

**Strategic Workforce Development Plan for  
Sonoma County  
2013-2017**



**Sonoma County Workforce Investment Board**

Sonoma County Human Services Department

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**WIA Local Plan Program Years 2013-2017**  
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## **SECTION 1: VISION**

*The Governor’s vision calls for a state strategy based on ongoing skills attainment focused on regional growth industry sectors and clusters. By braiding education, training, and employment services together to support these sectors, the workforce system can both effectively address employers’ needs for a high-quality, appropriately skilled workforce and support workers’ needs for well-paid, steady work. This strategy draws on lessons learned from the traditional apprenticeship model -- providing workers maximum employment outcomes through mobility among multiple employers within an industry sector or cluster.*

### **Business and Industry Goal:**

**Meet the workforce needs of high demand sectors of the regional economy.**

- *Describe the Chief Local Elected Official (CLEO) and local board vision for bringing together key stakeholders in workforce development, including business and industry employers, organized labor, economic development specialists and education experts to continuously identify workforce challenges facing the local area or region and also to develop innovative strategies and solutions that effectively leverage resources to address regional workforce challenges.*
- *Include in your response actions that support the following State priorities:*
  - *Preparing skilled workers for employment in competitive and emergent regional industry sectors and to fill skill gaps created by retirements.*
  - *Supporting the development of regional workforce and economic development networks that address workforce education and training priorities.*

The Sonoma County Workforce Investment Board (WIB), administered by the Sonoma County Human Services Department, is a group of key stakeholders appointed by the Board of Supervisors to address workforce challenges that face Sonoma County. The WIB members are leaders in the community who represent business, industry, labor, education and economic development. They work to ensure two things:

- That the residents of Sonoma County have the skills, training, and education to achieve their career goals, and
- That Sonoma County employers are able to hire, develop, and retain outstanding employees.

## Key Partnerships

Sonoma County is a progressive community where collaborations are frequently developed to enrich the quality of life. The WIB partners with numerous County initiatives and often has WIB members serving on these committees. These initiatives include:

Initiatives	Lead Agency	Purpose
Health Action Council <i>Started in 2007</i>	Health Services Department	This Council, together with community stakeholders, developed a vision and plan to improve the health and well-being of the community by 2020. This plan includes social, economic and environmental goals and targets. The specific goals relating to economic and workforce indicators include youth graduating from school on time and the number of households that earn over 300% of the poverty level.
Upstream Investments <i>Started in 2011</i>	Human Services Department	Upstream Investments policy seeks to eliminate poverty in Sonoma County and ensure equal opportunity for quality education and good health. The three primary strategies are: invest early, invest wisely and invest together. One of the Upstream Investments goals is that community members have access to education and training and are adequately prepared for the challenges of the future.
Cradle to Career <i>Started in 2012</i>	Health Services Department	This partnership was created to bring together all segments of the educational continuum—early childhood, K-12, college/technical training, and careers—to improve the educational, economic, and health outcomes for all Sonoma County youth using evidence-based practices. The Cradle to Career vision focuses on youth and young adults age 0 to 26 and includes five benchmarks related to a child’s progression through indicators that target future success. Two of the five Cradle to Career goals include areas that impact the Sonoma County WIB’s efforts, including helping students get connected with careers, develop career-ready skills, provide alternative pathways to disconnected youth and those with special needs, increase the number of young adults who are work-ready at age 18, and align training opportunities with identified workforce needs.

As key members in the collaborations outlined above and because the WIB is administered within the Sonoma County Human Services Department, opportunities are available for leveraging funding to provide expanded client services. The Employment and Training Division of the Human Services Department is not only responsible for the WIB and its one-stop, Job Link, but also for the county’s Temporary Assistance to Needy Families program, CalWORKs. The Division operates the Sonoma County Youth Ecology Corps (SCYEC) program. SCYEC

provides workforce training and ecosystem education to youth aged 14-24, while teaching environmental stewardship. The SCYEC began as a summer jobs program out of the American Recovery and Reinvestment Act in 2009. In 2012, the program was expanded to become a year-round program; however the majority of youth work in the eight-week summer jobs program. 2013 marks the fifth summer of the SCYEC. Youth are given the opportunity to work on crews completing outdoor ecology work and environmental restoration or in an individual placement providing administrative support. Over the summer, youth gain the skills needed to find and secure permanent employment in Sonoma County. The SCYEC is a unique collaboration of numerous county departments, nonprofits, and community groups.

The WIB enjoys a strong partnership with the educational institutions in the County. The Sonoma County Office of Education (SCOE) is a progressive organization that has shown strong leadership on the WIB for many years and has recently created a position dedicated to innovation and partnerships focusing on the promotion of aligning education with workforce needs. Job Link and CalWORKs clients are referred to SCOE's Regional Occupational Program (ROP) where adults can get new or updated work skills. Also, the Sonoma County Board of Supervisors and private donors have shown support for Career Technical Education (CTE) administered by SCOE.

Members of the WIB are a dedicated group of business and area leaders who strongly believe in community and partnerships. They do not look to others to "fix" things but, instead, look for ways to contribute and make a difference. An example of this is a local credit union's "Bite of Reality", an interactive simulation that teaches teens how to make financial decisions and give them a better understanding of the challenges of living on a budget. Another example is the Santa Rosa Chamber of Commerce's Mike Hauser Algebra Academy where high school students learn and apply algebra in high-tech, real world situations. Students have the opportunity to interview various employees while in the academy. The Chamber also has a Worksite Held Employee English Learning (WHEEL) program that provides English language classes for employees at their place of work. The program has been expanded to include a financial literacy component as well as family literacy to improve communication.

The WIB is able to access a wealth of information on economic activities, trends and projections through the County's Economic Development Board (EDB). The data provided by the EDB represents trends over the past ten to twenty years and projections for the next twenty years. The WIB uses this information for workforce development. The EDB and the WIB are partners and the two entities frequently collaborate. For example, EDB meets with businesses interested in relocating and/or expanding in Sonoma County and gives contact information to WIB staff so that the WIB can meet workforce needs of these new employers. Recently this occurred when a new business started plans to open in Sonoma County and needed to fill 2,000 job openings. Our one-stop has been working closely with this business to fill these positions.

In addition to the work being done within Sonoma County, we are proud to be part of the North Bay Employment Connection (NBEC), a regional collaborative of Marin, Napa/ Lake, Solano and Sonoma WIBs. NBEC is committed to effectively addressing employers' needs for a high-quality, appropriately skilled workforce and supporting workers' needs for well-paid, steady work. NBEC has worked together over the last 15 years to bring together key stakeholders in

workforce development including WIB members, educators like local community colleges, business and industry leaders, community-based organizations and organized labor and economic development experts. The principal factors that led to the creation of NBEC included common industry sectors, as well as shared education/training providers and a collective labor pool. Working together, NBEC has been able to secure more than \$17 million in grant funding which has increased the workforce development capacity of all NBEC partners. The Sonoma County WIB will continue to address regional “North Bay” workforce issues and challenges through regional collaboration with our NBEC partners. As appropriate, the WIB will also partner with the WIBs in the East Bay and San Francisco to address common workforce needs.

NBEC is fulfilling the roles of a regional network as defined in the Governor’s vision, including identifying key competitive and emerging industries in the region; aligning, coordinating, and integrating a region’s resources to support the development of industry-specific partnerships in those targeted industries; removing local policy and administrative barriers to the alignment of multiple public programs and funding streams; and identifying and accessing additional federal, state, private and philanthropic resources to sustain the network, invest in specific programs and to seed sector partnerships.

The North Bay Counties truly represent a regional economy, evidenced by the large percentage of the workforce that is commuting across counties lines to work. Furthermore, the four WIBs have identified three targeted industries in 2013 that are common across the region: healthcare, professional services, and hospitality/tourism. These industries represent a substantial number of new jobs or are expecting a large number of retirements and have a significant impact on the overall regional economy.

Examples of NBEC grants include:

- H-1B Technical Skills Training Grant: In December 2000, NBEC received a H-1B grant of \$755,000 from the Department of Labor to train 500 unemployed and incumbent workers to take unfilled local tech jobs that would normally need to be filled by workers on H-1B visas. Sonoma’s goal was to serve 250 individuals and ended up serving 332. The program operated from January 2001 to December 2002.
- Caregiver Training Initiative (CTI) Grant: A grant of \$543,464 was received to aid 161 workers looking to enter the field of healthcare. This program operated from March 2001 to September 2002.
- California Clean Energy Workforce Training Program (CCEWTP) Grant: NBEC received \$1 million in 2010 to operate this program. The emphasis of the grant was workforce development and training to assist unemployed or underemployed construction workers, enter career pathways in the green building industry. Sonoma County enrolled 278 participants to receive training for Build it Green - Certified Green Building Professional, Lighting Design, HERS I, HERS II, and other clean/green certifications. The 234 participants who completed training attained 539 recognized certifications or degrees. The program ended in June 2011.

## Workforce Investment Board Strategic Direction

In November 2010, the Board of Supervisors developed a Strategic Plan for the County. Recognizing the importance of economic vitality and the benefit it would bring in the form of a greater quality of life to the residents of Sonoma County, the Board of Supervisors identified Economic and Environmental Stewardship as one of the four focus areas in the plan. As part of the Board of Supervisors' 2011 Work Plan, the creation and implementation of an economic development strategy for job creation/business retention and sustainability was identified as a priority. This priority aligned with the work of the WIB. It came at a time when the County had an unemployment rate over double-digits, while at the same time some jobs were unfilled because the skill set of the available workers did not match the needs of the employers. From this, a strategic effort to align workforce development with employers needs was created.

In May 2012, the WIB, in partnership with the Economic Development Board's Innovation Action Council, a group of business and community leaders appointed to design programs to help strengthen the Sonoma County economy, and Building Economic Success Together (BEST), a public-private partnership devoted to business success and job growth in Sonoma County, formed a Workforce Strategy Taskforce. The Taskforce comprised a cross-section of business, education, workforce and economic development, labor, nonprofits, and other groups involved with workforce issues as well as many of the WIB's members. The Taskforce focused on the skills gap that exists in Sonoma County between the education and training programs and the needs of employers. The Taskforce recommended that the Board of Supervisors through the work of the WIB and the Economic Development Board, develop strategies to align the education and training programs for youth and adults with the workforce needs of employers. As part of the work completed by the Taskforce, a survey was created and administered to employers throughout the county. The results helped inform some of the Taskforce's recommendations. The survey will be administered annually to measure ongoing progress.

In January 2013, as a result of the WIB's Workforce Strategy Taskforce, the WIB brought together the County's employment and training partners to document the alignment of all the partners. Representatives of the Sonoma County Office of Education (SCOE), Santa Rosa Junior College, Sonoma State University and Empire College, in conjunction with the Sonoma County WIB, the Board of Supervisors, the Economic Development Board, Professional Association of Sonoma County (PASCO), Sonoma County Building Economic Success Together (BEST), North Bay Labor Council, North Bay Leadership Council, Cradle to Career, and Operating Engineers signed a partnership agreement to develop a strategic plan for aligning workforce and education with employer needs envisioning a system designed to create a world-class workforce to meet the needs of Sonoma County's employers. The purpose of this collaborative is to develop a strategy to prepare job seekers with relevant skills in demand by local businesses, enabling employers to fill available positions and decrease the gap between low levels of hiring and high levels of unemployment (see Appendix A: Improving Our Local Economy: Action Plans from the Taskforces on Workforce Development, Permit Process Improvement, and Identity Development).

In addition to the need for the alignment of workforce and education as an over-arching goal, the Taskforce recommended five workforce initiatives. These initiatives were presented to the Board of Supervisors in January 2013 and at that time the Board directed the WIB to review, prioritize and coordinate the initiatives. The initiatives are:

1. Employee Gap

Align business, education and workforce investment needs to develop an understanding of the gap between unfilled jobs and unemployed/underemployed workers, and to align and address the gap challenge.

2. Soft Skills

It is a serious concern that a great many people entering the workforce are simply not equipped with basic skills such as being to work on time, getting along with others, or being ready for a full day's work. The Taskforce recommends creating a comprehensive soft skills development program for youth and adults.

3. Work-Based Learning

Implement a work-based learning initiative for youth and adults.

4. Emerging Labor Trends

Develop a model program to address the training and retraining needs for the rapid pace of change of the emerging labor trends in the workplace, with further study and prioritization.

5. Metrics

Develop metrics to show that the alignment between employers, education and workforce development is happening. Although this item is listed as a separate priority, each of the above recommendations has a metric component for evaluation purposes.

In February 2013, the WIB held a strategic planning day to prioritize these initiatives and develop strategies for implementation. The WIB's membership has wide representation from business, industry, organized labor, economic development, education and one-stop partners (see Appendix B: Sonoma County Workforce Investment Board Membership). Based on regional economic and workforce information analysis, Sonoma County has identified five key economic clusters for economic and employment growth opportunities. The five clusters are: Sonoma Specialties (including wine, dairy, agriculture and tourism), Sustainability Services (Green Business and Construction including retrofit), Professional and Innovation Services, Advanced Manufacturing, and Health and Wellness. These clusters are the focus of the WIB's Strategic Plan (see page 8 for additional information).

The WIB is in the process of finalizing the prioritization of the recommended initiatives. Once the priorities are established, the WIB will look for evidence-based programs and best practices that can be used to address that priority. The WIB will also develop timelines, benchmarks, logic models and metrics for evaluation. At this time, the WIB plans to tackle the employee gap by creating a sector strategy approach. Statistical evidence shows that the use of sector strategies

improves employment opportunities for workers and to increase their wages once on the job.<sup>1</sup> The Health Care field will be our first sector. Analysis shows that Sonoma County has a need for health care workers because 1) it has been identified as one of the county's economic clusters; 2) many current employees are approaching retirement age; and 3) additional workers will be needed due to the Affordable Care Act. The WIB will form a sector group, reaching out to the Hospital Council of Northern and Central California, to evaluate what types of jobs are needed in the health care field, what type of education or certification is required, average pay scale, number of anticipated positions, and local training opportunities. At our one-stop, Job Link, we will work with clients to see if they are interested in and suited to working in the health care field. We will also ensure participants have access to an Individual Training Account (ITA). Manufacturing, with an emphasis in science, technical, engineering and mathematics (STEM), will be an additional sector group. Both health care and manufacturing offer good wages and will have a significant multiplier impact on the local economy.

In March 2013, the Sonoma County WIB worked with Economic Modeling Specialists International to complete a cost benefit analysis of the adult, dislocated and youth programs which are supported by WIA funds. The report reflected Program Year 2011 (July 1, 2011 to June 30, 2012). We are pleased that this report reflects the added value that we bring to job seekers and the community. (See Appendix C: Analysis of the Sonoma County Workforce Investment Board).

Currently, the WIB is also working on developing implementation strategies for work-based learning and soft skills. To support the work-based learning initiative, the WIB has reinstated the On-the-Job Training Program. The goal of the program is for participants to learn additional skills and to be hired permanently at the end of their training period. This program is a win-win. It allows a company to grow their business and allows a participant to gain job skills and earn a paycheck. The WIB's Sonoma County Youth Ecology Corps (SCYEC) program, a workforce training and eco-system education program aimed at employing youth and young adults while teaching them about environmental stewardship, is work-based and includes components to help the youth build soft skills.

The WIB has also recently added two additional organized labor representatives to its membership and has started work on how to share preapprenticeship and apprenticeship information and opportunities with staff and participants. The WIB is adding a soft skills curriculum to the WIA orientations and workshops and to the CalWORKs Job Search activity. Developing strong soft skills is an essential aspect of the On-the-Job Training and Youth Ecology Corps programs. Additionally the Sonoma County Work Ready Certification will undergo an update through the efforts of the WIB's Youth Council, Sonoma County Office of Education (SCOE) and local employers.

Through the collaborative efforts evidenced throughout this plan, the Sonoma County WIB is continually looking for ways to improve the services available to job seekers and the business community.

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<sup>1</sup> S. Maguire, J. Freely, C. Clymer, M. Conway, and D. Schwartz, Tuning In to Local Labor Markets: Findings from the Sectoral Employment Impact Study, Public/Private Ventures, July 2010, <http://www.insightcced.org/uploads/nnsf/tuning-in-to-local-labor-markets.pdf>.

- *Based on the regional economic and workforce information analysis, identify the industry sectors and occupational clusters within the region that are high-growth , high-demand, projecting skills shortages (due to replacements and/or growth), and/or vital to the regional economy. The local board may want to consider:*
  - *Industries projected to add a substantial number of new jobs to the regional economy;*
  - *Industries that have a significant impact and/or multiplier effect on the overall economy;*
  - *Industries that are being transformed by technology and innovation that require new skill sets for workers;*
  - *Industries that are new and emerging and are expected to grow;*
  - *Industries that are experiencing or projecting significant job openings or skills gaps due to retirements or labor market volatility/churn.*

### Demographics

The population for Sonoma County is approximately 490,000. Total employment in the County was 241,000 in August 2012, up 3.4% (approximately 8,300 jobs) from a year earlier. While the trend is increasing, the County’s total employment remains down from the highest point of 246,300 people employed in 2008. The current unemployment rate is 7.7%. Almost half, or 48.6%, of the County’s employed population is in the services sector, with the second largest sector being retail trade at 11.5% (see Appendix D: Jobs and Income by Major Industrial Sector in Region, 2012). In the North Bay Region, the Health Services and related industries sector has grown since 2008 and employs an average of 67,000 people with wages averaging over \$58,000 per year (see Appendix E: Industry Cluster Descriptions for the North Bay Region).

Between 2000 and 2011, median household income grew by 16.9% to \$64,031. As income in the County rose between 2000 and 2011, the percentage of households earning less than \$35,000 was reduced by 6.7%. It is anticipated that the median income will continue to rise and with that the number of households earning less than \$35,000 will fall.

Since 2008, home prices fell in Sonoma County, as in other areas of California. Although home prices are down from the height of the market, resulting in more affordable homes available to home buyers, the market is climbing again.

### Industry Sectors and Occupational Clusters- High Growth, High-demand, projecting skill shortages and/or vital to the regional economy

Identification of industry sectors and occupational clusters help the WIB efficiently target its training programs to the areas that have the highest potential for growth. Many of the businesses in the Sonoma County priority clusters are responsible for products and services that create significant social and environmental benefits including health and wellness advances, medical technology innovations, affordable, widely-available local food options, quality of life amenities, energy savings, renewable energy, and career opportunities for youth:

**Sonoma Specialty Goods:** Employers and business owners of this cluster are part of a “value chain” involving agriculture, food, wine, tourism, specialty retail, and related businesses. As a group, they provide products and services that create a distinctive “experience” for residents and visitors alike. The cluster serves both local and visitor markets, and increasingly reaches global markets with distinctive Sonoma-made products. Examples of industry sectors included in this cluster are agriculture, food manufacturing, wine, craft beer, and other beverage manufacturing, tourism-related sectors such as accommodations, restaurants, recreation, specialty retail, and visitor transportation.

**Sustainability Services:** Employers in the Sustainability Services cluster provide a diverse array of products and services that help Sonoma County customers improve resource efficiency (e.g., water, energy, recycling and reuse) and expand the use of renewable energy (e.g., solar, electric vehicles). Examples of industries in this cluster include construction firms focused on building retrofits, energy and water efficiency products and services, renewable energy generation, waste remediation, and related environmental consulting and services.

**Advanced Manufacturing:** Employers in this cluster are pursuing a “high-value manufacturing” model characterized by speed, customization, agility, high-value, and often (but not always) relatively low volume. This model is typically driven by small to medium-sized companies that are technology intensive, with high labor productivity and high levels of product quality. These companies thrive in an environment that provides access to a talented workforce, and Sonoma County has a high quality of life that can help attract and retain talent. Advanced Manufacturing companies create products based on precision manufacturing as opposed to low-quality commodity production. Examples of industries in this cluster include medical technology equipment and supplies, navigational, measuring, electro-medical, and control instruments, and electronic components manufacturing.

**Health and Wellness Industry:** In this cluster, hospitals, clinics, health practitioners, spas and other facilities enhance health and wellness for residents and visitors while addressing key trends such as aging and obesity. The health sector is a growing field that can provide employment opportunities for residents at varying levels of sophistication. Additional industry examples include community care facilities, medical and diagnostic laboratories, outpatient care, ambulatory services, and health and wellness products and services.

**Professional and Innovation Services:** Employers in Professional and Innovation Services are typically in the business of helping other companies succeed. They provide financial, legal and technical, products and services. For this cluster, the vitality of their customers—Sonoma County’s innovation-driven, technology intensive small business community—is essential. Examples of businesses in this cluster include software, legal services, financial services, accounting, specialized design services, computer systems design, and management, scientific, and technical consulting services.

## Future Trends

The North Bay counties truly represent a regional economy, with large percentages of the workforce commuting across counties lines to work. Furthermore, the four WIB's that comprise NBEC have identified three targeted industries that are common across the region: healthcare, professional services, and hospitality/tourism. These industries represent a substantial number of new jobs or are expecting a large number of retirements and have a significant impact on the overall regional economy.

Industries with the highest number of older employees nearing retirement age will require large quantities of workers to replace the loss in the coming decade. Every industry showed an increase in total employees age 55+. The largest concentrations of older workers are in the education (36.3% including a 12% increase from 2010 to 2011) and real estate (30.3%) industries. The health care and social assistance industry currently has 6,359 employees nearing retirement age. This industry will also be in need of additional employees due to the Affordable Care Act (see Appendix F: Sonoma County Indicators 2013).

Over the next several years, the ethnic composition of Sonoma County is expected to change dramatically, particularly with the prospect of immigration reform. The Hispanic population is projected to be 30.8% of the County population by 2020 and over 35% by 2050. The County has a growing young Hispanic population as well as an aging white population.

## Innovation

Consumer spending reports show that, compared to the national average, Sonoma County residents spend considerably more per capita on travel, housing, and entertainment. The largest consumer expenditures were on housing, transportation, and food.

Sonoma County enjoys good regional competitiveness because of its ability to produce goods and services that are successful in the global market. When measuring competitiveness, it is important to consider economic elements but also ways the region supports ongoing innovation and productivity and maintains a high standard of living. Innovation encourages new businesses, provides growth opportunities for existing businesses and attracts business from out of the area.

Using the Sonoma County Economic Development Board's Innovative Environment Index, the County was evaluated in the following indicators of competitiveness: labor costs, employment in technical professions, concentration of small to mid-size businesses, business churn (births and deaths of businesses), and number of high school and college graduates. The County scored 104 or 4% over the state average. Additionally, Sonoma County has recently received federal approval for the expansion of the Port of San Francisco Foreign Trade Zone to include much of Sonoma County. This expansion will allow Sonoma County businesses to enhance their competitiveness in the global economy.

## **SECTION 2: ECONOMIC AND WORKFORCE INFORMATION ANALYSIS**

*The Governor’s vision of an effective workforce system committed to sector strategies will be advanced through data-driven decision-making, policy development, strategic planning, and investment. In collaboration with state-level partners, regional and local partnerships must perform data-driven analyses to provide the most relevant economic information, labor-market analysis, and industry projections for their regions.*

### **System Alignment and Accountability Goal:**

**Support system alignment, service integration and continuous improvement, using data to support evidence-based policymaking.**

**Action:** *Coordinate and develop high quality, actionable labor market information (LMI) data that assesses regional industry and occupational trends and needs and include a “skills gap” analysis<sup>2</sup>.*

*The local plan must include the following information consistent with the Workforce Investment Act (WIA) Section 118(b) and the Workforce Training Act. Perform and provide a detailed analysis of the local/regional economy. Include a description of the data gathered and the method of analysis and review. A copy of the economic and workforce information analysis must be included in the Plan. If you have a recent economic analysis (less than 12 months old) that answers and is responsive to the areas below, please provide a copy of that report with your submittal.*

*Local economic and workforce information analysis should include the following elements:*

- A description of the data gathered and the method of analysis and review;*
- An assessment of the current economic situation and projected trends of the local area economy, industries and occupations, including major economic regions and industrial and occupational sectors;*

Data gathered from a wide-variety of sources<sup>3</sup> informed the strategic focus of the Sonoma County Workforce Investment Board (WIB). Data analysis was conducted to determine the most impactful components of a workforce investment strategy and specific measures required to ensure that residents of Sonoma County have appropriate skills, training, and education to achieve their career goals, and that Sonoma County employers are able to hire, develop, and retain outstanding employees.

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<sup>2</sup> “Skills Gap” analysis is defined as identifying the specific skills that the local area workforce must have in order to obtain employment in the industry sectors and clusters of focus in the economic analysis. The identified skills gaps would then be targeted in the local plan.

<sup>3</sup> The Sonoma County economic and workforce analysis includes data from the following national, state, regional and local sources: US Census Bureau; American Community Survey; Bureau of Labor Statistics; [www.kidsdata.org](http://www.kidsdata.org); California Department of Education; California Department of Finance Demographic Research Unit; California Economic Development Board; California Department of Corrections; Sonoma County Economic Development Board’s 2011 Hispanic Demographic Report and the 2013 Sonoma County Indicators Abridged Edition; Centers of Excellences’ February 2013 Regional Labor Market Overview: Sonoma Region; Virtual One-Stop (VOS) Data System; 2012 Annual Workforce Development Survey; Sonoma County Innovation Action Council’s Workforce Development Taskforce; and the Workforce Investment Board’s Strategic Planning Session. See Appendix L: Data Sources for Section 2 – Economic and Workforce Analysis.

The Sonoma County Innovation Action Council is a group of business and community leaders, many of whom serve on the WIB, who are appointed to design programs to help strengthen the Sonoma County economy. In 2011, with support from the Morgan Foundation, the Innovation Action Council engaged Collaborative Economics to conduct an analysis of Sonoma County's industry clusters (see Appendix G: Clusters of Opportunity: Findings, Goals and Strategies). The five priority clusters and their related industries were chosen based on information originally generated by Moody's Economy.com, supplemental research conducted by Collaborative Economics, suggestions from the Sonoma County Innovation Council, and recommendations from sector employers themselves.

As detailed in Section 1: Vision, the Sonoma County priority clusters are Sonoma Specialty Goods, Sustainability Services, Advanced Manufacturing, Health and Wellness Industry, and Professional and Innovation Services. The following four steps outline the methodology used in determining this selection:

**Step 1: *The Sonoma County Economy, December 2008***

**Rigorous labor market analysis driving preliminary cluster selection**

Moody's original economic research was presented to the Sonoma County Innovation Council in 2008 (see Appendix H: The Sonoma County Economy, December 2008). The report sought to identify sectors that have a strong presence in Sonoma County relative to the nation along with a historical record of creating jobs. Sectors were first analyzed at the 4-digit North American Industry Classification System (NAICS) level of industrial classification based on two indicators:

1. **Employment Growth:** The annualized rate of growth over the past ten years, 1997 to 2007.
2. **Location Quotient (LQ):** A measure of relative concentration that shows how prevalent an industry is in Sonoma County compared with the entire nation. An LQ of great than 1 indicates a higher relative concentration, while an LQ of less than 1 indicates a low concentration.

Industries were then classified into one of four categories:

1. **Stable Industries:** Rising or stable employment with a high relative concentration (LQ above 1.0)
2. **Emerging Industries:** Rising employment and increasing concentration (LQ below 1.0 but rising)
3. **Faltering Industries:** Falling employment but still high concentration (LQ above 1.0)
4. **Diminishing Industries:** Falling or stable employment and low concentration (LQ below 1.0 and falling)

Each Category 1 (stable) and Category 2 (emerging) sector was placed into one of nine clusters.

## **Step 2: Clusters of Opportunity: Findings, Goals, and Strategies, September 2011**

### **Partnering with business and community leaders to finalize priority clusters**

Moody's list of nine clusters was subsequently refined to five by the Innovation Council. Two of the final clusters - the Health and Wellness Industry and Advanced Manufacturing - directly match Moody's original definitions.

The remaining three clusters of opportunity were drawn from two or more of Moody's groupings. Sustainability Services is a mixture of construction and green services, and includes other companies – particularly those creating energy and water efficiency products and services and renewable energy generation – that were not included in the original Moody's data, but were drawn from Collaborative Economics' Green Establishment Database.

All five priority clusters have added jobs in Sonoma County over the long term. All of them experienced considerably slower job growth or decline during the last several years, but employers in each of the clusters believe that their prospects and opportunities are improving.

This economic analysis is the product of several work sessions involving nearly 100 business executives convened by the Sonoma County Innovation Action Council. Employers from five industry clusters met to talk about the opportunities and challenges facing their businesses and to brainstorm ideas that will lead to a more robust County economy.

### **Step 3: Regional Labor Market Overview: Sonoma Region, February 2013**

#### **Ongoing economic analysis relevant to the priority cluster selection**

A February 2013 report prepared by Centers of Excellence for the Santa Rosa Junior College (see Appendix I: Regional Labor Market Overview: Sonoma Region) provides labor market information that continues to support the priority industries classified by the Innovation Council. This report contains industry and occupational employment estimates calculated using Economic Modeling Specialists Inc.'s (EMSI) Analyst software.

The report found that Sonoma County is expected to add 22,440 jobs over the next five years (2012-2017). The three fastest growing sectors identified in the EMSI report, account for 17,182 of the 22,440 jobs, or 76%, and are analogous to three of the Innovation Council's priority sectors.

<b>EMSI Clusters</b>	<b>Innovation Council Priority Clusters</b>	<b>Number of Jobs Projected (2012-2017)</b>
<b>Professional, Scientific, and Technical Services</b>	Professional and Innovation Services	+6,676 jobs (26% growth)
<b>Accommodation and Food Services</b>	Sonoma Specialty Goods	+5,735 jobs (28% growth)
<b>Health and Social Assistance</b>	Health and Wellness Industry	+4,771 jobs (17% growth)

The report also compares Sonoma County's economy to those of the Sonoma Region (Sonoma County and its neighboring counties of Marin, Mendocino, Napa, and Lake). The region's clusters also align with the top three fastest growing clusters although Accommodation and Food Services is projected to be the highest growing cluster in the region at 35% growth and Professional, Scientific, and Technical Services is second overall with an average 15% projected growth. Half the job growth in the region over the next five years is expected to come from Sonoma County, fueled by comparatively high growth in the Professional, Scientific, and Technical Services industries.

#### **Step 4: WIB Strategic Planning Session, February 2013**

The final step culminated in the WIB Strategic Planning Session as discussed in Section 1: Vision, where the Board recommended the development of cluster strategies and affirmed the five priority clusters listed above.

Current economic trends indicate an increased rise in job growth. In November 2012, Sonoma County had the fastest rate of year-over-year job creation of all MSA's (Metropolitan Statistical Areas) in California. At the national level, Sonoma County ranked in the top quintile of MSA's for employment growth, and it is projected to maintain this ranking through 2016.

Rapid job growth has helped push Sonoma County's unemployment rate down from a high of 11.2% in July 2010 to 7.6% in February 2013. Over the past ten years the unemployment rate for Sonoma County has stayed within 1.5% of the nation, and on average 1.5% below the State of California.

- *An assessment of the required workforce skills and knowledge individuals need in order to find employment in the priority sectors identified in the local area economic and workforce information analysis;*

Quality education at the secondary and post-secondary level is essential to Sonoma County's long term economic growth. In April 2013, the California Employment Development Department projected that 8 of the top 10 fastest growing occupations will require at least a bachelor's degree. Per the 2013 Sonoma County Indicator Report, 32.2% of the Sonoma County population holds a bachelors degree compared to a State average of only 30.3%. However, disparities exist between ethnic groups with 33.7% of the White population holding at least a bachelors degree compared to 11.6% of the Hispanic population.

Each year, sophomores at California public high schools are required to take the California High School Exit Exam (CAHSEE), which measures English/Language Arts and math ability. Students must pass this test to graduate from a public institution. The data suggests that Hispanic youth are passing at a significantly lower rate than their White and Asian counterparts (78% vs. 93% respectively). An achievement gap also exists for English Learners who have a passing rate of only 48% on average.

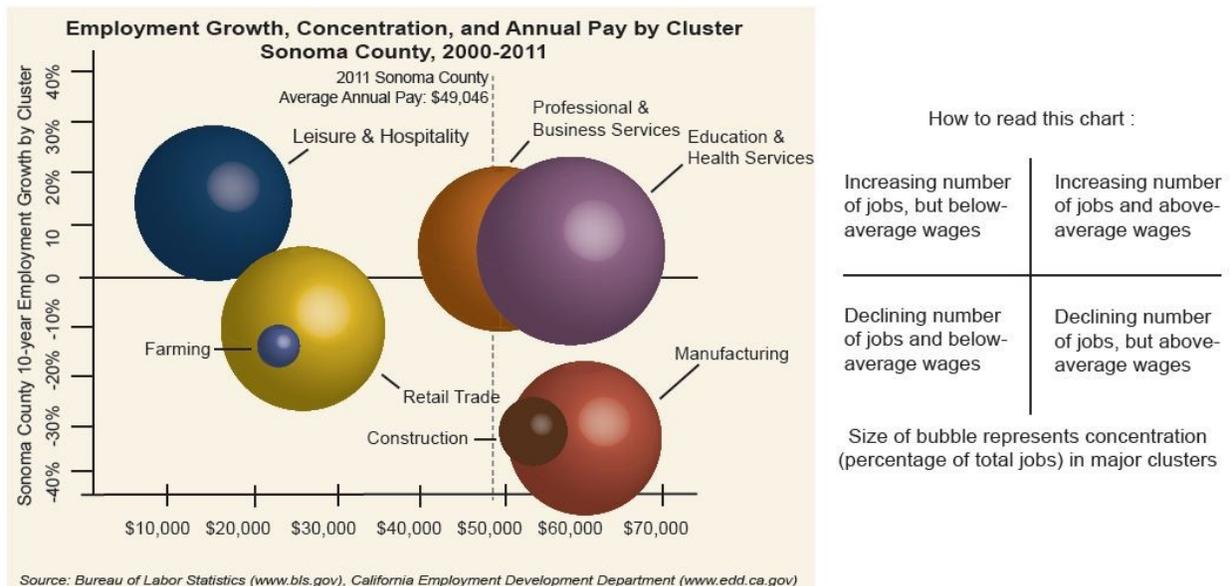
The education gap that is apparent in sophomore year testing is evidenced at a higher level by high school graduation rates. Hispanics in Sonoma County had a 2011-12 graduation rate of 72.6%, compared to the county average of 79.9%, and 84.7% for Whites. A fortunate sign is

that graduation rates for Hispanics increased 1.5 times faster than the county average from 2009 through 2012. Individuals who do not finish high school are more likely than people who finish high school to lack the basic skills required to function in an increasingly complicated job market and society. Adults with limited education levels are more likely to be unemployed, on government assistance, or involved in crime.

**Broad Industry Trends**

Over the period of 2002-2012, Sonoma County experienced employment growth in several of the industries, including professional and business services, leisure and hospitality, and education and healthcare that comprise most of the County’s priority sectors. These industries are projected to grow at a respective annualized rate of 2.1%, 2.0%, and 1.7 % through 2018. In particular, the professional, scientific, and technical services sub-industry is expected to grow at an annualized rate of 3.4% through 2018 and add 2,100 jobs during the period 2013-2018.

The following graph depicts the relative size of Sonoma County’s largest workforce sectors as well as the 10-year cluster growth rates and average annual pay. The graph demonstrates where employment is concentrated in Sonoma County and how compensation in those industries compares. With the exception of leisure and hospitality, the growing clusters pay above-average wages, a positive trend that has the potential to increase average pay over time leading to increased self-sufficiency.



Source of graphic: Sonoma County Indicators 2013 Abridged Edition

Historical workforce trends in the North Bay Region (Lake, Marin, Mendocino, Napa, Solano, Sonoma, and Yolo Counties) mirror trends in Sonoma County. The Agriculture, Food, and Beverage Industry, along with the Arts, Entertainment, and Tourism Industry, employ 30% of the regional workforce and have historically provided stable employment opportunities. The Health Services and Related Industry sector pays above average wages and has grown 1.8% since 2008. In 2012, this sector employed 13.8% of the regional workforce. As in Sonoma

County, employment in the North Bay's Construction Industry has steeply fallen since 2008 (see Appendix E: Industry Cluster Descriptions for the North Bay Region).

### Ongoing Economic Research

The WIB partners with the Sonoma County Economic Development Board (EDB) to provide research reports on a number of key economic topics at the city and county level. The latest projections in employment, along with a sector specific analysis, are provided in quarterly local economic reports. In addition to several other reports, the EDB produces two annual County Indicator reports which include occupational and educational trends (see Appendix F: Sonoma County Indicators 2013).

- *A description of the characteristics and employment-related needs of the local area population and diverse sub-populations, including those from target populations such as racial, ethnic, linguistic groups, older persons, youth, veterans, individuals with disabilities, Native Americans, and others;*

Understanding the demographic trends in Sonoma County helps in determining the population's workforce and educational needs. Sonoma County's emerging labor trends analysis focuses on the following sub-populations that were identified by the Workforce Strategy Taskforce and WIB as having the most challenges to obtaining employment: Latino/Limited English Speakers, disconnected youth (aged 16-19 neither in school nor working), older workers, veterans, ex-offenders, injured/disabled, and the long-term unemployed. These populations face multiple challenges for training and re-training in order to engage successfully in the current labor market. Future work with partner agencies and employers will focus on identifying the most common barriers faced by these sub-populations and determining the most successful strategies to address and overcome these challenges to employment.

**Latino/Limited English Speakers** – In Sonoma County, 25.4% of the population is Hispanic or Latino and the number is expected to increase to 35% by 2050. Of these, an estimated 18.4% speak Spanish as their primary language and of those, an estimated 9.0% speak English less than “very well.” Data extracted from the current Virtual One-Stop (VOS) employment data system shows that, for those assessed, 7.3% (1,083 of 14,764) were seen as having ‘limited English’ abilities. English as a Second Language (ESL) classes have been cut from many adult education programs making it even more difficult for non-native speakers to improve their communication skills.

**Disconnected Youth** – In Sonoma County the estimated percent of teens aged 16-19 who are not enrolled in school and not working is 7.7%. In 2008, Public Impact presented data to The Annie E. Casey Foundation that outlined how youth that do not ‘connect’ by age 25 can be traced to one or more of the following at-risk populations sometime between the ages of 14-18: school dropouts, teens in foster care, incarcerated youth, and teen mothers. A Child Trends Research Brief (Publication #2009-37) describes how disconnected youth face many challenges including the likelihood of being poor, academic difficulties, mental health problems and/or substance abuse, violence, and teen parenting. Those that remain

disconnected for over three years face additional long-term problems such as lower incomes, lack of health insurance, and difficulty getting or keeping a job.

**Older Workers** – Sonoma County has an older labor force compared with that of the State. The percentage of the labor force over the age of 55 in Sonoma County is 24% which is 5.1 percentage points higher than the State. The California Department of Finance population projection for Sonoma County for the age group 65 and older was 14% of the total population in 2010, increasing to 20% in 2020. The percent of ‘young retirees’ (ages 65-74) is estimated to increase from 7% to 12% over that same period. According to the Sonoma County Indicators 2013 Report, the “health care and social assistance industry currently has 6,359 employees nearing retirement age” and that many industries will undoubtedly need large quantities of replacement employees in the coming years. Over 50% of local employers responding to the 2012 Workforce Survey were concerned about the aging of Sonoma County’s workforce. The transfer of skill and knowledge to younger employees was a concern for almost 40% of respondents. VOS data shows that 20.3% of those served were 55 years of age or older. There exists a dual challenge for the WIB - employers who need to transfer skills and experience from older workers to younger workers as their workforce ages and unemployed older individuals, whose skills are no longer in demand because of technological innovations or other changes in the local economy, who need to obtain education/training in order to find other jobs that pay as much as their prior employment.

**Veterans** – Civilian veterans make up an estimated 9.0% of the Sonoma County population 18 years and over. Of these, approximately 75% have attained some college or higher level of education yet the rate of unemployment among veterans is estimated to be 9.7%, higher than the rate of non-veterans at 8.4%. VOS data shows that 5.8% of individuals served were fully eligible for veteran services. In a national study published by Prudential Financial, Inc. in 2002, veterans reported that transitioning their military skills and ‘culture’ to the civilian workforce posed significant challenges, especially if coupled with physical or mental health problems.

**Ex-offenders** – In 2011, the California State Assembly passed Assembly Bill (AB) 109 that mandates that individuals sentenced to non-serious, non-violent or non-sex offenses will serve their sentences in county jails instead of state prison and that the County has jurisdiction over most offenders paroled after October 1, 2011 – projected to be 143 individuals from Dec 2012 – Dec 2013. In March 2013, there were 662 parolees, including those released under AB109, in Santa Rosa. VOS data shows of those who answered the question regarding offender status, 9.6% (1,396 of 14,591) indicated that they had a criminal record. Ex-offenders struggle to find employment since employers are often reluctant to hire someone with a prison record, especially in an environment where unemployment is high. This population also struggles with substance abuse and other health and mental health issues, low educational attainment, parole restrictions to mobility, and limited work experience.

**Injured/Disabled individuals** – Of the estimated 244,546 individuals in the Sonoma County labor force, there are approximately 10,140 employed individuals with disabilities and 1,921 persons with disabilities who are unemployed. Data extracted from VOS shows that, for

those assessed, 6.9% (1,023 of 14,768) reported having a disability. Employer reluctance to hire persons with disabilities, even though non-discrimination and diversity policies are in place, is seen by many as the greatest challenge for this sub-population.

**Long-term Unemployed** – Nationally, approximately 30% of the total unemployed population has been unemployed 52 weeks or more. In Sonoma County, the rate is 29%. In addition to the challenges faced by other sub-populations, individuals who have been unemployed for a long time period of time may encounter additional difficulties to employment – employers may stigmatize this population for having been ‘unemployable’ for so long and the individuals themselves may not have the stamina to continue a long term job search even after completing training programs to enhance skills.

- *Based on the local area economic and workforce information above, an analysis of the skill and education gaps for all individuals in priority sectors within the local area or region;*

Identifying the gaps in workforce education and skills allows the WIB to target funding that will most effectively lead to employment in the priority sectors. The quantitative data that is the basis for the following analysis is a result of the 2012 Annual Workforce Development Survey (see Appendix J: Sonoma County Annual Workforce Development Survey, 2012).

#### **Employee Education Gap**

Employers participating in the survey were asked to indicate the degree of difficulty they had in finding an employee by educational attainment. Table 1 in Appendix K: Employee Education and Skills Gap depicts the percent of industry respondents who reported “some” or “much” difficulty in finding an employee by educational level. Almost 60% of respondents from the professional services and 75% from the technology sector indicated that they had “some” or “much” difficulty in finding potential employees with a bachelor’s degree. About 45% of manufacturing respondents had difficulty locating employees with this level of education and 75% of technology respondents reported having difficulty locating employees with master’s degrees. There was also a high indication of the lack of vocational/technical diplomas or certificates in two industries: hospitality/tourism (56%) and manufacturing (46%).

#### **Employee Skills Gap**

Employers were asked to identify the skills that they seek in new employees but which they are not finding in the current workforce. The eleven skill choices on the survey included:

- communicate articulately
- reading/writing
- think critically
- resolve conflicts and negotiate
- basic math
- solve problems and make decisions
- use information and communications technology
- team work

- English fluency
- bilingual skills
- soft skills (showing up on time / attitude / etc.)

Table 2 in Appendix K: Employee Education and Skills Gap shows the percent of employers by priority cluster and industry that are having trouble finding employees with specific skills. A deficiency in one or more of the eleven skills was seen to some degree by most of the employers when looking for qualified employees; however, there were four skills which received a significant response within each of the priority clusters. These are the ability to communicate articulately, to think critically, to solve problems and make decisions, and to possess basic ‘soft skills’. In particular, over 60% of respondents in each of the industries, except manufacturing, reported that they had difficulty finding employees that could communicate articulately. A similar trend is also apparent in the solve problems and make decisions category as well as the soft skills category, where these deficiencies are noted by over 50% of respondents in most priority industries.

These skills gap findings were echoed by the Sonoma County Workforce Strategy Taskforce, a group of thirty business and community leaders that includes WIB members, in their 2013 report to the Sonoma County Board of Supervisors. Among the Taskforce’s business-driven initiatives are recommendations to address the employee gap by aligning business, education and workforce investment needs, to enhance soft skills by creating a comprehensive soft skills development program, and to implement work-based learning to provide on-the-job skill building opportunities for youth and adults. In February 2013, the WIB strategic planning meeting prioritized the Workforce Strategy Taskforce’s initiatives, naming the employee gap, work-based learning, and soft skills development as first, second, and third priorities, respectively as discussed in Section 1: Vision.

### **Plans for Further Analysis through the Annual Workforce Development Survey**

The 2012 Annual Workforce Development Survey was conducted in partnership with Economic Development Board, the WIB, the Professional Association of Sonoma County for Human Resources (PASCO), Sonoma County BEST, and the Innovation Council’s Workforce Strategy Taskforce. Two goals for increasing the quantitative strength of a skill gap analysis will be to increase the number of respondents and to modify the survey to ask for identification that aligns more specifically to the five priority clusters. The survey will also be updated to support the WIB’s focus on metrics by providing the opportunity to collect more employer input to help measure progress in the implementation of initiatives.

- *Based on the local area economic and workforce information above, an evaluation of underemployment and jobs that can provide economic security or “self-sufficiency”;*

As stated above, with the exception of leisure and hospitality, the growing clusters pay above-average wages, a positive trend that has the potential to increase average pay over time leading to increased self-sufficiency.

- *An analysis of the challenges associated with the local area population attaining the education, skills, and training needed to obtain employment; and*

Official surveys will be developed to provide definitive data on the challenges faced by the populations served at Job Link in gaining the education, skills, and training they need. In the interim, staff has had many years of experience in the field providing one-on-one assessments and is instrumental in providing the following input regarding the barriers to skill attainment that confront those they serve:

1. The poor economy has made getting a job an imperative for most people who are unemployed; rather than taking the time to get skills or educational training people often opt for the first job they can get. Short-term survival needs outweigh the longer-term potential of better jobs/better wages in the future.
2. Limited English skills and cultural norms that are not main stream can make it difficult for individuals to navigate job training or educational options that best suit their needs.
3. Transportation is always a problem in semi-rural Sonoma County where even in the larger cities bus systems are cutting back on the number and frequency of bus routes. For those not centrally located, the commute to the County seat where most of the jobs are located can be long, and with the current cost of gas, expensive.
4. WIA Eligibility requirements mandate that participants be low-income or laid off and receiving Unemployment Insurance benefits to be potentially eligible for education/training. Even though there may be a desire for skills training or enhanced education, the individual may not be considered eligible.
5. Limited training offerings may affect some individuals' ability to participate. Sonoma County is a fairly small County with a limited number of approved training providers, all of which must be on the Eligible Training Provider List (ETPL), and many of which may be losing state or federal funding for vocational classes. Funding issues affect not only the number and frequency of courses offered but the availability of spaces within courses which can extend the training program completion dates significantly.

- *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.*

Individual Training Accounts (ITA) is one way that Sonoma County Job Link allocates training money to eligible individuals needing access to educational or vocational training and career ladder opportunities. To access an ITA, the client must research the labor market and identify how receiving this particular training will help them obtain their goal job. Hence, the proportion of ITAs that are allocated to each priority sector is an indication of where there is a skill gap, or an additional certification required, from the client's perspective. The ITA process is discussed in more detail in Section 6: Administration.

The ITA distribution data shows that individuals have chosen training or certification in the Health and Wellness Industry sector at the highest rate of 39.2%, while Sonoma Specialties and Advanced Manufacturing have the lowest selection rates of 3.1% and 2.5% respectively. Professional and Innovation Services, which includes 8 of the top 10 fastest growing occupations in Sonoma County, is the second most represented priority sector at 21.8%. In addition, the data shows that most ITAs allocated are in priority sectors, confirming the strategy adopted by the Innovation Council and WIB.

**ITA Distribution by Priority Sector:**

Priority Sectors	Count	Percentage of overall ITA
Sonoma Specialty Goods	37	3.1
Sustainability Services	227	18.8
Health and Wellness Industry	472	39.2
Professional and Innovation Services	263	21.8
Advanced Manufacturing	30	2.5
Non-Priority Industry Cluster	179	14.6

There is an opportunity to leverage the results of the Annual Workforce Development Survey to help drive the industry placement for ITAs. The Workforce Survey results identified needs in Advanced Manufacturing and Sonoma Specialty Goods, but the percentage of ITAs in these areas have been comparatively very low. The lack of training programs in the local area for advanced manufacturing may be one reason for this discrepancy. There will be future research by the WIB to identify manufacturing programs, especially apprenticeship programs, to help fill this gap. One first step is the implementation of the Hospitality Certificate program at the Santa Rosa Junior College in Fall 2013.

Caution should be used when comparing the data sets because respondents to the Annual Workforce Survey identified themselves by general industries and not by specific priority clusters. Also, in some cases the ITA descriptions did not contain enough detail to determine which cluster the training was relevant to. In future iterations, the Annual Workforce Development Survey and the ITA database will be revised so that respondents and training accounts can be appropriately linked to the priority cluster that they represent, thus allowing better data analysis in determining training needs.

The data-driven approach used in this economic and workforce information analysis provides the basis for long-term strategic planning by the WIB. The WIB’s strategies to meet the skill needs of employers in priority sectors and close identified skills gaps are addressed throughout this plan.

*Local boards are encouraged to partner with neighboring local boards to conduct the economic and workforce information analysis regionally, as appropriate. Recent (less than 12 months old) economic and workforce information that answers and is responsive to the bullets above can be used to satisfy this requirement.*

See data references above and Appendix L: Data Sources for Section 2 – Economic and Workforce Analysis.

### **SECTION 3: BUSINESS SERVICE PLAN**

*The Governor believes that by building an industry-responsive, well-coordinated workforce development system, California will maximize the return on its limited resources and make its education and training programs work for California's employers and working families. The Governor also recognizes the importance of targeting workforce investment resources in support of priority sectors and clusters that will create a vibrant economy and shared prosperity. The Governor believes California must build on and strengthen private sector partnerships so its training systems are nimble enough to adapt to the changing needs of the 21st century economy.*

#### **Business and Industry Goal:**

**To meet the workforce needs of high demand sectors of the state and regional economies.**

*Consistent with the Workforce Training Act, the CLEO and their Local Board shall establish a Business Services Plan that integrates local business involvement with workforce initiatives. This Business Services Plan at a minimum shall include the following:*

- *Description of a sub-committee of the Local Board that develops recommendations for the Business Services Plan to the Local Board in an effort to increase employer involvement in the activities of the Local Board. The sub-committee members should be comprised of business representatives on the Local Board who represent both the leading industries and employers in the relevant regional economy and emerging sectors that have significant potential to contribute to job growth and openings in the local area or regional economy. If such a sub-committee does not currently exist, describe the steps the Local Board will take to establish this sub-committee and include its formation in the Local Board's bylaws [UI Code Section 14200(c)(9)(C)];*

The Sonoma County Board of Supervisor's strategic plan aims at providing a business-friendly environment to support the creation of jobs, the promotion of business retention and providing a skilled workforce to employers. To accomplish this, the Board of Supervisors supports a number of initiatives and programs including the Economic Development Board (EDB), Building Economic Success Together (BEST), a public-private partnership working on business success and job growth in the County, and the Workforce Investment Board (WIB).

The WIB continues to promote a strong connection to businesses and employers and aligns with other county-wide workforce development initiative goals of creating, sustaining and retaining a viable workforce in response to the evolving needs of businesses. Through their business services the WIB works to ensure that there is a workforce of sufficient size and skill to support economic growth and hiring. The WIB will also be adding a sector strategy approach, focused on the county's priority sectors, to identify and eliminate skill gaps. This will allow for Sonoma County businesses to be more competitive and successful. By following the WIB's strategic direction and focusing on the priority of aligning education and training with the needs of employers (as outlined in the Visions section of this plan) as well as seeking funding,

leveraging and braiding opportunities, the WIB will be sustainable and effective now and over time.

The Job Link Steering Committee (JLSC) is a subcommittee of the WIB and is charged with the oversight of both the business services and the job seeker services at Job Link and its goals/purpose are included in the WIB's By-Laws. Currently, the JLSC is comprised of a business representative from the WIB and representatives from Job Link's partner agencies, including adult education, Santa Rosa Junior College (SRJC), the Employment Development Department (EDD), the Department of Rehabilitation (DOR), and Goodwill Industries of the Redwood Empire. The Chair of the JLSC has a standing seat on the WIB Executive Committee to ensure a close connection between the JLSC and the WIB. The JLSC's purpose is to provide guidance and direction on Job Link's programs for employers and job seekers.

In order to strengthen the connection with the business community, the JLSC will focus on adding employer representatives to ensure that there is input from each of the County's priority sectors: Sonoma Specialties, Sustainability Services, Professional and Innovation Services, Advanced Manufacturing, and Health and Wellness. This will strengthen the input from employers to ensure that Job Link Business Services are providing targeted services and linking those services to strategies that support and promote the growth of local business.

Job Link has two Business Representatives who are responsible for working with employers to assist them with hiring needs, labor market information, incumbent worker training, on-the-job training (OJT), layoff-aversion assistance, and access to an Employer Advisory Council (EAC) and/or the Small Business Development Center (SBDC). During 2012, the Business Representatives contacted 1413 businesses. 627 of these contacts were with our sector industries. In 2013, we expect to contact 2150 businesses with 1218 contacts being with our sector industries. Information about the needs of the employers is gathered during their meetings and discussed at the JLSC.

Job Link has EDD staff working at our one-stop. The EDD staff help round out the services and resources available to our clients. As more and more service woman and men return home, the EDD Veterans' Representatives are available to assist veterans in their efforts to find employment. The services available include: priority holds on job listings, customized job search assistance, job fairs, and employer recruitments.

The WIB has strong relationships with many partners, such as, BEST and EDB, and belongs to many local organizations including, the Professional Association of Sonoma County for Human Resources (PASCO), the various chambers of the towns and cities in Sonoma County and the Sonoma Alliance, a coalition of business, agriculture, labor and individuals organized to accomplish many goals, one of them being to encourage a healthy economy. Workforce issues are discussed with these organizations and brought back to the JLSC for discussion and evaluation. This exchange of information strengthens the relationship with the WIB and other workforce development entities.

Though the work of the North Bay Employment Connection (NBEC), the business services groups in each area will be shared in order to further research, as well as to identify and prioritize local industry trends. The NBEC as a region has identified three common industries as priorities:

- Health/Wellness Services. Examples include: alternative and residential healthcare, physicians, dentists, HMO medical centers, labs, home health care, residential and development disability facilities.
- Professional/Personal Services. Examples include: lawyers, notaries, CPAs, architectural services, graphic and interior design, veterinary services, and office administration services.
- Leisure/Hospitality Services. Examples include: hotels, food service, restaurants, nature parks and fitness and recreational facilities.

*Description of the types of services the Local Board offers to businesses, including a description of how the CLEO and Local Board intend to:*

- *Determine the employer needs in the local or regional area;*

The needs of local employers are identified through a variety of methods through local and regional surveys and data from multiple sources.

The WIB partners with the Sonoma County EDB who provides a wealth of resources through local and regional reports and direct contact with employers. An example of EDB's report on employer needs is the Local Economic Report. This report provides an economic overview which includes historical performance, current trends and forecasts related to employment, industries, migration patterns, economic output and income in Sonoma County. The EDB also provides interns to work directly with WIB staff on research projects, employer surveys, and help supporting the WIB on special projects. In addition to our own Job Link Business Representatives, EDB and BEST often visit businesses and as part of their work, explain what services are available through the WIB and Job Link. Most recently, as part of our Workforce Strategy Taskforce, a survey was sent to local Human Resource managers to find out more about their hiring experiences and requirements. The survey results were used to help develop strategies and define services delivered at Job Link as well as being used in the WIB's strategic plan.

Job Link's two Business Representatives are responsible for working with employers to assist them with hiring needs, labor market information, incumbent worker training, on-the-job training (OJT), layoff-aversion assistance, and access to an Employer Advisory Council (EAC) and/or the Small Business Development Center (SBDC).

Additionally, our WIB members are a good source of information on the needs of employers since each of them is involved at a high-level in their organization. The WIB members often discuss the trends, issues and opportunities they are seeing within their businesses.

Regionally, the North Bay Employment Connection (NBEC) group develops, shares, and supports common approaches and engages both local and regional employers to obtain input for planning and developing specific regional responses and programs.

- *Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop delivery system; and*

The WIB and Job Link provides many services to the employer community, and is continuously looking for opportunities and programs that can benefit our employers, job seekers and the community as a whole. Job Link, our One-Stop Center, provides access to services, including Wagner-Peyser Act services, so that workers, job seekers, and businesses can find the assistance they need. Through the online system, CalJOBS, employers and job seekers throughout California are linked.

Job Link provides employers with: re-employment services for dislocated workers; provides local labor market information for planning business expansion, relocation, and future hiring; focused recruitments for new or additional job openings; and assistance with hiring incentives including the Work Opportunity Tax Credit (WOTC) and an on-the-job training (OJT) program where a portion of the employee's wages are reimbursed to the employer for up to 6 months while the employee is trained on the job.

The WIB and Job Link staff have had good success with job fairs. Job fairs are appreciated by employers and job seekers. Recently, there has been an increase in requests for job fairs. The fairs are usually for individual employers that have a large number of open positions, but Job Link also hosts larger events that target a business sector(s). In 2012, Job Link held 37 hiring fairs attended by 896 job seekers. 10 of the fairs were held for priority sectors. In March of 2013, Job Link hosted a Hospitality Job Fair for 10 employers with 900 job openings attended by almost 400 job seekers. This job fair was launched with the announcement that the local community college, the Santa Rosa Junior College (SRJC), was starting a series of certificate programs in the hospitality field. The SRJC was present at the job fair to promote their program. Hospitality is included in the Sonoma Specialties priority sector. In May 2013, a job fair was held in conjunction with Employment Development Staff (EDD) for 57 employers and was attended by 1000 job seekers. In 2013, we anticipate doing 58 job fairs with 2141 job seekers attending. 24 of these fairs are expected to be for our priority sectors.

Job Link employers are assisted with online job postings, interview space and application screening. Job Link staff also work with employers to arrange for incumbent worker training and/or customized training. Current efforts in providing the above resources are underway with 2 advanced manufacturing businesses that are interested in increasing their workforce and need training in the use of new or updated technology.

Employers also have other resources available to them through Job Link, such as, an Employer Advisory Council (EAC) and a regional Small Business Development Center (SBDC). The EAC is operated by local EDD staff and provides employers with training resources and business advice to help them operate their businesses. The SBDC is a resource for small and new businesses to

help them address challenges, seize opportunities and grow their business through no-cost counseling, seminars and entrepreneur and small business services.

- *Leverage and braid other resources through education, economic development and industry associations to support OJT and other customized training ventures.*

Sonoma County has long benefited from strong partnerships and collaboration, both public and private that exist between the workforce development, education, economic development and business communities. For example, when an employer requires customized training, the WIB partners with our community college to develop and provide the training.

The WIB's overarching goal is to align workforce and education. The Hospitality Industry is struggling to find skilled employees to fill their positions. As a response to this problem, the community college developed a Hospitality Certificate program to provide job seekers with the critical skills needed. Eligible Job Link clients are able to participate in the certificate program and have their costs paid for by utilizing Individual Training Account funding (ITA).

We recently reinstated the On-the-Job Training Program that provides participants with the potential to gain current work experience improve skills and obtain on-going employment. The program started in February 2013 and is a partnership between the WIB, Job Link (our One-Stop center), California Work Opportunity and Responsibility to Kids (CalWORKs), and local Community Based Organizations. Using CalWORKs funding combined with WIA funds, we are able to braid and leverage other funding sources.

Another example of this is the Sonoma County Youth Ecology Corps (SCYEC) is a job program which provides workforce training and eco-system education to youth aged 14-24, while teaching environmental stewardship. Youth are given the opportunity to work on crews completing outdoor ecology work and environmental restoration or in an individual placement providing administrative support. Over the summer, youth gain the skills needed to find and secure permanent employment in Sonoma County. The SCYEC is a unique collaboration of the Sonoma County WIB, CalWORKs, and numerous county departments including the Sonoma County Water Agency, nonprofits, and community groups. In 2012, 224 youth were hired into the program and the WIB was able to leverage \$850,454 for this program. The WIB is getting ready to kick-off our 2013 program and are excited that the program is now entering its fifth year.

Regionally, the NBEC group has a history of collaborating with industry representatives, educational institutions, and economic development partners to identify both industry-based needs and job-seeker population needs and then craft regional responses to such needs. Recently, NBEC administered the California Clean Energy Workforce Training Program grant received to train individuals to work in green building and associated jobs.

The NBEC group continues to develop their efforts to braid resources to foster employer-driven training and employment efforts, such as OJTs, customized training or other innovative approaches. NBEC's efforts at "best practices" exchanges between the regional WIBs will help foster this effort.

*Describe how the CLEO/Local Board intends to accomplish the following:*

- *Identify training and educational barriers that hinder job creation in the regional economy;*

One of the goals identified by the Workforce Strategy Taskforce adopted by the WIB is to align the education of Sonoma County's workforce with the needs of employers in order to address the gap between unfilled jobs and unemployed workers. Through the work of the Workforce Strategy Taskforce, a series of barriers were identified that include the following:

- Need for local trade or vocational schools that focus on developing technical knowledge and soft skills
- Need more pre-apprenticeships and apprenticeships
- Additional English as a second language classes
- Encourage studies in science, technology, engineering and mathematics (STEM)
- Build a relationship between educators and employers
- Create stronger partnerships between the WIB, employers and educational institutions and others interested in workforce development

The work of the WIB will include developing strategies to tackle the barriers identified. Some of this work has already begun. As part of the work completed by the WIB's Workforce Strategy Taskforce, a Partnership Agreement to share information for the purpose of aligning local education and training with employers' needs was signed the Sonoma County Office of Education, Santa Rosa Junior College, Sonoma State University and Empire College, in conjunction with the Sonoma County Workforce Investment Board, the Board of Supervisors, the Economic Development Board, PASCOC, Sonoma County BEST, North Bay Labor Council, North Bay Leadership Council, Cradle to Career, and Operating Engineers. This community collaborative among businesses, public school systems, workforce and economic development, and higher educational institutions throughout the county will enable the design of programs that result in a well-articulated and skilled workforce, opening opportunities for entry and advancement for youth and adults in locally demand-driven careers (see Appendix A: Improving Our Local Economy: Action Plans from the Taskforces on Workforce Development, Permit Process Improvement, and Identity Development). Additionally, the WIB has been working with the Sonoma County Office of Education (SCOE) on their Regional Occupational Program (ROP) to ensure the classes being offered are relevant and needed by employers as well as the increase class sizes.

Recently, the Sonoma County Office of Education (SCOE) was awarded career technical education (CTE) funding, specifically for STEM programs to encourage high school youth to pursue careers in these fields. These fields are experiencing a major skill gap because not

enough young people are pursuing these subjects in school. Two WIB members serve on the CTE advisory committee which determines the priorities and award of the funding requests.

- *Identify skill gaps in the available labor force that contribute to the lack of local business competitiveness;*

Through the work of the WIB's Workforce Strategy Taskforce, the Annual Workforce Survey was developed and distributed during the fall of 2012. This survey is part of an active effort to create a unique informational resource for Sonoma County regarding workforce attraction and retention issues and aims to generate a basic inventory of local human resource directors' workforce needs and preferences – data that can help inform ongoing efforts to improve Sonoma County's labor economy. This survey will be updated and distributed annually in order to measure the changes in the local workforce and needs of employers. The survey data showed that almost half of the responders had difficulty in attracting applicants holding Bachelor's degrees, the degree in highest demand for employers. Additionally, employers are most concerned with the lack of human capital in Sonoma County. Despite the high rate of unemployment, employers cannot find the appropriate skills in the current workforce. Respondents identified communication, critical thinking, and soft skills among the most important, yet most difficult, skills to find. These include, the need to communicate articulately, think critically, solve problems and make decisions, and demonstrate soft skills. The lack of soft skills is also a concern voiced by employers to the Job Link Business Representatives and by the WIB members as well.

The WIB has developed a workgroup that will be looking at ways to implement ideas suggested by the Workforce Strategy Taskforce that includes creating a comprehensive soft skills development program including:

- Create a marketing campaign
  - Develop soft skills curriculum
  - Promote increased internships and mentoring
  - Get families involved
- *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.*

Sonoma County has identified, through the work of the EDB, the following priority sectors: Sonoma Specialties, Sustainability Services, Professional and Innovation Services, Advanced Manufacturing, and Health and Wellness. These sectors will be key to the future growth of Sonoma County's regional economy.

The WIB plans to first address the need for additional workers in the Health and Wellness sector. Analysis shows that many employees in Sonoma County working in this field are approaching retirement age and with the impending start date of the Affordable Care Act, additional workers will be needed. Over the next few months we will be evaluating the types and numbers of jobs needed, what type of training/education is required and the average pay

for the positions identified. This information will be used to help guide Job Link clients as they make decisions on what type of employment they may want to engage in. Many of the clients will need some sort of training if they opt for employment in the Health and Wellness sector. ITA funds can be used to pay for training, if the client is eligible.

Additional sectors will be developed once the Health and Wellness sector is operational and will come from the priority sectors. WIB members and priority sector businesses will be used to assist the sector group's development.

*Describe how the CLEO/Local Board will accomplish the following:*

- *Partner with priority-sector employers to develop potential OJT and other customized training strategies;*

The WIB and Job Link recently implemented an OJT program. There are two job developers that are working with employers to find OJT employees. To date, employers have been pleased with the program and appreciate the help with training a new employee and paying 50% of their wages. The newly-hired employees are pleased to have a job and hope to become permanently employed.

In our efforts to promote the OJT program, we have made it a priority to meet and partner with as many local employer organizations and industry-specific groups as possible and are focusing on Sonoma County's priority sectors. Recently, we joined with our local Board of Supervisors and EDB in a Business Appreciation Week. During the visits with businesses throughout the county, information about the OJT program was shared.

In addition to OJT opportunities, Job Link is working with local employers to advise them that customized trainings and/or incumbent worker training is available through our local community college. Several local employers are making plans to expand their workforce in Sonoma County and may use this service.

- *Encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training;*

The WIB will be creating a Health and Wellness industry sector strategy within the next few months. A meeting has already been scheduled with one of our WIB members who is the chief executive responsible for the operations of both the Santa Rosa and San Rafael Kaiser Medical Centers used by 250,000 members. With her assistance, we plan to reach out to the Hospital Council of Northern and Central California. The WIB is researching the types of jobs available in the Health and Wellness sector as well as the need for training and where the training is available locally. We also know that the Affordable Care Act will cause the creation of totally new types of jobs. Additional sectors will be developed once the Health and Wellness sector is operational and will come from the priority sectors. WIB members and priority sector businesses will be used to assist the sector group's development.

The local colleges are an important part of the conversations happening in the county about the needs of employers. An example of this is a new hospitality program starting this fall at the community college. The program is certificate-based and can be completed in one semester. Several businesses, the Sonoma County Tourism Board and the WIB have representatives on the hospitality advisory committee. Recently, the WIB held a hospitality job fair and the community college attended so they could promote their new certificate program.

The WIB is also involved in many local initiatives including Upstream Investments and Cradle to Career. In 2011, the County rolled out the Upstream Investments policy which seeks to eliminate poverty in Sonoma County and ensure equal opportunity for quality education and good health. The three primary strategies are: invest early, invest wisely and invest together. One of the Upstream Investments goals is that community members have access to education and training and are adequately prepared for the challenges of the future. Cradle to Career is a partnership created to bring together all segments of the educational continuum—early childhood, K-12, college/technical training, and careers—to improve the educational, economic, and health outcomes for all Sonoma County youth using evidence-based practices. The Cradle to Career vision focuses on youth and young adults age 0 to 26 and include five benchmarks related to a child’s progression through indicators that target future success. Two of the five Cradle to Career goals include areas that impact the Sonoma County WIB’s efforts, including helping students get connected with careers, develop career-ready skills, provide alternative pathways to disconnected youth and those with special needs, increase the number of young adults who are work-ready at age 18, and align training opportunities with identified workforce needs.

NBEC will also discuss regional sector strategies and approaches that may work for the five service delivery areas.

- *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;*

The WIB has a strong relationship with the local business and educational community. In all of its initiatives, taskforces, committees and strategies, business and education is involved. Four educators are on the WIB and two educators are on the Youth Council. Because of this representation, the WIB is kept informed about what education and training programs are happening at our local office of education, community college, four year (Sonoma State) and private (Empire) colleges. These educators get input from their fellow WIB members on skill gaps, trends and changes in industry.

The Workforce Strategy Taskforce focused on the need to align education and the workforce and the WIB will undertake strategies to ensure this happens. Initiatives such as Upstream Investments and Cradle to Career are two efforts to work collaboratively in developing strategies to ensure an adequate pipeline of qualified employees for the high-growth, high-demand sectors in Sonoma County.

An example of a collaborative program is the Sonoma County Youth Ecology Corps (SCYEC). 2013 marks the start of the fifth year of the program. SCYEC is a job program which provides workforce training and eco-system education to youth aged 14-24, while teaching environmental stewardship. Youth are given the opportunity to work on crews completing outdoor ecology work and environmental restoration or in an individual placement providing administrative support. Youth gain the skills needed to find and secure permanent employment in Sonoma County. The SCYEC is a unique collaboration of the Sonoma County WIB, numerous county departments, nonprofits, and community groups. In 2012, 224 youth were hired into the program. On average, 92% of youth had work skills that met or exceeded entry level at the conclusion of the program.

The local education community is responsive to the needs of local industry sector employers and has recently developed a new training program to address skill gaps in the Sonoma Specialties sector with the development of the Hospitality Certificate program by the SRJC. Job Link staff ensures that any newly developed programs are placed on the Eligible Training Provider List and that ITA funding is available to eligible job seekers.

Other recent collaborative efforts include the implementation of the Sonoma County Office of Education (SCOE) Adult Regional Occupational Program. In coordination with employers, SCOE designed a series of classes to assist adults in developing marketable skills through short term training that was designed to meet sector employer needs. The training includes classes in Sonoma County's priority sectors, such as: construction, hospitality and manufacturing.

- *Foster collaboration between community colleges and the California Department of Industrial Relations Division of Apprenticeship Standards (DIR-DAS) approved/registered apprenticeship programs, through memorandums of understanding or other formal mechanisms. Explain how services are 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 (CUIC Section 14230(3));*

The WIB and Job Link have developed partnerships with labor organizations and local preapprenticeship and apprenticeship programs. The WIB has four labor representatives and the Youth Council has one labor representative. The Youth Council member is from the North Bay Labor Council who will be working with staff in Job Link and CalWORKs to share information about available opportunities and to develop a stronger linkage to north bay preapprenticeship and apprenticeship programs. Additionally, the SRJC, through their Work Experience Department, has preapprenticeship courses to prepare applicants for admittance into apprenticeship programs.

Local preapprenticeship and apprenticeship programs make presentations to various groups in our community to link youth and young adults to their programs. Information about the programs has been distributed to Job Link (our One-Stop), CalWORKs, high school career centers, local youth service providers, and multiple other sites to encourage this resource. Each year, at the conclusion of our Sonoma County Youth Ecology Corps program, the WIB holds an

Opportunity Fair where youth can learn more about available careers. Preapprenticeship and apprenticeship opportunities are always highly profiled.

Local preapprenticeship and apprenticeship programs advise the WIB when they have openings and we share that information with our Job Link and CalWORKs clients. Typically, the WIB does not pay supportive services for these programs as the preapprenticeship or apprenticeship programs cover these costs. If a WIA-eligible client were going into one of these programs and the training costs were not covered, the WIB could assist with the costs.

The NBEC region and the San Francisco Bay Area have a high concentration of recognized preapprenticeship and apprenticeship training schools located within its boundaries. Recent connections have been made to expand recruitment efforts to preapprenticeship and apprenticeship programs. NBEC is currently exploring the creation of a MOU with the North Bay Apprenticeship Coordinators Association.

- *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];*

The WIB and Job Link fully meet the funding needs for all individuals interested in training. In addition to increasing the ITA funding amount to \$5,000, the WIB has reinstated the On-the-Job Training Program. The purpose of the program is for the employer to permanently hire the employee and for the employee to learn the skills needed to perform the job and gain ongoing employment. The employer is required to provide matching funds that in effect doubles the impact for the local community. This program is funded by both the WIA and CalWORKs programs.

- *Promote Rapid Response as a proactive intermediary for priority industry sectors (rather than as a reactive service only for layoff response); and*

The WIB and Job Link have an effective partnership with the EDB, which allows for information sharing and coordination of efforts and outreach to employers. The EDB's mission is three-fold: 1) attract new employers to the region; 2) help local employers to grow; and 3) retain employers in the County. This three-pronged strategy is a proactive approach to avoid layoff and business closures. The EDB uses innovative approaches and develops resources for local employers to support these goals. Support to local businesses includes the Business Retention program where EDB staff visit with local employers to offer services, support hiring and expansion of their business, and refer the employer to available resources which includes Job Link. The EDB distributes Job Link marketing materials to provide information about Job Link employer services. In the last 6 months, the EDB staff has met with 100 companies located throughout Sonoma County.

The EDB also has a Business Assistance Office where staff can assist local employers with navigating the business permit system, link them with finance opportunities and assist with other urgent needs that may prevent a new business from opening or support a struggling business.

The WIB and Job Link are available to assist companies that may be in danger of reducing their workforce or closing. In 2012, we did 6 rapid responses that impacted 113 workers. Job Link staff can assist employers with such services as incumbent worker training, referrals to the EAC, and referrals to SBDC for business assessment, counseling or guidance. None of our priority industry sectors have needed rapid response services.

- *Identify how Rapid Response will develop effective early layoff warning systems and layoff aversion strategies;*

The WIB and Job Link works with local businesses proactively to prevent a layoff or closure or to ensure a smoother transition if such events do occur. If employers have issues that stem from employee skills gaps or keeping pace with emerging technologies, Job Link can partner with the local education community to develop and implement incumbent worker training. A new business can be referred to the SBDC for help in identifying any obstacles or issues and provide them with counseling and assistance to help improve operations. If there are human resources or legal issues, Job Link will refer them to the EAC for workshops or counseling.

Both our Economic Development Board (EDB) and Building Economic Success Together (BEST), a public-private partnership devoted to business success and job growth in Sonoma County, meet with several businesses a month and through their work advise the business about the work of the WIB and its One-Stop, Job Link. Our hope is that through the connections EDB, BEST and the WIB have with business we have developed an early layoff warning and aversion strategy.

- *Identify how Rapid Response assistance and appropriate core and intensive services are made available to those covered by the Transitional Adjustment Assistance (TAA) program.*

The Employment Development Department (EDD) is an active partner and is co-located at Job Link, our One-Stop, which provides clients with direct access to EDD's resources. Potential TAA participants are referred to the on-site TAA Specialist. The TAA Specialist works with the client to complete necessary paperwork develop their plan and help with funding for tuition and other fees. The TAA Specialist also ensures the job seeker is referred to the WIA program and co-enrolled as appropriate. The WIA program may have additional services or benefits that the TAA client may be able to access. An example of this is by co-enrolling the client in WIA, the client could participate in the WIB's On-the-Job Training Program and/or have child care costs paid, if needed.

## **SECTION 4: ADULT STRATEGIES**

*Using shared strategies, California's statewide workforce investment system will focus on helping students and workers obtain industry-recognized certificates, credentials and degrees in priority sectors to fill critical labor market skills gaps, strengthen key industry sectors, and achieve economic growth and shared prosperity.*

### **Adults Goal:**

**Increase the number of Californians who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.**

*Describe the CLEO/local board's vision for alignment of the regional education system to develop career pathways and meet the educational needs of workers and priority-sector employers in the local area or regional economy.*

*Include detailed actions to address the following State priorities:*

- *Increase the number of career pathway programs in demand industries;*

Sonoma County has developed a collaborative approach to expand and implement career pathway programs in demand industries (see Appendix M: The Five Components of Common Workforce Strategy). The Sonoma County Workforce Investment Board (WIB) has been instrumental in aligning employer workforce needs with the development of career pathway programs in priority sectors.

To ensure that career pathways will result in successful employment, education providers use surveys to identify employer workforce needs. In addition, the Sonoma County Economic Development Board (EDB) conducts annual surveys with Human Resource Managers through the Professional Association of Sonoma County (PASCO) to collect information on the workforce needs of local and regional employers. The WIB, in coordination with multiple partners, convene focused discussions with employers with the goal of identifying new and emerging workforce needs, industry sectors and developing strategies to address existing skill gaps.

Recently, employers have identified the need to have short term certificate programs that build upon one another so job candidates can enter the workforce quickly and return to training to build more skills to advance. In response to one identified need, Santa Rosa Junior College (SRJC) created a certificate program for the hospitality industry to prepare individuals for jobs in this sector. The program will begin in the 2013 fall semester.

The Sonoma County Office of Education (SCOE) has expanded efforts to increase career pathways in the secondary schools through multiple programs that are tied to the needs of local employers. High School programs include:

- Career Technical Education (CTE) linking classroom education and its application in the workplace.
- Regional Occupation Program (ROP) offering job training classes to begin on a career pathway.
- Collaboration with the Santa Rosa Junior College and local high schools to strengthen the “educational pipeline” and identify employer skill standards that can be incorporated into the curriculum.
- Integration of pathway programs with core academic subjects and integrated educational strategies.

SCOE also works with Sonoma State University (SSU) to increase programs focused on STEM (Science, Technology, Engineering, and Math) careers to boost the number of students entering these majors at SSU and thus begin to fill a large gap in qualified candidates being experienced by employers.

Other recent collaborative efforts include the implementation of the Sonoma County Office of Education (SCOE) Adult Training Program. In coordination with employers, SCOE designed a series of classes, similar in concept to ROP, to assist adults in developing marketable skills through short term training designed to meet sector employer needs.

Santa Rosa Junior College (SRJC) has over 160 career training programs that were developed in coordination with local industry representatives to ensure the programs are meeting employer skill needs. SRJC has an agreement with SCOE and other districts for students to obtain college credit for courses taken in high school career pathway programs. SRJC’s Tech Prep program provides preparation in high-skill, high-wage and/or high-demand jobs and includes opportunities for high school students to earn college credits. Highly successful pathways, such as those in the health care field, and the culinary academy were designed with strong employer involvement and have been recognized for their success.

WIB staff continuously work with our educational partners to ensure that their training programs are listed on the Eligible Training Provider List (ETPL) so that WIA-eligible candidates can access training funds.

In response to the needs of employers, the Extended Education Department at SSU has started to assemble a suite of skill-based certificates in response to the needs of local employers. These non-credit, three course certificates are in areas such as diversity in the workplace, geographic information systems, social media for the workplace, and conflict resolution.

- *Increase the number of adult basic education students who successfully transition to postsecondary education, training or employment and reduce the time students spend in remediation;*

The WIB has developed partnerships to provide multiple avenues for adult basic education students to transition to postsecondary education, training or employment. Programs combine job ready skills, skill development, or short term certifications into their basic education programs to motivate students to move forward and enter the job market. Additionally, all partners refer clients to Job Link if the client is in need of funds to assist in paying for training or vocational programs.

Petaluma Adult School, the only adult school remaining in Sonoma County, offers a variety of classes designed for adults of all ages, educational and cultural backgrounds. Along with basic education, Petaluma Adult School offers workplace training programs including multiple training pathways in the health care field and basic computer courses using Microsoft Office, ESL courses to prepare for citizenship and the Adult Independent Study program for adults who need to complete high school credit requirements or obtain a GED. Petaluma Adult also offers linkages to the Santa Rosa Junior College Petaluma campus, so that adults can access additional training or classroom instruction related to their career.

The Sonoma County Office of Education offers evening career training classes to help interested adults update their skill set to create more career opportunities. Each course is six to nine weeks long to move the participant forward quickly. Courses offered include a basic construction series, forklift operation, basic electronics, Microsoft Office beginner and advanced courses, and soft skills needed in the Workplace. Job Link has approved these courses to be on the ETPL so that WIA funding is available to pay for classes. New courses continue to be developed or improved in response to participant feedback and labor market demands.

Santa Rosa Junior College administers a program for CalWORKs clients and others who are in need of basic skills. The program includes intensive counseling services that along with academic advise and implementation of vocational training plans. Also, SRJC staff works with the CalWORKs population exclusively to provide clients with additional support, monitor activities, act as liaison to instructors, and provide referrals, follow-up and coordination with vocational training programs. When CalWORKs cannot pay for a clients training, WIA training funds are available to fill the gap.

Sonoma County has two John Muir Charter Schools that provide educational programs outside the K-12 public school system. The schools target at-risk youth and young adults and give them the opportunity to complete their high school diploma in an alternative, highly supported setting. Participants receive academic, life skills and work readiness instruction, tutoring, mentoring, career development, leadership training, financial literacy classes, community service opportunities and linkages to vocational training, apprenticeships and post-secondary education. Both charter schools have a strong connection to Job Link from past and current contract agreements.

PIVOT Charter School offers online curricula to allow adult students to work at their own pace while still support from credentialed teachers. PIVOT offers students an alternative way to earn their high school diploma outside the structured classroom environment. The school also offers interventions to improve basic skills, electives to pursue career interests, advanced placement classes, and college courses. The WIB has a signed MOU with PIVOT to facilitate referrals both to and from Job Link.

- *Increase the number of underprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations;*

The WIB and their partners recognize the importance of providing services to target populations of job seekers. Job Link coordinates services to many populations including veterans, limited English speakers, displaced workers, older workers, former foster youth, disabled and ex-offenders.

Underprepared job seekers include young adults leaving high school with or without a diploma, limited English speakers, low-skill, low-wage part time workers and ex-offenders. Many are not ready to succeed in jobs because they lack job experience, basic skills, or the soft skills needed to be successful in the workplace. Dislocated workers may also have outdated skill sets and need training in order to have marketable skills to obtain employment.

Job Link offers services specifically targeted to long-term unemployed or underemployed, veterans and ex-offenders. Partnerships and the development of targeted services to these populations increase their success in finding and retaining employment. Specialized services are offered to help link limited English speakers access employers in the manufacturing and specialty sectors where there are jobs available for those not yet fluent in Spanish. Job Link provides translated resource materials and Spanish-speaking Employment Counselors to assist ESL clients with their job search needs.

Additionally, the Santa Rosa Chamber of Commerce offers the Worksite Held Employee English Learning (WHEEL) Program. WHEEL is an employee engagement program and is provided at the worksite to assist ESL employees with improving their English language skills. The WHEEL program also introduces low income employees to other resources including school engagement, family literacy, and financial literacy.

The Santa Rosa Junior College also received a grant for \$2 million over 5 years to assist 200 migrant students each year to obtain their GED. This is the first step in a plan for extended services to this special population.

Job Link assists all job seekers by providing up-to-date information and data regarding industry sectors workforce needs. In order to strengthen a client's employability, Job Link ties training opportunities to the priority sectors in Sonoma County. WIA training funds to help pay for classes or vocational training are available to assist candidates in obtaining jobs in the priority sectors. Eligible clients can take advantage of WIA training funds to leverage other training funds such as Pell grants, other scholarships, and financial aid. The WIB is constantly seeking

new ways to leverage funding in order to maximize the impact that WIA training dollars can have. One prime example of this is the Sonoma County Youth Ecology Program that braids multiple funding sources that differ from year to year, to maximize the number of clients able to participate in the program.

Sonoma County has consistently met performance goals for employment and retention of employment and earnings over the past two program years.

Earn and learn opportunities are available through Job Link's On-the-Job Training Program where the employer receives partial reimbursement for up to six months to train a new employee. The WIB's Sonoma County Youth Ecology Corps is an earn and learn work experience program targeted to at-risk youth and young adults, including those from the criminal justice system, current and former foster youth, and those who do not have a high school diploma or GED.

In partnership with the WIB, Santa Rosa Junior College has developed new relationships with emerging industry partners and expanded current relationships to respond to the needs of the employers. More of SRJC's career and technical education certificate programs include a work experience/internship component in order to make the students more job ready.

Santa Rosa Junior College offers Gateway to College, which is a scholarship program empowering youth who have stopped going to school, or are not on track to graduate, to earn a diploma. This dual credit program allows students to take courses that help earn credit towards their high school diploma and a college degree or certificate, at the same time.

Empire College has developed its own model program to address training and retraining needs based upon emerging local labor trends. When a graduate is hired, the graduate and the employer are surveyed to assess competency levels and trends and ensure that Empire's programs are meeting the needs of the employer and preparing students for these jobs.

To help underrepresented students succeed, Sonoma State University offers several programs of the type listed below:

- The McNair's Scholars Program at SSU helps 25 undergraduate students per year continue their postsecondary studies in graduate school. The main purpose of the four-year, renewable grant project is to place more historically underrepresented students in American graduate schools. Eligible students must be low-income and first-generation college students or belong to an underrepresented ethnic group.
- The Educational Opportunity Program (EOP) was designed to encourage the inclusion of low-income and educationally disadvantaged students into higher education. The students get additional advising and mentoring about career opportunities.
- The School of Science and Technology recently established a MESA (Mathematics, Engineering, Science achievement) Program to enrich the learning environment for educationally disadvantaged students so that upon graduation these students can help fill STEM-related professions, while the Louis Stokes Alliance for Minority Participation (LSAMP) helps predominately black students succeed in scientific careers.

- *Develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and provides rapid transitions to new employment minimizing periods of unemployment; and*

The WIB has developed and recently increased the Job Link Business Resource Team to meet with local employers and educate them about the services available for them at Job Link. Many employers know that Job Link is a strong link to qualified applicants, but do not know about other services available to employers. The Job Link Business Resource Team can provide targeted recruitment information, labor market information and coordination of their training/retraining needs with SRJC. Since January 1, 2013, Job Link reps have met with over 150 local businesses in all sectors.

In partnership with the WIB, the Economic Development Department (EDB) provides many services to local employers to assist in promoting their business, accessing resources and linking them to needed business services. The EDB houses a Business Assistance Team to help businesses grow and expand. These services are available for free and are designed as both layoff aversion and to assist in the development and expansion of local businesses. Services include:

- individual business counseling and assistance;
- a directory of resources to help with issues regarding licenses and permits;
- referrals for technical assistance through an association of retired executives;
- referrals to access capital resources with Micro Loan Programs, alternative lending sources, venture capital, and business loans through local banks; and
- connections to energy rebates programs to reduce costs.

The WIB is working with SRJC to develop a layoff aversion strategy by developing customized training packages for employers in order to retrain or upgrade their employees' skills. WIB staff is exploring the availability of additional resources to provide a more proactive outreach effort with employers to identify potential skill gaps that may result in employee layoffs. Once identified, the WIB and their education partners can identify employer training needs, followed by rapid design of training programs to respond to those needs.

The WIB provides Rapid Response to assist laid off workers with services to promote a rapid transition to new employment. When Job Link is informed that a local employer is going to lay off employees or close its doors, the Job Link's Rapid Response team is deployed. Job Link's Rapid Response team is a cooperative effort between the Job Link and the Employment Development Department. This team provides information regarding services available through Job Link and Unemployment Insurance programs, such as vocational training, job search assistance, and unemployment insurance benefits. In 2012, Job Link staff conducted 6 rapid responses that impacted 113 workers.

If an employee dislocation is the result of foreign competition or foreign relocation, the dislocated worker may be eligible for additional assistance, income support, job search assistance/relocation, and/or training under the Trade Adjustment Assistance (TAA). Clients eligible for TAA services can access the full array of services available at Job Link including WIA funds to pay for classes or training for reemployment purposes.

In addition, Job Link provides information to employers in regards to the Worker Adjustment and Retraining Notification (WARN), if requested.

- *Expand the availability of and participation in “earn and learn” models such as apprenticeships, OJT and other customized training where workers can build skills while working.*

There are a number of programs in Sonoma County that offer opportunities to build skills while working in an earn and learn environment.

In collaboration with the CalWORKs program, the WIB is providing training opportunities through the recently revived On-the-Job Training Program. Job Link’s business outreach team recruits employers interested in hiring and in trade, get a 50% wage reimbursement for up to six months to train and retain the new employee.

Other work-based learning programs such as Healdsburg High Schools Community and Work-Based Learning Projects and MFG 101's High Tech Manufacturing internship program are embedded in the high school programs to promote the linkage between education and the workplace.

Job Link staff is providing training to our job seekers on how they can market themselves to secure an On-the-Job Training opportunity. The program is both a standalone activity and an activity for those individuals who have successfully completed vocational training but, due to the job market, are getting passed over for those job seekers who have more experience.

The WIB is continuing to actively pursue relationships with apprentice and pre-apprenticeship programs by strengthening relationships with the local electrical, plumbing and construction apprenticeship programs. The North Bay Apprenticeship Program, approved by the California Department of Industrial Relations, provides materials to job seekers at Job Link and other contracted service providers to increase interest in these programs. Job Link ensures that apprenticeship programs are listed on the ETPL so that WIA funds, if needed, can be used to pay for the program. A Youth Council member will be working on coordinating efforts to ensure that youth who are interested can get assistance to access local apprenticeship programs.

The WIB’s Youth Council is continuing to increase access to earn and learn opportunities to connect youth and young adults with employers and provide exposure to career opportunities. The Sonoma County Youth Ecology Corps (SCYEC) employs over two hundred youth and young adults each summer. The program is supported financially through multiple funding sources including WIA, CalWORKs, Water Agency and other grants. The program is an earn and learn opportunity designed to stress the importance of learning, practicing and demonstrating work place skills that are important to local employers.

A team or ‘crew’ is comprised of 6-8 young adults and a crew leader who work together on projects in parks and along creeks to improve the environment. The SCYEC has expanded to include year-round work for young adults, thus extending the time to earn money while developing job skills.

The SCYEC program is also designed to provide participants with the opportunity to build workplace soft skills, how to work as part of a team and with experiences that teach the relationship between academic learning, its application to the workplace, and its connection to careers.

## **SECTION 5: YOUTH STRATEGIES**

*The Governor believes California must have a well-educated and highly-skilled workforce in order to remain prosperous and competitive in the 21st Century global economy.*

### **Youth Goal:**

***Increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and/or a career.***

Sonoma County is fortunate to have several active initiatives starting with the Sonoma County Board of Supervisors visions and goals that has led to other collective impact strategies and initiatives that compliment the work of the Sonoma County Workforce Investment Board (WIB) and Youth Council. The WIB and Youth Council work is in alignment with the Sonoma County Board of Supervisors strategic plan. Goal four of the County Board of Supervisor’s strategic plan addresses and aligns with the work of the Sonoma County WIB and the Youth Council.

### **Goal 4 - Invest in the Future**

*“Adopt a balanced budget and maintain appropriate reserves, invest in infrastructure, systems, workforce that will save money in the long term, invest upstream in health, education and human services (prevention) to decrease need for and costs of enforcement, incarceration (treatment & punishment). “*

In support of these strategic goals, the WIB and Youth Council, the Sonoma County Human Services Department, the Department of Health Services, along with many community partners have committed to the development of strategies of a collective impact approach where multiple initiatives are supported through common agendas, shared measurements, mutually reinforcing activities and continuous communication.

The WIB and Youth Council are active in their work to align their goals in support of the Upstream Investment policy, which was developed and implemented by the Sonoma County Board of Supervisors through the Human Services Department. Upstream Investments encourages the use of programs, policies and interventions that support the concept of investing early and wisely in prevention programs to prevent more difficult and expensive problems to overcome further down ‘the stream’. The Sonoma County WIB has signed a Resolution of Alignment in support of the Upstream Investments initiative (see Appendix N: SCWIB Upstream Investments Resolution of Alignment).

The WIB supports Upstream strategies by encouraging and promoting the use of evidence-based practices and programs. Currently two WIB members are also members of the Upstream Policy Committee and two other WIB and Youth Council members are on the Portfolio Review Committee. (<http://www.sonomaupstream.org/>)

Another initiative supported by the Sonoma County WIB is the Health Action initiative developed by the Sonoma County Department of Health Services. This initiative seeks to foster collaboration and action through collective impact in three focus areas:

- To increase educational attainment in Sonoma County.
- To strengthen coordination of care across the continuum of local providers.
- To assure that community members have sufficient income and the ability to have control of their life situation.

Within the framework of Health Action is Sonoma County’s Cradle to Career initiative that provides a pipeline of support for youth in Sonoma County ages 0 to 26. The WIB and Youth Council programs are active in support and alignment with the Cradle to Career (C2C) initiative which seeks to align education and workforce development efforts. Sonoma County’s WIB and Youth Council have adopted the goals in the last two stages of the pipeline.

- Every young adult is prepared to achieve life and career goals; and
- Every young adult becomes a contributing member of society.

As a primary partner in this initiative the WIB and Youth Council engage with community partners to coordinate and align the education efforts and resources in Sonoma County to ensure that youth are prepared to succeed in the workforce. The WIB and Youth Council have pledged to align their programs in support of this collective partnership between education and workforce preparation.

The Sonoma County WIB’s and Youth Councils vision and mission statements are aligned with the State WIB’s goals, the Sonoma County Board of Supervisors vision, and initiatives such as Upstream Investments, Health Action and Cradle to Career.

<i>Partner</i>	<i>Vision</i>
<b>Sonoma County Workforce Investment Board</b>	Sonoma County will address its key economic and workforce issues to support a high quality of life and economic vitality for all residents.
<b>Sonoma County Youth Council</b>	All Sonoma County youth will have the skills and knowledge necessary to succeed in a competitive global workforce.
<b>Upstream Investments</b>	Upstream Investments seeks to eliminate poverty in Sonoma County and ensure equal opportunity for quality education and good health in nurturing home and community environments.
<b>Health Action</b>	By the year 2020, Sonoma County is a healthy place to live, work and play... a place where people thrive and achieve their life potential.
<b>Cradle to Career</b>	To provide every child with ample opportunities to succeed and achieve their life potential, we must come together as a community to address barriers and challenges to educational attainment and workforce development.

The alignment of State priorities, Sonoma County Board of Supervisor focus areas and the Sonoma County WIB and Youth Council vision and missions serve to provide a goal-oriented framework for the Youth Education & Employment Services Program. This collaborative effort serves to provide youth, including those with higher needs that face significant barriers to employment, by connecting them to education and training opportunities.

*Describe the CLEO/local board vision for increasing the educational, training and career attainment of youth, consistent with the following State priorities:*

- *Increase the number of high school students who complete a challenging education, including math gateway coursework and industry-themed pathways that prepare them for college, “earn and learn” training through apprenticeships, OJT, and other postsecondary training; and*

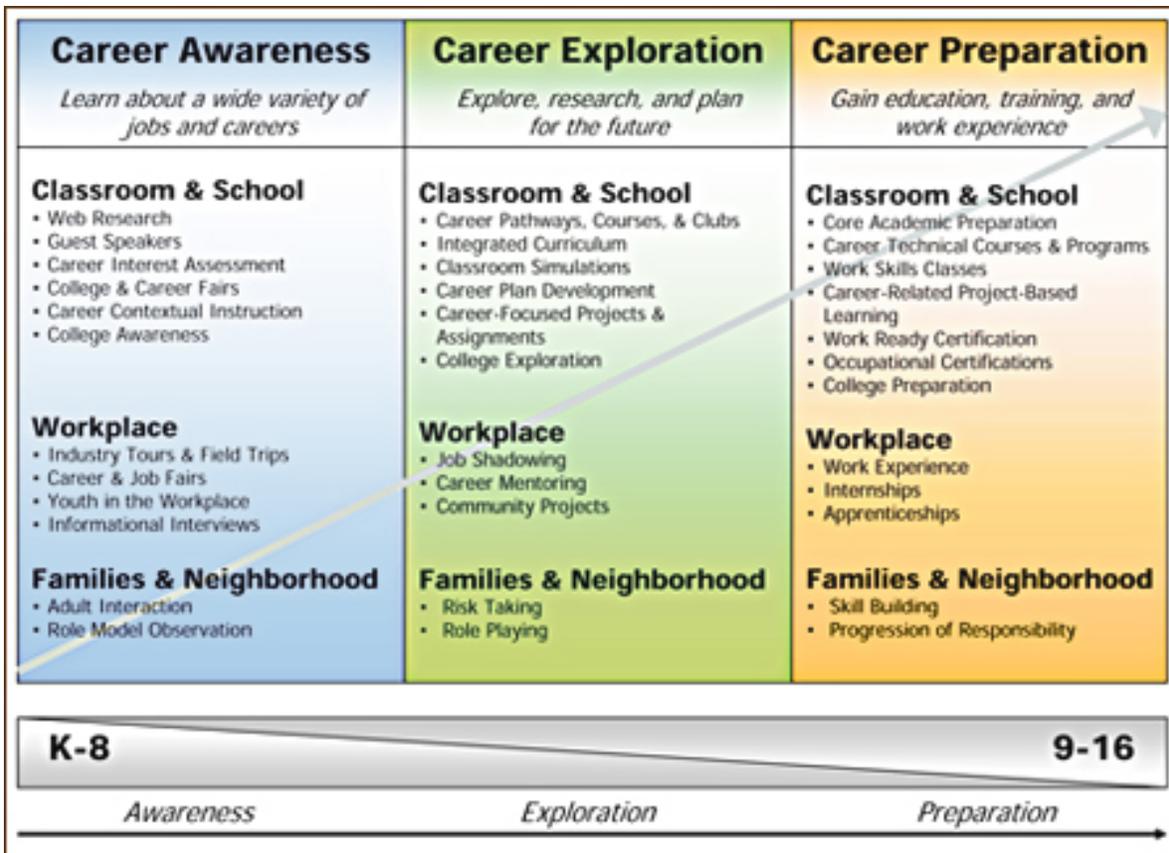
Efforts to increase the number of high school students who complete a challenging education that will prepare them for college and/or successful employment is a county-wide endeavor supported by many partners, including the Sonoma County WIB and Youth Council. The Sonoma County WIB and its Youth Council partner with education to support various strategies that link education with workforce development.

The WIB has partnered with the Sonoma County Office of Education (SCOE) to increase the college and career readiness of youth by supporting academically rigorous and relevant career and college preparation. Additionally, the WIB, through its Youth Council actively reaches out to disconnected youth to help them obtain their GED or a diploma.

The WIB is frequently a convener to promote increased cooperation between workforce needs and education. Education is well represented on both the WIB and the Youth Council. This ensures that not only is education at the table, but that there are education representatives working directly with local employers and businesses to develop workforce strategies.

The WIB and the Youth Council programs target youth who have gotten lost in the education system and re-engaging these disconnected youth. One of the strengths of the WIB’s youth programs is that they reach out to disconnected and disadvantaged youth and provide workplace experience that in turn encourages youth to either return to school or seek other avenues to obtain a high school diploma or GED.

Sonoma County’s Career Development System is a strategy of community partnerships (which includes the WIB) that promotes a continuum that provides activities and experiences to promote career and college awareness, exploration, and preparation at every stage. In the education continuum, students participate in a series of classroom activities, workplace exposures, and community experiences over time. Classroom activities support and reflect what’s learned in the workplace and in the community and in turn, workplace experiences support classroom learning. Students are supported by and provided role models and guidance with work place experiences that match their knowledge, skills, and abilities with jobs that will be available when they are ready. This means helping them learn where the jobs will be and expanding their idea of what jobs are included in the priority sectors.



The following programs and strategies, offered by SCOE, support the Sonoma County WIB’s goal of increasing the number of students who graduate prepared for postsecondary vocational training, further education, and/or a career that help to develop the future workforce.

### 1. Middle School Programs

Research has shown that one of the key indicators of future academic and career success is exposure to career awareness activities in grades 6-8. Programs for middle school age children offered through the Career Development System are designed to introduce children to the range of possibilities that exist and prepare them to make decisions about high school coursework and possibly future careers. SCOE provides guidance, expertise, and financial support for career exploration programs and activities in the majority of middle schools in Sonoma County. Additionally, SCOE provides funding, training and support to implement an online Career and Academic planning program for over 6,000 middle school students each year.

### 2. Career Technical Education (CTE)

SCOE provides career technical education programs at every comprehensive high school “as part of the county’s commitment to graduate college- and career-ready students”. CTE is designed to ensure that high school career education is academically rigorous and aligned with the workforce needs, particularly in the priority sectors, of our county. CTE creates a

relationship between classroom instruction and its application in the workplace and is designed to help high school students become career-ready. SCOE's CTE Director is a member of the WIB and the Youth Council which again strengthens that connection between education and business.

### **3. Regional Occupation Program (ROP)**

The Regional Occupational Program (ROP) offers job training classes at every comprehensive high school in the county. High school juniors and seniors take ROP classes during the regular school day to earn elective credit and learn skills they can apply in future work situations. ROP courses are designed to respond to local workforce needs by funneling more students into careers in the priority sectors.

ROP courses are designed to be the most advanced classes in a pathway to provide training experience before students enter the workforce. Courses are designed with input from local employers and student learning is authenticated by people in the work world to ensure what students learn is applicable in the real world. Students can job shadow through visits to work locations or actual work experiences. Some ROP programs offer industry certifications recognized by local employers to help students when they are looking for jobs.

### **4. Career Development and Workforce Preparation**

SCOE's Career Development and Workforce Preparation department is working with partner and local employer representatives to align the CTE pathway programs with the economic outlook and workforce needs of Sonoma County, and ensuring that pathways are targeted to priority sectors. By integrating CTE pathway programs with core academic subjects and integrated educational strategies, CTE can ensure students are college and career-ready.

In addition, SCOE is working with SRJC and Job Link to adopt the Kuder Career system to build a seamless career preparation pathway for students and adults in multiple settings. The Kuder Career Planning System is an evidence-based online education and career planning tool. It features developmentally-appropriate components that can be used individually and helps youth develop plans for the future by providing assessments and a lifelong portfolio to record changes and progress.

### **5. Work-Ready Certification**

This certification was developed in partnership with the Sonoma County Youth Council, SCOE, and local businesses and employers through surveys and focus groups. The Youth Council has recently formed a sub-committee to upgrade the certificate and process and engage the employer community to market the concept of at work ready youth.

The Work-Ready Certification is a program designed to verify that youth have the entry-level workplace skills that Sonoma County employers are looking for in new hires. Certificates are awarded only to those students who demonstrate all of the required skills, each of which they have been "tested" on by employer representatives.

## **6. Sonoma County WIA Youth Education & Employment Services (YEES) and the Sonoma County Youth Ecology Corps (SCYEC)**

The YEES program is based on the Workforce Investment Act (WIA) ten required program elements. This program serves youth age 14 to 21 and assists low income, disconnected youth with school and career opportunities with a goal of obtaining a high school diploma/GED and transitioning into vocational training or postsecondary education. The SCYEC program, begun in 2009, is an earn and learn work experience model first developed by the Sonoma County WIB to re-engage disconnected, low-income youth by providing work-based learning opportunities during the summer with Federal Recovery Act funds.

Please see the description of the YEES and SCYEC programs on pages 49-51.

- *Description of the local area or region's eligible youth population and any special or specific needs they may face which are unique to the local area or region;*

### Targeted Population for WIA Youth Services

The WIA Youth Education and Employment Services (YEES) Program targets youth that are economically disadvantaged, age 14 to 21, and are:

1. Involved in the juvenile justice system, or
2. Pregnant or parenting teens, or
3. Current or former foster youth, or
4. Disabled or have an Individualized Education Plan (IEP), or
5. Youth in CalWORKs families.

Additionally, Sonoma County's Youth Council has adopted the following additional barriers to expand those eligible for WIA-funded services:

1. Youth deficient in basic literacy skills
2. School dropout
3. Unemployed or underemployed
4. Homeless or runaway youth
5. Referred to or being treated for substance abuse issues
6. Defined as being a potential school drop-out, which is defined as:
  - Two grade levels below his/her age group, OR
  - School referral due to attendance problems, behavior problems (suspension or detentions), problems completing graduation requirements, on school D or F list and/or did not pass High School Proficiency Test.

Sonoma County's eligible youth population live primarily in the cities along the Highway 101 corridor with a small population in the Sonoma Valley and smaller pockets along the Russian River in west County area (see Appendix O: Sonoma County Youth Demographics).

One of the primary barriers in Sonoma County for youth and other at-risk populations is the lack of public transit. The WIA youth program has responded to this issue by providing regionalized WIA youth services in the regions of Sonoma County including the west county area, the north county area, Sonoma Valley area, the south county area, the cities of Rohnert Park and Cotati, and finally the city of Santa Rosa.

According to the Sonoma County 2013 Homeless Census and Survey, there has also been an increase in transitional age youth that are homeless.

- *Increase opportunities for high school students and disconnected youth to transition into postsecondary education and careers.*
- *Youth activities available in the local area or region (Identify successful providers such as Job Corps);*

Sonoma County has developed multiple avenues to support students and disconnected youth in their transition to postsecondary education and careers. The WIB, along with the Youth Council has a long history of partnerships, collaborations and tools to support efforts within the community to assist youth in education and career development. Additionally, the WIB and Youth Council developed the WIA-funded Youth Education and Employment Services program and the Sonoma County Youth Ecology Corps, an earn and learn program.

### **Youth Education & Employment Services (YEES)**

Sonoma County's Workforce Investment Act (WIA) youth program is the Youth Education & Employment Services program and comprises the WIA required program elements. The YEES program is designed to fill the gaps in the lives of youth who may lack the family, educational, and/or social framework to prepare them in making a successful transition to adulthood and higher level education and employment opportunities. The YEES program also includes the Sonoma County Youth Ecology Corps (SCYEC), an Earn and Learn program supported by multiple funding partners. Please see Appendix P: Sonoma County Youth Programs for an illustration of the program.

The YEES program places emphasis on serving youth within a comprehensive workforce development system with established connections to partner organizations serving youth. All WIA-funded contracted service providers are expected to demonstrate collaboration with other entities to expand services for youth that cannot be funded by WIA and to promote a regional community focus. They do this by:

1. Creating partnerships with other organizations that serve youth, particularly target populations, by utilizing a referral system to connect youth to service organizations and/or programs that provide specialized services to youth.
2. Identifying programmatic resources and/or leveraged funding to broaden the YEES program and delivery of youth services.

3. Establishing effective connections with employers for both paid and unpaid work experience opportunities.

The goal of the YEES program is to assist youth and young adults to obtain long-term academic and employment success and to provide a means to develop the potential of youth as citizens, employees and leaders in the community. Specific goals of the program include:

1. Preparing youth for post-secondary educational opportunities, including advanced training or occupational skills training.
2. Providing strong connections between academic and occupational learning.
3. Providing services to older and out-of-school youth to promote and achieve gains in educational functioning levels.
4. Preparing youth for paid or unpaid employment opportunities.

The Youth Council delivers the YEES program by procuring and contracting with community-based organizations to deliver regional services throughout Sonoma County. The contracted Youth Providers are specialized in delivering services within their community to at-risk populations, including at-risk youth. Each provider delivers the WIA-required 10 elements to eligible at-risk youth age 14-21. The WIB contracts with one consortium of 5 agencies in each region of Sonoma County, called Youth Link and one agency, the Conservation Corps North Bay.

The Youth Link Consortium has adopted the Tackling Tough Skills evidence-based curriculum to assist youth with soft skill development while also working on their individual service strategies that includes plans for career development, work experience and further education.

In 2012, the Youth Council added a new partner to deliver WIA youth services, Conservation Corps North Bay. They house the John Muir Charter School as well as their conservation program to develop youth to preserve and protect the environment. The charter school assists out of school youth with obtaining their GED while at the same time providing environmentally-based work experience opportunities.

Job Corps is not located in Sonoma County or the North Bay Area.

### **Sonoma County Youth Ecology Corps (SCYEC)**

SCYEC is a workforce training and ecosystem education program aimed at employing youth and young adults, particularly those at-risk, while teaching environmental stewardship. SCYEC is designed to target the work experience components of the required WIA 10 elements by including both paid and unpaid work-based learning opportunities and is funded by both WIA and non-WIA sources. The SCYEC serves a wider population than the WIA YEES program but also targets current and former foster youth, youth from the juvenile justice system, youth in families receiving TANF, youth who dropped out of high school, and pregnant and parenting youth.

The SCYEC program is designed to provide the participants with the soft skills and with experiences that teach the relationship between academic learning, its application to the workplace and its connection to careers. The programs are designed to stress the importance of youth learning, practicing and demonstrating work maturity or soft skills important to local employers such as:

1. Punctuality - Showing up to work, meetings and appointments on time.
2. Dependability - Showing up to work regularly every day.
3. Appropriate grooming - Arriving to work clean and dressed appropriate to the work place.
4. Ability to work independently and as part of a team - Can demonstrate ability to contribute to work goals independently or as a contributing team member; and demonstrate initiative and ability to solve problems.
5. Ability to communicate and listen actively – Can demonstrate improved communication skills and the ability to apply critical listening skills when learning work tasks.

Participation in SCYEC is designed to leave youth with a sense of accomplishment, instill a strong work ethic, encourage the return to school, increase and/or reinforce the participants' awareness of the relationship between educational and vocational skills acquisition, and enhance their future employability.

A coalition of organizations who support the SCYEC program include the WIB and Youth Council, Sonoma County Human Services Department, Sonoma County Water Agency, the Sonoma County Office of Education, regional community based organizations and small grant funders. Work experience opportunities must be with public or private non-profit organizations, thereby providing benefit to the community.

Examples of SCYEC projects include creek and habitat restoration, removal of non-native or invasive plants, planting of native plants, creek and trail clean up, debris removal, parks clean up and many other tasks that result in cleaner waterways and parks that in turn benefits the community and the people who visit these sites.

In the SCYEC summer program, youth and young adults age 14-24, work in crews composed of 6-8 participants and a crew leader, to complete quality projects which benefit the community and provide instruction on environmental stewardship. In this earn and learn setting, participants develop work place soft skills and basic instruction in environmental and other types of work. SCYEC has also expanded to include crews who work year round for the Sonoma County Water Agency for young adults over age 18. While most SCYEC work focuses on crew-based projects, youth can choose to be placed in an individual paid or unpaid internship that links to their future career goals.

In order to assess the effectiveness of SCYEC, the Sonoma County WIB has completed an evaluation of the last two summers. Additionally, the WIB has supported the replication of the SCYEC model. This summer there will be youth ecology programs in both Riverside County and Marin County.

## **Services for Transition Aged Youth (STAY)**

The YEES and SCYEC programs have recently increased their outreach to foster youth over age 16, foster youth over 18 who are enrolled in the Extended Foster Care Program, and former foster youth who aged out of the system and are over 20 years of age. To reach this population, Sonoma County has developed the Services to Transitional Age Youth (STAY) Program. The program is also open to youth over age 16 that are part of a family receiving Temporary Assistance to Needy Families (TANF), known as the CalWORKs program in California.

The Employment & Training Division, where the CalWORKs program is combined with Workforce Investment Act programs, has partnered with the Family, Youth and Children's Division (child welfare services), and VOICES, a One-Stop for foster youth, to reach out and serve youth and young adults from the foster care system. This partnership combines the support provided by the extended foster care program, the work experience and employment opportunities under the WIB and the foster youth One-Stop at VOICES to provide multiple doors for entry, services, and opportunities for the coordination of services.

A large part of the STAY program is the employment piece offered by SCYEC. While foster youth had access to WIA services in the past, there was not a strong linkage to reach out to these youth and offer multiple concrete avenues to career development. SCYEC offers youth work experience opportunities in a supported environment that is invaluable to becoming work ready. A Social Worker from child welfare coordinates services with an Employment Coordinator from the Employment & Training Division to offer direct support to assist foster youth in not just starting the program but by completing it. These workers will ensure that the foster youth's services are coordinated and do not conflict with one another. The social worker will ensure compliance to Dependency Court requirements, communicate with the case-carrying social worker and ensure that needed support services are available and provided. Child Welfare support services can include therapy services, child care, parenting services, transportation assistance, housing assistance, wraparound services, etc.

The Employment Coordinator will work with the foster youth one-on-one to ensure success with their SCYEC work experience to support and guide them to further employment opportunities, career development, and completion of secondary school, college and scholarship assistance, WIA training funds, applying for CalWORKs and Cal Fresh, and assistance with other needs or barriers identified. SCYEC offers a good first step; a first success and a positive experience that help the youth understand that goals are achievable.

## **Voice Our Independent Choices for Emancipation Support (VOICES)**

VOICES brings together more than 40 partnering agencies to provide housing, education, employment and wellness services to transitioning youth, ages 16-24. Created and run by former foster youth, VOICES in Napa was the first organization of its kind in the nation and expanded to Sonoma County in 2007. The WIB was instrumental in bringing this program to Sonoma County.

VOICES provides internal programs and co-located services with a team of partner agencies combining these services to meet a wide variety of issues identified by and for youth. Programs include Health & Wellness, Employment and Education support, Housing Assistance and specialized assistance for current and former foster youth.

WIA youth providers hold on-site hours at VOICES to provide youth with assistance in the development of education, career and employment goals. Other partners with on-site hours include a job developer, CalFresh application assistance, housing assistance, referrals to access medical resources, classes in food shopping and preparation, nutrition, basic computer skills are just a few of the resources offered.

### **Chop's Teen Club**

Chop's Teen Club is Santa Rosa's only club just for teens and offers a wide variety of activities that includes recreational, arts, field trips, community service clubs and workforce ready programs such as: Barista training, Culinary/Catering Program, Digital Film Making, Pretzel Cart Program, Work Certificate Program, Teen Tech Workforce Program, Teen Facilitator Training, Advanced Leadership Training, Youth Empowerment Council and Leadership Conference.

CHOPS recently deployed a website at JobsMadeReal.com that was designed to use technology that youth use every day for career exploration. The website includes You-Tube videos that show hundreds of people working in various occupations. The goal of JobsMadeReal is to assist teens with information on job and careers in way that they can understand.

### **North Bay Apprenticeship Programs**

Over 30 Apprenticeship programs are offered in the North Bay sponsored by the Building Trades Council and other unions and supporting organizations. The program recently expanded in Santa Rosa and the most recent member of the Youth Council and the WIB will be working on connecting youth and young adults to both pre-apprenticeship and apprenticeship programs. Coordinated outreach to youth providers, high schools and SRJC will be done to increase the awareness of the opportunities that are also aligned with Sonoma County's priority sector of Construction/Green building.

- *Description of the CLEO/local board strategies to promote collaboration between the workforce investment system, education, human services, juvenile justice, Job Corps, and other systems to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment;*

As stated throughout this plan, the Sonoma County Board of Supervisors, the WIB, and the Youth Council have implemented a number of strategies promoting collaboration to serve Sonoma County's youth. Representative from the systems listed above are members of the WIB and Youth Council and work with multiple collaborations of collective impact to provide multiple avenues of assistance to Sonoma County youth. Various strategies and collaborations have been described above.

- *Organizations or bodies such as the youth council designed to guide and inform an integrated vision for serving youth in the regional economy within the context of workforce investment, social services, juvenile justice, and education (describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth);*

As stated above, the mission of the Youth Council is to develop a comprehensive system of services for all Sonoma County youth that integrates academics, career preparation and youth development strategies through collaboration with youth, employers, educators, service providers and the community. The priorities for youth services are driven by WIA funding, along with the needs of the community and in alignment with the goals of the WIB in achieving a prepared workforce.

Cradle to Career is one initiative that provides a vision to improve the educational, economic and health outcomes for Sonoma County youth. Both the WIB and Youth Council are actively a part of this collective impact partnership that utilizes a common vision to address barriers and challenges to educational attainment and workforce development. This initiative seeks to coordinate and align the education efforts and resources in the county to ensure that youth are prepared to succeed. Partners from all aspects of Sonoma County, including school districts, SRJC, Sonoma State, city chambers, Board of Supervisors and County departments (Human/Social Services, Probation, Economic Development Board) and multiple community based organizations have signed the pledge to support this concept.

Other efforts such as Health Action and Upstream Investments, seek the alignment of efforts to support the common goals (see Appendix Q: Sonoma County’s Alignment for Youth Services).

The WIB and the Youth Council are especially active in ensuring that the design of WIA programs are aligned with the Cradle to Career goals that every young adult is prepared to achieve life and career goals, and that every young adult becomes a contributing member of society. Expanding earn and learn programs and the reviving the Job Link on-the-job training program are two such efforts designed to achieve these goals (see Appendix B: Sonoma County Workforce Investment Board Membership and Appendix R: Sonoma County Youth Council Membership).

- *Description of the use and development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills;*

SCOE in partnership with SRJC and the WIB engage workforce partners to coordinate efforts through industry sector advisory committees to develop model services that are responsive to the needs of the local workforce. These industry sector advisory committees are aligned with the priority sectors identified by the Sonoma County Economic Development Board. With feedback from these advisory committees, the partnership can employ multiple strategies for

curricula and program development to prepare youth into the workforce pipeline with the right skills needed for obtain well-paid jobs in priority sectors.

The integration of work-based learning and soft skill development assist young people ready for their first job. Through Job Link and other career development activities, young people are educated in career development and the jobs available in the priority sectors.

One example of this effort is the response of our community to the reduction of funding for the maintenance and upkeep of our parks. The Parks Alliance was created in response to the planned closure of State Parks in Sonoma County in 2011 and is supported with funds from individuals, nonprofits, businesses and public agencies. The Parks Alliance's goal is to create a new model for parks by bringing the community together to create innovative solutions, efficiencies in park operations and a system of parks, open space and public land for residents and visitors.

In partnership with the WIB, and the Youth Council, the Parks Alliance created the Youth@Work program. This partnership was a natural fit due because both entities work in the support of youth development and ecology as primary goals.

Together the SCYEC program and the Parks Alliance will fund three youth crews for the 2013 SCYEC summer program. The crews will be working in State and County parks throughout Sonoma County performing tasks such as pruning and removal of invasive plants, trail maintenance, debris removal, planting of native plants, and general clean up in an effort to improve our parks.

- *Practices used to ensure continuous quality improvement in the youth program;*

To deliver quality services, the YEES program is modeled to provide activities, practices, and services that have proven to be effective. Effective services are those that can show a link between the service and the desired outcome. Evidence of effectiveness can include:

1. Evidence-based approach as documented by literature or experts.
2. Local data on short-term participant outcomes.
3. Local data on changes in participant knowledge, skills, attitude, or behavior.
4. Literature documenting a sound underlying principle – in other words, no hard data but based on principles that have been proven effective.
5. Other evidence, with a full explanation of how the evidence demonstrates effectiveness.

The Youth Council developed a SCYEC Logic Model (see Appendix S: SCYEC Logic Model) to ensure that the program continues to develop in ways that support the long and short term results and impacts of the program goals. The SCYEC Logic Model presents a picture that explains the strategies that will be used to affect the change that results in the desired outcomes.

In order to evaluate the effectiveness of the program and ensure that the Logic Model works, the Human Services Department produces an annual evaluation of the summer portion of the SCYEC program. The evaluation promotes continuous improvement by compiling data through the evaluation to inform changes to the program. The SCYEC program is currently listed on

Upstream Investments as a promising practice in achieving the goal of preparing youth for the workforce.

- *The CLEO/local board's strategy, goals and objectives for ensuring that every youth has the opportunity for developing and achieving career goals through education and/or workforce training (including but not limited to: the youth most in need of assistance, such as out-of- school youth; homeless youth; youth in foster care; youth aging out of foster care; youth offenders; children of incarcerated parents; migrant and seasonal farmworker youth; youth with disabilities, and other at- risk youth).*

As stated above, the Youth Council's vision is that all Sonoma County youth will have the skills and knowledge necessary to succeed in a competitive global workforce. The programs and objectives listed throughout this section and plan describe the opportunities for Sonoma County youth to achieve their career goals.

Schools no longer have the resources to provide career centers where students were supported in educational and career development and goals. This has required local partners including the WIB and Youth Council to reach out and fill this gap. The WIA YEES program includes assessment and career exploration as a required service. The Sonoma County Office of Education provides all SCYEC program participants the use of the on-line Kuder Career Assessment tool and pays for the initial access fee.

## **SECTION 6: ADMINISTRATION**

### **System alignment and Accountability Goal:**

**Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.**

- Describe how the local board is a community leader on workforce issues;

The Sonoma County Workforce Investment Board (WIB) ensured that this strategic plan was supported and aligned with strategies already in place by the Sonoma County Board of Supervisors, and other initiatives, partners and stakeholders. The Board of Supervisors' Economic Development Strategy and Jobs Plan supports the promotion of a strong and vibrant economy. The Board of Supervisor's report outlines the County's new strategies to address major themes, many of which reflect and complement the WIB's strategies. The County Board strategies include the support of the following:

- Business development, retention and outreach services
- Employer-driven workforce development strategies
- Coordination of economic development resources within the County

The Board of Supervisor members participate in WIB-sponsored events, meetings, strategic sessions and initiatives. This close alignment between the County Board of Supervisors and the WIB ensures that strategies and plans are mutually reinforced. The Board of Supervisor members are very aware of the work and efforts of the WIB and request status reports from the WIB on their ongoing efforts in serving the employer and workforce community.

The Sonoma County WIB meets all legal requirements required by the Workforce Investment Act. Through their website [www.sonomawib.org](http://www.sonomawib.org) the WIB is able to communicate with stakeholders, partners, business, and other groups as to the work they are doing. All agendas, minutes, plans, newsletters, procurements and other topics for the WIB and its committees are posted to the website. This is an ideal vehicle to communicate to the public the results of its efforts and ongoing work, strategies and goals.

Additionally, there are links from several other partners to the WIB website and vice versa. In this way, the WIB reaches out to the community in a more impactful and easily accessible manner.

The Sonoma County WIB is a group of key stakeholders who are leaders in the community and represent business, labor, education, One-Stop partners and economic development. Through key partnerships, the WIB works to ensure that the residents of Sonoma County have the skills, training, and education to achieve their career goals, and that Sonoma County employers are able to hire, develop, and retain outstanding employees. These partnerships ensure that the WIB is positioned to facilitate sharing of data, information and strategies to stay connected with the needs of both employers and job seekers.

One of the primary strengths of Sonoma’s WIB board members is that they participate on a variety of other boards or commissions within the Sonoma County community and the region. Members bring a wealth of information across a broad spectrum that informs their decision making. The WIB members are leaders on other boards, initiatives and collaboratives including Cradle to Career, Upstream Investments, Innovation Action Council, Building Economic Success Together (BEST), business groups, chambers and local community based organizations. Having WIB members engaged in these other groups and activities strengthens the WIB’s influence, participation and effectiveness in Sonoma County (see Appendix T: WIB Member Affiliation).

- Describe how the local planning process considered the regional training and education pipeline, including but not limited to K-12 education, Career Technical Education (CTE) and vocational education, the community college system, other postsecondary institutions, and other Local Workforce Investment Areas (LWIA);

The WIB and its Youth Council have a long history of collaboration with education and vocational training providers. Education is well represented and involved on both the WIB and the Youth Council. K-12 education, Career Tech, and vocational training providers are involved in the development of WIB and Youth Council strategies and initiatives. Through participation on such initiatives as Upstream, Cradle to Career and other collective impact projects, education takes a strong lead. Currently the chair of the Youth Council is from the Sonoma County Office of Education (SCOE) and leads SCOE’s Development and Innovation Program. The Co-chair of the Workforce Strategy Taskforce is also the Career Technical Education Director of SCOE.

The Cradle to Career Initiative brought together education stakeholders throughout Sonoma County including K-12 education, Career Technical Education (CTE) and vocational education, Santa Rosa Junior College and Sonoma State University, something other initiatives have failed to do. Education partners, business, community organizations, local government have pledged to support the Cradle to Career initiative and strategy with the goal of developing a healthy and vibrant workforce and community.

In support of creating a skilled workforce, the Sonoma County Board of Supervisors recently awarded the Career Technical Education program \$51,000 per year for five years for a total of \$255,000. The John Jordan Foundation matched these funds with a donation of \$50,000 per year for five years for a total of \$250,000. The total commitment to the Career Tech Education program from these two organizations is \$505,000 over the next five years. Funds will be used for programs at various high schools that are tied to priority sectors and include the addition of Engineering Design Technology at two high schools, integration of CTE curriculum in the areas of Culinary Arts and Agriculture, additional STEM (Science, Technology, Engineering and Mathematics) CTE courses and the establishment of a regional Mathematics Engineering, Science Achievement (MESA) program.

The Board of Supervisors have recently partnered with United Way through the Schools of Hope Program where County employees can volunteer to tutor 1<sup>st</sup> and 2<sup>nd</sup> grade students in one-on-one weekly sessions. This program is in alignment with the Cradle to Career initiative and uses research data that is a predictor for graduating from high school.

- Describe how the local planning process engaged key stakeholders, including the major priority-sector employers in the relevant regional economy and organized labor (include written documentation of stakeholder involvement);

Key stakeholder feedback occurs in multiple ways. Input through the coordination with existing stakeholder groups, collaborative projects and employers was solicited to ensure complimentary strategies for this plan. The WIB seeks to support many of these collaboratives through participation in the planning, development and implementation of their strategies. Feedback and ideas were elicited from groups such as the Economic Development Board, the Board of Supervisors, Upstream Investments, education representatives, labor representatives and local employers through public meetings, posting of the plan to the Sonoma WIB website and public noticing to partners and the community.

The WIB in partnership with the Economic Development Board's Innovation Action Council and Building Economic Success Together (BEST), a public-private partnership devoted to business success and job growth, convened a Workforce Strategy Taskforce to address this very question. The taskforce was co-chaired by a WIB member and an Innovation Action Council representative. The Taskforce was comprised of WIB members, community leaders, labor, business, education and others. The WIB hosted six facilitated meetings in which to come up with recommendations regarding how to better align training and job preparation that are based on the needs of local employers and businesses.

A survey of employers was done to identify what skills and education employers need to fill current and future job openings. The survey also asked how employers normally recruit to fill positions and to gauge the success of these efforts. Additionally, the survey asked for feedback about Sonoma County's cost of living, home prices and availability of sector-based career trainings and how these issues affect an employer's ability to recruit and retain their workforce. The data was collected and analyzed in order to ensure that recommendations developed were based on the actual current and future needs of employers. The Taskforce released its report, along with recommendations, at the Economic Forecast Conference in October 2012. Based on the recommendations, three taskforces were convened to address the major issues identified by the Taskforce Report.

- **Sonoma County Identity Taskforce** – Connect and create of a unified identity and marketing strategy for Sonoma County to facilitate the marketing of Sonoma County products and services.
- **Permit Process Improvement Taskforce** – Simplify and improve the Permit and Review process to reduce the amount of time needed to get construction and other projects approved.

- **Workforce Development Taskforce** – Develop employer-driven workforce strategies to better align job seeker skills with the needs of local employers.

By bringing together the right components these issues can be better improved through a collective impact model, rather than as individual efforts by single organizations.

Based on the recommendations from the Workforce Strategy Taskforce, the Board of Supervisors directed the WIB, in coordination with other partners, to develop a common strategy among education, workforce providers and employers to address Sonoma County's workforce needs.

At the December 2012 meeting, WIB members discussed, prioritized and adopted 5 workforce development initiatives to be addressed by the WIB through their strategic plan. The 5 initiatives include:

1. Addressing the employee gap by aligning the efforts of business, education and workforce investment to address unmet needs of employers.
2. Creating a soft skills development program to ensure that job seekers are prepared to enter and successfully navigate the workplace.
3. Expanding work-based learning opportunities for both adult and youth by leveraging internships, job shadowing and apprenticeships.
4. Developing a model program that addresses the training and retraining needs for emerging labor populations that includes, but is not limited to: Latinos, disconnected youth, veterans, offenders and other populations at risk of long term unemployment.
5. Developing common metrics to measure success. Metrics will be aligned with other initiatives to show the return on investment and the need for program changes to continue to address employer needs through workforce development.

The WIB has further prioritized these initiatives by convening three workgroups to address the targeted issues: Employee Gap, Soft Skill Development and Work-based Learning. Work on these initiatives will continue throughout 2013 and beyond.

Written documentation of stakeholder involvement in the local planning process can be found in Appendix U: Stakeholder Involvement in Local Planning Process.

- Describe the local board public comment process, including comment by representatives of businesses and organized labor and input into the development of the local plan prior to submission of the plan. Include any comments that represent disagreement with the plan;

Sonoma County WIB used multiple processes to elicit comments from various groups regarding the local plan. The Sonoma County draft plan was posted to the WIB website ([www.sonomawib.org](http://www.sonomawib.org)) and notifications were sent to regional WIBs, workforce partners, education, labor, business, community-based organizations and other stakeholders. The plan has been addressed at multiple WIB and Youth Council meetings. Public notice was published in the local newspaper and posted at the Board of Supervisors.

One comment that disagreed with the plan was received. Please refer to Appendix V: Public Comments Received that Disagree with the Local Plan and Appendix V(a): Public Comment.

- Identify the entity responsible for the disbursement of grant funds. Provide a description of the competitive process used to award the grants and contracts in the LWIA for activities carried out under this plan;

The County of Sonoma Board of Supervisors is the local grant recipient and has an agreement with the Human Services Department (HSD) to provide services under the Workforce Investment Act. The HSD Employment and Training Division is responsible for the procurement process to disburse Workforce Investment Act and CalWORKs funding. Please see our WIA Procurement Policy in Appendix W.

WIA funds are contracted out through a formal competitive procurement process every three years. In compliance with procurement rules, HSD develops a Request for Proposal (RFP) with a release schedule; publishes notifications of the RFP; hosts a Bidders' Conference; publishes all notes and questions and answers from the Bidders' Conference; uses an external review committee to evaluate and score the proposals received; publishes the funding recommendations from the review committee through the agendas for the Youth Council and Workforce Investment Board; and publishes the agenda item for final approval by the Sonoma County Board of Supervisors. Other small purchases are procured through quotes as required by the Procurement Policy.

- Describe the LWIA One-Stop system. Include as an attachment a list of the One- Stop locations in the LWIA;

Job Link is the One-Stop Career Center serving Sonoma County. It is a consortium of workforce partners in Sonoma County and offers a full range of job seeker and employer services and resources (see Appendix X: Sonoma County One-Stop Partners and Appendix Y: Job Link Client Flow Chart). Our goal is to link people to business and business to people. Sonoma County Job Link is located at 2227 Capricorn Way, Suite 100, Santa Rosa, CA 95407.

Sonoma County's One-Stop system includes required partners who are located on-site or remotely and who together form a consortium as the One-Stop operator. Partners are represented on the Job Link Steering Committee, an operations management group that provides day-to-day oversight of Job Link. This Steering Committee is designated as a subcommittee of the Sonoma County Workforce Investment Board to ensure that the Job Link system meets the following goals:

- Is customer driven;
- Provides high quality customer service to job seekers and employers; and
- Includes a strong accountability system to ensure quality services are provided.

Through bi-monthly meetings, the Job Link Steering Committee reviews job and labor market data, performance data, and analysis of labor market trends to ensure that services are being delivered to meet the workforce needs of Sonoma County.

All Job Link customers receive a short orientation to Job Link and meet with an Employment & Training Counselor the same day as their orientation. They receive an access scan card (like a library card) that tracks how many times and what services and resources are used during each visit. Scan card information is analyzed to determine frequency of use by service or individual and promotes continuous improvement.

Job Link offers a wide array of service that range from self-service to information and resources through universal services available to all job seekers. Universal access includes services such as assessment of skill levels and aptitudes, workshops, and access to the Resource Room and Computer Lab.

Additionally, the WIB provides a web-based workforce development online tool called the Virtual One-Stop. Job seekers can register and access services online including posting their resumes, job search, career exploration, and occupation research.

If job seekers need additional assistance in their job search, they can access staff-assisted services where they receive more support in their job search efforts from Job Link staff or on-site partner staff.

If even more assistance is needed, eligible job seekers can register for intensive services and receive a variety of assessments, develop an employment and career plan with a Job Training Counselor, and participate in workshops and network group meetings.

In order to access funds to pay for vocational training at a school, the job seeker must apply for the funds by completing a packet of information. The information packet is comprised of a description of the training, information about the training provider or school, labor market information and current job openings in the identified sector. The plan is developed by the job seeker with assistance from a Job Link Employment Counselor prior to approval. The school or training provider selected must be on the Employment Training Partner List (ETPL) in order for WIA funds to be used.

- Describe the LWIA's process for designation and certification of One-Stop operators;

The Job Link One-Stop System has been operated as a committee of over thirty workforce partners in Sonoma County. In accordance with the agreement between the WIB and the mandatory One-Stop partners, the partners act as a managing consortium for the operation of the Job Link One-Stop Center. There is a One-Stop operator agreement approved by the Sonoma County Board of Supervisors in 1998 that continues the designation and certification of Sonoma County Job Link.

- Provide a comprehensive list of services provided in each One-Stop in the LWIA;

Job Link services are available to job seekers that have a legal right to work in the United States. Services available include career exploration and job search workshops covering topics such as labor market information, networking, resume writing, interviewing and how to use social networking sites. The 20-station computer lab offers software and on-line assistance with career exploration and job search with Counselors available for assistance. Job Link also offers networking groups designed to offer peer support, networking opportunities and a structured environment for job search activities. Funding for short-term training is available for WIA-eligible individuals who need assistance in order to obtain a job or re-enter the workforce. Post employment services are also available to assist with the transition to the work world.

The On-the-Job Training Program was recently revived. Job Link partners assist in the development of job opportunities and outreach to employers who may be interested in training and hiring a new employee.

In addition, accommodation and translation services are available for customers that require them. Employer services offered through Job Link include hosting hiring events, job fairs and staff trainings. Employers will also find valuable information on how to post job listings and access labor market information. Human resource issues and outplacement solutions are services also available to local businesses.

See Appendix Z: Job Link Directory of Services for a comprehensive list of services provided at Job Link.

- Describe local board strategies to ensure that the full range of employment and training services delivered through the local One-Stop system are accessible to, and will meet the needs of, dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and persons with disabilities);

The WIB ensures that a variety of employment services are available through Sonoma County's One-Stop System. Job Link houses partner agencies that offer specialized services to populations such as low-income, veterans, public assistance recipients, those with limited English skills or disabilities and others that are experiencing barriers to employment.

Job Link offers the following accessible services to target populations with barriers to employment:

### **Older Workers**

Experience Works is an on-site Job Link partner that provides vocational training and employment services to older workers through The Senior Community Service Employment Program (SCSEP) funded under Title V of the Older Americans Act. Participants in the program must be 55+ years of age, unemployed, and meet certain Federal poverty income guidelines. Experience Works is a training and employment program.

### **Migrant and Seasonal Farmworkers, Limited English**

The Farm Worker Program is administered by California Human Development (CHD), an off-site partner of Job Link. The Farm Worker Program offers the following services in Sonoma County:

1. WIA 167 National Farmworker Jobs Program(NFJP)

The WIA 167 NFJP design offers services to improve the lives of farmworkers and their families through education, vocational training, work experience, on-the-job training, English literacy training, basic skills, and life skills training.

2. Dislocated Agricultural Worker Program

CHD is subcontracted through La Cooperativa Campesina de California to operate the WIA Title I Dislocated Agricultural Worker Program to serve dislocated agricultural industry workers. This program offers dislocated agricultural workers help with job placement and training services. Services include job placement, ESL classes, basic education, vocational training, adult work experience, On-the-Job Training, emergency services, and basic readjustment services.

3. Anthony Soto Employment Training Centers (ASET)

The Santa Rosa ASET center provides Farmworker Services' including vocational skills training such as Truck Driver, Fork lift Operation and Safety, and Shipping and Receiving. Support and other services include:

- General Equivalency Diploma (GED)
- English as Second Language (ESL)
- Certified Nurse Assistant (CNA)
- On-the-Job Training (OJT)
- Work Experience (WEX)
- Direct Placement
- Emergency services for farmworkers

### **Individuals with Disabilities**

Department of Rehabilitation (DOR) provides vocational rehabilitation services that enable individuals with disabilities to obtain and maintain meaningful employment. As an on-site partner of Job Link, DOR provides vocational rehabilitation counselors who meet with Job Link customers to inform them of DOR services and facilitate the application process.

DOR counselors orient individuals to services available and assist with eligibility and the application process. DOR services can include job placement assistance, job coaching, the provision of assistive technology, and assistance with training.

In addition to meeting with Job Link customers, DOR counselors work collaboratively with Job Link partner staff in consultation regarding disability access and services, and serve on various committees that address topics such as staff training, software and website reviews, and orientations for new customers.

### **Ex-Offenders**

The Moving Forward Program (MFP) is on-site at Job Link to serve clients with a criminal record to assist them in preparing for successful employment. The program focuses on clients who are a part of California Realignment funds under Assembly Bill 109, as well as anyone else who feels that his or her criminal record is proving to be a barrier to employment opportunities. Job Link staff regularly attend re-entry events through parole and probation, work directly with residential and outpatient drug and alcohol programs, and participate in the operations team for the Mayor's Gang Prevention Task Force.

The program includes specialized employment readiness; resume, cover letter and master job application preparation assistance; on-the-job training opportunities; vocational training scholarships; and soft skills training. The program also offers referrals to other agencies for supportive services to prevent recidivism.

### **Public Assistance Recipients**

The Employment & Training Division houses both the WIA and local CalWORKs programs to enable leverage of funding and expansion of services to both populations. The On-the-Job Training Program is open to CalWORKs clients. Job Link has designated a job developer to assist in the identification of potential employers. Additionally, youth from families receiving CalWORKs assistance are referred to the Sonoma County Youth Ecology Corps for summer jobs where they can develop soft skills and gain job experience.

### **Veteran Services**

The Employment Development Department (EDD) offers dedicated service to supporting veterans with their job search needs and providing them with information on other services available to them. The Vet Reps help veterans access services, programs, jobs, and information such as tax credit information; Unemployment Insurance benefits; Veterans Administration benefits; the Veterans Retraining Assistance Program (VRAP) which provides funding to support job training for veterans ages 35 to 60; and Vet Net, a networking group.

They also meet with employers on a regular basis to develop job openings for veterans and assists veterans to assistance in the job search process.

- Describe the CLEO/Local board strategies to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the larger economic strategy;

The WIB has a long history of working closely with the Small Business Development Center (SBDC) that was located at Santa Rosa Junior College. Due to changes in funding, the Small Business Development Center was moved to Napa Valley Community College where it provides services to the North Bay region.

The Napa Valley Small Business Development Center has expanded services to small business owners and entrepreneurs. The WIB, SBDC and the Economic Development Board (EDB) all offer services to business and often make cross referrals to provide needed services and support.

The Napa Valley SBDC offers the following services to Sonoma County small business owners:

- Short-term workshops and seminars for business owners that cover topics such as:
  - Developing a business plan, start up and licensing
  - Bookkeeping, Accounting and Tax Planning
  - Market research, strategies and analysis
  - Home-based business development
- Financial Assistance to identify Small Business Administration (SBA) and State Loan Guaranty programs, microloan programs, and economic development corporation loan funds.
- Business Consulting Services that can provide assistance in many aspects of running a growing business, including: one-on-one sessions, start-up and purchase, identifying sources of capital, management/personnel, marketing and sales, inventory control and financial analysis and cost controls.
- *Rx for Business* which is performed by highly experienced consultants that review a business and prepare a written report that includes recommendations to improve the operating efficiency of the business for free.
- Nxlevel™ Entrepreneurial Training Program which is a low cost 12-week comprehensive business education program that helps small business owners advance their skills and business knowledge.

As described in Section 3, the Economic Development Board (EDB) provides assistance services to small business owners to encourage the startup, retention and expansion of Sonoma County businesses by providing information, resources, consultation, data and referral services.

- Describe the strategies in place to ensure that sufficient system resources are being spent to support training of individuals in priority sectors;

In July 2012, the WIB started allocating 25% of its Dislocated Worker and Adult formula funds to assist job seekers in paying for the cost of school or training through an Individual Training Account (ITA). ITAs can be used to pay up to \$5,000 of training or school costs for a WIA-eligible job seeker. With more funding available, Job Link has increased its marketing and outreach to the unemployed and underemployed job seekers with the information about available funds to help pay for school or vocational training.

A Job Link workshop is available for job seekers to assist them in identifying training that will increase their skills and make them more employable. During the workshop, information is provided on the growing sectors in the North Bay region and in Sonoma County. Also, Job Link is emphasizing the importance of using a career ladder approach when seeking employment within the priority sectors.

With the expansion of available training funds, the WIB once again began to offer the On-the-Job Training Program. Job Link employment counselors instruct job seekers how to use this as a tool to find a job and “sell” their employability to the employer. Employers gain an eager employee and do not have to bear the whole cost of the training period. It is a win-win situation for the employee and the employer.

Additionally, both Job Link and Economic Development staff who meet with employers on a daily basis, provide information and materials on the availability of funds to subsidize the training needs of new employees. Outreach to employers also now includes the option for customized training to address an employer’s need for employee retraining due to new technology or to fill multiple new positions for an employer who may be expanding. Customized training is offered to promote business retention in Sonoma County and is another tool to offer in our services to employers, particularly those in the priority sectors.

- Describe how WIA funds will be used to leverage and braid other federal, state, local government, labor and private resources (how do these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers and individuals?);

The Sonoma County Human Services Department, as the grant recipient for Workforce Investment Act funds, houses a variety of programs and funding sources which are used to leverage WIA funds and broaden program design.

The use of local CalWORKs funds and WIA funds together support Job Link which enable expanded services to both populations. Other additional funds from partners or public sources such as Trade Adjustment Act (TAA), Pell Grants, state and local scholarships, and matching funds for on-the-job training slots are used to supplement and support WIA funds.

The Sonoma County WIB collaborates with the Sonoma County Water Agency and other partners to leverage funds to implement the Sonoma County Youth Ecology Corp (SCYEC), which provides employment for youth. The mission of SCYEC is to connect at-risk youth with career training and development and employment opportunities in water conservation, habitat improvement, and preservation of natural resources. Each year, funding from various sources is leveraged to support more or special populations participate in the summer portion of the SCYEC program. Over the last five years, SCYEC has received funds from multiple sources including Agriculture and Open Space District funds, Miranda Lux grant, Fish & Wildlife Preservation funds, Sonoma County Office of Education, Kaiser Permanente, ARRA funding, and the City of Santa Rosa, among others. Please see Appendix AA: Sonoma County Youth Ecology Corps Funding by Year.

Leveraged funding from other Job Link partners effectively utilizes funds without duplication of efforts. Job Link partners coordinate and leverage resources in the following areas:

- Shared marketing materials – Job Link materials include the information and services offered by our partners.
- Co-located staff – Job Link houses specialized services for job seekers from targeted populations including long-term unemployed, ex-offenders, older workers, public assistance recipients, veterans and individuals with disabilities.
- Shared staff development training – Job Link staff trainings are offered to partners to expand the capacity and impact of the training delivered.
- Shared electronic infrastructure – Job Link partners utilized the Human Services electronic infrastructure and have access to VOS, CalWIN, Outlook e-mail, scan card system and internet access.
- Coordinated customer assistance to Job Link customers – Job Link utilizes a scan card system for all customers, regardless of which services they are accessing.

The WIB, on behalf of the larger community of workforce providers and other stakeholders, ensures the leveraging of available funds to best deliver effective services to businesses and customers. The WIB continues to:

- Leverage revenue streams from Job Link partners and explore alternative revenue streams for additional program support.
- Design programs that will provide a foundation for the development of private/public partnerships.
- Explore additional funding sources through grants and alternative resources to enhance the current Job Link system.
- Explore regional collaborations for funding including their existing relationship with North Bay Employment Connections (NBEC) partnership.

- Describe how the local board will ensure the continuous improvement of training providers listed on the Employment Training Partner List (ETPL) and ensure that such providers meet the employment needs of local area employers and participants;

WIB manages the Employment Training Partner List (ETPL) through Job Link. This ensures the coordination of effort between the needs of job seekers and the assurance of utilizing training funds for providers that are successful in making clients competitive in the job market. ETPL programs are monitored by Job Link staff and are removed if the training provider is unable to comply with WIA requirements or deliver training successfully. Staff also works with education providers to ensure that their programs are qualified to be on the ETPL. This is especially important with the new programs being developed by Santa Rosa Junior College in response to local employer needs.

- Describe how the local board is serving unemployment insurance claimants and Transitional Adjustment Assistance service recipients;

The EDD is an on-site partner at Job Link where six EDD staff are stationed. Job Link provides not only the space, but computers and infrastructure, clerical and reception support, meeting rooms, and a large space to provide workshops. When Unemployment Insurance (UI) recipients had to come in for a Reemployment Eligibility Assessment, it increased client traffic at Job Link by 120 people per week but also provided EDD clients with immediate access to Job Link resources to help revive the client's job search efforts.

The Rapid Response Team will work with employers to provide potential Transitional Adjustment Assistance (TAA) applicants with information and referrals to Job Link to receive assistance with filing the TAA petition.

The WIB assists TAA recipients in several ways. They are co-enrolled into the WIA program, which is required for the TAA assessment. All Job Link services (i.e. workshops, use of the computer lab and resource center) are available to the TAA applicants and recipients. Each TAA client attends the Self-Assessment workshop, as mandated by the Department of Labor. Additionally, WIA is able to fund training for TAA clients until such time that TAA funds are unavailable.

- Describe how the local board recognizes opportunities to prepare workers for “green jobs” as defined by EDD’s Labor Market Information Division<sup>4</sup> related to other sources of federal funding;

Sonoma County in partnership with the North Bay Employment Connection (NBEC), successfully implemented the California Clean Energy Workforce Training grant from October 2009 through June 2011.

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<sup>4</sup> Green or clean is any activity or service that performs at least one of the following: Generating and storing renewable energy; Recycling existing materials; Energy efficiency in product manufacturing or distribution or achieved through construction, installation, or maintenance; Education, compliance and awareness; and Natural and sustainable product manufacturing.

Job Link assisted out of work and underemployed construction workers to get new certificates in all areas of green building and retrofit to make them more competitive in their job search. Certifications earned included Certified Green Building Professional (CGBP), Building Performance Institute (BPI) for Home Performance and Energy Upgrade, National American Board of Certified Energy Practitioners (NABCEP) (Solar), Home Energy Rating System (HERS), and Leadership in Energy and Environmental Design (LEED). Clients served by this grant have obtained jobs in the Green Building Industry, including Home Retrofits and Building Performance as well as Solar.

Job Link has continued to stay in touch with the local Green Jobs economy as well as the State and Federal updates to energy certifications and accreditations to ensure that clients get up to date service and information that will guide them to make appropriate work and training choices in the green industry. Job Link provides a “Going Green” Information Section in its Resource Center which includes relevant books, magazines and reports.

For the last 2 years, the WIB has participated in the “How Green Jobs Can Rebuild California” Conference that was hosted at Santa Rosa Junior College. This conference consists of five panels each focusing on a distinct part of green jobs in California. Panelists included representatives from SMART Train, PG&E, United Bank of Switzerland, and several successful Sonoma County green energy businesses.

- Describe the policies in place to integrate the federal registered and California DIR-DAS-approved apprenticeship programs and the Job Corps in the local One- Stop system;

The North Bay Apprenticeship Program, Pathways to Success, is active in Sonoma County, with over 30 training programs, most of which have training sites in the Bay Area. The program seeks to prepare students for the 21<sup>st</sup> century world of work of to connect young people to high wage, high skill employment opportunities in the Building Trades. To strengthen the connection between our youth and young adult programs, the Youth Council has appointed a labor member to focus on this pathway. The new Youth Council appointee is active in the North Bay Labor Council and will actively recruit young adults to the apprenticeships available by speaking to various groups, performing outreach through the WIA Youth Service Providers, and working closely with the Sonoma County Office of Education.

Job Corps is not active in Sonoma County due to distance; the nearest location is in San Francisco. Job Link does provide referrals to the San Francisco program when needed.

- Provide a copy of the local board’s bylaws;

The Sonoma County Workforce Investment Board’s draft bylaws can be found in Appendix BB: Sonoma County WIB Bylaws-Draft. The Bylaws will be final once they are approved by the Sonoma County Board of Supervisors at their July meeting.

- Describe the process by which the local plan will be updated to include new and relevant information;

To keep the WIA Strategic Plan aligned with local workforce needs, the WIB will continually evaluate labor market information and input from partners, stakeholders, economic development forums and other initiatives and groups. The partnership with the Economic Development Board and their annual surveys and reports will assist the WIB in keeping the data on which the plan is based up to date and pertinent. Additionally, the WIB will review the plan at annual strategic planning meetings along with the evaluation of program performance to ensure continuous and ongoing improvement.

- Some LWIAs implemented Integrated Service Delivery in 2008-2009. Describe the extent to which the LWIA integrated its service delivery and describe strategies to further integrate service delivery and factors affecting the local board's decision to integrate or not to integrate service delivery.

In July of 2009, Sonoma County Job Link became one of the twelve integrated services learning labs in the State. The overarching goal of Integrated Services was 1) that the One-Stops become customer demand-driven, skill based service delivery systems that meet the needs of our employer community and helps job seekers identify and improve their skills to meet the local labor market needs; 2) that the infrastructure change to accommodate enrolling all who were served by the One-Stop, thus getting credit for all participants who benefited; and 3) that bureaucracy was reduced between partner agencies to provide better customer service.

Sonoma County implemented an integrated service delivery model at Job Link to provide coordinated services with all partners. In December 2011, Job Link adopted the Virtual One-Stop (VOS) case management system and not all Job Link clients are registered in VOS. However, Job Link continues to utilize the scan card system to track client services and numbers served. The County continues an integrated service model to include the team approach to customer service amongst our on-site partners. The system remains customer driven by allowing them to direct the services they are interested in rather than the staff or rules driving the process.

## **SECTION 7: MEMORANDUMS OF UNDERSTANDING**

*The WIA requires that a MOU be executed between the local board and each of the One-Stop partners concerning the operation of the One-Stop delivery system. A copy of an executed MOU shall be included for every partner program identified in WIA and all other partners providing services through the One-Stop system [WIA Section 118(b)(2)(B)]. The MOUs are not static documents. Therefore, local boards are encouraged to review long standing MOUs to ensure they still accurately reflect the service delivery model in the local area and the ongoing relationship between the local board and its local partner. Those MOUs that do not reflect this partnership should be updated or amended. Some additional examples that would cause an MOU to be updated might be:*

- *The signatories on the original MOU no longer act in the same capacity as when the MOU was originally executed.*
- *The reduction of WIA funding over the past several years has caused a change in staffing patterns, decreased the number of co-locations or impacted the methods of client referrals between One-Stop partners.*
- *A participating partner agency in an umbrella MOU no longer provides services in the One-Stop Center.*
- *The partner agency is providing access to their program's core services electronically, versus being physically present in the One-Stop Center.*

*The MOUs may be developed as a single umbrella document, or as singular agreements between the partners and the local board. The MOUs should present in specific terms member contributions and the mutual methodologies used in overseeing the operations of the One-Stop system.*

*WIA Section 121(c)(1) and (2) and CUIIC Section 14230(d) require each MOU to describe:*

- *The services to be provided through the One-Stop system;*
- *How the services and operating costs will be funded (include any Resource Sharing Agreements);*
- *The methods used for referral of individuals between the One-Stop operator and partners;*
- *The duration of the MOU;*
- *The processes and procedures for amending the MOU;*
- *Other provisions as deemed necessary by the local board; and*
- *The local board's policy for identifying individuals who should be referred immediately to training services.*

**A copy of the following executed MOU's can be found in Appendix CC:**

California Human Development  
California Indian Manpower Consortium, Inc.  
Community Action Partnership  
Experience Works, Inc.  
North Bay Veterans Resource Center, a division of Vietnam Veterans of California, Inc.  
Petaluma Adult School  
Santa Rosa Junior College  
Sonoma County Community Development Commission  
Sonoma County Human Services  
Sonoma County Office of Education  
Sonoma County Regional Occupational Program  
State of California Department of Rehabilitation  
State of California Employment Development Department  
YA-KA-AMA Indian Education and Development, Inc.

*\* All MOUs are current.*

# APPENDICES