style="list-style-type: none"> • <u>Goal 2:</u> Align workforce development strategies to support local economic development 		
<p>2.2 Action: Support current and emerging Business</p> <p>a. In 2011-12: Maintain or enhance one strategy per year</p>		
<p>CEDS-related actions:</p> <ul style="list-style-type: none"> • <i>Convene businesses in potential regional growth clusters and promote strategies for economic and workforce development</i> 		
Benchmark	Progress to Date	Status
<ul style="list-style-type: none"> • Convene Clusters Forum 	<ul style="list-style-type: none"> • June 8, 2011 WIB Meeting Panel Discussion • Next Steps to take with Forum information? 	<ul style="list-style-type: none"> • Completed • Discuss at 9/21/11 CEDS Committee Meeting
<ul style="list-style-type: none"> • <u>Goal 4:</u> Increase Board (WIB) Effectiveness 		
<p>4.1 Action: Examine Board and Committee Structure to ensure Board is as effective as possible</p> <p>a. In 2011-12: Assess current structure; reorganize as needed</p>		
<p>CEDS-related actions:</p> <ul style="list-style-type: none"> • <i>None yet identified</i> 		
Benchmark	Progress to Date	Status

Background:

The WIB adopted the 2011-14 Strategic Plan at its February 23, 2011 meeting with the following four goals:

2011-2014 Strategic Goals for Workforce Santa Cruz County

Goal 1: Increase effectiveness of local and regional workforce development system to better meet job seekers, business and community needs

Goal 2: Align workforce development strategies to support local economic development

Goal 3: Develop strategic relationships with educators, employers and community partners to:

- Increase the skill levels of youth and adult job seekers and
- Create opportunities for employment, career mobility and self-sufficiency

Goal 4: Increase Board (WIB) Effectiveness

ATTACHMENTS:

- None.

DISCUSSION AND ACTION ITEM D.2

TO: Comprehensive Economic Development
Strategy Committee

DATE: September 21, 2011

FROM: Gary McNeil, WIB Senior Analyst

For Information

For Action

**SUBJECT: Planning for 2011 CEDS Performance Measure Updates - Applied
Development Economics Contract Work Plan**

RECOMMENDATION:

- **Review, Discuss and Approve Applied Development Economics Work Plan
For 2011 CEDS Performance Update**

DISCUSSION: As your Committee is aware, there is a Memorandum of Understanding (MOU) between the Redevelopment Agencies of the cities of Capitola, Santa Cruz, Scotts Valley and Watsonville along with Santa Cruz County Redevelopment Agency and the Human Services Department regarding the ongoing management of the regional Comprehensive Economic Development Strategy (CEDS) Plan. Among other roles and responsibilities involving CEDS planning, the MOU also provides for preparation of the CEDS Annual Performance Report to the Economic Development Administration. Although your committee recommended that consultant Applied Development Economics, Inc. (ADE) be retained in fiscal year 2011-12 to develop and complete the 2011 CEDS Annual Report, there have been delays in confirming the financing for this contract.

Staff will present and discuss the work plan for 2011-12 included in the proposed ADE contract and consider options for moving forward with the CEDS planning process pending the completion of the ADE contract.

**Staff recommends that the Committee review and discuss the 2011 CEDS
Performance Update work plan.**

ATTACHMENTS:

- 2011-12 Proposed ADE Contract Scope of Work

Proposed 2011-12 Applied Development Economics Scope of Work (deliverables)

DELIVERABLES

The Contractor agrees to do the following:

Workplan and Timeline

- Develop a workplan and timeline to achieve the following (steps needed to complete the CEDS Annual Performance Report) and submit it for approval to WIB/County.

CEDS Annual Performance Report

Meetings Attendance

- Attend Santa Cruz County CEDS Project Team, Committee, Executive Committee, WIB and/or Board of Supervisors meetings as needed to develop the CEDS Annual Performance Report and agreed upon between the WIB/County and Contractor.

Annual Performance Report Background Information

- Gather and analyze data and information from each jurisdiction necessary to report annual progress on each Performance Measure in the 2007 Five-Year CEDS Plan.
- Gather and analyze data necessary to report on the following in the CEDS Annual Performance Report:
 - a. Number of jobs created after implementation of the CEDS;
 - b. Number and types of investments undertaken in the region;
 - c. Number of jobs retained in the region;
 - d. Amount of private sector investment in the region after implementation of the CEDS; and
 - e. Changes in the economic environment of the region.

Annual Performance Report Document

- Using the above information, and other information as needed, draft the CEDS Annual Performance Report for submission to EDA. Document drafts may need approval, as defined by the WIB/County by the CEDS Project Team/Committee, WIB Executive Committee, WIB and/or Santa Cruz County Board of Supervisors.
- Preparing the Annual CEDS Performance Report/Update document with timelines agreed upon by the WIB/County, which allow review by the CEDS Project Team/Committee, WIB Executive Committee, WIB and/or Santa Cruz County Board of Supervisors and submission to EDA for approval by February 28, 2012.
- Preparing the draft CEDS Annual Performance Report in keeping with EDA guidelines including:
 - Documenting the progress achieved on economic development activities regardless of the source of funding, and reports on changing economic conditions.
 - Keeping the CEDS Annual Performance Report short and readily accessible to the public and decision makers who may use it to keep track of the CEDS and its implementation.
 - The CEDS Annual Performance Report should:
 - (1) Adjust the CEDS as needed. Adjustments to the strategy may be necessary during the course of the year to take advantage of unforeseen opportunities or address unexpected problems. These adjustments should be consistent with the overall strategy and must be documented in the next annual report. Any changes in the structure or composition of the Strategy Committee or staff should also be described in the annual report.
 - (2) Report on the previous year's economic development activities and any significant changes in the region's economic conditions. A report of economic development activities undertaken in the previous year should be related to the needs identified in the strategy. Doing so will assist EDA and other Federal agencies in reporting the benefits resulting from the use of Federal funds.

(3) Evaluate effectiveness in meeting goals. The report should contain an evaluation that measures effectiveness in meeting the goals of the strategy. Performance measures should be identified to evaluate the CEDS progress of activities. EDA funded planning grantees should conduct annual evaluations of the performance of the CEDS process and include the results in the annual report submitted to EDA.

(4) Schedule achievable goals for the coming year. A program of activities should be set out in a format similar to the action plan contained in the CEDS document. The details in the schedule of activities should be as definitive as possible and should set the baseline for reporting performance in the next annual report. The program of activities should also, as appropriate, be incorporated into the work program of EDA funded planning grants.

Other Deliverables

- The Contractor, with the Project Team, will work toward submission to EDA which has the County's CEDS Plan CEDS Annual Performance Report EDA-approved by February 28, 2012. This includes submitting the draft CEDS Plan CEDS Annual Performance Report to EDA no later than February 1, 2012.
- Present information to the Executive Committee, or other bodies of the WIB or community, of the WIB as determined by the WIB Director.
- Contractor will report to the WIB Director or designee at a minimum four periodic progress reports. Meetings may be face-to-face, by phone or in writing as specified by the WIB Director or designee. The periodic progress summary shall briefly summarize:
 - Activities accomplished that month based on the Work plan
 - Any problems that arose and how the problems are being addressed
 - Any deviation from the schedule of activities in the Contractor's work plan/scope of services
 - Plan with action steps to get the project back on schedule

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DISCUSSION AND ACTION ITEM D.3

TO: Comprehensive Economic Development
Strategy Committee

DATE: September 21, 2011

FROM: Gary McNeil, WIB Senior Analyst

For Information

For Action

**SUBJECT: Review of June Economic Development Panel and Cluster Study Report
and Next Steps**

RECOMMENDATION:

- **Accept and file Report on June Economic Development Panel Study Report and consider follow-up steps for continuing to engage business cluster in 2011-12.**

DISCUSSION: At the June 8, 2011 WIB meeting, the CEDS Committee sponsored a panel discussion on Workforce and Economic Development, that featured business representatives from the health, agriculture, environmental technology, arts and tourism, and manufacturing/lifestyles clusters. CEDS Committee member Bill Tysseling moderated the discussion which provided an elucidating glimpse of the Santa Cruz County economy, and where there will, or will not be job, growth in the next one to three years. While health representatives whose jobs in healthcare will not increase as quickly as expected, Fox Racing Shox anticipates slow but steady job growth, just as it has experienced over the last three years despite the recession. At the panel discussion, Doug Svensson of Applied Development Economics also presented an updated cluster study that found that there are signs of economic vitality in environmental technology, life style, and even in technology sectors. The Committee will be asked to consider ideas to build on the panel discussion event and to continue to engage business clusters in order to promote workforce and economic development in the County and region.

Staff recommends that the CEDS Committee review and accept reports on the June 8, 2011 Workforce and Economic Development Panel Discussion, and consider next steps to continue to engage business clusters in order to promote job growth and economic vitality in Santa Cruz County and surrounding region

ATTACHMENTS:

- Applied Development Economics Report on the Status of Santa Cruz County Economic Clusters
- Santa Cruz Chamber of Commerce Report on June 8 Workforce and Economic Development Panel Discussion



MEMO

TO: Santa Cruz County Workforce Investment Board and Comprehensive Economic Development Strategy (CEDS) Committee
FROM: Doug Svensson, AICP
DATE: June 2, 2011
RE: Workforce and Economic Development Panel at June WIB Board Meeting

On January 19, 2011 the Santa Cruz County CEDS Committee authorized Applied Development Economics (ADE) to plan for an economic development forum in Santa Cruz County under the Special Project task in our contract. Working with staff, we have developed a plan for a forum on June 8th in conjunction with the WIB Board of Directors meeting, which provides an occasion to engage active industry clusters in the county.

Industry clusters are an integral component of the CEDS and are a strong focus of the Economic Development Administration (EDA) in its economic development programs. For example, EDA has recently offered a grant funding program called the i6 Green Challenge to highlight and support Regional Innovation Clusters, in which six regions across the country will receive grant awards from multiple federal agencies to support and enhance business development in environmental technologies. Both the federal and state governments have determined that this kind of approach to economic development offers the greatest promise for long term sustainable job growth.

The following information provides a brief context for considering the role of clusters in supporting existing and emerging businesses and promoting the economic recovery of the county.

Santa Cruz County Employment Trends

Santa Cruz County showed slow but steady employment growth between 2003 and 2007, gaining about 3,100 jobs in that period (Table 1). However, it lost jobs more rapidly when the recession began, losing 3,400 jobs by the end of 2009, the last year for which annual average employment data are available.

The job losses continued into 2010. Between March of 2007 and March of 2010, Santa Cruz County lost 11,100 non-farm jobs (not seasonally adjusted) (see Appendix Tables A-1 and A-2). In the year since then, it has regained 2,400 non-farm jobs. Farm employment, on the other hand, gained 1,600 jobs between 2007 and 2011, growing every year except 2009.



Non-farm job losses occurred across all sectors except health and education, which together posted 1,300 job gains between 2007 and 2011, with no annual losses during that period. A review of more detailed industry data from 2003 through 2009 indicates that education gained 554 jobs, or 43 percent, while health increased 653 jobs, or 6.5 percent. Health is a much larger sector and contributes more jobs to the local employment base.

Health care is often not considered a “primary industry”, or cluster, for economic development purposes. However, the International Council for Economic Development recently pointed out that, “The impressive expansion of the nation’s healthcare sector has proven resistant to economic downturns. Over the last two business cycles, health care employment has grown by more than 30 percent nationally. Total non-farm employment, on the other hand, has increased by just 3 percent. Optimistic growth prospects are well supported by demographic trends.”

**TABLE 1
ANNUAL AVERAGE WAGE AND SALARY EMPLOYMENT IN SANTA CRUZ COUNTY**

Industry Sector	2003	2004	2005	2006	2007	2008	2003-2008	2009	2008-2009
Natural Resources, Mining and Const.	4,800	5,500	5,800	5,900	5,400	4,700	-100	3,300	-1,400
Manufacturing	6,900	7,000	6,900	6,500	6,300	6,000	-900	5,200	-800
Wholesale Trade	3,300	3,600	3,700	4,000	4,300	4,000	700	3,800	-200
Retail Trade	13,200	13,100	13,100	13,300	13,100	12,500	-700	11,700	-800
Transportation, Warehousing and Util.	1,500	1,500	1,500	1,500	1,600	1,500	0	1,400	-100
Information	2,000	1,800	1,600	1,400	1,200	1,100	-900	900	-200
Finance and Insurance	2,300	2,200	2,200	2,200	2,200	2,000	-300	2,000	0
Real Estate and Rental and Leasing	1,500	1,500	1,500	1,500	1,500	1,500	0	1,400	-100
Professional and Business Services	9,000	9,000	9,300	10,000	10,000	9,900	900	9,400	-500
Educational and Health Services	11,900	12,000	11,900	12,100	12,400	12,500	600	12,700	200
Leisure and Hospitality	11,400	11,200	11,000	11,100	11,500	11,400	0	11,100	-300
Other Services	3,900	3,800	3,700	3,800	3,900	4,100	200	3,900	-200
Government	20,300	21,000	21,300	21,800	22,200	22,400	2,100	22,000	-400
Total Farm	8,500	7,500	7,800	7,400	7,800	8,400	-100	9,700	1,300
Total, All Industries	100,300	100,500	101,300	102,400	103,400	101,900	1,600	98,500	-3,400

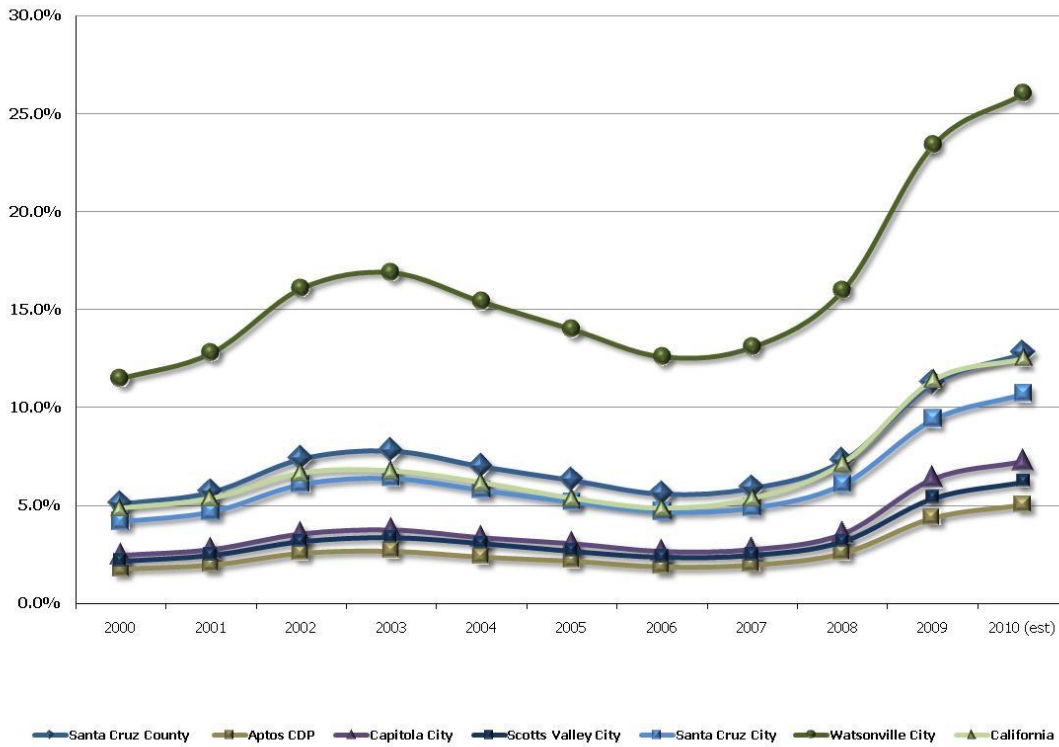
Source: CA EDD

Unemployment

As shown in Figure 1, annual unemployment for the County and most of the cities remained below 10 percent until 2009. Watsonville is the upper curve in the chart, ranging from 12 percent to 26 percent during this period. Since 2009, the countywide rate has not dipped below 10 percent, despite seasonal fluctuations (Figure 2).



**FIGURE 1
AVERAGE ANNUAL UNEMPLOYMENT: 2000-2010**



**FIGURE 2
MONTHLY UNEMPLOYMENT: MARCH 2009 – APRIL 2011**





Cluster Trends

In 2000, Santa Cruz County undertook an industry cluster development project, which identified and organized clusters in **technology, tourism and lifestyle enterprises** and **agriculture**. The CEDS updates employment trends for these clusters on an annual basis. In 2010, the CEDS Committee authorized additional research to define an emerging **environmental technology** cluster, which the WIB and educational entities in the County have begun to support through several employment and training initiatives. This research effort identified 435 business establishments employing nearly 5,500 workers that could potentially be included in the environmental technology cluster (Table 2). The growth potential of this cluster is largely tied to public and private sector investment in energy efficiency, alternative energy, green construction regulations and practices and continued movements to improve food safety (organic agriculture).

TABLE 2
SANTA CRUZ COUNTY ENVIRONMENTAL TECHNOLOGY CLUSTER

NAICS Description	Employment Estimate	Establishments Estimate
Total Green Industries	5,466	435
Agriculture	2,014	66
Environment, Conservation And Wildlife Organizations	251	40
Construction	832	145
<i>Architects, Designers, Planners, and Engineers</i>	114	24
<i>Consultants including Professional, Scientific, and Technical Services</i>	357	53
<i>Contractors and Specialty Trades</i>	244	50
<i>Deconstruction, Recycling, and Reuse</i>	3	1
<i>Insulation and Heating</i>	86	8
<i>Water Management Systems</i>	28	8
Manufacturing	517	19
<i>Non Food Manufacturing</i>	25	2
<i>Farm and Process</i>	345	9
<i>Bread</i>	54	2
<i>Brewery</i>	46	2
<i>Grapes (Wine)</i>	47	4
Green Materials	441	35
<i>Wholesale</i>	210	16
<i>Retail</i>	204	14
<i>Specialty Contracting</i>	27	4
Alternative Energy Distribution and Solar Panel Installation	259	19
Public Administration	394	20
<i>Environmental Health</i>	40	1
<i>Water Service</i>	202	9
<i>Wastewater Service</i>	152	10
Recycling (solid waste)	180	74
<i>Private</i>	71	72
<i>Public</i>	109	2
Green Retail	74	7
Research and Education	500	10
Other	4	1

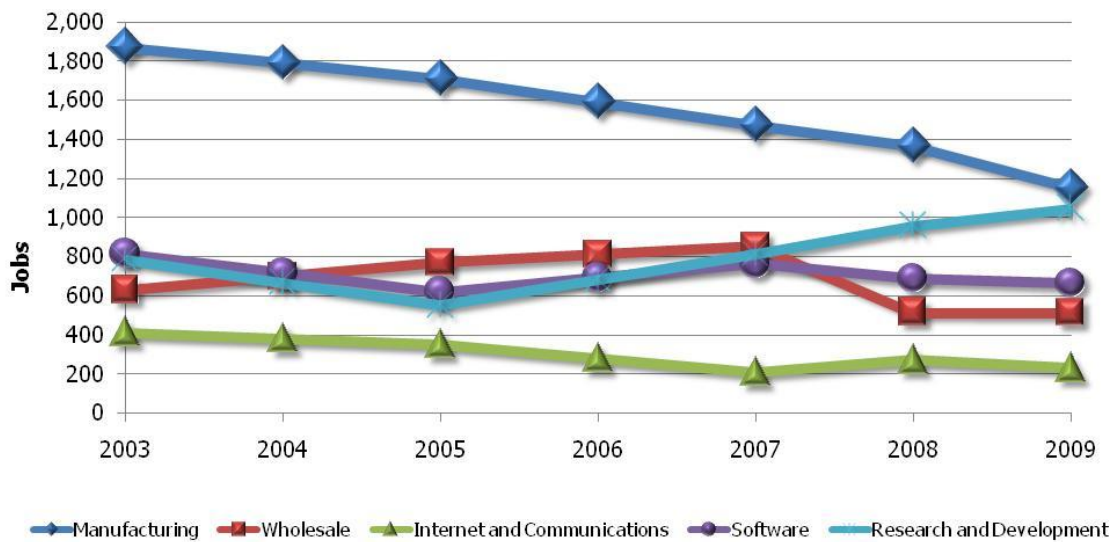
Source: ADE, Inc.



While the growth potential of the environmental technology cluster is anticipated but not proven, other clusters have not shown strong growth trends during this decade. (Detailed annual average employment data necessary to study cluster growth trends are available only through 2009.)

Hardware/Software: Manufacturing in this cluster has declined steadily since 2003 and has driven employment decreases for the entire cluster. Software showed brief growth between 2005 and 2007 but has declined since. The only growing component in this cluster is research and development, which perhaps correlates to growth that occurred in the higher education sector.

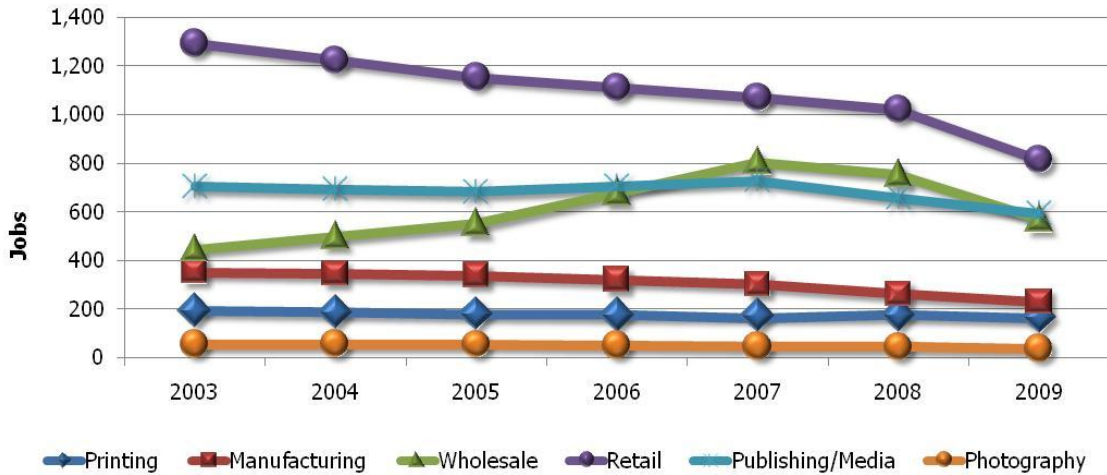
**FIGURE 3
HARDWARE/SOFTWARE CLUSTER EMPLOYMENT 2003-2009**



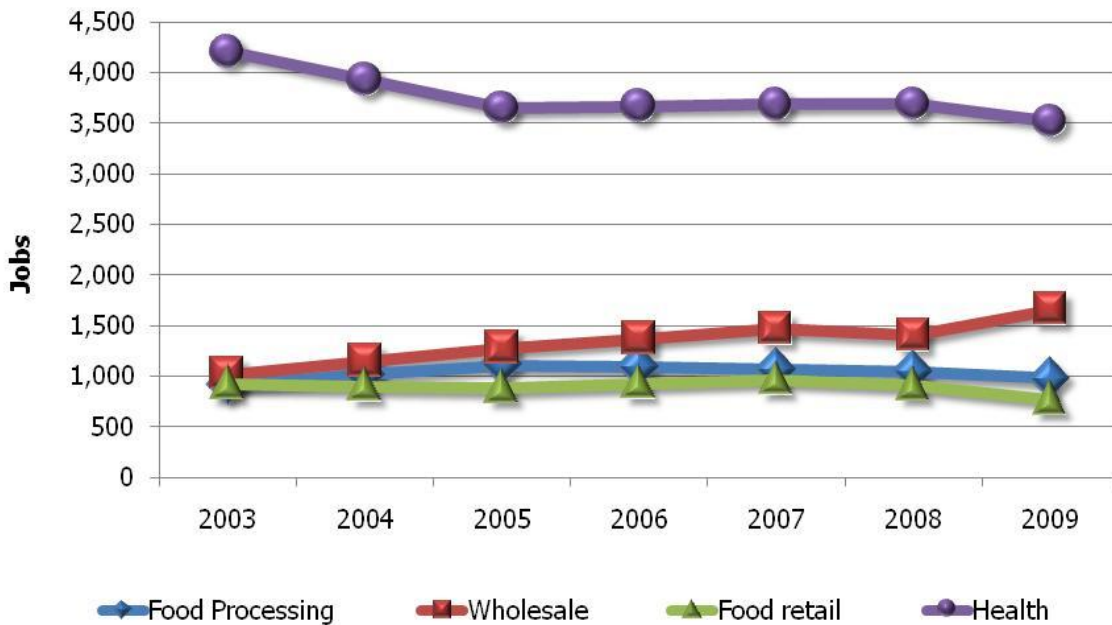
Lifestyle/Tourism: The lifestyle cluster has been hit hard by recent declines in retail employment. The health component of this cluster declined slightly between 2008 and 2009, after several years of steady employment levels following a major decline from 2003 to 2005. The recreational services sub-cluster, essentially representing visitor serving sectors, mostly peaked in 2007 but did show a gain of about 400 jobs in 2010 (Table A-2).



**FIGURE 4
LIFESTYLE: COMMERCIAL CRAFTS CLUSTER EMPLOYMENT 2003-2009**



**FIGURE 5
NATURAL LIFESTYLE CLUSTER EMPLOYMENT 2003-2009**

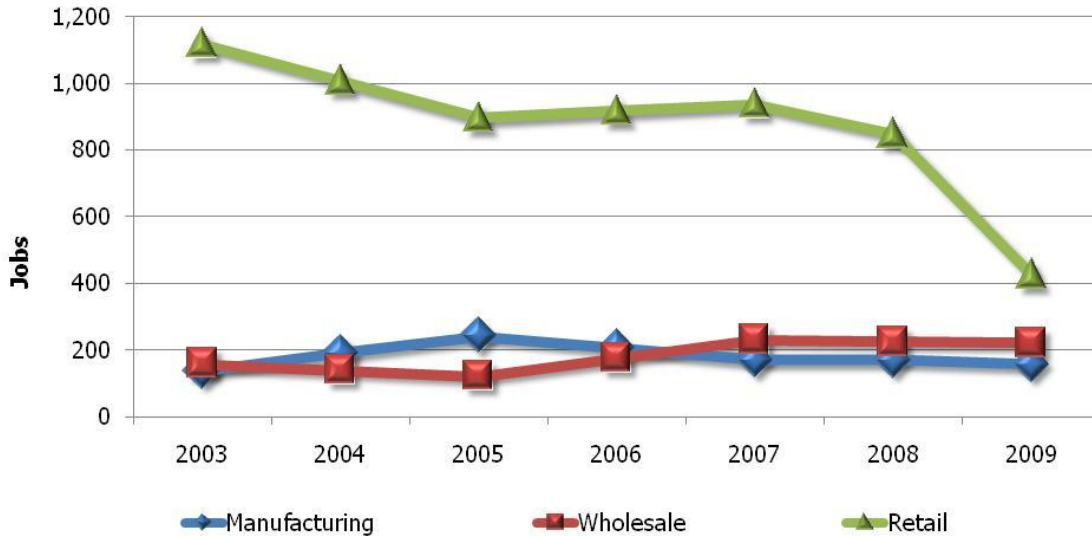


New Recreational Products Businesses

Although the chart above shows no recent growth in recreational products manufacturing, indications in Watsonville are that newer businesses using new technologies are adding new elements to this cluster. Employment in fabricated metal products in the county has grown by more than 400 jobs since 2003. Companies producing components for bicycles, motorcycles and other recreational vehicles may be part of this trend.



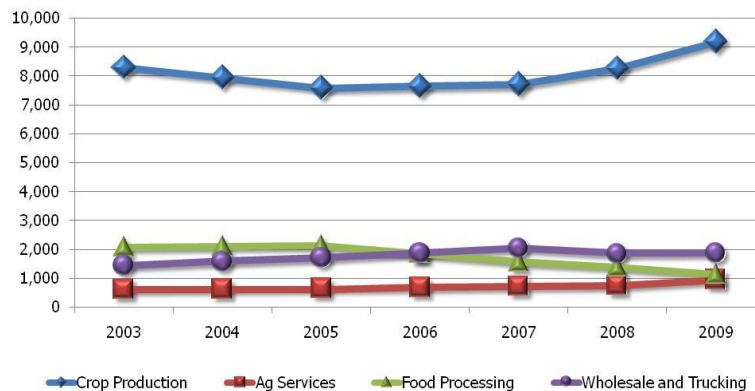
**FIGURE 6
RECREATIONAL PRODUCTS CLUSTER EMPLOYMENT 2003-2009**



Agricultural Cluster

Crop production has been increasing jobs since about 2005, along with agricultural services, which are often related to crop production. Food processing and wholesale activity have been declining more recently.

**FIGURE 7
AGRICULTURE AND FOOD PROCESSING CLUSTER EMPLOYMENT 2003-2009**



Replacement Jobs

In addition to job growth through economic expansion or recovery, a significant issue for Santa Cruz County is the replacement of retiring workers in existing jobs. Although retirement activity has slowed recently due to the unfavorable investment climate, Santa Cruz County has a particularly high cohort of 45 to 65 year old residents. EDD projects a



need for nearly 2,600 replacement jobs between 2008 and 2018 in Santa Cruz County. This is more than twice the number of new jobs projected during this period.

Conclusion

The recent great recession has created great challenges to promoting economic vitality in Santa Cruz County and the surrounding region. Santa Cruz County has experienced 10% or higher unemployment over this last two years, and in South County the unemployment rate has hovered in the mid-high 20% range. It is anticipated that it will take years just to recover the jobs lost during the recession.

Still there are optimistic signs that certain sectors have weathered the recession better than others, such as health and agriculture. And experience has taught us that in the past economic recovery has been driven by entrepreneurship and small business growth, and in Santa Cruz County there are indications of increasing economic vitality in environmental technology, life style, and even in technology sectors. The WIB's Workforce and Economic Development Panel will be an opportunity to hear from business representatives from these sectors, and consider how the WIB can support their growth.

Economic Development and Workforce Panel

The panel includes representatives of both established and emerging clusters in the County. Established clusters include health care and agriculture, while environmental technology and certain lifestyle products are emerging more recently. The panel will address the following questions.

- What growth do you anticipate in your business sector in the next 1-3 years?
- How much job growth do you project?
- What is driving growth (or decline) for businesses and companies?
- What kind of skills will job-seekers need for the new and growing jobs?
- How can the WIB and its Workforce Santa Cruz County partners better support these business clusters, including targeting training dollars to specific job skills and clusters?
- How can the WIB better partner with businesses to assist in workforce development, recruiting, and referring skilled applicants for jobs?

Additionally, the economic development managers for the County and Watsonville will respond to issues raised by the cluster panel to create a discussion leading to foundations for a countywide economic development strategic plan.



TABLES

**TABLE A-1
MONTHLY WAGE AND SALARY EMPLOYMENT IN SANTA CRUZ COUNTY**

Industry Sectors	March 2007	March 2008	March 2009	March 2010	March 2011
Total, All Industries	98,700	97,500	93,700	88,200	91,600
Total Farm	3,600	3,900	4,500	4,200	5,200
Total Nonfarm	95,100	93,600	89,200	84,000	86,400
Total Private	72,400	70,500	66,300	64,100	65,900
Goods Producing	11,600	10,700	8,500	7,700	8,200
Mining, Logging, and Construction	5,200	4,800	3,400	2,700	2,800
Manufacturing	6,400	5,900	5,100	5,000	5,400
Durable Goods	3,700	3,500	3,000	2,800	2,900
Computer & Electronic Product Manufacturing	1,300	1,200	1,100	1,100	1,200
Durable Goods - Residual	2,400	2,300	1,900	1,700	1,700
Nondurable Goods	2,700	2,400	2,100	2,200	2,500
Food Mfg & Beverage & Tobacco Product Mfg	1,600	1,200	1,000	1,100	1,400
Non-Durable Goods - Residual	1,100	1,200	1,100	1,100	1,100
Service Providing	83,500	82,900	80,700	76,300	78,200
Private Service Producing	60,800	59,800	57,800	56,400	57,700
Trade, Transportation & Utilities	18,900	17,900	16,500	15,900	16,300
Wholesale Trade	4,300	3,900	3,800	3,400	3,600
Retail Trade	13,000	12,600	11,400	11,200	11,300
Food & Beverage Stores	3,600	3,400	3,600	3,600	3,800
General Merchandise Stores	1,500	1,500	1,300	1,300	1,200
Retail Trade - Residual	7,900	7,700	6,500	6,300	6,300
Transportation, Warehousing & Utilities	1,600	1,400	1,300	1,300	1,400
Information	1,200	1,100	1,000	900	900
Financial Activities	3,700	3,500	3,400	3,300	3,300
Finance & Insurance	2,200	2,000	2,000	2,000	2,000
Real Estate & Rental & Leasing	1,500	1,500	1,400	1,300	1,300
Professional & Business Services	10,200	9,800	9,600	8,700	9,200
Educational & Health Services	12,300	12,600	13,000	13,400	13,600
Leisure & Hospitality	10,800	11,100	10,600	10,500	10,900
Arts, Entertainment & Recreation	1,700	1,800	1,800	2,000	1,900
Accommodation & Food Services	9,100	9,300	8,800	8,500	9,000
Accommodation	1,200	1,100	1,000	1,000	1,100
Food Services & Drinking Places	7,900	8,200	7,800	7,500	7,900
Other Services	3,700	3,800	3,700	3,700	3,500
Government	22,700	23,100	22,900	19,900	20,500
Federal Government	500	600	500	500	500
State & Local Government	22,200	22,500	22,400	19,400	20,000
State Government	8,500	8,700	8,600	8,200	8,800
State Government Education	7,800	8,000	7,900	7,500	8,100
State Government Excluding Education	700	700	700	700	700
Local Government	13,700	13,800	13,800	11,200	11,200
Special Districts plus Indian Tribes	800	800	800	800	800



**TABLE A-2
CHANGES IN MONTHLY WAGE AND SALARY EMPLOYMENT IN SANTA CRUZ COUNTY**

Industry Sectors	2007- 2008	2008- 2009	2009- 2010	2010- 2011	2007- 2011
Total, All Industries	-1,200	-3,800	-5,500	3,400	-7,100
Total Farm	300	600	-300	1,000	1,600
Total Nonfarm	-1,500	-4,400	-5,200	2,400	-8,700
Total Private	-1,900	-4,200	-2,200	1,800	-6,500
Goods Producing	-900	-2,200	-800	500	-3,400
Mining, Logging, and Construction	-400	-1,400	-700	100	-2,400
Manufacturing	-500	-800	-100	400	-1,000
Durable Goods	-200	-500	-200	100	-800
Computer & Electronic Product Manufacturing	-100	-100	0	100	-100
Durable Goods - Residual	-100	-400	-200	0	-700
Nondurable Goods	-300	-300	100	300	-200
Food Mfg & Beverage & Tobacco Product Mfg	-400	-200	100	300	-200
Non-Durable Goods - Residual	100	-100	0	0	0
Service Providing	-600	-2,200	-4,400	1,900	-5,300
Private Service Producing	-1,000	-2,000	-1,400	1,300	-3,100
Trade, Transportation & Utilities	-1,000	-1,400	-600	400	-2,600
Wholesale Trade	-400	-100	-400	200	-700
Retail Trade	-400	-1,200	-200	100	-1,700
Food & Beverage Stores	-200	200	0	200	200
General Merchandise Stores	0	-200	0	-100	-300
Retail Trade - Residual	-200	-1,200	-200	0	-1,600
Transportation, Warehousing & Utilities	-200	-100	0	100	-200
Information	-100	-100	-100	0	-300
Financial Activities	-200	-100	-100	0	-400
Finance & Insurance	-200	0	0	0	-200
Real Estate & Rental & Leasing	0	-100	-100	0	-200
Professional & Business Services	-400	-200	-900	500	-1,000
Educational & Health Services	300	400	400	200	1,300
Leisure & Hospitality	300	-500	-100	400	100
Arts, Entertainment & Recreation	100	0	200	-100	200
Accommodation & Food Services	200	-500	-300	500	-100
Accommodation	-100	-100	0	100	-100
Food Services & Drinking Places	300	-400	-300	400	0
Other Services	100	-100	0	-200	-200
Government	400	-200	-3,000	600	-2,200
Federal Government	100	-100	0	0	0
State & Local Government	300	-100	-3,000	600	-2,200
State Government	200	-100	-400	600	300
State Government Education	200	-100	-400	600	300
State Government Excluding Education	0	0	0	0	0
Local Government	100	0	-2,600	0	-2,500
Special Districts plus Indian Tribes	0	0	0	0	0



News Article

Date

6/9/2011

Jobs of the Future in Santa Cruz County

Jobs have become the measure of economic recovery for most communities. The Santa Cruz County Workforce Investment Board meeting, yesterday, focused on future employment in five key industry clusters: health, agriculture, environmental technology, lifestyles and arts. An all-star panel that included the CEO from Fox Racing Shox, human resources V.P.s from Dominican Hospital and Driscoll's, the CFO of Altera Corp, and the Executive Director of the Tannery Arts Center.

Key headlines from the meeting could probably be: Mixed Jobs Recovery: Ag; Lifestyles, and Environmental Tech Growing; Health Care Changing; Arts Becoming an Industry Segment. But, the important messages for County economics are the threads of subtext that ran throughout the mornings discussion:

- **Jobs retention** – and employer retention – are increasingly important issues. Manufacturing expansion is constrained by a shortage of vacant facilities. (Watsonville's industrial vacancy is currently about 4% and will be less than 1% if Martinelli's takes over the last remaining cold storage building in the City.) These and other constraints on expansion are causes for concern especially related to industries such as lifestyle product manufacturing.
- **Workforce development** is increasingly a process of constant skills upgrades. Technologies, markets, and business processes are changing so quickly that even the most experienced workers tend to need education programs to be job ready. For instance, nurses who in the past were almost exclusively focused health care delivery are now going to be required to develop additional skills related to health care management, especially planning, reporting, and data administration.
- **Outsourcing** continues to be a significant element of many larger businesses' strategies. This tends to reduce local employment opportunities for unskilled labor but is a significant opportunity for the high-skilled segments of our workforce. Individuals and small groups are succeeding in a broad range of areas from marketing and financial services to coding and engineering.
- **Mid-wage jobs**, those requiring experience and excellent work habits but less education, continue to be the most significant and growing employment drop in Santa Cruz County. As government services are reduced and construction continues in malaise the shortage of opportunities for these workers grows.
- **Redevelopment Agencies**, and the possibility that they will be dissolved by the legislature, continue to be a significant concern in jobs development. In the absence of RDA's resources, the investments that are necessary to update existing public infrastructure and support the conversion of private infrastructure to make it competitive with other regions, is simply not available.

DISCUSSION AND ACTION ITEM D.4

TO: Comprehensive Economic Development
Strategy Committee

DATE: September 21, 2011

FROM: Gary McNeil, WIB Senior Analyst

For Information

For Action

SUBJECT: 2011-12 CEDS Work Plan

RECOMMENDATION:

- **Initiatives and Activities to be included in the 2011-12 CEDS Committee Work Plan**

DISCUSSION: During the 2010-11 fiscal year the CEDS Committee held a number of meetings to review its purpose and goals, and to consider activities consistent with the implementation of the Santa Cruz County planning area's Comprehensive Economic Development Strategy. Through this process the CEDS Committee decided to revisit the 2000 Santa Cruz Region Clusters Study, and to update the cluster study and to conduct the June Panel Discussion on Workforce and Economic Development.

In addition to continuing the engage business clusters in order to promote jobs and economic vitality, staff will ask the CEDS Committee to consider three other activities for the 2011-12 work plan which are appropriate for the Committee's purpose and strategic goals:

1. Planning for the 2012 Comprehensive Economic Development Plan Strategy, which will be the full scope plan completed by all planning areas every five years.
2. Developing a standard set of "real time" data tools to use as economic and labor market indicators, which could be incorporated into the CEDS and its updates, and also available online.
3. Providing oversight to the WIB's proposed initiative to establish an "early warning system" to know when businesses or agencies are at risk, in order to provide timely resources to prevent business and job loss.

Staff will present more information on these proposed activities at the meeting, and ask for the Committee's advice and assistance in pursuing any selected activities.

Staff recommends that the CEDS Committee consider and select proposed activities to be incorporated into the 2011-12 Work Plan.

ATTACHMENTS: None

DISCUSSION AND ACTION ITEM D.5

TO: Comprehensive Economic Development
Strategy Committee

DATE: September 21, 2011

FROM: Gary McNeil, WIB Senior Analyst

For Information

For Action

SUBJECT: Jurisdictional Roundtable on the status of Local and Regional Economic Development Strategies

RECOMMENDATION: None

DISCUSSION: To share information between all members of the Comprehensive Economic Development Strategy Committee, each jurisdiction is asked to provide an update on economic development activities; the status of Redevelopment Agencies, and local impacts if they are eliminated. The discussion will center on addressing the following key questions:

- What economic development efforts are underway or imminent in your jurisdiction?
- Information on businesses at-risk of closing or relocating
- Information on businesses growing and hiring
- Do any of your jurisdiction's investment strategies include a regional approach? County-wide? Monterey Bay? Bay Area?

ATTACHMENTS: None.

INFORMATION ITEM I.1

TO: Comprehensive Economic Development
Strategy Committee

DATE: September 21, 2011

FROM: David Lundberg, Director

For Action

For Information

SUBJECT: Labor Market Information: Employment/Unemployment Information

This item provides a review of Santa Cruz labor market information (Updated August 2011)

The unemployment rate in the Santa Cruz County was 10.7 percent in August 2011, down from a revised 11.2 percent in July 2011, and below the year-ago estimate of 11.1 percent. This compares with an unadjusted unemployment rate of 11.9 percent for California and 9.1 percent for the nation during the same period.

Santa Cruz County

Data Not Adjusted for Seasonality

Industry Employment & Labor Force

March 2010 Benchmark

	Aug 10	Jun 11	Jul 11	Aug 11	Percent Change	
			Revised	Prelim	Month	Year
Civilian Labor Force (1)	149,900	150,100	151,700	150,700	-0.7%	0.5%
Civilian Employment	133,200	132,900	134,700	134,600	-0.1%	1.1%
Civilian Unemployment	16,700	17,200	17,000	16,100	-5.3%	-3.6%
Civilian Unemployment Rate	11.1%	11.4%	11.2%	10.7%		
(CA Unemployment Rate)	12.5%	12.1%	12.4%	11.9%		
(U.S. Unemployment Rate)	9.5%	9.3%	9.3%	9.1%		

Monthly Sub Region Unemployment Data/August 2011 (Preliminary)

Region –Sub-Region	Labor Force	Employment	Unemployment	
			Number	Rate
Santa Cruz County	150,700	134,600	16,100	10.7%
Amesti CDP	1,400	1,100	300	19.3%
Aptos CDP	5,800	5,600	200	4.2%
Aptos Hills Larkin Valley CDP	1,400	1,300	0	3.2%
Ben Lomond CDP	1,500	1,400	100	4.4%
Boulder Creek CDP	2,900	2,500	400	12.4%
Capitola city	6,600	6,200	400	6.0%
Corralitos CDP	1,500	1,500	0	1.4%
Day Valley CDP	2,000	1,900	200	7.6%
Felton CDP	600	600	0	0.0%
Freedom CDP	3,100	2,500	600	19.2%
Interlaken CDP	4,100	3,200	900	22.4%
Live Oak CDP	9,700	8,900	900	8.9%
Opal Cliffs CDP	4,200	3,900	400	8.9%
Rio del Mar CDP	5,800	5,400	400	6.5%
Santa Cruz city	32,800	29,800	2,900	8.9%
Scotts Valley city	6,000	5,700	300	5.1%
Soquel CDP	3,300	3,000	300	8.1%
Twin Lakes CDP	3,500	3,200	300	8.2%
Watsonville city	23,500	18,200	5,300	22.4%

INFORMATION ITEM I.2

TO: Comprehensive Economic Development Strategy Committee

DATE: September 21, 2011

FROM: David Lundberg, Director

For Action

For Information

SUBJECT: Rapid Response Activities

DISCUSSION: For this program year through June 30, 2011, there have been 297 layoffs (not counting temporary seasonal layoffs). This is a 78% increase above the 167 layoffs in PY 09-10.

The tables below include Rapid Response activities offered/provided during the program year 2010-11.

April 1, 2011- June 30, 2011

Name of Business	# of Employees Laid Off	WARN Date/ Orientation or Contact Date	Comments
Gigi's Bakery	11	4/8/11	
Thunder Press	6	4/15/11	5 individuals attended the event
PVUSD	200*	5/10/11	25 individuals attended the event
Baker Brothers Furniture	15	5/12/11	
UCSC	45	6/29/11	
4th Quarter Total	77		
TOTAL for year	297		

*Estimate only, actual number not provided

January 1, 2011- March 31, 2011

Name of Business	# of Employees Laid Off	WARN Date/ Orientation or Contact Date	Comments
Borders	30	3/18/11	Closure in process
Velvet Underground	7	3/21/11	Closed 3/31/11
Blockbuster	Not provided*	3/4/11	*Regional manager not interested in services. Employees have other options. No final decisions. Not able to disclose any additional information.
3rd Quarter Total	37		
TOTAL for year	220		

October 1, 2010 to December 31, 2010

Name of Business	# of Employees Laid Off	WARN Date/ Orientation or Contact Date	Comments
Earthbound Farms <i>(in San Juan Bautista)</i>	500 <i>(100 in Santa Cruz)</i>	No	Hollister EDD coordinated event with San Benito, Monterey, Santa Clara and Santa Cruz counties providing representatives
Homeless Services Center	17	No	Reorganization
Chaminade Resort & Spa	170*	Yes 10/27/10	*Temporary yearly holiday closure (12/26/10-01/11/11)
2nd Quarter Total	117*		Did not count temporary layoff

July 1, 2010 to September 30, 2010

Name of Business	# of Employees Laid-off	WARN Notice Date	Comments
ZIP Realty	5	7/1/10	Mailed Rapid Response packets with cover letter
Cabrillo Lanes	11	No	Left packets with owner
Good Earth Teas	50	8/4/10	Separate English and Spanish Orientations provided, as requested by employer
1st Quarter Total	66		

INFORMATION ITEM I.3

11 Aug 2011

[JOIN OUR CAMPAIGN TO CREATE 10,000 NEW CALIFORNIA JOBS IN 2012.](#)



Open Letter to California Workforce and Economic Development.

To: California Workforce and Economic Development Leaders

Recently, Lieutenant Governor Gavin Newsom issued a “call to action” with the release of an economic growth plan entitled [“An Economic Growth and Competitiveness Agenda for California.”](#) With a broad overview of California’s economic and workforce opportunities and challenges, the Lt. Governor laid out a compelling plan to re-invigorate the state’s economic development engine.

One of the cornerstones of his plan highlighted the state’s Workforce Development system, where he stressed the need to “drive movement toward full integration and alignment.” Wow, what an exciting mission!

The plan laid out 6 Key Elements of Successful Performance Transformation:

1. Strong leadership and visible executive sponsorship
2. Clearly defined scope and goals
3. Innovative operational improvement ideas
4. Strategic analytics to support recommendations
5. Ability to secure approval from the Executive and the Legislature
6. Effective implementation

With the understanding that “transforming disparate groups of agencies with various economic development-related mandates into a focused effort able to deliver jobs and competitiveness will not be easy,” he also mentioned that all this must be accomplished through systems efficiencies and innovation, without new public investment. What a tall order! Is this realistic?

We think it is!

Back in March, we published a [“6 Steps To Placement Success”](#) white paper which outlined ground-level system improvements, many of which were adapted from successful public and private sector models. We were amazed at the response. As a result, our agency received an opportunity to become a preferred consultant with the State’s EDD Employment Training Network to provide fully-subsidized consulting services to any state workforce development provider receiving WIA funding.

We saw this as an exciting opportunity to help existing Workforce Development providers better align and optimize their operations to increase their job-creating abilities. To date, we have consulted with the Workforce Investment Boards of Santa Ana and San Bernardino and Monterey Counties, as well as helping Long Beach City College re-tool their systems for better job creation capabilities.

INFORMATION ITEM I.3

INTRODUCING THE “10,000 CALIFORNIA JOBS” CAMPAIGN!

Now we want to take this concept even further with the announcement of the “10,000 NEW CALIFORNIA JOBS” CHALLENGE. Our goal is to bring together the state’s Workforce & Economic Development agencies, Community Colleges and Private Sector organizations with a shared mandate to create 10,000 new jobs in 2012 by applying the 6 steps the Lt. Governor outlines in his plan.

HOW IT WORKS:

Currently there are 249 One-Stop and WorkSource Centers in California providing employment and business related services to their communities. Many of these agencies operate using outdated processes and technology that lack flexibility and efficiency. Additionally, the staff in these centers often lack the training to effectively engage local businesses. By making process improvements, each center could realistically place an additional 40-50 unemployed workers in private-sector employment, collectively reaching the 10,000 new jobs. It’s that simple!

JOIN THE CAMPAIGN!

Starting September 5th, 2011 we will launch a statewide campaign beginning with a series of innovative and interactive town hall webinars to discuss practical ways to make meaningful improvements to your one-stop operation. We are looking for a few flagship agencies to support this campaign by becoming affiliate partners. There is no fee to become an affiliate, but we do ask that each agency agree to participate in our Agency Needs Assessment process, paid for by EDD, to ensure your agency is equipped and ready to contribute to the goal of creating 10,000 California Jobs.

ABOUT OUR AGENCY NEEDS ASSESSMENT:

Through our Agency Needs Assessment, our staff of experienced workforce analysts will assess your agency’s operations based on the 6 Key Elements of Successful Performance Transformation and provide your leadership with a comprehensive performance and process improvement report covering.

- Organizational Development
- Process Improvements
- Information Management & Reporting
- Business Services
- Job Readiness
- Case Management

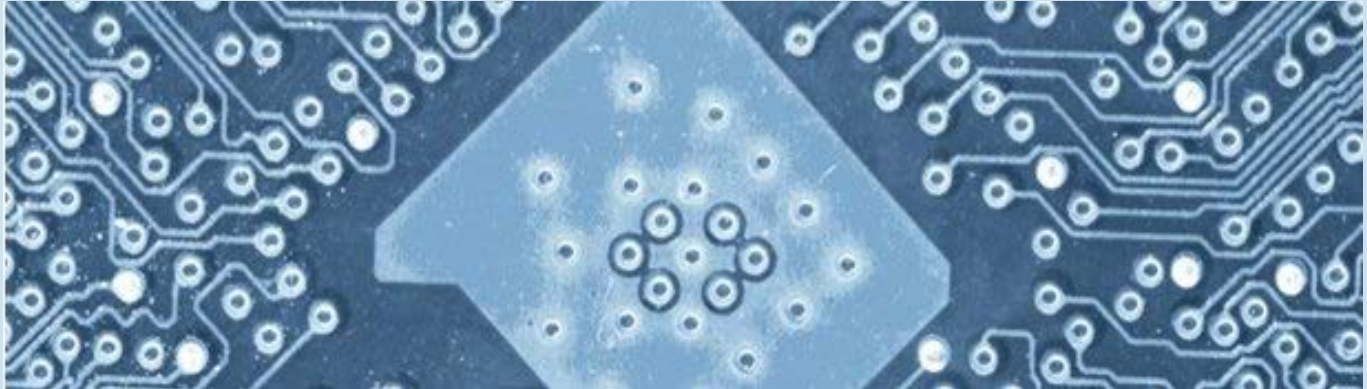
TOGETHER WE WIN

As Lt. Governor Newsom articulated, California has always been a leader in Economic and Workforce Development, but in order for us to continue to lead in this “Next Economy,” we need to align systems and focus efforts to deliver jobs. Through the 10,000 California Jobs Campaign, we can meet this challenge.

Thank you, and we look forward to working with you to create 10,000 New California Jobs.

Sincerely,

Abraham J. Jankans
Chief Employment Officer, Workforce 2.0



Silicon Valley in Transition

A community forum examining workforce and economic development trends in the technology cluster

Dear Gary:

The four workforce investment boards representing Silicon Valley recently released a comprehensive study of the region's technology cluster. The study predicts a 15 percent growth in unemployment over the next two years, while also identifying challenges faced by today's job seekers.

Where:

Quinlan Community Center
10185 N. Stelling Road
Cupertino, CA 95014
[Driving Directions](#)

When:

September 29, 2011
10 a.m. to 12 noon
[Add to my calendar](#)

Come join Silicon Valley's congressman, **Representative Mike Honda**, and California assemblymembers **Nora Campos** (San Jose) and **Rich Gordon** (Menlo Park) to hear the detailed finding of this study and develop a community response.

Please forward this invitation to others who might be interested in this event ([link below](#)).

Regards,

Silicon Valley's Workforce Investment Boards

Kris Stadelman, NOVA
Jeff Ruster, work2future
David Lundberg, Santa Cruz County WIB
Mike Curran, San Mateo County WIB