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SOCIAL POLICY RESEARCH ASSOCIATES

Tri-County Community Asset Investment Portfolio Final Report Regional Summary

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The Workforce Investment Boards
of Monterey, San Benito, and Santa Cruz Counties

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I. Introduction

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The Tri-County Community Asset Investment Portfolio Final Report provides information on workforce development assets and gaps within the three counties of Santa Cruz, Monterey, and San Benito. The purpose of this report is to assist the Workforce Investment Boards and staff of these three counties with determining where to focus future efforts to meet the workforce needs of all county residents. To provide a complete picture of each county's workforce system, an attempt was made to include all workforce development services and providers, rather than focusing solely on those funded by the Workforce Investment Act. As a result, the workforce programs discussed in this report are funded by a variety of local, state, federal, and private sources and provide a broad spectrum of workforce services.

Because of limited resources and its broad mandate, the Community Asset Investment Portfolio report does not present comprehensive data or strategies for each asset and gap identified below. Instead, the report includes a broad description of each county's workforce system which is designed to serve as a starting point for more detailed discussions or research efforts.

This report is the result of a year-long process involving a large scale data collection effort described below and the creation of three interim documents: a needs assessment, an inventory of services, and an asset and gap report. Information from each of these reports is summarized in this final report.

Community Asset Investment Portfolio Data Sources

The Community Asset Investment Portfolio Final Report is based on a number of data sources, including two linked web-based surveys of workforce service providers, extensive reviews of secondary data, interviews with industry representatives and stakeholders, and focus groups with employers, customers and service providers. Data collection for the portfolio began with a review of secondary data sources such as Census data, labor market information from the Employment Development Department, and state educational data from the California Department of Education.

Following the review of secondary data, focus groups were held with small groups of employers, service providers and youth and adult customers in each county. These focus groups, which were held in June and July 2002, focused on collecting participant assessments of workforce needs and issues in each county. Lasting approximately 90 minutes, the 11 focus groups (4 each in Santa Cruz and San Benito counties and 5 in Monterey County) included from 3 to 16 participants. Focus group participants were selected by county WIB staff to represent a broad spectrum of opinions and backgrounds.

From late June to early August, 12 interviews (4 in each county) with representatives from key industries were also conducted. The industries and representatives to interview were selected in consultation with county WIB staff.

After the conclusion of the focus groups and interviews, two linked web surveys of Tri-county workforce service providers were administered from August 15 to October 11, 2002. 130 out of a total of 323 (response rate 40.25%) workforce organizations in the three counties responded to the first survey, while 104 organizations responded to the second survey. To encourage a high response rate, each surveyed organization received two follow up letters and two phone calls encouraging completion of the surveys.

Surveyed providers primarily included organizations that offer workforce services for youth, adults and employers, such as vocational training, job search assistance, career counseling, pre-screening of job applicants, and summer employment. Because of the importance of support services to customer success in the labor market, providers of support services such as childcare, substance abuse treatment, and housing were also included in the survey. As it turns out, most support service providers who responded also provide workforce services. Providers were selected for inclusion in the survey in consultation with county staff primarily based on existing local databases of service providers.

The first survey gathered basic information about each provider and detailed information about each of the provider's programs and locations. The information on programs included information on the specific workforce services provided, target populations, ages, and areas served. The second survey included sections on budget size, number of service locations, number of participants served annually, the extent to which those surveyed considered certain target groups (such as dislocated workers or young offenders) underserved, and the perceived availability of a number of workforce services for youth and adults in each target community. All of the information collected during both surveys was self-reported by providers who were not asked to provide documentation or verification for their submissions. In addition, decisions about what constituted a provider, program and service were self-defined by survey respondents.

Finally, once preliminary workforce gaps were developed, additional research on each of these gaps was conducted in early January, 2003. This research consisted of short phone interviews and discussions with a number of key workforce development stakeholders and WIB members in each county.

This Report

The Community Asset Investment Portfolio Final Report is divided into this Regional Summary and three sub-reports focusing on each county. The report begins with a section summarizing data on youth workforce assets and gaps in each county followed by a section on adult workforce assets and workforce gaps. The workforce asset sections of the report are based on a summary of data collected from the two linked web-surveys described in detail below. The workforce gap sections of the report were developed through a multi-stage process. First, an initial set of gaps was identified by comparing data on workforce needs with data on available workforce services. Next, these gaps were analyzed and refined in collaboration with WIB staff from each county and additional research was carried out to finalize the gaps and possible policy strategies.

II. Summary of Regional Findings

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Youth Workforce Assets

The first section of the report outlines the strengths of youth workforce services in the Tri-County region.

Overview of the Tri-County region's Youth Population

- **Monterey County** has the largest number of **residents who are 19 years old or younger (126,789/ 31.6% of the county's population)** in the Tri-County region, followed by **Santa Cruz County (70,190/ 27.5%)** and **San Benito County (18,638/ 35%)**.

Providers of Workforce Services

- **Monterey County** is served by the **largest number** of workforce service **providers (58)**, followed by **Santa Cruz County (57)** and **San Benito County (41)**. A few of these providers (3 each in Santa Cruz and Monterey counties, 4 in San Benito County) offer only support services.
- **Older youth (18-21)** in the Tri-County region are served by **54 workforce providers in Monterey County, 51 workforce providers in Santa Cruz County, and 36 workforce providers in San Benito County**. Only one of these providers in each county offers only support services.
- **Younger youth (14-17)** in the Tri-County region are served by **34 workforce providers in both Monterey and Santa Cruz counties and 24 workforce providers in San Benito County**. Only one of these providers in each county offers only support services.
- **Workforce service providers in Monterey and Santa Cruz Counties** typically have **more service locations than providers in San Benito County**. Workforce service providers in **Monterey and Santa Cruz Counties** typically have **one or two service locations** in the Tri-County area. By contrast, workforce service providers in **San Benito County** are **more likely to have only one service location** in the Tri-County region.
- **Monterey and San Benito Counties** have a **slightly higher percentage of larger providers than Santa Cruz County**. About **half** of all workforce **providers in Monterey and San Benito Counties** **serve more than 1,000 customers** each per year. By contrast, only **about a third** of all workforce service **providers in Santa Cruz County** **serve more than 1,000 customers a year**, while just less than a third serve from 101-500 customers.

Workforce Programs in each County

- **Older youth (18-21) in Monterey County** are served by the largest number of workforce programs (101), followed by Santa Cruz County (85), and San Benito county (67). Only a few of these programs (1 each in San Benito and Monterey counties, 2 in Santa Cruz County) offer only support services.
- **Younger youth (14-17) in Monterey County** are served by the largest number of **workforce programs (63)**, followed by **Santa Cruz County (53)**, and **San Benito County (42)**. Only a few of these programs (1 each in San Benito and Monterey counties, 2 in Santa Cruz County) offer only support services.
- **Most** of these workforce programs indicated that they **provide services to all regions** of the counties they serve.

Specific Workforce Services

- For **older youth**, **Monterey County** has the largest number of programs (**56**) offering **job search services**, followed by **Santa Cruz County (42 programs)** and **San Benito County (26 programs)**. For **younger youth**, **Monterey County** has the largest number of programs (**36**) offering **job search services**, followed by **Santa Cruz County (24 programs)** and **San Benito County (15 programs)**.
- For **training services**, **Monterey County** has the largest number of programs (**78**) serving **older youth**, followed by Santa Cruz County (62 programs) and San Benito County (42 programs). For **younger youth**, **Monterey County** has the largest number of programs (**39**) offering **training services**, followed by **Santa Cruz County (36 programs)** and **San Benito County (23 programs)**.
- For **other workforce services**, **Monterey County** has the largest number of programs (**45**) for **older youth**, followed by **Santa Cruz County (39 programs)** and **San Benito County (19 programs)**. For **younger youth**, **Monterey County** has the largest number of programs (**33**) offering **other workforce services**, followed by **Santa Cruz County (28 programs)** and **San Benito County (13 programs)**.
- For **older youth**, **Monterey County** has the largest number of programs (**33**) offering **support services**, followed by **Santa Cruz County (21 programs)** and **San Benito County (26 programs)**. For **younger youth**, **Monterey County** has the largest number of programs (**23**) offering **support services**, followed by **Santa Cruz County (16 programs)** and **San Benito County (11 programs)**.

Youth Workforce Gaps

This section presents the youth workforce gaps identified in each county during this analysis.

Monterey County

Gap #1: Many young workers lack strong basic skills in English and math.

Gap #2: There is a lack of sufficient youth mentoring programs for non-low income youth and a lack of formal workplace mentoring programs for all youth.

Gap #3: Young workers often lack strong customer service skills.

Gap #4: There is a lack of sufficient capacity in youth summer employment programs.

Gap #5: More young dropouts need workforce services.

San Benito County

Gap #1: Many young workers lack strong basic skills in English and math.

Gap #2: There is a lack of sufficient coordination between youth-serving agencies.

Gap #3: There is a lack of work experience/internship opportunities for younger youth, particularly 14 year olds.

Gap #4: There is a lack of successful youth mentoring programs.

Gap #5: There is a lack of evening and weekend public transportation in neighboring counties where many workforce services are located.

Santa Cruz County

Gap #1: Young workers, particularly limited English speakers, lack strong basic skills in English and math.

Gap #2: More coordination is needed between youth-serving workforce agencies to overcome funding constraints and limited resources.

Gap #3: More educators and students need to better understand the skills and behaviors required for success in the workplace.

Summary of Adult Assets

The next section of the report outlines the strengths of adult workforce services in the Tri-County region.

Overview of the Tri-County Region's Adult Population

- **Monterey County** has the largest number of **residents who are 18 years old and older (287,712)**, followed by **Santa Cruz County (194,861)** and **San Benito County (36,091)**.

Providers of Workforce Services

- **Monterey County** is served by the largest number of **workforce service providers (58)**, followed by **Santa Cruz County (57)** and **San Benito County (41)**. A few of these providers (3 each in Santa Cruz and Monterey counties, 4 in San Benito County) offer only support services.
- **Adults (22 and over)** in the Tri-County region are served by **50 workforce providers in Monterey County, 50 workforce providers in Santa Cruz County, and 35 workforce providers in San Benito County**. Only one of these providers in each county offers only support services.
- **Older youth (18-21)** in the Tri-County region are served by **54 workforce providers in Monterey County, 51 in Santa Cruz County, and 36 workforce providers in San Benito County**. Only one of these providers in each county offers only support services.
- Workforce service **providers in Monterey and Santa Cruz Counties** typically have **more service locations than providers in San Benito County**. Workforce service **providers in Monterey and Santa Cruz Counties** typically have **one or two service locations** in the Tri-County area. By contrast, workforce service **providers in San Benito County** are more likely to have **only one service location** in the Tri-County region.
- **Monterey and San Benito Counties** have a **slightly higher percentage of larger providers than Santa Cruz County**. About **half** of all workforce providers in **Monterey and San Benito Counties** serve **more than 1,000 customers** each per year. By contrast, only **about a third** of all workforce service providers in **Santa Cruz County** serve **more than 1,000 customers a year**, while just less than a third serve from 101-500 customers.

Workforce Programs in each County

- **Adults (22 and over) in Monterey County** are served by the largest number of **workforce programs (95)**, followed by **Santa Cruz County (75)**, and **San Benito County (62)**. Only a few of these programs (1 each in San Benito and Monterey counties, 2 in Santa Cruz County) offer only support services.

- **Older youth (18-21) in Monterey County** are served by the largest number of **workforce programs (101)**, followed by **Santa Cruz County (85)**, and **San Benito County (67)**. Only a few of these programs (1 each in San Benito and Monterey counties, 2 in Santa Cruz County) offer only support services.
- **Most** of these workforce programs indicated that they **provide services in all regions of the counties** they serve.

Specific Workforce Services

- For **adults, Monterey County** has the largest number of programs (**50**) offering **job search services**, followed by **Santa Cruz County (37 programs)** and **San Benito County (27 programs)**. For **older youth, Monterey County** has the largest number of programs (**56**) offering **job search services**, followed by **Santa Cruz County (42 programs)** and **San Benito County (26 programs)**.
- For **training services**, Monterey County has the largest number of programs (72) serving **adults**, followed by **Santa Cruz County (55 programs)** and **San Benito County (44 programs)**. For **older youth, Monterey County** has the largest number of programs (**78**) offering **training services**, followed by **Santa Cruz County (62 programs)** and **San Benito County (42 programs)**.
- For **adults, Monterey County** has the largest number of programs (**38**) offering **other workforce services**, followed by **Santa Cruz County (31 programs)** and **San Benito County (16 programs)**. For **other workforce services, Monterey County** has the largest number of programs (**45**) for **older youth**, followed by **Santa Cruz County (39 programs)** and **San Benito County (19 programs)**.
- For **support services, Monterey County** has the largest number of programs (**29**) serving **adults**, followed by **Santa Cruz County (17 programs)** and **San Benito County (12 programs)**. For **older youth, Monterey County** has the largest number of programs (**33**) offering **support services**, followed by **Santa Cruz County (21 programs)** and **San Benito County (13 programs)**.

Summary of Adult Gaps

This section presents the adult workforce gaps identified in each county during this analysis.

Monterey County

Gap #1: Many workers lack strong basic skills in English and math.

Gap #2: There is a lack of affordable housing in the county.

Gap #3: Farmworkers, particularly migrant and seasonal workers, need additional assistance to move into higher paying jobs.

Gap #4: The health care industry cannot recruit sufficient staff for many skilled positions.

Gap #4: There is a lack of sufficient affordable child care, off-hours child care and child care for special needs children.

San Benito County

Gap #1: Many adults, particularly non-native English speakers, lack strong basic skills in English and math.

Gap #2: Employers need assistance accessing INS services.

Gap #3: Farmworkers, particularly migrant and seasonal workers, need additional assistance to move into higher paying jobs.

Gap #4: There is a lack of evening and weekend public transportation to neighboring counties where many workforce services are located (same as #5 for Youth).

Santa Cruz County

Gap #1: Employers need assistance finding qualified applicants for certain hard-to-fill technical positions.

Gap #2: Entry-level and low-skilled adult workers lack strong basic skills in English and math.

Gap #3: Limited English-speaking adults, particularly farmworkers, need additional assistance to move into higher paying jobs.