

2017 - 2018 Santa Barbara AEBG Consortium Request for Proposal Application for Regional Funds

A comprehensive and competitive Request for Proposal submission will align with the Adult Education Block Grant and the Consortium's Vision, Mission, and Goals and Objectives set forth below.

The AEBG's targeted program areas focus on economic mobility and include:

- Programs in elementary and secondary basic skills, including programs leading to a high school diploma or high school equivalency certificate.
- Programs for immigrants eligible for educational services in citizenship, English as a second language, and workforce preparation.
- Programs for adults, including but not limited to older adults that are primarily related to entry or reentry into the workforce.
- Programs for adults with disabilities.
- Programs in career technical education that are short term in nature and have high employment potential.
- Programs offering pre-apprenticeship training activities conducted in coordination with one or more apprenticeship programs approved by the Division of Apprenticeship Standards for the occupation and geographic area.

Santa Barbara AEBG Consortium Vision, Mission, Goals & Objectives:

- Using data-driven decision-making and an inclusive, collaborative and coordinated approach, improve and grow existing programs, and design new programs to meet the proven needs of adults in our region.
- To provide excellence in an adult educational programming in order to accelerate transitions to transfer or career success.
- The overarching goals of the Consortium are (1) to provide excellent programming for adults in a variety of program areas based on proven community needs; (2) to develop student support services specifically focused on the needs of adult learners, to assist in transfer acceleration and career success; (3) to support innovative professional development for staff and faculty; and (4) to set meaningful outcomes captured by various measurements and tools and shared with her stakeholders.

THIS APPLICATION IS DUE NO LATER THAN MIDNIGHT, WEDNESDAY, JANUARY 24, 2018.

Are you an existing 2015/16 or 2016/17 AEBG funding participant?

Yes

Program Name

Passport Introduction to Leadership Program (PILP)

Primary Contact Name

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Applicable Program Area

Adult Education (ABE, ASE, Basic Skills)

English as a Second Language/Literacy

✓ Adults in the Workforce

Adults with Disabilities

1. Executive Summary *

Please provide an executive summary of your proposed plan (to include overarching goals and outcomes) to create new programs or expand existing programs in one of the areas identified above.

The Santa Barbara Consortium Regional Comprehensive Plan (March 1, 2015) cited an Economic and Workforce Information Analysis (2013) that identified three occupational wage tiers in south Santa Barbara County, with a stated need for jobs that allow movement from Tier 3 to higher Tier 2 wages. The need for stable jobs at the Tier 2 wage level in the Santa Barbara area is critical for many citizens. The need for upward mobility in career paths at the County is equally pressing. The goal is to create a talent pipeline enhanced by the synergy gained through community collaboration. This pipeline, through education and development of employability skills will provide additional external pathways into the County organization, while providing internal pathways upward in the organization. This program amplifies the County's ability to hire, engage, and retain local citizens positively impacting the area economy.

The County of Santa Barbara Human Resources Department, in collaboration with Santa Barbara City College Career Skills Institute, has developed the Adult Education Block Grant (AEBG) Passport to Public Service in Paradise Program: an open access initiative designed to create a pathway for employment and career success in Santa Barbara County. The project is aimed at introducing the County of Santa Barbara (COSB) as an employer to community members and to instill leadership skills in those already working for COSB in result, succession planning for the future.

The Passport Program is divided into two phases. The first phase **has been funded by years one and two of AEBG**. This phase is focusing on community members, more specifically vulnerable populations: unemployed, underemployed, and students. Community members are invited to attend a three hour workshop that will be offered once a month. The topics discussed were identified by recruiters: What does the County look like as an Employer? How do I apply for a County job? What are civil service rules and civil service exams? The final hour of the workshop is dedicated to answering questions, hosting one-on-one conversations with a recruiter, and guiding applicants through the online application process. Computers are provided to those looking to apply on-site. The goal of these workshops is to eliminate barriers that interfere with applying for a career with the County of Santa Barbara such as:

- Confusing application procedures
- Unfamiliar civil service terminology
- Fear of testing
- Unclear merit system processes
- Unfavorable images of public servants
- Negative bias about the quality of public sector work

Throughout Phase 1 of the Passport Program, we have been in constant communication with County employees through the Employees' University monthly newsletter, as well as collaboration with County leadership. The newsletter reaches over 4,724 employees and is distributed through email on a monthly basis. We have stirred up interest from current county employees who have family members and friends who are interested in becoming full-time County employees. From this interest, we have created a Passport Program contact list. In addition to the list of County employees, we will be sending out over 500 emails to applicants that have previously applied for a County position, but failed the application process. The Passport Program flyers have also been circulated at job and career fairs, the most recent job fair was held at the Employees' University on January 18-20, 2018. Over 100 community members were in attendance and received information regarding the Passport Workshop. In total, we have reached nearly 5,500 community members and internal employees through job fairs, and internal department level meetings and events.

The Passport Program Workshop is currently advertised on our County of Santa Barbara Human Resources page under job applications in our NeoGov system. Participants submit an online "application" to sign up to attend the workshop, in result; participants gain first-hand experience of the application process.

Over the next two weeks, we will be increasing our marketing efforts by posting the Passport Program workshop on the COSB County Connect Intranet, Employees' University Monthly E- Newsletter, and emailing our AEBG Consortium partners and other community partners with detailed information.

Our first workshop will be held on March 27th, 2018 from 1-4pm. We expect the following outcomes for the first workshop and workshops thereafter:

- 50 Attendees at workshop
- 50% of attendees fill out job application or job interest card
- 100% of attendees receive EU Course schedule
- 100% of attendees receive SBCC CSI brochure
- 100% of attendees become familiar with Civil Service Rule terminology
- 100% of attendees understand how to prepare for a Civil Service Rule exam
- 70% of attendees complete online survey post workshop

In Phase 1 of the Passport Program, we are also able to provide services to one of our vulnerable populations identified in our original grant proposal: dislocated workers. The Employees' University team, in collaboration with a wide range of speakers and partners (County of Santa Barbara departments, State agencies, Retirement, The Employee Assistant Program, and higher education institutions) held a four hour workshop. Workshop participants received timely information and relevant tools in the following areas: 1) Career Development to conduct a successful job search with enhanced technology; 2) Supportive Services to determine transferrable skills, assess skill gaps, and determine opportunities for improvement and 3) Financial Planning overview of employee benefits and eligibility requirements as well as County of Santa Barbara career transition resources.

The New Roads Program was introduced to 115 County of Santa Barbara employees who were faced with reentering the workforce as displaced workers due to layoffs. Ninety-three (93) of the dislocated workers were employed in an administrative capacity within the Social Services and Probation departments. Seventy-two (72) were employed in middle-skill positions and require career services to find and enter positions comparable to those that were lost. This population has highly transferable skills which may successfully lead into jobs identified as "need to fill" throughout the region, and would be eligible for post-secondary and/or advanced training. Additionally, there will also be high need for supportive services and referrals to assistance programs given the financial hardships many of these individuals will face. Invitations went out to 115 employees, eighty (80) employees registered to attend the workshop and seventy-four (74) participated across our three (3) centers in Santa Barbara County. As part of our post workshop follow-up process, participants /employees were invited to take an online survey to help us gather feedback and useful information for the improvement of any future New Roads programming. Thirty (30) employees shared their feedback with respect to the workshop. Below are a few highlights from the survey:

- Regarding the workshop objectives, 96 % of the surveyed employees either strongly agreeing or agreeing that the objective of training was clearly defined, 3% evaluated it as neutral.
- Participants expressed their appreciation and one commented "It was great. I came in with the expectation that I would leave frustrated but in all honesty, I felt a little more relieved thanks to the information that was provided to us yesterday. I appreciate everything that was showed to us yesterday. Thank you all."
- Taking into account the relevance of the information presented, 93% either strongly agreeing or agreeing that the information provided was relevant in helping with their career transition.
- Participants commented that the varying information and tools shared by the presenters were timely and helped to reduce their stress levels.

The EU continues to provide educational, training, and workforce development services including, but not limited to: project development, assessing Dislocated Workers' and business' needs, working with our partners to leverage resources, vendor procurement, job development and connection with hiring employers, and administering customized training, as needed, to address skill gaps, as well as connecting participants to training opportunities provided by our adult education partners.

To continue our efforts and ensure we will have enough entry level opportunities for Phase 1 Passport Program participants, we are requesting funding to continue with the Passport Program which would allow us to begin Phase 2. Phase 2 of the Passport Program focuses on the internal participants or current County employees. **The target populations within the current County workforce are employees that will be applying for a management or supervisory role within a year.** The first time

managers/supervisor will have the opportunity to grow their skills, prepare themselves to better compete for internal promotional opportunities with higher wages, and contribute in significant and meaningful ways by creating a Passport Introduction to Leadership Program (PILP). PILP aims to deliver measurable improvements in management and leadership readiness and effectiveness so participants can assume greater roles within the organization. ***Once the employees have completed the PILP, the intent is that they will apply and accept management/supervisory roles, in return, creating more openings for entry level employees and the populations that have completed Phase 1 of the Passport Program.***

Introduction and Purpose

The PILP is a focused investment in early tenure, high performing employees who 1) demonstrate dedication and commitment to public service and the Santa Barbara County Community, 2) who are excited about where the organization is headed, 3) who have the courage and desire to be a part of the legacy building, transformative initiative, and 4) who have the right mindset and drive to implement change. Because we cannot prepare for tomorrow's challenges with antiquated methods, the program provides selected candidates with future-focused, competency based management and leadership training relevant to leading in the 21st century, values driven and technical mentoring, interest and aptitude assessments, application of new knowledge and ongoing support and on-line networking communities.

PILP Scope

PILP is a pilot introduction into management and supervision program designed to:

- Expose high potential employees to leadership and business concepts, tools, education, and information to increase their understanding of 21st century leadership in local government
- Enhance skill level and big picture thinking to effectively influence change and innovation
- Equip participants with upgraded methods to tackle future challenges (we can't solve tomorrow's challenges with antiquated methods)
- Increase readiness level and prepare participants to take the next step in their career with the County of Santa Barbara

PILP Target Audience

PILP will consist of current County workforce are employees that will be applying for a management or supervisory role within a year. The first time managers/supervisor will have the opportunity to grow their skills, prepare themselves to better compete for internal promotional opportunities with higher wages, and contribute in significant and meaningful ways by creating a Passport Introduction to Leadership Program (PILP).

Program Implementation

Participants will take an online assessment prior to beginning PILP using the identified assessment tool, 10Rule. We have piloted the 10Rule assessment and coaching within our Human Resources Department. To date, we have seventeen (17) HR leaders who have completed the online assessment, attended training, and are in progress of receiving coaching. The HR team relayed feedback that the 10Rule assessment and training were both incredibly valuable and many are exploring the option of using the tool within the departments they represent.

Participant Criteria and Commitment

Participants must commit to 1) attend all courses 2) complete both in and out of class work assignments, 3) contribute in meaningful ways, 4) share knowledge and encouragement with their classmates and, 5) actively find ways to apply their newly gained knowledge in their professional and personal life.

By stimulating and supporting existing entry level employees to move upward, this innovative, synergistic approach provides citizens with access to sustainable, fulfilling and well-compensated opportunities by creating the space (or openings) required for hiring new talent. *This is the movement, or "churn" required to ensure a healthy, growing organization by providing staff with ongoing skill development that leads to improved wages, financial security, upward career mobility, and an increase in entry level positions for community members applicants.*

2. Integration *

Please explain how your proposed program creates a transition to credit/transfer educational programs or creates a transition to the workforce (including, but not limited to, internships, jobs, pre-apprenticeships, self-employment).

The Passport to Public Service in Paradise Program is designed to identify and fill the gaps in skill, knowledge and attitudes that prevent employees and citizens from advancing professionally. By utilizing existing community training programs (via SBCC), connecting with County internal training through the Employees' University, program participants will be exposed to pertinent content in two very different settings: an academic environment, and a business/workplace environment. Beyond the actual content of the skill training, this approach will lead to confidence and poise in the very environments that hold the key to success.

The stated mission of this program is to offer a portal of advancement to County employees. Participants will receive relevant and necessary skills to advance through the County of Santa Barbara career ladder. Training will expose them to leadership skills required to become a manager or supervisor. In return, they gain confidence to apply for management and supervisory roles. Once the participants apply and accept a management/supervisor role, the creation of more entry level roles exists for community members to apply for a career with the County.

PILP Critical Success Factors:

We will know that the program works if...

- Participants demonstrate and apply competencies learned (completion of training)
- Participants display an enthusiastic attitude, stay engaged and commit to the process (show up to sessions, do the work, be an ambassador for the program, pay it forward)
- Participants apply for higher level positions and are stronger contenders (self-reported)
- Participants gets promoted to manager or supervisor position within a 12 month time period (self-report/Human Resources)

Evaluation will be based on observation, self-report, supervisory reports, etc.

Program Logistics

Faculty:

PILP Faculty will consist of high performing and well-respected County of Santa Barbara executives and local community executives and managers, ICMA senior advisors, retired local business leaders, higher education professionals, and executive consultants.

Curricula:

PILP participants will engage in a high quality structured curriculum that leads to enhanced leadership, knowledge, skills and abilities. The curriculum will include flexible learning modalities and reinforce sustainable strategies for knowledge retention. The curriculum will center on the six core competencies, and align with the County's four pillars of learning philosophy and strategic values: **Leading Self, Leading Others, Leading Programs and Leading County.**

3. Justification *

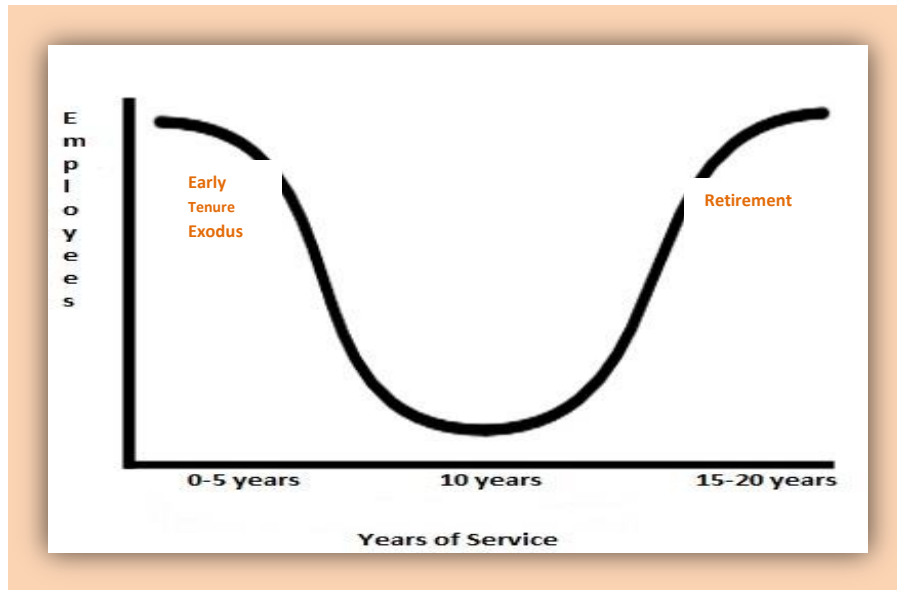
Please justify the need of your proposed program and include research, labor market information, employer feedback, student surveys, or other relevant information. For programs that received 2015/16 or 2016/17 AEBG funding, please justify the need for more funding and describe how additional funding will further your objectives.

Background and Business Imperative

With its high cost of living, lack of affordable housing and modest salaries, Santa Barbara County is uniquely challenged in terms of talent acquisition and retention. In FY 16/17, 25% of employees who voluntarily resigned from the County did so to accept another job. The average age of these employees is 39 and the average tenure ranges from 3-5 years. This exodus has a rippling effect and diminishes return on investment (ROI) and return on energy (ROE) – the effort/energy exerted to achieve an outcome. The goal is to

get the highest impact out of every dollar spent and every minute of energy exerted. It can cost 1.5 times the annual salary to recruit and train a new employee. The “soft” cost of disruption to the organization is incalculable and manifests in reduced productivity and low morale. Additionally, 42% of our general employees are eligible to retire within the next 3-5 years. These two factors create the “double-bubble” phenomenon or an inverse distribution curve. See Figure 1. Employees are exiting in large numbers at the beginning and end of the curve.

Figure 1 Inverse Bell Curve



Based on this information, the County has the opportunity to “disrupt”, or minimize and reverse this trend. Because we cannot keep our longer tenured employees forever, our greatest opportunity is to focus on the first bubble. PILP is designed to be a catalyst in this process by stabilizing the pipeline of employees. The County can ensure greater levels of commitment by offering early tenure, high performing employees the opportunity to grow and contribute in significant and meaningful ways and preparing them to better compete for internal promotional opportunities with higher wages. Combining competency based leadership training, multiple assessments to enhance self, social and other awareness, mentorship and ongoing support, PILP aims to deliver measurable improvements in leadership and management readiness and effectiveness so participants can assume greater roles within the organization.

Participants in our leadership program will acquire relevant and practical competencies and skills to progress in their professional career. In addition, participants will have the opportunity to develop partnerships with other emerging leaders to work on meaningful and high-impact projects.

Data from the California Employment Development Department, Labor Market Information Division showed an unemployment rate in Santa Barbara County of 4.9% in June of 2016, up from a revised 3.9 % in May, and unchanged from the year-ago estimate of 4.9%. In contrast, in this county the percentage of people aged 18 to 64 that are Below Poverty Level, is 17%, even higher for people of color, as reported by the U.S. Census Bureau through research by the American Community Survey, representing the most recent 5 year estimate. This is a clear indication in the need for access to more stable and better paying jobs.

The County of Santa Barbara Board of Supervisors launched the Poverty Initiative in January, 2012, to provide insight into poverty in the County. The resulting report, “Snapshot of Poverty in Santa Barbara County”, issued in September 2013, illustrated the high cost of living in this area, as follows;

According to the most recent Self-Sufficiency Standard for Santa Barbara County, a single parent with a preschooler and a school-age child needs nearly \$60,000 a year – equivalent to more than three full-time minimum wage jobs – to cover their basic expenses. A single adult with no children needs \$13.22 per hour or \$27,912 annually.

As the County's third largest employer, the County of Santa Barbara can dramatically impact the employment rate and economic health of the community, but attracting and retaining skilled employees is challenging. Over the next year, the County expects to fill approximately 350 positions, but lose 393 to attrition. This is a 10% lag in meeting the organization's employment needs. More disturbingly, the County loses 22% of new hires within the first year due to voluntary and involuntary separations. Data also shows that 22% of those voluntarily leaving the County's employment do so to take a new job.

Other stressors on recruitment and retention are the intense generational shifts taking place. The County faces the imminent departure of "Baby Boomer" employees, with a staggering 45% eligible to retire within the next 3 to 5 years. Add to this the dramatic differences between Boomers and Millennials, the next biggest generation – research indicates that unlike Traditionalists and Boomers, Millennials have a much more truncated and diverse service record, with differing job priorities.

In addition to this data, informal discussions with leaders of community programs focused on job placement of their clients proves a general lack of clarity around County recruitment methods, application and testing procedures, and civil service guidelines. The County is seen as a wealth of job opportunity shrouded in complex and mysterious processes.

These facts illustrate the need for innovative and unconventional approaches to recruitment, training, and retention to attract and retain employees in stable career positions in the public sector. The scope of this program covers the knowledge, skills, and attitudes identified as necessary to eliminate fear of, and bias against, public sector employment, as well as to provide the encouragement, development, learning and upward mobility identified by Gallup as necessary for effective engagement (and therefore retention) of employees. The specific jobs targeted by this proposal are entry level jobs with clear paths to promotion, that represent over one quarter (1/4) of the total County employee base with an average turnover of more than 8% over the past 2 years.

Furthermore, the entry level wages for the positions targeted by this Passport program are all above the average for Tier 3 wages, as defined by the Economic and Workforce Information Analysis commissioned by the Workforce Investment Board, and in support of the Consortium's goal of moving participants "along a delineated career path, thus increasing their education and allowing them to move from Tier 3 to Tier 2 wages."

4. Outreach & Marketing *

Please describe your plans to conduct outreach and marketing to reach your target population and increase enrollments.

Internally, we will target employees in identified entry-mid level positions, who exhibit potential for advancement (based on program recruitment criteria). Internal marketing will include the following:

- County Web Pages
- NeoGov
- County Connect Employee Newsletter
- Employees' University Newsletter
- Leadership referrals
- Human Resources referrals

5. Alignment *

Please describe how your program is in alignment and furthers the Consortium's Vision, Mission, Goals & Objectives as stated above.

In support of the Santa Barbara AEBG Consortium's vision to use "data-driven decision-making", County employee turnover statistics and local unemployment rates illuminate the need for fresh approaches to attracting and retaining talent. In addition, the Santa Barbara County Board of Supervisors report "Snapshot of Poverty in Santa Barbara County" clearly establishes the high cost of living and need for jobs with livable wages in this area.

The Passport to Public Service in Paradise Program is, by its very nature, "inclusive", (aimed at unemployed, students and entry-level employees) "collaborative", (spring boarding from existing local programs) and "coordinated" (bringing multiple resources together for a

coherent whole). This is a new program that integrates the benefits of existing programs with a unique process that creates value for all.

In support of the Consortium's mission to "provide excellence in adult educational programming", the County of Santa Barbara's Employees' University has established and maintained high standards for professional adult educational programming. This has been necessary to satisfy the ongoing training and development needs for the large (4,000 employees) and complex (23 departments) County organization, and promote the long term career success of its employees.

In support of the Consortium's goals and objectives, The Passport Introduction to Leadership Program will specifically focus on the following Consortium goals:

Goal 1: Provide recognized professional enrichment training.

Goal 2: Assist students in bridging academic knowledge and business experience through assessment, job exposure and training.

Goal 3: Assess and monitor outcomes, for a two year period, in terms of sheer numbers and also by number of placements/promotions as well as an estimate of economic impact on the community.

In addition, the Passport Introduction to Leadership Program is aligned with the AEBG Annual Plan for 2017-18 which lists that the new strategy of collaborating with the County of Santa Barbara Employees' University to offer workforce training to the community and county employees and leverage the use of the respective training facilities.

6. Activity Chart *

Please use Activity Chart provided in the link under the instructions and email to sbaebg@gmail.com. The Activity Chart should outline your program's specific objectives and activities, along with a timeline for completion, the person/agency responsible, outcomes and data capture methods. Please attach additional pages if necessary. *

Please see attached.

Total Budget Requested *

\$160,000.00

1000/2000/3000 * Total dollars requesting for PERSONNEL and BENEFITS

\$120,000

1000/2000/3000 Detail *Please provide a detailed budget for this category.

For program delivery;

- Grant Administrator, Training Coordinator
- Intake, Triage, Data Capture & Evaluation
- Curriculum Development

4000 * Total dollars requesting for INSTRUCTIONAL SUPPLIES and NON-INSTRUCTIONAL SUPPLIES

\$15,000

4000 Detail *Please provide a detailed budget for this category.

- Assessments
- Instructional Videos

- Materials, supplies, and reproduction of training materials

5000 *Total dollars requesting for CONSULTANTS, MEETINGS, PROFESSIONAL DEVELOPMENT

\$20,000

5000 Detail *Please provide a detailed budget for this category.

Consultant/contactor

6000 *Total dollars requesting for CAPITAL OUTLAY (Computer Hardware)

\$5,000

6000 Detail *Please provide a detailed budget for this category.

Computer/computer hardware

Total Number of Adults Students Served *

- Served seventy-four (74) displaced workers through the New Roads program. This initiative minimized the effects of the layoffs on the workers, as well as the community, by helping affected employees transition into new employment, without excessive reliance on Unemployment Benefits and other taxpayer funded assistance programs.
- Seventeen (17) HR employees participated in a portion of the PILP pilot program of obtaining a learning blueprint.
- The County welcomed 145 or 59% of new hires (December's orientation was rescheduled due to the Thomas Fire) through our New Employee Orientation program and received high satisfaction rating of 90% on participant surveys.
- The EU trained 1,021 employees from all twenty-three (23) County departments to support the building up of a strong learning culture.
- The EU delivered 5,274 total combined hours in the classroom covering sixty-five (65) training topics ranging from Foundations of Leadership, Business Writing, Goal Setting, Mindfulness for High Performance, Emotional Intelligence, and Career Development

Target Number of New Adult Students Served for 2017-18 *

50-75

Do you currently receive other NON-AEBG funding that supports the proposed activity? If yes, please describe how additional funding expands or supports that activity. *

The Employees' University is funded by the County of Santa Barbara as part of the Human Resources Department, which is funded from the County's General Fund and through external learner's tuition payments.

Additional funding would allow for this curriculum expansion and the associated administrative work required for the program's outreach, marketing, intake, assessment, triage, training, coaching, and tracking.

What is your sustainability plan for this activity when funding is no longer available? *

Since the overarching program processes would already be defined, with courses, content, and learning blueprints/pathways already in place, the time and effort required to sustain the program would be reduced. A focus on streamlining and simplicity of process, by leveraging technology, would position the program for long-term efficiency. When the positive impact on recruitment and retention becomes visible, it would encourage existing internal County service areas to support the program on an ongoing basis, thus spreading the work load and funding requirements across a broader area.