



**Napa-Lake Workforce Investment Board
Napa County Standing Committee
Meeting Agenda**

Thursday, April 18, 2013 ♦ 1:30 p.m. ♦ @ WIB Admin Office

**650 Imperial Way, Suite 103
Napa, CA 94559**

| Item | Time | Discussion |
|------|------|---|
| A. | 1:30 | CALL TO ORDER |
| B. | 1:35 | Public Comment |
| C. | 1:40 | Consent Calendar These matters typically include routine financial or administrative actions. Any item on the CONSENT CALENDAR will be discussed separately at the request of any person. CONSENT CALENDAR items are usually approved with a single motion <ol style="list-style-type: none">1. Minutes (Attachment) |
| D. | 1:50 | Receive Quarterly Fiscal Report (Attachment) Members will review most recent One Stop Fiscal report and will be asked to amend funding between Napa and Lake One-Stop systems. |
| E. | 2:00 | Receive Program Report (Presentation) Members will receive an oral program report from the One Stop Operator. |
| F. | 2:30 | 25% Dislocated Worker Grant WIB staff will provide an update of a recently submitted \$700,000 grant to serve dislocated workers in Napa and Lake counties. |
| G. | 2:40 | 2013 Strategic Annual Workforce Plan (Attachment) At the last full WIB meeting, the WIB established an Adhoc Strategic Plan Committee. The committee has been working on the strategic annual plan and has asked staff to bring it to the Napa and Lake Standing committees for review and input. |
| H. | 3:15 | Member/Director Report Out Members of the committee/staff will report important follow-up and/or time sensitive information on which no action is necessary. <ul style="list-style-type: none">• Form 700• AB 1234• Other |
| I. | 3:30 | Adjourn |



**Napa-Lake Workforce Investment Board
Napa County Standing Committee
Meeting Minutes**

Thursday, January 17, 2013 ♦ 1:30 p.m. ♦ @ WorkforceNapa

**650 Imperial Way, Suite 103
Napa, CA 94559**

Attendance: Greg Armstrong, Michael Haley, Paul Hicks, Ronald Kraft, Jennifer La Liberte, Chris Messina, Maritza Monge-Reynoso, Anil Patel, Jaime Penaherrera and Rhonda Slota

Guests:

Staff: Bruce Wilson, Lynn Perez, Julia Smith and Laurie Harty

- A. **CALL TO ORDER** – Chris Messina called the meeting to order at 1:33.
- B. **Public Comment** – none
- C. **Welcome and Introduction of New Members** – Bruce welcomed everyone and invited them to introduce themselves.
- D. **New Members – Oath of Office** – Bruce gave the Oath of Office to the newly appointed members who were present.
- E. **System Overview & Orientation**
Bruce presented an overview of the Workforce Investment Act (WIA) system to board members. He talked about the adult, youth and dislocated worker programs. He also explained the Lake County WIB partnership.
- F. **Receive Statewide Performance Report**
Bruce directed everyone to the 2011-2012 local workforce area performance results report in the packet. This report gives an indication of how we rate in relation to the state. As the report points out we exceeded all of our performance measures and were number 1 in the State for Adult Earned Income.
- G. **Receive and Approve Quarterly Fiscal Report & One Stop Contract Modification**
Bruce went over the report. This is essentially the NLWIB budget discussed in the orientation. Bruce explained the proposed transfer of carry-in funds.
MOTION: Chris Messina made a motion to accept the fiscal report. Second by Paul Hicks
VOTE: Passed unanimously.
Rhonda Slota made a separate motion to allow staff to move money into Lake One-Stop's contract from carry-in funds. Second by Michael Haley.
VOTE: Both passed unanimously.
- H. **25% Dislocated Worker Grant**
Bruce pointed out the \$700,000 dollars on the budget has an asterisk next to it. Hopefully we will be awarded this grant to serve dislocated workers in Napa and Lake counties. It would be effective 10-1-12 to 3-31-14.
- I. **2013 Strategic Annual Workforce Plan**
There's a technical training meeting on February 7th in Sonoma County on how to put this plan together. We have several volunteers for a committee to work on this plan. This plan is our blueprint for the provision of workforce services in Napa and Lake counties.
- J. **Member/Director Report Out**
Nothing to report (agenda contained items from a previous agenda).
- K. **Adjourn**

**TRAINING AND EMPLOYMENT CENTER
AND WIB BUDGET STATUS
As of December 31, 2012**

| Funding Source | Carry-In | Allocation | 1st Quarter | 2nd Qtr | 3rd Qtr | 4th Qtr | Total Expenditures FY 12/13 | Remaining Allocation | % spent at 50% of the year | Minimum Training Requirement (15%) | Training Obligated | Training Paid |
|---------------------------------|-----------------|-------------------|--------------------|-------------------|----------------|----------------|--|---------------------------------|---|---|-------------------------------|-----------------------------------|
| <u>WIA Adult</u> | | | | | | | | | | | | |
| Napa County | | \$ 269,589 | \$ 66,649 | \$ 56,985 | | | | | | 40,438 | | 0 |
| Lake County | | 216,771 | 47,784 | \$ 55,595 | | | | | | 32,516 | | |
| Admin | | 54,040 | 2,632 | 7,581 | | | | | | | | |
| Total Adult | 33,700 | \$ 540,400 | \$ 117,065 | \$ 63,176 | \$ - | \$ - | \$ 180,241 | \$ 393,860 | 31% | \$ 72,954 | | |
| <u>Dislocated Worker</u> | | | | | | | | | | | | |
| Napa County | | \$ 335,397 | \$ 80,774 | \$ 77,103 | | | | | | 50,310 | | 0 |
| Lake County | | 207,750 | 51,069 | 58,986 | | | | | | 31,162 | | |
| Admin | | 60,350 | 3,203 | 3,200 | | | | | | | | |
| Total Dislocated Worker | 22,909 | \$ 603,497 | \$ 135,046 | \$ 139,289 | \$ - | \$ - | \$ 274,335 | \$ 352,072 | 44% | \$ 81,472 | | |
| | | | | | | | | | | \$ 154,426 | 20,620 | 3,108 |
| Rapid Response | 95,115 | \$ 222,944 | \$ 49,976 | 41325.27 | - | \$ - | \$ 91,301 | \$ 226,758 | 29% | | | Napa Only Lake figures pending |
| <u>Youth</u> | | | | | | | | | | | | |
| Napa County | | \$ 282,817 | \$ 43,858 | 9517 | | | | | | | | |
| Lake County | | 195,193 | 26,204 | 35805.04 | | | | | | | | |
| Admin | | 53,112 | 821 | 819 | | | | | | | | |
| Total Youth | 360,201 | \$ 531,122 | \$ 70,883 | \$ 46,141 | \$ - | \$ - | \$ 117,024 | \$ 774,300 | 13% | | | |

SECTION 1: VISION

The Napa-Lake Workforce Investment Board (NLWIB) oversees the workforce development strategic initiatives, policies and performance outcomes for Napa and Lake County. The basic policy principles that will guide the NLWIB's goals, objectives and strategic initiatives are consistent with the state's and Governor's priorities of preparing skilled workers for employment in regional growth industry sectors and clusters, achieved by a workforce development system that effectively utilizes sector strategy initiatives, best practices, labor market information, and education, training, and employment services.

Goals of the Napa-Lake Workforce Investment Board's Strategic Five Year Workforce Investment Plan (Plan):

1. Establish a strong vision and keen sense of mission about Napa and Lake County's workforce, its workforce development system, and where that system should be over the next five years.
2. Serve as a guide for the region's workforce development system partners and stakeholders to achieve their goals and objectives.
3. Help the Napa-Lake Workforce Investment Board communicate to its employers, job seekers, incumbent workers, youth, and community and public leaders its commitment to serving the diverse and dynamic workforce development needs of the Counties of Napa and Lake.

The core of Napa and Lake County's workforce development system is comprised of a One-Stop collaboration of the primary service delivery agents in both Counties. This includes:

- designated One-Stop Managers
- WIA service providers
- Napa and Lake County Social Services Departments
- Adult Education
- California Employment Development Department
- California Department of Rehabilitation
- Napa Valley, Mendocino and Yuba Community College systems
- Napa and Lake County Offices of Education
- Economic Development leaders
- Experience Works Older Worker Program
- California Conservation Corps
- California Human Development Corporation

Among the NLWIB's top priorities is its ongoing focus on the One-Stop delivery system as the cornerstone of workforce services in both counties. The NLWIB is committed to ensuring that its One-Stop Business and Career Centers provide a wide range of workforce development services that meet the needs of their respective business and resident communities. Through these comprehensive centers and currently four satellite centers, the NLWIB remains confidently focused on its vision of:

A strong economy in which employers have an ample supply of skilled labor resources and residents have access to an abundance of quality jobs.

Napa-Lake Workforce Investment Area (WIA)

Napa County is located north of San Pablo Bay and is officially one of the nine San Francisco Bay Area counties, and one of four North Bay counties. Napa County was one of the original counties of California, created in 1850 at the time of statehood. Parts of the county's territory were given to Lake County in 1861. Once the producer of many different crops, Napa County is known today for its wine and hospitality industries.

Lake County is mostly agricultural, with tourist facilities and some light industry. Major crops include pears, walnuts and, increasingly, wine grapes. But Lake County is not new to grapes or wine. In the early 20th century the area had a reputation for producing some of the world's greatest wines. That ended in 1920 with Prohibition. Then in the 1960s, the wine industry began to re-emerge. The area has since gone from fewer than 100 acres of grapevines in 1965 to over 8,800 acres of vineyards today.

The Population:

Napa and Lake Counties have 139,000 and 64,000 residents, respectively. That's .37% of California's population for Napa, and .17% of California's population for Lake. Combined, the two counties have about 203,000 residents, of which Napa's share is about two-thirds, or 68.5%.

Napa County's population has been growing in recent years at a 1.9% growth rate (between 2010-2012), while Lake County's population has been declining in that same period at a -1.1% rate. In contrast, the state of California has been growing at a 2.1% growth rate.

While the percentages of the working-age Napa and Lake populations are relatively similar numbers (about 61% of the overall population), Lake has an older labor force. This is evidenced by a lesser percentage of children and a greater percentage of seniors in Lake County. One impact of having an older labor force is an increased reliance on healthcare and related services. Another impact of an older labor force is a higher percentage of job opportunities (throughout the economy) that will occur as a result of workers retiring or leaving the labor force. Nationwide, as the baby boomer population moves into retirement age, a greater share of job opportunities is expected to come from worker replacement needs rather than from new job growth. In Lake County, this will be even more so.

Ethnically, the three largest groups in Napa and Lake Counties include:

- Whites, Non-Hispanic (56% and 64% respectively)
- Hispanic/Latino origin (33% and 18%)
- Asian (7% and 1.5%)

Blacks comprise about 2% of the population in both counties, while the American Indian/Alaska Native group comprises 1.3% of the population in Napa and 4.0% in Lake.

In comparison, Napa County's population is slightly more diverse than Lake's with a higher percentage of Hispanics/Latinos and Asians. Lake County's population is older and has a higher percentage of American Indians. Interestingly, Lake County also has a higher percentage of persons who report being of "two or more races" (4.1%, as compared to 3.6% for California and 3.0% for Napa).

Napa County has a much higher percentage of residents who are “foreign born” (22.1% compared to 8.5% for Lake), which suggests a much greater need for ESL (English as a Second Language) courses as a prerequisite for career related training and advancement. However, Lake County has a much higher percentage of residents who are “below the poverty level” (21.4% compared to 9.8% for Napa).

Source for 2012 population statistics: Census Bureau

The Unemployment Rates:

The unemployment rate in Napa County was 7.0% in February 2013, down from 8.0% in January 2013, and below the year-ago estimate of 8.9%.

The unemployment rate in Lake County was 14.5% in February 2013, down from 15.7% in January 2013, and below the year-ago estimate of 16.8%.

These unemployment rates compare with an unadjusted unemployment rate of 9.7% for California and 8.1% for the nation during the same period.

Source: California Labor Market Information Division

Wage & Salary Employment (All):

| | 2008 | 2018 | Change | Rate |
|----------|---------|---------|--------|-------|
| Napa | 79,100 | 88,900 | 9,800 | 12.4% |
| Lake* | 23,636 | 25,090 | 1,454 | 6.2% |
| Combined | 102,736 | 113,990 | 11,254 | 10.9% |

Source: California Labor Market Information Division

* *Industry and occupational projections are not available from LMID for Lake County, so this estimate was derived by taking 20% of the North Coast Counties regional employment projections (Lake County has approximately 20% of the population of the four North Coast Counties).*

A Regional Approach

Over the past fifteen years, the NLWIB has partnered with three other North Bay workforce investment areas - Sonoma, Solano, and Marin - to form and act in partnership as the North Bay Employment Connection (NBEC). The principal factors that led to the creation of NBEC included common industry clusters, a shared labor pool, and shared education and training providers. Working together, NBEC has been able to secure more than \$17 million in grant funding which has served to increase the workforce development capacity of all NBEC partners. The NLWIB will continue to deal with regional “North Bay” workforce issues and challenges through regional collaboration with our NBEC partners.

Workforce Issues and Solutions

Our Workforce Issues and Solutions were developed after extensive research which included employer surveys, focus groups, and public meetings. (See the NLWIB's website at www.napaworkforce.org to see the research reports and presentations that led to the solutions below).

1. Establish Industry Skill Panels in Napa and Lake Counties

Establish industry-based and industry-driven "Skill Panels" to advise and inform the education, training and workforce development sectors while representing the workforce needs and interests of the key industry sectors in the Napa and Lake County areas.

The Skill Panels will serve to:

- Continuously inform our education, training and workforce development partners
- Communicate resources and strategies to other industry employers
- Support and communicate labor market and workforce information to industry employers
- Certify education and training programs that meet industry standards, including pre-employment and pre-apprenticeship programs
- Identify and communicate employment, training and internship opportunities
- Support and encourage collaboration on initiatives that address fundamental industry challenges
- Develop and implement a public awareness campaign to inform residents about the challenges and opportunities of our economy and labor market
- Engage high profile industry leaders to promote strategies and initiatives aimed at addressing the major challenges of our key industry sectors
- Develop incentives that encourage students to participate in work experience programs in our key industry sectors, including the food and beverage manufacturing industry (i.e. secondary and postsecondary vocational and technical training, co-op placements, internships, work experience placements, etc.)
- Support and promote vocational and technical training programs (i.e. local ROP/Career Technical Education programs)
- Increase information sharing regarding effective worker recruitment, training and retention practices

2. Develop Local Education and Training Consortia

Develop Education and Training Consortia in both the Napa and Lake County areas to develop and provide programs and courses designed to help meet industry workforce needs focused on a) basic employability skills and b) job specific skills for key industry sectors.

The Consortia will be comprised of the following education, training and workforce development partners in each county:

- County Offices of Education (including ROP/Career Technical Education)
- Public School Districts (that include high schools)
- Adult Education Schools
- Registered Apprenticeship Programs
- Community Colleges
- Private Education and Training Providers
- Napa-Lake Workforce Investment Board

- Other WIA Service Providers

The workforce development strategies of the Consortiums must also address the fact that many of the younger jobseekers who are interested in jobs lack the necessary workplace readiness skills that both jobseekers and employers need. This includes students currently in the K-12 system, as well as students who have left school (without graduating), and others who have graduated but lack workplace readiness skills.

To help prepare a skilled and qualified workforce, the Consortiums must work closely with the Skill Panels to develop and implement school-based training certificate programs to ensure that greater numbers of high school students and young job seekers receive workplace readiness skill training. With “soft skills” such as teamwork, communication, problem solving and critical thinking applicable to all disciplines, these skills can be recognized or incorporated into existing programs and curricula. Students and young adults demonstrating qualities such as showing up on time and exhibiting responsibility and initiative could be recognized in the high school, adult education and community college experience as workplace readiness skills. This certificate program would reward students for promising behavior such as consistently high attendance rates, above average academic performance, finishing their junior year on time, and taking initiative by enrolling in extra courses. Industry employers could agree to accept the certificate as evidence of workforce preparedness for entry-level jobs, internships, and apprenticeships.

The Consortiums will establish articulated subsidized and unsubsidized internship/work experience programs between K-12, adult education, community college, and the area Business & Career Centers. These programs should have an extremely robust employer site identification system. The programs will establish and implement:

- Subsidized and unsubsidized on-the-job training
- Subsidized employment
- Expanded work experience program
- Unsubsidized internships

The Consortiums will also serve to:

- Articulate basic employability skills between local public education and training programs, including pre-employment programs (includes Adult Education, Community College, High Schools)
- Establish links between the industry skill panels and local career guidance counselors at schools and training institutions
- Identify workplace expectations modules, especially for small and growing businesses
- Provide information about relevant programs and initiatives to industry partners
- Develop and implement a public awareness campaign to inform students and job seekers about the career opportunities that certain industries offer to local residents
- Advocate to increase funds for literacy, basic skills, ESL, and incumbent worker training
- Work collaboratively with the industry skill panels to seek public and private grant resources and expand capacity of existing education and training resources based on need and demand (e.g. customer service and supervisory skills training modules)

3. Establish a Skills Assessment Certificate Program

Use WorkKeys® to establish an objective and proven skills assessment certificate program for students and job seekers who wish to improve their chances of employment and career advancement within our key industry sectors. Such a certificate program would need to be approved and supported by both the industry skill panels and the education and training consortiums. WorkKeys, which measures and certifies basic employability skills, including both work readiness and job specific/technical skills components, is appropriate for both adults and for secondary and postsecondary student populations, and can be adapted to any industry. Ideally, all students and job seekers served by our Business & Career Centers would be offered the assessment at no charge.

Before WorkKeys can be implemented, however, NLWIB and its partners will need to study its compatibility with a new workplace readiness program called the “4 Cs” (Critical Thinking, Communication, Collaboration and Creativity) adopted by the Napa Valley Unified School District. In any case, it is NLWIB’s intention to collaborate with the school district in the implementation of the 4 Cs program. But WorkKeys is multi-functional and serves a larger purpose. Our objective will be to determine exactly how they can not only be compatible, but complement each other.

4. Provide a Single Point of Contact for Employers

Provide a single point of contact for employers who need to know what education, training, workforce development, and economic development resources exist in Napa and Lake Counties. This includes resources for incumbent worker training.

5. Develop and Provide the Necessary Information

Ensure that the necessary information is developed, available and accessible for planning and implementing all the above activities and programs, including needs assessments and continuing studies of the industry’s workforce needs and trends.

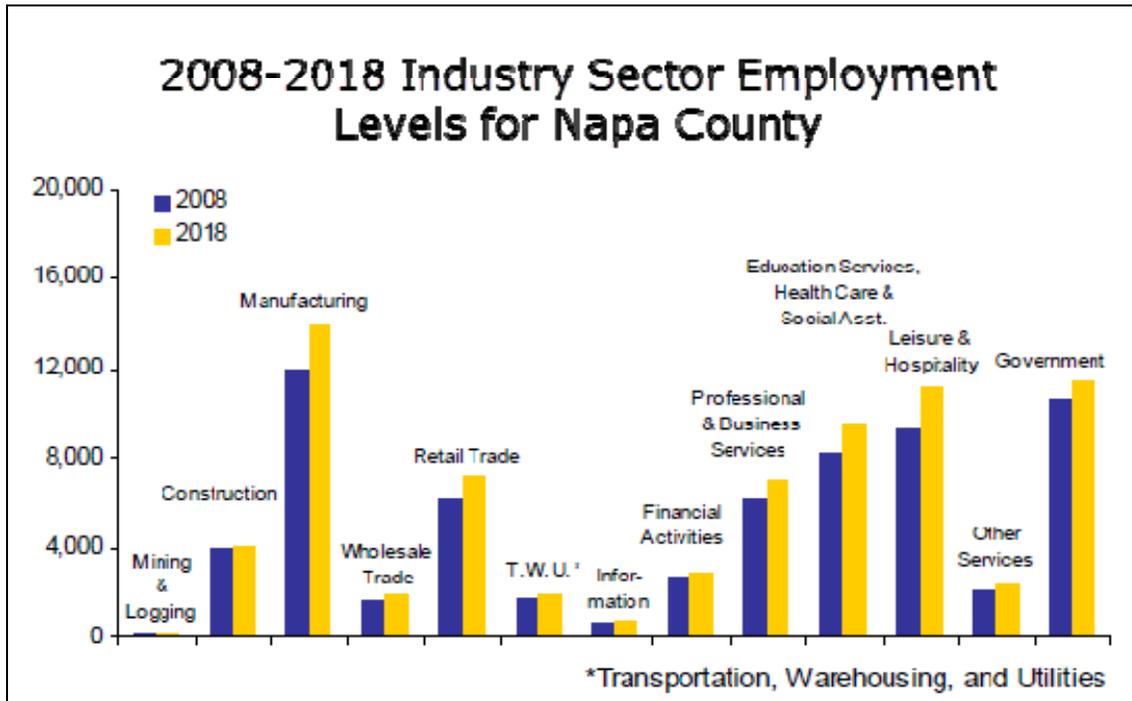
Other subject areas yet to be incorporated into Section 1:

Suggested at advisory cte. meeting:

- Develop a Building Trades program that will encompass the pre-apprenticeship program(s)
-

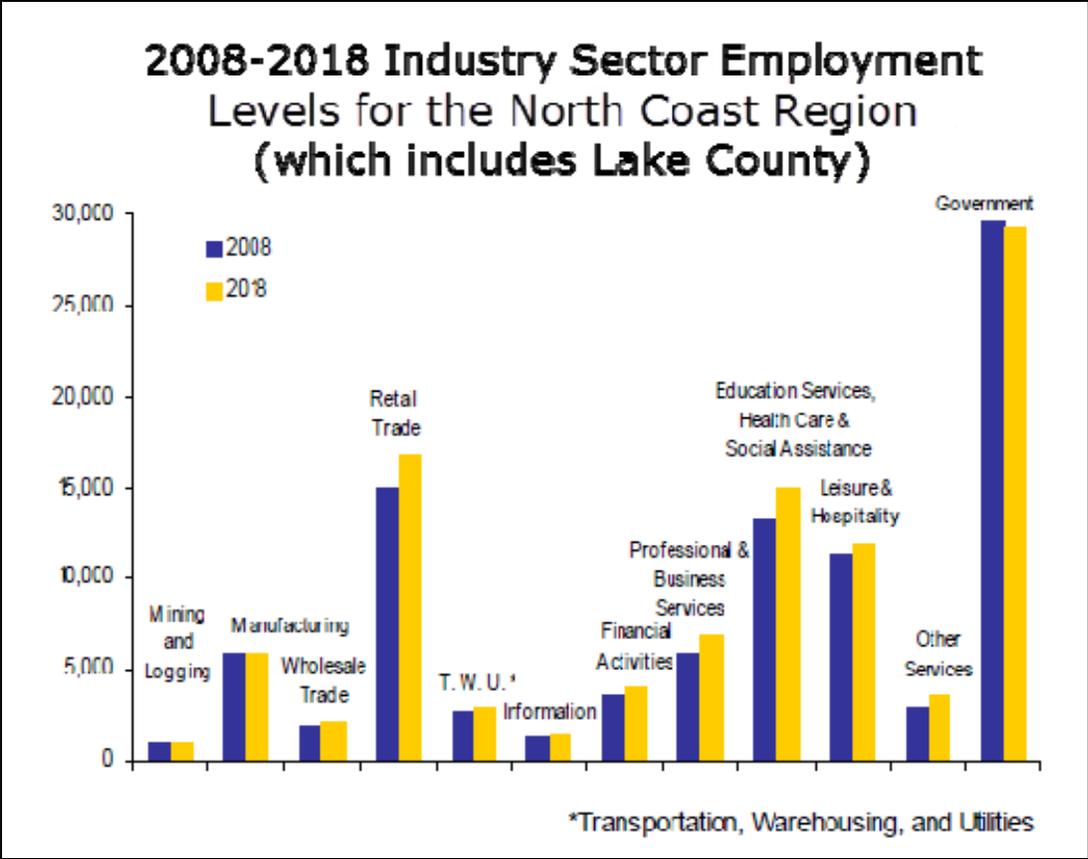
SECTION 2: ECONOMIC and WORKFORCE INFORMATION ANALYSIS

Employment Outlook – Napa County



Manufacturing is the largest nonfarm industry sector in Napa County and is expected to increase by nearly 16 percent for the 2008-2018 projections period. The county's manufacturing growth will be concentrated in the beverage (mostly wine) manufacturing industry. Napa also has a well-established Industry Cluster that combines the wine industry with the leisure and hospitality industries. This cluster provides significant economic benefits to the area economy. The fastest growing industry sectors in Napa County are Leisure and Hospitality, Retail Trade, and Wholesale Trade. Other industry sectors projected to grow faster than the county's overall growth rate include Education Services, Health Care and Social Assistance, Manufacturing, and Professional and Business Services. Although the Construction industry only has modest growth projections, our recent study of the green economy in Napa County indicates a strong interest in energy efficient construction and renovation, and the use of renewable energy resources and green business practices.

Employment Outlook – Lake County



Sectors that are expected to grow the most new jobs in Lake County for the 2008-2018 projections period include Retail, Education Services, Health Care and Social Assistance, and Professional and Business Services. These sectors will likely account for more than two-thirds of all new jobs in Nonfarm employment. The fastest growing industry sector is Professional and Business Services. Only two sectors are projected to decline in employment during this period: Government, and Mining and Logging. The Government sector, which includes public education, provides more jobs than any other sector, but is expected to decline in its employment throughout the projection period. Nevertheless, even with some decline in employment, the Government sector, along with its Education sub-sector, will continue to offer job opportunities due to worker replacement needs. There is some tourism in Lake County and the potential for growth, but it doesn't appear to provide large numbers of jobs. There is some indication that wine producers in Napa Valley are expanding their operations into Lake County. Yet it remains to be seen whether Lake County can develop an economically beneficial Industry Cluster with its wine and hospitality industries that will eventually provide a significant number of jobs. There is public transportation in Lake County, but no easy way to get to/from a job outside of Lake County (without having a private vehicle). This may be an employment barrier for many, and it may help to partly explain the high unemployment rates in Lake County. NLWIB plans to study this issue to determine if improvements to public transportation within the regional labor market area for Lake County residents might bring economic benefits to all.

Emerging and Transforming Industries

First, there is a general trend toward occupations with increasing knowledge and skill requirements - across all industries. For several decades now, the number of jobs for unskilled workers (nationwide as well as local) has steadily declined as a percentage of all jobs, while the demand for skilled workers with at least some postsecondary education or training has steadily increased. A nationwide trend, grouping occupations by education level shows that occupations requiring an associate degree are projected to grow the fastest, at about 19%, over the 2008–2018 employment projections period. Those requiring a bachelor’s degree or higher are projected to grow by 17% to 18%. Meanwhile, unskilled occupations are expected to grow by an average of 8% (far below average growth).

To give some specific examples of transforming industries, let's consider the Green, Construction, Healthcare and Manufacturing sectors:

Green:

While Green may not be an industry in the classic sense, the emerging green economy is generating new job opportunities and a demand for workers with green knowledge, skills, and credentials. These job opportunities include both new jobs and traditional jobs that are adapting to changing market realities. Broadly defined, the green economy describes both products and services, as well as business practices and processes that dramatically reduce the demand for energy and increase the efficient use of resources. Companies producing green products and providing green services cover a number of different market segments including clean technology, clean energy, green building and environmental services. These segments are considered by many to be the core green economy. Our study of Napa's Green Economy identified 174 green businesses spread across several green market segments. Almost 95% of the green businesses were small firms with fewer than 100 employees. Green businesses with the largest number of employees included green wineries and environmental remediation firms. Overall, our study found 3,687 workers employed in Napa's green economy, which amounted to 5.4% of the total employment in the county.

Construction:

Buildings, both residential and commercial, account for 35% to 40% of total U.S. energy consumption. Buildings account for 70% to 75% of total U.S. electricity consumption. The average household spends at least \$2,000 a year on energy bills - over half of which goes to heating and cooling. Buildings in the U.S. contribute nearly 40% of the nation’s total carbon dioxide emissions. As a result of these factors, a wide variety of construction and related workers are increasingly expected to have knowledge and skills in green building, energy-efficient design, and sustainable building materials. In the same way that mechanics had to adapt to new technologies in order to preserve their employability, construction and related workers now must upgrade their knowledge and skills in order to preserve their employability.

Healthcare:

Demographic and other societal changes (including the Affordable Care Act) are having a profound impact on the demand for health care services, significantly influencing both the magnitude and nature of those service needs. As the population ages, demand for health care services will continue to grow dramatically. Long-term care needs will also rise with the aging population and the number of nursing home and home care residents. Our long-term population growth and aging trends are creating additional demands on our healthcare system at the same time when a large number of the healthcare workers are getting ready to retire. We need to develop our capacity in order to train the future supply of healthcare workers needed to meet this demand. But the knowledge and skill competencies of our education and training programs must also match the use of new and changing technologies that are being used at every level of the healthcare services delivery system.

Manufacturing:

Many Americans think the U.S. doesn't make anything anymore. Wrong! While it's true that manufacturing in the U.S. has declined from what it once was, we remain one of the top manufacturers in the world, second only to China. Despite a decline in manufacturing jobs, U.S. manufacturing output continues to grow. For example, in the last 10 years, output from U.S. manufacturers has risen by a third when adjusted for inflation. Yet our manufacturers have replaced millions of workers with machines. A literal transformation of the factory floor. Others have moved or outsourced their manufacturing to countries where the labor is cheaper. Still others have gone out of business. Across the U.S., factory floors look very different than they did just 20 years ago. Today there are far fewer people on the floor, far greater use of technology, and very different demands placed on the workers. Increasingly, manufacturing workers need to be highly skilled. Employers frequently complain about labor shortages, skill gaps, and the lack of vocational training that is needed to prepare tomorrow's skilled production workforce.

Labor market information presented in the Plan identifies growth industries that offer and will continue to offer employment and training opportunities, as well as significant economic benefits to our local economies. NLWIB has been actively studying its labor markets and working with its business and education partners to analyze the key industry sectors so as to identify key occupations, skill standards and career ladders, as well as to develop industry-approved curriculum. These activities will continue on an ongoing basis to ensure that the NLWIB keeps its hand on the pulse of the local labor market and economy.

Major Employers

(grouped by employment level)

| Major Employers in Napa County | City | Website | Industry | Jobs |
|--|------------------------|---|--|---------|
| County of Napa | Napa | http://countyofnapa.org/ | County Government | 1,000+ |
| Napa County Office of Education (all school districts) | varies by district | http://www.napacoe.org/ | Public Schools | 1,000+ |
| Napa State Hospital | Napa | http://www.dsh.ca.gov/Napa/default.asp | State Psychiatric Hospital | 1,000+ |
| Queen of the Valley Medical Center | Napa | http://www.thequeen.org/ | Hospitals | 1,000+ |
| Napa Valley College | Napa | http://napavalley.edu/ | Community Colleges | 500-999 |
| Owens Corning | Napa | http://owenscorning.com/ | Cut Stone & Stone Products Manufacturing | 500-999 |
| Pacific Union College | Angwin | http://www.puc.edu/ | Private Colleges & Universities | 500-999 |
| Silverado Resort & Spa | Napa | http://www.silveradoresort.com/ | Resort | 500-999 |
| Treasury Wine Estates | Saint Helena | http://www.tweglobal.com/ | Wine Manufacturing | 500-999 |
| Veterans Home of California | Yountville | http://cdva.ca.gov/ | State Government-Services for Aged and Disabled Veterans | 500-999 |
| Walmart | Napa & American Canyon | http://www.walmart.com/ | Department Stores | 500-999 |
| City of Napa | Napa | http://www.cityofnapa.org/ | City Government | 250-499 |
| Comcast | Napa | http://wwwb.comcast.com/ | Cable TV & Internet Services | 250-499 |
| Domaine Chandon Inc | Yountville | http://chandon.com/ | Wineries | 250-499 |
| Marriott-Napa Valley | Napa | http://www.marriott.com/default.mi | Hotels & Motels | 250-499 |

| | | | | |
|-------------------------------|--------------|---|----------------------------------|---------|
| Sutter Home Winery | Saint Helena | http://www.sutterhome.com/ | Wine Exporters | 250-499 |
| Syar Industries Inc | Napa | http://www.syar.com/ | Building Materials | 250-499 |
| Trinchero Family Estates | Saint Helena | http://tfewines.com/ | Wine Manufacturing | 250-499 |
| Universal Services of America | Napa | http://universalpro.com/ | Security Guard & Patrol Services | 250-499 |
| Yolano Engineers Inc | Napa | no website | Surveyors-Land | 250-499 |
| The Carneros Inn | Napa | http://www.thecarnerosinn.com/ | Resort & Spa | 100-249 |
| Robert Mondavi Winery | Oakville | http://www.robertmondaviwinery.com/ | Wineries | 100-249 |

| Major Employers in Lake County | City | Website | Industry | Jobs |
|--|----------------------------------|---|--|---------|
| Lake County Office of Education (all school districts) | varies by district | http://www.lake-coe.k12.ca.us/ | Public Schools | 1,000+ |
| County of Lake | varies by dept. | http://www.co.lake.ca.us/ | County Government | 500-999 |
| Shannon Ridge Vineyards & Winery | Clearlake Oaks | http://www.shannonridge.com/ | Vineyards & Winery | 500-999 |
| Sutter Lakeside Hospital | Lakeport | http://www.sutterlakeside.org/ | Hospitals | 500-999 |
| Adobe Creek Packing Co Inc | Kelseyville | http://adobecreekpacking.com/ | Fruits & Vegetables-Growers & Shippers | 250-499 |
| Calpine Corp | Middletown | http://calpine.com/ | Electric Companies | 250-499 |
| Mariani Dryers | Kelseyville | no website | Fruit Drying | 250-499 |
| Robinson Rancheria Resort and Casino | Nice | http://rrrc.com/ | Resort and Casino | 250-499 |
| St. Helena Hospital - Clearlake | Clearlake | http://www.sthelenahospital.org/ | Acute Care Hospitals | 250-499 |
| Brunos Shop Smart | Lakeport | http://www.shopsmartfoods.com/ | Grocers-Retail | 100-249 |
| Clearlake Family Health Center | Clearlake | http://www.sthelenahospital.org/ | Health Services Clinics | 100-249 |
| Crowne Plaza | Upper Lake | http://www.ihg.com/ | Hotels & Motels | 100-249 |
| Harbin Hot Springs | Middletown | http://www.harbin.org/ | Hot Springs | 100-249 |
| Hardesters Markets (3) | Middletown, Cobb & Hidden Valley | http://www.hardestersmarkets.com/ | Grocery & Hardware | 100-249 |
| Hidden Valley Lake Association | Hidden Valley Lake | http://www.hvla.com/ | Non-Profit Homeowner's Association | 100-249 |
| Kmart | Lakeport | http://www.kmart.com/ | Department Stores | 100-249 |
| Konocti Vista Casino | Lakeport | http://konocti-vista-casino.com/ | Casinos | 100-249 |
| Meadowood Nursing Center | Clearlake | no website | Skilled Nursing Facilities | 100-249 |
| Mendo-Lake Honda-Isuzu | Lakeport | no website | Automobile Dealers-New Cars | 100-249 |
| Safeway (2) | Clearlake & Lakeport | http://www.safeway.com/ | Grocers-Retail | 100-249 |
| Scully Packing Co | Finley | http://scullypacking.com/ | Fruits & Vegetables-Growers & Shippers | 100-249 |
| Twin Pine Casino & Hotel | Middletown | http://twinpine.com/ | Casino & Hotel | 100-249 |
| Walmart | Clearlake | http://www.walmart.com/ | Department Stores | 100-249 |

Source: America's Labor Market Information System (ALMIS)

EMSI & HWOL

To do the best possible job at analyzing our labor market and economic opportunities, NLWIB plans to add a labor market/workforce development analyst (extra-help) position.

NLWIB is also investing in a turn-key data product called "EMSI Analyst." EMSI (Economic Modeling Specialists Intl.) is a nationally recognized vendor that provides high-quality employment data and economic analysis tools that can be utilized effectively by labor market/workforce development

analysts. The EMSI Analyst product harnesses key data on jobs, the economy, and the local workforce, and turns it into decision-ready information. It's a web-based, user-friendly tool that saves time, stays up-to-date, and helps workforce boards make sound, strategic decisions. EMSI Analyst provides a comprehensive set of labor market information including data on industries, occupations, demographics, skills, education, and job-postings.

Using EMSI Analyst, NLWIB will develop "Demand Occupations" lists for Napa and Lake Counties - to be updated once every two years (at a minimum). The Demand Occupations will reflect both our sector strategy approach to workforce development and jobs with viable employment opportunities that will most benefit our workforce, our employers, and our economies. Further, our Demand Occupations lists will be weighted by criteria such as occupations that pay a livable wage based on the Self-Sufficiency Wage Standard for California developed by the Insight Center for Community Economic Development. The Self-Sufficiency Wage Standard measures how much a person or family needs to earn to make ends meet in their county without public or private assistance.

Another valuable labor market information tool that NLWIB will invest in (if grant funding allows/provides for it) is called HWOL, for Help Wanted Online. It provides "real-time" labor market information, which is not otherwise available through our usual data sources such as the California Labor Market Information Division (LMID) or the U.S. Dept. of Labor's Bureau of Labor Statistics. What HWOL does is search the web for job ads/listings and then converts that data into regional occupational information (without exaggeration due to duplicative job listings). The limitation of real-time LMI (that must be understood) is that it doesn't capture information on jobs that don't get posted online. Therefore, some types of jobs which are predominantly filled through referrals or by promoting from within are under-represented in real-time LMI. But with the vast majority of employers now posting jobs online, real-time LMI has the advantage of offering up-to-date snapshots of current labor market conditions, including "hot jobs" and what specific employers are doing most of the current hiring.

Here are the top 25 occupations in Napa County – based on total job ads posted in January 2013

| Top Occupations in Napa County – based on real-time labor market information | Total Job Ads in January 2013 | Total Job Ads in January 2012 |
|---|--------------------------------------|--------------------------------------|
| Registered Nurses | 66 | 34 |
| First-Line Supervisors of Retail Sales Workers | 49 | 28 |
| First-Line Supervisors of Food Prep. and Serving Workers | 45 | 28 |
| Occupational Therapists | 45 | 47 |
| First-Line Supervisors of Office and Admin. Support Workers | 42 | 28 |
| First-Line Supervisors of Production and Operating Workers | 36 | 21 |
| Retail Salespersons | 35 | 44 |
| Critical Care Nurses | 34 | 5 |
| Waiters and Waitresses | 33 | 18 |
| Executive Secretaries and Exec. Administrative Assistants | 30 | 24 |
| Customer Service Representatives | 29 | 25 |

| | | |
|--|----|----|
| Maintenance and Repair Workers, General | 23 | 5 |
| Occupational Therapy Assistants | 22 | 28 |
| Social and Human Service Assistants | 22 | 12 |
| Bookkeeping, Accounting, and Auditing Clerks | 21 | 11 |
| Medical and Health Services Managers | 20 | 13 |
| Security Guards | 20 | 12 |
| Sales Agents, Financial Services | 20 | 8 |
| Accountants | 20 | 18 |
| Secretaries and Administrative Assistants | 19 | 8 |
| Sales Representatives, Wholesale and Manufacturing | 19 | 14 |
| Speech-Language Pathologists | 18 | 8 |
| Marketing Managers | 18 | 21 |
| Cashiers | 15 | 7 |
| Cooks, Restaurant | 15 | 10 |

The top ten recruiters/employers in terms of job ads posted include:

- | | |
|-----------------------------------|------------------------------------|
| 1. St. Helena Hospital | 6. ALKAR Human Resources |
| 2. Soliant | 7. Napa County Office Of Education |
| 3. Edward Jones | 8. Dolce Hotels and Resorts |
| 4. Medical Staffing Network, Inc. | 9. Treasury Wine Estates |
| 5. Napa Valley Unified | 10. Domaine Chandon |

Here are the top 25 occupations in Lake County – based on total job ads posted in January 2013

| Top Occupations in Lake County – based on real-time labor market information | Total Job Ads in January 2013 | Total Job Ads in January 2012 |
|--|-------------------------------|-------------------------------|
| Physical Therapists | 40 | 67 |
| Registered Nurses | 30 | 24 |
| Occupational Therapists | 25 | 49 |
| Occupational Therapy Assistants | 20 | 30 |
| Speech-Language Pathologists | 13 | 24 |
| Personal Financial Advisors | 13 | 0 |
| Physician Assistants | 12 | 3 |
| Maintenance and Repair Workers, General | 11 | 2 |
| Social and Human Service Assistants | 10 | 13 |
| Sales Agents, Financial Services | 8 | 3 |
| First-Line Supervisors of Retail Sales Workers | 8 | 8 |
| Customer Service Representatives | 7 | 2 |
| First-Line Supervisors of Office and Admin. Support Workers | 7 | 4 |

| | | |
|--|---|---|
| Pharmacists | 6 | 1 |
| First-Line Supervisors of Mechanics, Installers, and Repairers | 6 | 0 |
| Network and Computer Systems Administrators | 6 | 0 |
| Licensed Practical and Licensed Vocational Nurses | 5 | 7 |
| Industrial Safety and Health Engineers | 5 | 0 |
| Secretaries and Administrative Assistants | 5 | 0 |
| Bookkeeping, Accounting, and Auditing Clerks | 5 | 0 |
| First-Line Supervisors of Food Prep. and Serving Workers | 4 | 1 |
| Physical Therapist Assistants | 4 | 4 |
| Medical and Health Services Managers | 4 | 2 |
| Executive Secretaries and Exec. Administrative Assistants | 4 | 3 |
| Mental Health and Substance Abuse Social Workers | 4 | 0 |

The top ten recruiters/employers in terms of job ads posted include:

- | | |
|------------------------|---|
| 1. Edward Jones | 6. Soliant |
| 2. St. Helena Hospital | 7. PSR |
| 3. Calpine Corporation | 8. Wyndham International |
| 4. Critical Connection | 9. Core Medical |
| 5. The GEO Group, Inc. | 10. Kelseyville Unified School District |

Career and Training Network

NLWIB's website also includes a Career and Training Network which provides a) occupational information used for career exploration and research and b) an education/training directory used to identify and research certificate and degree programs available to North Bay residents. The directory requires regular updating. Now that our workforce investment area also includes Lake County, NLWIB intends to expand the directory to include Lake County education/training providers and their programs. With the EMSI Analyst tool, we will also be able to provide occupational information, including job replacement projections, specific to Lake County.

Required Workforce Knowledge and Skills

Our research has identified important "soft" knowledge and skills that our local employers in our key industry sectors look for when hiring entry-level employees. Soft skills, which includes work ethics, are in contrast to job specific and technical skills which are needed for most jobs. The key soft skills identified in our surveys and validated through employer focus groups include:

- Teamwork
- Problem solving/critical thinking
- Communication
- Strong work ethic
- Ability to adapt to change
- ESL (for non-native English speakers)

These soft skills, along with basic skills (reading, writing, math and computer literacy), are the qualities needed for the entry-level positions in a growing labor market and are compatible with the WorkKeys system discussed in our Workforce Issues and Solutions in Section 1. Our strategy for providing our employers with job candidates who possess these qualities is also discussed in the same section.

Many jobs also require job-specific and technical skills that are acquired through some combination of education, training and experience. Here's a list of the most important knowledge and skill needs reflected by an analysis of the top 20 demand occupations in Napa and Lake Counties:

- Assisting and Caring for Others
- Communicating with Supervisors, Peers, or Subordinates
- English Language Knowledge
- Getting Information
- Knowledge of Administrative and Clerical Procedures
- Knowledge of Biology
- Knowledge of Medicine
- Knowledge of Psychology
- Knowledge of Therapy and Counseling
- Performing Administrative Activities
- Performing for or Working Directly with the Public
- Using Computers and Computer Systems

Note that this list of knowledge and skills doesn't apply to any single occupation or job. When it comes to job-specific and technical skills, each occupation has its own requirements. The data sources we utilize for this information and to assist in curriculum design includes the following:

- O*NET – the Nation's Occupational Information Network (from the U.S. Dept. of Labor)
- WorkKeys - as discussed in Workforce Issues and Solutions in Section 1
- DWA Research Institute – Detailed Work Activities (from the SkillsNET Foundation)
- Industry Skill Standards – varies by industry (usually the product of an industry trade association)
- Other Research – including our own labor market surveys, focus groups, etc.

Characteristics and Employment-Related Needs of the Local Area Population

Employment Related Needs of Job Seekers:

The workforce investment needs of job seekers in our area are evident. Many require an improved understanding of the local labor market, including which occupations are in demand, what are the skill requirements and other qualifications, which jobs pay higher wages, and which offer viable career ladders. Other needs include: career counseling; job search and placement assistance; performance and cost information on eligible providers of training services; information on the availability of supportive services, including child and adult care and transportation, and referral to such services as appropriate; information regarding filing claims for unemployment compensation; assistance in establishing eligibility for financial aid for training and education; and job retention and skill upgrade services.

Employment Related Needs of Incumbent Workers:

Incumbent workers in our area, particularly those who are “underemployed,” have a vested interest in maintaining and increasing their skill levels. Increased productivity can lead to raises and promotions,

and helps both workers and their employers remain competitive, thereby lessening the chances of layoffs and business closures. Thus, the workforce investment needs of incumbent workers consist mostly of a system to provide them with the means to pursue lifelong learning. However, for those underemployed individuals who are not economically self-sufficient, specific assistance with career counseling, skill upgrades, and additional skills training to increase wages may be warranted. Many of the needs identified for Job Seekers above are also applicable to underemployed incumbent workers.

Employment Related Needs of Adults with Serious Barriers to Employment:

In addition to the needs identified for Job Seekers and Incumbent Workers above, adults with serious barriers to employment, such as physical, mental or learning disabilities, have special needs that must be addressed in order to insure their employability. Specific assistance is often warranted to assist with housing, health and medical services, specialized skills training, on the job coaching, workplace issues, including workplace modifications, advocacy, assisted living, special communications (Braille, sign language, etc.), specialized workstations and software, personal and family, special transportation, independent living skills and legal needs.

Employment Related Needs of Youth:

The needs of youth are varied, and include many of the same needs that the adult population has in order to become and remain employable. In addition, youth often need many of the following: transition services; life skills including money management, job/career guidance, inter-personal skills, anger management, parenting, and time management; GED programs; learning disability evaluation; accelerated learning program for teen parents; family learning programs; substance abuse treatment; mental health services; physical health services; mentoring; youth court; legal services; youth shelters; teen parent services; teen centers; and job readiness, placement and retention services.

Demographic Profile

| | Napa County | Lake County | State of California |
|---|--------------------|--------------------|----------------------------|
| Population, 2012 estimate | 139,045 | 63,983 | 38,041,430 |
| Population, 2010 (April 1) estimates base | 136,484 | 64,665 | 37,253,956 |
| Population, percent change, April 1, 2010 to July 1, 2012 | 1.9% | -1.1% | 2.1% |
| Population, 2010 | 136,484 | 64,665 | 37,253,956 |
| Persons under 5 years, percent, 2011 | 5.9% | 5.5% | 6.7% |
| Persons under 18 years, percent, 2011 | 22.9% | 20.7% | 24.6% |
| Persons between 18 and 64 years, percent, 2011 | 61.8% | 61.0% | 63.7% |
| Persons 65 years and over, percent, 2011 | 15.3% | 18.3% | 11.7% |
| Female persons, percent, 2011 | 50.1% | 49.8% | 50.3% |
| White persons, percent, 2011 (a) | 85.8% | 88.3% | 74.0% |
| Black persons, percent, 2011 (a) | 2.3% | 2.0% | 6.6% |
| American Indian and Alaska Native persons, percent, 2011 (a) | 1.3% | 4.0% | 1.7% |
| Asian persons, percent, 2011 (a) | 7.2% | 1.3% | 13.6% |
| Native Hawaiian and Other Pacific Islander persons, percent, 2011 (a) | 0.4% | 0.2% | 0.5% |
| Persons reporting two or more races, percent, 2011 | 3.0% | 4.1% | 3.6% |
| Persons of Hispanic or Latino Origin, percent, 2011 (b) | 32.9% | 17.7% | 38.1% |

| | | | |
|---|-----------|-----------|------------|
| White persons not Hispanic, percent, 2011 | 55.6% | 73.7% | 39.7% |
| Living in same house 1 year & over, percent, 2007-2011 | 85.8% | 84.1% | 84.2% |
| Foreign born persons, percent, 2007-2011 | 22.1% | 8.5% | 27.2% |
| Language other than English spoken, percentage 5+, 2007-2011 | 34.1% | 13.6% | 43.2% |
| Min high school graduate, percent of persons age 25+, 2007-2011 | 82.6% | 87.2% | 80.8% |
| Min bachelor's degree, percent of persons age 25+, 2007-2011 | 30.7% | 16.2% | 30.2% |
| Veterans, 2007-2011 | 10,069 | 7,212 | 1,997,566 |
| Mean travel time to work (minutes), workers age 16+, 2007-2011 | 23.9 | 28.3 | 27 |
| Housing units, 2011 | 54,916 | 35,404 | 13,720,462 |
| Homeownership rate, 2007-2011 | 63.3% | 65.2% | 56.7% |
| Housing units in multi-unit structures, percent, 2007-2011 | 19.1% | 8.2% | 30.8% |
| Median value of owner-occupied housing units, 2007-2011 | \$521,700 | \$235,900 | \$421,600 |
| Households, 2007-2011 | 49,640 | 25,654 | 12,433,172 |
| Persons per household, 2007-2011 | 2.63 | 2.46 | 2.91 |
| Per capita money income in past 12 months (2011 dollars), 2007-2011 | \$35,309 | \$22,238 | \$29,634 |
| Median household income, 2007-2011 | \$68,641 | \$39,525 | \$61,632 |
| Persons below poverty level, percent, 2007-2011 | 9.8% | 21.4% | 14.4% |

Source: Census Bureau

Other subject areas yet to be incorporated into Section 2:

- Need to include (or call out) an evaluation of underemployment and jobs that can provide economic security or “self-sufficiency.”
- Need to include an analysis of the challenges associated with the local area population attaining the education, skills, and training needed to obtain employment. Bruce to write about the WIA budget reductions through the years that have resulted in a lack of training resources; Bruce to write about the lack of vocational training opportunities offered through the high schools; Bruce to write about the antiquated education code that prevents community colleges from teaching at high schools; Bruce to write about the lack of training programs that are aligned with regional labor market needs.
- Need to include a discussion of the ability of the local area’s workforce programs to meet the skill needs of priority sector employers in the local area or region and close any identified skill gaps. Do we need to clearly identify what our priority sectors are? Do we need to clearly identify skill gaps (beyond the soft skills discussed in Workforce Issues and Solutions in Section 1)?
- Do we need to clearly state the benefits of industry sector initiatives?
 - Better understand the workforce needs and challenges of specific industries
 - Bring together leaders from the business and workforce development communities to address the needs and challenges identified by the sector initiatives
 - Develop more effective workforce development programs, services and policies in order to better prepare the local and regional workforce

- Develop industry-driven skill panels or employer advisory groups that represent the workforce and workforce development interests of their industries
- Do we need to clearly state the outcome examples of industry sector initiatives?
 - Partnerships can leverage resources to develop new training programs or seek funds for special projects
 - Closer working relationship allows for better labor market research and an improved understanding of the industry's workforce needs and the workforce development system's programs and services
 - Allows for the development of new programs and services for incumbent workers
 - Allows for better mapping of career pathways and entry-level employment opportunities
- Do we need to clearly state the role of education and training providers in industry sector initiatives?
 - Education and training providers play an important role in most sector initiatives. Many of the community-based organizations that operate long-standing sector initiatives, including workforce investment boards, began by providing or brokering training services. Moreover, public policy has increasingly encouraged the development of sector partnerships involving formal education providers such as community colleges and technical schools, and these relationships are growing in number.
- WorkKeys can be marketed to employers as having a competitive advantage ???
- Customer Service Training (VESL) w/wineries ???

SECTION 3: BUSINESS SERVICE PLAN

NLWIB is committed to meeting the workforce needs of business and industry, including the high demand sectors of our economies. We will accomplish this goal through a variety of strategies and activities as discussed in this section.

Business Subcommittee

The perspective of the market place regarding the skills needed by workers is key to ensuring that a skilled workforce is developed and sustained by the workforce development system in the counties and region. The challenge of the Board, which will be private sector driven, is to ensure that the workforce development system is not only cognizant of the business service needs of employers, but is also working together to meet those needs in an ongoing and strategic manner.

NLWIB's Executive Committee and the geographically-based Napa and Lake Standing Committees of the Workforce Investment Board will be charged with ensuring responsiveness of the workforce development system to the needs of our employers and to strategies and activities undertaken by economic development entities in their respective counties. These employer-driven committees will develop a process to review, enhance, and oversee NLWIB's business services, and will work closely with the North Bay Employment Connection to insure that regional activities are undertaken when appropriate.

Determining Employer Needs & Providing Business Services

Research:

NLWIB will continue to conduct economic and industry research and analysis as discussed in Section 2, including workforce needs assessments consistent with a sector strategy based approach. The research will identify, on an ongoing basis, high demand industries and sectors, emerging industries, high demand occupations, skill gaps, changing or declining occupations, and career paths and skill standards that lead to higher wages. Key research findings will be disseminated to NLWIB and One-Stop staff and partners, and used to facilitate sector strategy initiatives.

Active Business Engagement:

Our research will be supplemented by a strategy of active business engagement. This means we will use various methods to talk to employers about their workforce needs as well as the needs of their industry or sector. This includes conducting employer focus groups, sponsoring community meetings, and meeting with key employers at their worksites to discuss their needs and our services. A secondary benefit of this approach is involving the employers in the workforce development system.

Customer Satisfaction Surveys:

NLWIB will develop and implement a feedback tool for employers to help us identify problems in our delivery of services and determine improvements for our workforce development system.

Business Advancement and Retention Team (BART):

NLWIB formed BART as a tool for connecting businesses in need with free quality resources and expertise that's already available in our communities. BART consists of a group of business service providers that are prepared to deliver services to meet the needs of the small business community. The process involves a designated BART Coordinator who conducts an initial assessment of an individual businesses' needs. The appropriate team partners are then contacted to participate in a resource-sharing meeting designed to connect the business owner with resources and expertise that can help sustain and grow their business. Potential business resources range from training and consulting provided by the Small Business Development Center (SBDC) to information on employer tax credits and on-the-job training cost reimbursements. NLWIB plans to create a version of BART for Lake County and also explore the potential of conducting virtual BART meetings.

Job Boards:

Our Business & Career Centers have online job boards which allow employers to list their job openings, along with job requirements, and to search our pool of potential job applicants to identify those with the appropriate qualifications. The job boards, therefore, also serve as an important indicator of employer needs based on jobs currently available.

Job Recruitment & Screening Services:

Tba from Julia

Rapid Response Services:

Tba from Julia

Employer Participation on the Workforce Board:

Employers and labor organizations will continue to actively participate on the workforce board and its various initiatives and committees, infusing NLWIB and the workforce development system with invaluable experience, new ideas, constructive feedback, and connections to other employers.

Economic/Workforce Vitality Activities:

Economic professionals, in their efforts to help existing businesses expand, are being asked first and foremost by businesses about the local workforce. As a result, the availability of a skilled and qualified workforce has become very important to successful economic vitality efforts. By working closely with our economic vitality professionals, there is much information that can be shared for mutual benefit. For example, economic vitality professionals are usually the first to know when a new business is opening, or when an industry is emerging, or when existing businesses are reluctant to expand because of labor shortages or skill gaps. All this is critical information for a workforce development system to provide truly valuable services. In return, economic development professionals rely on NLWIB to provide economic and labor market information, business services, workplace readiness services, access to quality training services, and sector strategy initiatives.

Collaborative Training Program Planning:

A sector strategy approach involves collaborating with employers in high demand industry sectors to help identify workforce needs and, if appropriate, to develop training program solutions to help meet those needs. Employer participation is critical in developing training program competencies and curriculum, and in determining appropriate lengths of training. Employer participation is also valuable in developing strategies to overcome barriers to skill achievement. For example, certain skills may be acquired more effectively through work-based learning, or may require hands-on training that a

classroom environment can't provide. By working collaboratively with employers we enhance our understanding of their needs and develop more effective solutions to their workforce needs.

Other subject areas yet to be incorporated into Section 3:

Suggested at the advisory cte. meeting:

- Business services will be a standing agenda item on the Standing Committee agendas
- The Business Expansion & Retention Team is going to survey 50 businesses in 50 days

How will local board accomplish the following...

- Identify training and educational barriers that hinder job creation in the regional economy;
 - Summarize and hyperlink to all of the sector reports on WIB website “sector tab” (www.napaworkforce.org)
 - Reiterate & refer back to the industry skill panels in Section 1; and assure that we will continue to analyze. Info is dated.
 - Labor Market Analyst
- Identify skill gaps in the available labor force that contribute to the lack of local business competitiveness; and
 - Reiterate & refer back to the industry skill panels in Section 1; and assure that we will continue to analyze. Info is dated.
 - EMSI tool?
 - State Labor Market Information Partnership
 - Labor Market Analyst
- Identify priority sectors that would likely contribute to job growth in the local area or regional economy if investments were made for training and educational programs.
 - EMSI tool
 - Labor Market Analyst
- Partner with priority-sector employers to develop potential OJT and other customized training strategies;
- Encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training;
- Work collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the

populations in high-growth, high-demand industries and to ensure they are being identified as a critical pipeline of workers;

-
- Foster collaboration between community colleges and DIR-DAS approved/Registered apprenticeship programs, through MOUs or other formal mechanisms. Explain how services funded by WIA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted in coordination with one or more apprenticeship programs approved by the DIR-DAS for the occupation and geographic area (UI Code Section 14230(3);
 - As noted in the vision, the NLWIB will include community colleges and DIR-DAS approved apprenticeship programs on the Education and Training consortium. (see page 4 – Workplace Issues and Solutions).
 - As with all education and training providers that the NLWIB partners with, the DIR-DAS apprenticeship programs in the area will be screened for inclusion on the State Eligible Training Provider List. Once on the list, the County of Napa, as the grant recipient of WIA funds, will contract with approved apprenticeship programs, allowing One-Stop Career Counselors to send qualified and interested individuals to selected programs. NLWIB will monitor for program completion and success rates.
 - NLWIB anticipates working with Labor partners and education providers to establish a multi-core pre-apprenticeship program in the area that will help prepare interested One-Stop customers and students for apprenticeship programs. The pre-apprentice program will help increase the number of successful apprentice completers
- Use innovative training strategies to fill skills gaps [include the Local Board’s efforts to leverage additional resources to maximize the use of Individual Training Accounts through partnerships with business, education (in particular, community and technical colleges), economic development agencies, and industry associations, and how business and industry involvement is used to drive this strategy];
 - Per the California WIB’s direction and vision, the NLWIB prioritizes training as a re-employment strategy and as such will dedicate 25% of its formula allocated funds (minus 10% leveraged) to individual training accounts. This percentage amount will increase to 35% in program year 2013-14.
 - Training Services are provided in a manner that maximizes customer choice in the selection of training providers. A consumer training information system is currently being established on the NLWIB website (www.napaworkforce.org), under the heading “career and training directory”. This training information system will be connected to the Individual Training Accounts & the ETPL through a Board-approved procedure. Information on the training options available to a customer in choosing a specific institution or training program will be available online. This information will be provided to assure that customers have the information and resources they need to manage their own careers. Emphasis will be on assisting the customer to develop a comprehensive

and realistic individual employment plan in consultation with One Stop career counselors

Once a customer develops the individual employment plan, a training provider is selected and an Individual Training Account is established from which to pay for the costs associated with training.

Training Services may include the following:

- Occupational skills training, including training for non-traditional employment;
- On-the-job training (may also be provided for employed workers who are employed in jobs which do not meet the locally defined self-sufficiency criteria);
- Training that combines workplace training with related classroom instruction, which may include cooperative education programs;
- Training provided by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Job readiness training;
- Adult education and literacy activities provided in combination with the occupational skill training services described above; and
- Customized training conducted with a commitment by an employer or group of employers to employ successful completers of the training.

- Promote Rapid Response as a proactive intermediary for priority industry sectors (rather than as a reactive service only for layoff response); and
 - The NLWIB has a long history of proactive rapid response services. The WIB will continue to build on this history by using its rapid response funds for allowable activities such as Labor Market Information, outreach to business, business consultation in order to avert closures, and early warning systems, described in detail below.
- Identify how Rapid Response will develop effective early layoff warning systems and layoff aversion strategies;

Early intervention and aversion strategies to downsizing and business closures will be translated into a comprehensive system of business retention, utilizing current programs and best practices already in place in the county and State. The Visitation Retention and Expansion Program is designed to avert downsizing, business slowdown, and stimulate local economic growth by assisting businesses that are already in operation. The Program pinpoints businesses' issues, concerns and opinions expressed during a visit or in response to a letter or questionnaire, the purpose of which is to gather information about development plans, economic concerns or opinions about their community as a place to do business. A visit by the Visitation Team, which includes representatives from the Napa Small Business Development Center and the Napa Valley Economic Development Corporation, may be as a result of a possible need identified by the Employer Outreach personnel in the One-Stop. Once aware of these issues, the Rapid Response Coordinator with the Visitation Team can identify local, State and Federal programs that can help.

The Business Visitation Retention and Expansion Program provides sound business assistance linking businesses with a variety of financial, technical, environmental, health and safety, business planning, marketing, workforce development and job training resources. If a firm wants to develop a clear blueprint for the future, the Program will introduce the owners to local small business development officials who can help with creating a comprehensive business plan, or link them with programs that can help them grow. Or if a company is seeking a site for expansion or re-location purposes, the Program will connect them with the State trade and commerce and re-development agencies, when appropriate. The information gathered from the local business sector would be used to address immediate problems and developing programs and policies that promote a diversified stable local economy. The Board will solidify this program strategy under the Workforce Investment Act implementation. (Year 1 - Further development of program with economic and workforce partners including training of Employer Outreach personnel in identifying possible business retention or expansion needs to which the Visitation Team can respond; Year 1-5 - Implementation).

- Identify how Rapid Response assistance and appropriate core and intensive services are made available to those covered by the TAA program.