



# **JOBS FOR THE FUTURE**

## **Salinas Valley Sector Partnerships: Intermediary Recommendations August 22, 2016**

Jobs for the Future (JFF) has completed extensive asset mapping to help five cities in the Salinas Valley (SV) – Gonzales, Greenfield, King City, Salinas, and Soledad – develop comprehensive sector partnerships in agriculture and healthcare. The sector partnerships will be supported by an intermediary, an organization that provides the staffing and leadership to identify the shared workforce needs of employers in the target industry and that collaborates with other organizations to develop effective workforce solutions to address these challenges. The intermediary acts as a neutral broker among all the stakeholders in the target sector.

Based on the results of this asset mapping, **JFF recommends that Hartnell College, a very strong and capable education and training provider, serve as the intermediary for both the agriculture and healthcare sector partnerships.**

JFF's rationale for this recommendation follows.

### **I) Agriculture Sector Partnership**

**Recommendation:** Hartnell College serves as intermediary for the agriculture sector partnership.

#### **Rationale:**

- Hartnell College has convened leading agri-business employers to inform the development of its agriculture-focused education activities, and has successfully leveraged resources from agri-business to strengthen their program offerings, both core competencies of an intermediary.
- The Hartnell Foundation understands the value of compiling comprehensive labor market information (LMI) customized to the region's agricultural economy, a critical component of an effective sector partnership's services.
- The Hartnell Foundation has developed strong career pathways programs linking secondary, 2-year, and 4-year curricula to the skills and competencies in demand in the regional labor market, a core competency of a sector intermediary.
- Hartnell College's extensive experience with a variety of education and workforce initiatives indicate that it has the organizational capacity to successfully implement a complex project like an agriculture sector partnership.

## **II) Health Care Sector Partnership**

**Recommendation:** Hartnell College serves as intermediary for the health care sector partnership.

### **Rationale:**

- The Hartnell Foundation currently convenes a number of healthcare employers for its career pathways initiative, and the intermediary function both builds off of and expands that work.
- The Hartnell Foundation currently accesses resources from The California Endowment (TCE) to support its health career pathways activities, demonstrating its ability to diversify and leverage resources to carry out many of the intermediary functions.
- The Hartnell Foundation has established relationships with a number of secondary schools and UCMB to build healthcare career pathways programs within the SV, providing it with a good foundation to develop additional partnerships with community-based organizations and other entities that can serve the full talent pipeline.

## **III) Key Next Steps**

- The five cities should work with Hartnell College to determine if it will serve as intermediary for the two sector partnerships.
- The five cities should initiate formal procurement processes to secure the services of the intermediary as soon as possible.
- The five cities should enter into an agreement with Hartnell College that articulates the intermediary mission to broker workforce solutions that benefit the entire talent pipeline, from youth to employed and unemployed adults and incumbent workers and that meet the workforce needs of agri-business and health care employers.
- The five cities should work with Hartnell College to determine how Hartnell will structure and staff the intermediary functions, and which staff will serve as the Senior Managers for the intermediaries.
- Hartnell College should develop a communications infrastructure to keep the civic leadership in SV informed not only of its own workforce activities but of the region's complete workforce resources, activities, challenges, and opportunities.
- Hartnell College should develop a strategic plan for the sector partnerships where Hartnell College, in its role as an intermediary, works with employers, other education and training providers, community-based organizations, and other key partners to align resources, develop programs, reduce duplication and eliminate gaps in career pathways programs that meet the needs of employers and residents of the Salinas Valley,