



Sonoma County Workforce Development Board

Local Workforce Development Plan 2017-2020

The Workforce Innovation and Opportunity Act (WIOA) of 2014 charges all local workforce development areas to develop and publish a plan that defines key strategies, partnerships and resources that will promote local and regional economic health for industry and individuals through the development of a strong and relevant workforce.

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WDB Mission

The Sonoma County Workforce Development Board (WDB) leads an integrated workforce development system to ensure the County's economic vitality and quality of life.

WDB Vision

A robust local workforce with the skills needed for today and for tomorrow.

Sonoma County Workforce Development Board

Local Workforce Development Plan 2017-2020

EXECUTIVE SUMMARY

The Sonoma County Workforce Development Board (WDB) is pleased to share their 2017-2020 Local Workforce Development Plan.

Sonoma County is located 30 miles north of San Francisco with a population of 502,146. Most of the residents are in the 40-54 years age bracket followed by those aged 25-39. In 2016, Sonoma County had a labor force of 260,000 with 252,300 employed and 9,700 unemployed. Sonoma County's unemployment rate as of November 2016 was 3.7%.

The Sonoma County WDB serves as a strategic leader and convener of employers, workforce development professionals, education providers, economic development agencies and other stakeholders to drive innovation and to align education, workforce and business. The WDB is dedicated to identifying and promoting workforce development strategies that positively impact regional and local economic growth and self-sufficiency.

The guiding principles of the WDB are:

- Vital partnerships are strengthened between business, economic development, education, labor, and community;
- Employers are valued as the pivotal link in our workforce development system; and
- Job Link is our One Stop Center for lifelong education, training and job readiness programs to meet the ever-changing needs of area job seekers and employers.

The WDB has developed strategic activities to support the principles defined by the Workforce Innovation and Opportunity Act (WIOA) and California's State WIOA plan. These principles include:

- Fostering “demand-driven skills attainment” by aligning program content between workforce and education with

local industry needs to provide Sonoma County employers and businesses with a skilled workforce.

- Enabling upward mobility for all Sonoma County residents, including members of the “hardest to serve” population with barriers to employment. Making workforce and education programs accessible ensures that Sonoma County residents have marketable skills and a level of education that will lead to self-sufficiency and economic security.
- Aligning, coordinating, and integrating programs and services to use resources to achieve scale and impact while providing the needed services to clients based on their needs.

Much of the work the WDB does is through its America’s Job Center of California, Job Link. Job Link provides job seeker services to those looking for employment and assists local businesses in finding a qualified workforce.

Sonoma County is fortunate to have strong partnerships with education, community based organizations, labor, economic development, professional associations, leadership groups, and business. These partnerships allow the WDB and Job Link to provide a high level of service that contributes to the county’s economic wellness and its residents’ self-sufficiency.

THE SONOMA COUNTY Workforce SYSTEM

A. Provide a cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners, including the following:

- i. A description of the Local Board’s strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on WIOA performance indicators described in 20 *Code of Federal Regulations* Notice of Proposed Rulemaking 677.155(a)(1). Vision, goals, and strategy must be linked to the analytical background information.

Sonoma County is located 30 miles north of San Francisco with a population of 502,146 residents. Most of the residents are in the 40-54 years age bracket followed by those aged 25-39. The majority of the population is white (63.8%) followed by Hispanic or Latino (26.3%). Sonoma County’s unemployment rate as of November 2016 is 3.7%. Of the employed Sonoma County residents, 84.1% work in the county and 15.5% work outside of the county.

Estimates predict there are about 55,000 youth and young adults in Sonoma County. Thirty-eight percent of young adults over 18 are enrolled in college, 34% are employed full time, and 10% are unemployed. About 4,000 16-24 year olds are disconnected youth or young adults not working and not attending school.

Two hundred sixty-two thousand, or 64.8% of our residents participate in the labor force. Of these, 252,300 are employed and 9,700 are unemployed. Sonoma County currently exhibits an unemployment rate of 3.7%, the 5th lowest in the state.

As far as educational attainment, 87% of those age 25 years and over have a high school diploma or higher while 37.5% hold a bachelor’s degree or higher.

Understanding trends and forecasting economic changes for the nation and the state help contextualize the economic changes occurring in Sonoma County. Statewide projections from 2016 to 2019 show strong growth in Construction (37.34%) and Leisure and Hospitality (15.22%) and to a lesser degree Education and Health Services (4.96%) and Manufacturing (1.35%). Furthermore, Health Care and Technology Services are predicted to be high growth areas nationally. Sonoma County mirrors these broader trends.

The Construction industry is growing across the nation and the state as housing markets recover from the recession. This trend extends into Sonoma County, as evidenced by increases in building permits and increases in hiring in this industry in the last five years. Furthermore, similar to the state and the nation, Sonoma County is experiencing, and will continue to experience, strong growth in the Health Care sector.

Another state trend reflected in Sonoma County is the growth in the Leisure and Hospitality sector. Long a coveted destination for its rich wine county, Sonoma County is expanding its mix of hotels, motels, and restaurants. Furthermore, Sonoma County continues to grow and expand its craft beverage sector, which captures younger market segments, especially millennials who are not yet in their prime earning years. This makes Sonoma County a more attractive place to visit for a broader range of people.

An important difference between Sonoma County and the state and national projections comes from the Manufacturing sector. This helps put Sonoma County’s importance in the regional economy into perspective. Across the state and the nation, the Manufacturing sector is predicted to shed thousands of jobs; however, in Sonoma County this sector is expected to grow and add jobs. This derives from the increased importance of non-durable goods manufacturing in the county, specifically from food and beverage manufacturing.

Sonoma County is positioned to benefit from the growth of the Health Care and Social Assistance, Construction, and Leisure and Hospitality sectors. Furthermore, the growing importance of non-durable goods manufacturing adds vitality to the economy, making Sonoma County more than just an attractive tourist destination.

In the broader North Bay—Sonoma, Solano, Napa, Mendocino, Marin, and Lake Counties—the California Department of Finance identifies four main growth sectors: Health Care and Social Assistance, Accommodation and Food Services, Professional, Scientific, and Technical Services, and Manufacturing. These align with major sectors in Sonoma County.

The top industries in Sonoma County are identified below:

Rank	Industry	Employees
1.	Government	33,500
2.	Health Care & Social Assistance	30,800
3.	Retail Trade	25,300
4.	Leisure & Hospitality	24,700
5.	Professional & Business Services	23,400
6.	Manufacturing	21,900
7.	Construction	12,000
8.	Administrative & Supportive Services	10,400

The Sonoma County Workforce Development Board (WDB) is dedicated to identifying promising workforce development strategies to support regional and local economic growth and self-sufficiency based on the workforce trends outlined above and in the Regional Plan. The guiding principles of the WDB are:

- Vital partnerships are strengthened between business, economic development, education, labor and community;
- Employers are valued as the pivotal link in our workforce development system; and
- Job Link is our One Stop Center for lifelong education, training and job readiness programs to meet the ever-changing needs of area job seekers and employers.

Consistent with the Workforce Innovation and Opportunity Act (WIOA) and the State of California's WIOA Plan, the Sonoma County WDB is working to prepare an educated and skilled workforce by:

- Fostering “demand-driven skills attainment” by aligning program content between workforce and education with local industry needs to provide Sonoma County employers and businesses with a skilled workforce.
- Enabling upward mobility for all Sonoma County residents including members of the “hardest to serve” population with barriers to employment. Making workforce and education programs accessible ensures that Sonoma County residents have marketable skills and a level of education that will lead to self-sufficiency and economic security.
- Aligning, coordinating and integrating programs and services to use resources to achieve scale and impact while providing the needed services to clients based on their needs.

The WDB has developed the following goals and activities to support regional economic growth and economic self-sufficiency.

Demand-Driven Skills Attainment

The Sonoma County WDB has worked for several years to foster demand-driven skills attainment by aligning workforce and education programs with the County's growing sectors as described above. This work began in January 2013, when the WDB created a Workforce Strategy Taskforce. Through the Taskforce, the County's employment and training partners joined forces to document the alignment of all the partners. Representatives from the local education system, business professional organizations,

various leadership groups, economic development entities, and the Board of Supervisors with the WDB signed a partnership agreement to develop a strategic plan to commit to the alignment of workforce and education with employer needs. Participants envisioned a system designed to create a world-class workforce to meet the needs of Sonoma County's employers.

The WDB supports an emphasis on career readiness programs and relevant work experience through career pathways, internships, pre-apprenticeship and apprenticeship opportunities, and "earn and learn" models. Encouraging the workforce to gain relevant work experience, learn on the job, and develop professional skills in a work context will ensure a workforce that is prepared for future careers. Providing opportunities for employers to engage with future candidates through networking, job fairs, mentorship programs, or information sessions allows employers to convey their workforce needs and allows students and workers to develop their professional networks. This work is done on both a regional and local level.

The WDB is administered within the Sonoma County Human Services Department, Employment & Training Division. This provides opportunities to leverage funding to provide expanded customer services particularly in developing career pathways for our America's Job Center of California (AJCC), branded locally as Job Link, and California Work Opportunity and Responsibility to Kids (CalWORKs) customers. In addition to leveraged funding, being embedded in the Human Services Department allows the WDB to have additional support from the Department's resources, including but not limited to: information technology, civil rights, interpreter services, and policy and best practices research.

Sonoma's WDB has convened two industry sector partnerships—one in Manufacturing and one in Health Care. Both of these groups see the benefit of working together to address workforce issues. Through state SlingShot grant funding, the North Bay Regional Planning Unit (RPU) will soon be launching additional industry sector partnerships in growth industries that will allow for issues to be addressed on a wider regional basis in addition to locally.

The WDB has partnered with the Sonoma County Economic Development Board (EDB) to offer valuable support services for local employers including talent recruitment and retention, customized employee training, subsidized hiring incentives, specialized hiring events, and more. Resources are available to assist employers with recruiting efforts and help finding qualified candidates with the necessary hard and soft skills. The WDB and EDB plan to enhance this partnership in 2017 and beyond.

In addition to analyzing labor statistics, demographic, and census data, the WDB and EDB complete a yearly workforce survey of employers in the County. Using analytical

data and survey information, the WDB develops strategies for local workforce development.

The WDB is working on the following actions to support demand-driven skills attainment:

- Expand Industry Sector Partnerships beyond Manufacturing and Health Care.
- Expand the Incumbent Worker and Customized Training programs.
- Develop and Strengthen Employment Opportunities including Career Pathways to:
 - Promote pre-apprenticeship and apprenticeship opportunities.
 - Promote Career Pathways to customers of the AJCC and CalWORKs.
- In partnership with EDB, develop more effective marketing and resource information for employers and business.
- Expand the WIOA youth program to focus more on hard skills, credential/education attainment and work based learning opportunities.
- Participate in various groups and committees working to address workforce development and employer issues from both the employer and job seeker perspective.
- Train AJCC and CalWORKs staff on customized and industry specific business intelligence.
- Develop new resources for job seekers on how to secure training and/or education lacking in the workforce and the skills potential employers require.

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 Lake, Marin, Mendocino, Napa, Solano and Sonoma WDBs. These counties also form the North Bay RPU. 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 16 years to bring together key stakeholders in workforce development. As appropriate, NBEC will also partner with the WDBs in the East Bay and San Francisco to address common workforce needs.

Enable upward mobility for all Sonoma County residents including members of the "hardest to serve" population

The Employment and Training Division of the Human Services Department is not only responsible for the WDB and our AJCC, Job Link, but also for the County's Temporary

Assistance to Needy Families program, CalWORKs. The Division also operates the Sonoma County Youth Ecology Corps (SCYEC) program. SCYEC provides workforce training and ecosystem education to youth aged 16-24. Youth in the program are recipients of WIOA, CalWORKs, and Foster Care. Additionally, the Human Services Department administers the CalFresh and Medi-Cal programs to individuals or families who may not be fully employed or if employed, not earning enough to raise them out of poverty.

The individuals using the local AJCC or receiving benefits from our assistance programs often have at least one barrier to employment, although most have multiple barriers. These barriers include but are not limited to: physical and mental disabilities, criminal records, transportation, domestic violence, housing issues or homelessness, legal problems, learning disabilities not to mention a lack of work skills, gaps in employment history, ineffective job search skills, and a lack of credential or education. Our AJCC has made efforts over the past year to make the AJCC more welcoming to youth and young adults. Many of the youth and young adults we work with have barriers to employment. Through collaboration and partnerships, we have developed programs and resources to address the barriers our customers are facing. This allows for customers to focus on finding and keeping employment.

Census Bureau data reveals a positive correlation between educational attainment and earnings in Sonoma County. Higher education corresponds to higher median earnings, with local college graduates making 69% more on average than a High School graduate in 2014. Additional data from California Employment Development Department (EDD) displays a high need for postsecondary education to fill projected job openings in Sonoma County. This reflects the value employers place on education, and illustrates the need for highly educated candidates.

Economic and workforce development can no longer exist in silos. Inclusive participation in an innovation-based regional economy is possible only through human capital development that positions people of all backgrounds to compete effectively for opportunities. Disparity in higher education attainment and skills development leads to economic segregation in regions with higher housing costs, as well-educated, higher income residents are able to afford high-quality housing in proximity to employment centers and lower-income residents with no post-secondary education are displaced to lower opportunity areas with lower housing costs. The goals of economic development should be wealth creation and rising living standards for all residents. This is a concern for the Bay Area as well as Sonoma County as housing costs are very high.

Sonoma and Mendocino Counties have developed a Comprehensive Economic Development Strategy (CEDS) that will be the basis of an application to the U.S. Economic Development Administration for designation as a federally-funded Economic

Development District, which, if approved, will provide funding for implementation. One key area of the report is educational attainment. Traditionally a regional strength, educational attainment has not kept pace with US gains and now trails the national average for postsecondary completion. Boosting postsecondary completion rates will be critical if Sonoma County hopes to fill job openings with existing residents. Nearly 2,000 job openings requiring an associate's degree or higher will need to be filled per year in 2015-2025. If the ages 25-64 cohort with an associate's degree or higher grows at the same pace it did in 2000-2014, only 43% of those 2,000 job openings could be filled with the existing population.

The WDB is working on the following to support upward mobility for all:

- From the CEDS plan, implement workforce goals and strategies that include raising the postsecondary completion rate for the 25-64 age cohort until Sonoma again exceeds the US rate by:
 - Supporting employer-driven, agency-inclusive workforce development strategies focused on current and future needs of local employers
 - Continuing support for Career Technical Education programs
 - Offering work-readiness programs
 - Prioritizing STEAM (science, technology, engineering, arts, and mathematics) education
 - Implementing a certified career coach program to help students and their families make informed choices about career pathways
- Based on a model in Austin, Texas, hold “Scholarship Saturdays.” During these events, business and community members receive training on scholarships and in turn provide assistance to youth on opportunities available to help with the costs of further education and training.
- Offer monolingual and bilingual job fairs in our AJCC to help employers take advantage of the demographic shift in Sonoma County and the rapid growth of the Hispanic population
- Develop more virtual resources for job seekers and employers through our website and social media

Align, coordinate and integrate programs and services

Resources are limited so collaboration to create significant impact is a high priority for the Sonoma County WDB and AJCC.

In addition to the WDB's work, workforce development resources are also available at our local educational institutions including Sonoma County Office of Education, Santa Rosa Junior College, Sonoma State University and Empire College. Building and aligning programs that establish training initiatives and close the skill gap between the skills present in the workforce and the top hard and soft skills employers are looking for is imperative. Increasing the diversity of experience and skills present in the workforce ensures an adaptable workforce. Focusing on training efforts can cultivate a qualified workforce that satisfies employer demand and meets current and future job requirements.

The WDB's goals in the area of aligning, coordinating and integrating programs and services include:

- Meeting regularly with partners to identify areas of collaboration to develop or enhance services and to leverage resources.
- Creating and sharing tool kits (career pathways, hiring incentives, training funding).
- Exploring ways to share the latest in labor market data, career pathways, and workforce trend information with customers and partners.
- Working in partnership with the Adult Education Consortium, the Career Technical Education Foundation, Santa Rosa Junior College, the WIOA Youth program, and CalWORKs to share information, promote trainings, and align resources wherever possible.
- Using evidence-based practices to develop solid training programs that respond to current workforce issues while placing individuals in employment or on a career pathway.
- Promote regional work with North Bay RPU and other regional partners (Bay Area Community College Consortium, Northern California Career Pathways Alliance, North Bay Apprenticeship Coordinators Association, etc.).

Finally, the work of the WDB as described above directly supports the performance accountability measures as defined in WIOA. In Fiscal Year 2015-16, eighty-six customers received certificates through the AJCC and the WDB worked with over 104 businesses in FY 15-16. These local performance indicators apply to the core programs and provide new opportunities for system alignment through performance accountability. Each local area is required to negotiate performance measurements for Title I programs that align with the work to be accomplished under WIOA. These performance indicators require the WDB to focus on helping customers secure unsubsidized employment, obtain education or training in in-demand sectors, and

effectively serve local employers. More specific information on Sonoma County's Performance Indicators can be found in Section G.i.

- ii. Taking into account analyses described above, provide a strategy to work with the entities that carry out the core programs and other required partners to align resources available to the local area, to achieve the strategic vision of the local plan.

To carry out the WIOA core programs, Title 1- Adult, Dislocated Worker, Youth and Rapid Response; Title II- Adult Education, Title III- Wagner-Peyser and Title IV- Vocational Rehabilitation, the following additional strategies, in addition to those specified earlier, will be applied:

- Core partners are represented as members on the WDB and a portion of each WDB meeting will be dedicated to a discussion and analysis of how well we are meeting the local plan's strategic vision.
- Monthly meetings of the Job Link core partners, who as the Job Link Steering Committee (JLSC), discuss how the core programs are being used, what new service delivery or programs should be developed, and how resources are aligning to support the local plan.
- The WDB is procuring a One-Stop Operator who will be tasked with developing reports and data to be used by the WDB and Job Link Steering Committee (JLSC) to strengthen our workforce programs.

The WDB and the Job Link Steering Committee will be responsible to insure the State's seven policy strategies (sector strategies, career pathways, organizing regionally, earn and learn, supportive services, building cross system data capacity, integrating services and braiding resources) are carried out.

B. Required detail on local program alignment to implement State Plan policy strategies.

- i. Provide a description of the workforce development system in the local area that identifies programs included in the system.

The Sonoma County WDB works to ensure the provision and coordination of WIOA Title I services in the Local Workforce Development Area designated by the Governor. The WDB, and its AJCC, provides the day-to-day administrative and policy oversight for the delivery of services to job seekers and businesses, which have been designed to reflect our regional labor market needs, economic and social conditions, demographics, and to operate consistent with the policy direction of the State Plan.

The chief local elected official (CLEO) of Sonoma County appoints the members of the WDB. The membership of the WDB requires a business majority and workforce representation, including organized labor. As the Local Board, the WDB develops and

submits a local strategic plan to the Governor, appoints and provides oversight for AJCC operators, and selects eligible organizations to provide services for youth and adults.

On average, the AJCC serves approximately 900 Adult, Dislocated Worker, Youth, and universal access customers per month. As stated earlier, 86 customers received certificates through the AJCC in FY 15-16. The WDB worked with over 104 businesses in FY 15-16 and is working hard on partnering with local businesses on customized and incumbent worker trainings.

The WDB partners in the AJCC with California Work Opportunity and Responsibility to Kids (CalWORKs), community colleges, economic development agencies, California Department of Rehabilitation, adult education providers, and veteran's services providers. Each month the JLSC (comprised of core program representatives and other partners, both required and voluntary) meets to insure the State's seven policy strategies are being carried out. See Appendix A for a full list of AJCC partners.

- ii. Identify how the Local Board will support the seven policies identified in the State Plan and will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment and implement the policy strategies emphasized in the State Plan (the seven strategies are sector strategies, career pathways, organizing regionally, earn and learn, supportive services, building cross system data capacity, integrating services and braiding resources).

The WDB has implemented the following strategies in support of the State Plan and will continue to identify and develop additional items in support of Sonoma County's workforce development:

Sector Strategies

- Host two annual industry roundtables a year. The focus for 2016 and 2017 are on the development and sustainability of both the Manufacturing and Healthcare Industry Sector Partnerships.
- Clearly articulate career pathways in order to assist with the alignment of workforce and education.
- Provide training to staff serving customers of the AJCC, Adult, Youth, Dislocated and Incumbent Worker, and CalWORKs programs on priority sectors and related career pathways, as well as other relevant information that supports individuals in finding and retaining middle skills jobs.
- Prioritize training dollars for occupations that are in demand and provide wages that allow for economic self-sufficiency.

Career Pathways

- Participate in the Northern California Career Pathways Alliance (NCCPA), a three-year grant funded program that is connecting K-12 schools, community colleges and businesses throughout Lake, Napa, Marin, Mendocino, Solano and Sonoma counties.
- Member of multiple committees and advisory groups that focus on ensuring educational and training programs meet the needs of local employers, and clearly define and support students on career pathways.

Organizing Regionally

- As part of NBEC (also known as the North Bay PRU), implement the SlingShot grant that supports the North Bay Business Sector Alliance (NBBSA), which is developing creative and innovative ways to build industry engagement.
- Collaborate on the development of a regional Occupational Outlook Guide, which defines the 50 most in-demand middle skills jobs in the region. Include additional information on Career Pathways.
- Participate in the NCCPA.

Earn and Learn

- Offer ‘earn and learn’ opportunities through the AJCC, including on-the-job training and temporary work experience opportunities.
- Promote and assist customers with identifying and beginning apprenticeship programs
- Support the SRJC Work Experience Program that provides college credit, vocational support and ‘on the job’ wages.

Supportive Services

- AJCC customers can access a variety of supportive services, including funding to assist them with the purchase of tools, uniforms or association fees, and childcare assistance.
- Partner programs offer a variety of supportive services and additional assistance, depending on audience, which are noted in the partner Memoranda of Understanding (MOUs) found in Appendix B.

Building Cross System Data Capacity

- The CalJOBS case management system is used by the AJCC partner staff. Information housed in the system is kept confidential. Reports are pulled for the

WDB, or by request of a program manager to assist in program planning and/or day-to-day operations.

- Information on case management and business services are currently accessed with proprietary systems across multiple programs. Common intake forms are developed where possible, and any gathered aggregate information on performance, service numbers, or other relevant non-confidential information is shared across partners through the JLSC, or by request.
- Specialized aggregate data collection efforts to track special projects such as serving ex-offenders under the AB109 program, serving individuals with severe mental illness, or serving homeless customers are developed in collaboration with the relevant parties, and non-confidential information is shared between parties.

Integrating Services and Braiding Services

The WDB provides a large number of opportunities to work with partners, and will often facilitate discussion, planning and collaboration. Efforts focus on sharing information, cross-promoting services, eliminating duplication, expanding services, and improving the overall quality and efficiency of service delivery. These include:

- Business Services Committee: Focuses on bringing business service providers together so they can educate staff on the services available.
- Team Workforce Committee: Focuses on staff from multiple partner agencies who work with business, led by a representative from the EDB. This group shares information on local employment trends and enhancing business services.
- Job Link Steering Committee (JLSC): Focuses on bringing decision makers from each program participating in AJCC operations together to discuss and evaluate service delivery, share information, propose solutions, and monitor collective success and overall performance.
- Job Link All Partner Meeting: Focuses on sharing information, networking and increasing overall familiarity with workforce services in the community.
- WDB Labor Committee: Focuses on uniting and collaborating on apprenticeship and trades related projects.
- Youth Provider Program Manager Meeting: Focuses on youth program development and technical assistance.
- WDB Youth Committee: Focuses on youth focused workforce initiatives.
- Continuum of Care: Focuses on serving homeless customers.

- Support of the Carl D. Perkins Career and Technical Education Act of 2006 by increased focus on the academic achievement of career and technical education students, and strengthen the connections between secondary and postsecondary education.

The WDB and partners are working to ensure these strategies remain a focal point. To support this, the WDB has thoughtfully developed new avenues for sharing information through e-newsletters, a new website and a quarterly newsletter, which helps to bring information from across the system and share it with common audiences.

Professional development opportunities are also shared openly across partners, often opening access to trainings for partners with lesser resources. This has recently expanded to include a regional component, which will provide workforce professionals from across the region the opportunity to receive consistent information and training on best practices.

Finally, referral processes between programs are developed in partnership with all involved parties and focus on minimizing unnecessary steps for both customers and staff, while also maximizing the value delivered to customers and program.

WDB SERVICES AND SERVICE DELIVERY STRATEGIES

C. Required detail on specified services and service delivery strategies

- Provide a description of the ways the Local Board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 24(a)-(M).

The WDB is committed to providing all customers a high-quality AJCC that connects them with the full range of services available, whether they are seeking employment, education, training or supportive services. All MOUs developed with AJCC partners establish that expanding access to these and other services is a priority objective for eligible individuals, particularly eligible individuals with barriers to employment. The WDB will accomplish this objective in the following ways:

- Implement a two way referral processes for all core programs that are customer-centered and streamlined to increase customers' ability to access general information regarding core programs, services, activities and resources as appropriate.
- Share information on all partner program initiatives occurring both on and off site of the AJCC physical location through multiple avenues, including the website, newsletter, at events, and on site during appointments or orientations.

- Include customer and partner feedback, in partnership with WIOA performance indicators, in the planning and development of new services to ensure they will meet the needs of our target populations.
 - Procure an AJCC operator to work with all AJCC partners in coordinating service delivery to ensure smooth processes and excellent customer service.
 - Develop marketing and information materials using language and images relatable to the target populations.
 - Meet with all Human Service Department staff to present information on AJCC services available to those receiving aid through the various Public Assistance programs.
 - Facilitate access to training for staff on effective communication and customer service skills as they relate to individuals with barriers to employment.
- ii. Provide a description of the way the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.

In an effort to facilitate the development of career pathways, the WDB is working with local and regional partners on two initiatives. The NCCPA and SlingShot are complimentary grant funded programs that unite education, economic and workforce development partners with industry to ensure the most accurate information on workforce needs is integrated into education and training curriculums. Career pathway information is being defined and coordinated so customers are able to easily understand how to access training and learn about wages and necessary skills or certification requirements so they are prepared to find sustainable work in the area. An update to the Occupational Outlook Guide, which will include career pathway information on the 50 most in-demand jobs in the North Bay RPU, will be used by staff when working with AJCC customers to show them the value of building a career pathway.

To ensure all customers receive the benefit and services they are eligible for across all programs, the core partners established referral and co-enrollment processes. These processes focus on reducing duplicative paperwork or intake procedures so that individuals can immediately receive the benefit of services. The Sonoma WDB is also developing enhanced training for staff on career pathways and labor market information.

- iii. Provide a description of the way the Local Board will improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.

The WDB is constantly seeking ways to improve access to post-secondary credentials, whether in reducing or eliminating administrative barriers, improving customer access

to information, or strengthening partnerships to improve placement and other supportive services. The WDB encourages the development of credentials that are industry-recognized, portable and stackable, ensuring customers receive the most useful training available in a format that meets their needs.

To support this, the WDB will focus on the following strategies:

- Work with all partners to ensure a diverse array of services exist related to career services, training services, and supportive services.
 - Streamline any processes required to access these services, including reducing bureaucratic or administrative obstacles whenever possible.
 - Increase cross training among AJCC staff and partners to speed up or improve the quality of referrals between agencies.
 - Provide informational materials in a format that customers understand by either providing appropriate written language for the audience or providing non-written (audio or visual) information.
 - Integrate more information in the AJCC orientation on the value of and steps to obtain industry-recognized credentials.
 - Ensure all information is also available virtually.
 - Work with local and regional training providers to ensure the development of new credential programs that are in line with both industry and customer needs.
 - Update the Occupational Outlook Guide to include information on industry-specific career pathway information.
- iv. Provide a description of the way Local Boards and their partners will facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.

In an effort to engage with employers, the WDB developed the following strategies and programs based on their workforce needs and concerns:

- The WDB, in collaboration with our regional partners, is utilizing SlingShot funding to create innovative and fundamental changes to how we engage with industry. See the Regional Plan for more details.
- To strengthen the current workforce, the WDB has implemented an Incumbent Worker Training program designed to meet the special requirements of an employer (or group of employers) to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment.

- To increase the effectiveness of employers recruiting and assist with training expenses, the WDB designed the On-the-Job Training (OJT) program. OJT involves the participant’s acquisition of specific skills and employment competencies, through exposure in an actual work setting, to the processes, work tasks, tools and methods of a specific job or group of jobs. It is an ideal “earn and learn” method for adults who will build on skills and knowledge already mastered while acquiring new skills. The training experience is designed around specifically identified tasks and skills required by an employee to satisfactorily complete the job.
- The Enhanced Subsidized Employment (ESE) program, offered through our co-located core partner CalWORKs, offers opportunities for eligible Welfare to Work (WTW) participants to gain valuable employment skills and experience that will lead to unsubsidized employment. The goal of ESE is to assist employers through the initial hiring process required for new employees by providing a subsidy to the employer as an incentive.
- The WDB, in partnership with the EDB, funds a Business Services Manager (BSM) position to engage with local employers. The BSM provides employers detailed information about the suite of employer services available through the AJCC, ensuring that employers are aware of all workforce program services available to assist in the upskilling of their current workforce and the recruitment of new employees to fill skills gaps they are experiencing. These programs include, but are not limited to:
 - Enhanced Subsidized Employment (ESE)/On-the-Job (OJT) Training
 - Incumbent Worker Training
 - Customized Training
 - Employment Training Panel (ETP)
 - Governor’s Office of Business and Economic Development (GO-Biz)

v. Provide a description of the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.

The WDB maintains a strong commitment to keep the voice of business and industry central to the investment efforts of training programs and career services. All of the business service and workforce development strategies begin with a sector based approach. Ninety-six percent of the businesses in Sonoma County are small, defined as having fewer than 50 employees. The WDB understands the needs of each industry can be unique, and that locally-owned small businesses might not always have access to influence education and training in the same ways as larger businesses. The WDB seeks

to solicit information from these businesses in order to advocate for their workforce needs across the community. By staying focused on serving in-demand sectors, the WDB maximizes their resources and impact with both business and job seeking customers.

Through the Career Pathways and SlingShot grants, the WDB leads in the coordination of sector partnership groups that are designed to bring the industry voice forward on workforce and educational needs.

When working directly with businesses, the WDB partners closely with the EDB to outreach to business in order to connect them with workforce assistance from multiple partners, including the WDB. The effort here is on recommending valuable services first, regardless of the entity providing them. This also provides the opportunity for business feedback to come through a neutral party for the purpose of improving services within the AJCC.

For customers accessing services such as on-the-job training, the JLSC convenes a local “Team Workforce” which brings together job developers and business services representatives from multiple agencies on a bi-weekly basis to share information on business needs and coordinate communication in order to reduce the unintended duplication of direct business contacts.

A Business Services hotline provides businesses a single point of contact, offering better screening and referral to connect businesses with relevant assistance. An associated Business Services group is made up of members from multiple partner agencies that communicate and refer leads between each other for special business services such as customer service training, layoff support services, and EDD Employer Advisory Council workshops.

The Incumbent Worker Training program responds to industry needs for training of their current workforce, either to remain competitive within their industry or to prevent layoffs.

Monthly job fairs are in place to cater to industry specific workforce needs. Preparation efforts identify specific individuals interested in and suited for work in that industry. The focus is on bringing the right people to the event to respond specifically to the needs of the employers.

vi. Provide a description of the way Local Boards and their partners will better coordinate workforce development programs and economic development.

The local AJCC has a strong tradition of cooperation among partners and coordination of effort across agencies in providing services to business customers. The WDB Business

Services Manager (BSM), contracted through the EDB, reflects the close connection and coordination between local economic development and workforce development.

The BSM facilitates “Team Workforce”, a group that is comprised of job development staff from several AJCC partners, including the DOR, EDD, CalWORKs, Adult Education and other stakeholders and partners. The BSM and Team Workforce organize business services functions to serve business customers in a single, unified, coordinated team structure. As an employee of the EDB, the BSM serves as a single point of contact to ensure the communication and coordination of workforce activities with economic development plans. The WDB also coordinates with EDB on labor market research, job-matching strategies, education and training, attracting talent, and reemployment strategies.

The inclusion of an EDB representative on the WDB promotes deliberate collaboration in strategic efforts, such as sector partnerships, in which leaders from business, government, and education coordinate workforce strategies to support the growth of an industry.

Quarterly meetings with the Sonoma County Adult Education Consortium, Santa Rosa Junior College, and the BSM support a coordinated effort to develop future curriculum to fill the identified workforce gaps and the sharing of upcoming events.

vii. Provide a description of the way Local Boards and their partners will strengthen linkages between the one-stop delivery system and unemployment insurance programs.

The AJCC, through EDD’s Workforce Services division, provides Unemployment Insurance (UI) in-person information assistance onsite to customers. In addition, as outlined in the WDB and EDD MOU, all customers of the AJCC are able to connect with a state-representative from the UI Division quickly and easily through the use of a dedicated telephone.

AMERICA’S JOB CENTERS OF AMERICA (AJCC)

D. Required Information Pertaining to America’s Job Centers of CaliforniaSM (AJCC), including the following State Plan requirements for local plans:

i. Provide a description of the way the Local Board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers.

Sonoma County has one comprehensive AJCC. The comprehensive AJCC has an onsite presence from all of the WIOA required partners, and provides referrals to all additional WIOA partners.

Through the AJCC, the WDB promotes quality programming and continuous improvement from all the service providers. To ensure this standard is met, the WDB conducts formal and informal monitoring of contracted services to provide technical

support or assistance navigating the WIOA case management system, CalJOBS. The WDB also evaluates State reported performance outcomes to determine areas of success or those which need improvement.

The JLSC meets quarterly to discuss service delivery issues, identify opportunities for improvement, or to collaborate in ways to expand access to resources and opportunities. All AJCC partners who have an MOU with the WDB are invited to participate in the JLSC, and additional community partners are invited to participate in less formal “All Partner” meetings to promote the collaboration of program staff and the smooth delivery of services between programs across the county.

A five year AJCC Strategic Plan was developed in 2016 to guide WIOA program leadership in strengthening the AJCC.

- ii. Provide a description of the way the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means.

AJCC services are primarily available on site at the comprehensive center. For customers in remote areas, the AJCC utilizes the internet to share information and promote services. The AJCC is developing services that can be delivered virtually with e-learning technology as well as procedures for providing services via web-conferencing and video chat services. This will increase the opportunity to serve customers in remote areas.

- iii. Provide a description of the way entities within the AJCC delivery system, including AJCC operators and the AJCC partners, will comply with WIOA Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

AJCC staff and partners follow procedures and policies that promote inclusion, choice and accessibility in compliance with the Americans with Disabilities Act (ADA). AJCC staff are provided training on cultural sensitivity and disability awareness and can request additional training in order to best meet the needs of their customers. The onsite Disability Program Navigator provides individualized assistance to customers as requested to ensure they have access to the resources needed to be successful when navigating different service providers, training programs or employment services. The Navigator is able to provide technical assistance, resources and referrals to both customers and staff.

The AJCC also maintains assistive technology and provides interpreters services on site for customers accessing services within the AJCC. All marketing and recruitment materials go through a review process to ensure compliance with ADA. ADA compliant

materials and language contain positive images and words regarding persons with disabilities, and Equal Employment Opportunity posters are prominently displayed within the AJCC.

The WDB also shares information through e-newsletters and the website, both of which are ADA compliant.

iv. Provide a description of the roles and resource contributions of the AJCC partners.

The WDB completed the Phase I Memorandum of Understanding (MOU) with our partners, which define goals, roles and identify specific services to be provided to customers, including those individuals with barriers to employment, whether on site at the AJCC or by referral to the partner's primary office. Copies of the Phase I MOUs can be found in Appendix B. The WDB is in the process of establishing infrastructure cost in an effort to determine resource contributions for the Phase II MOUs.

WIOA Adult and Dislocated Worker Program

Provides intake, orientation, registration assistance, workshops, individualized career services, training services, follow-up services and business services. Provides a disability program navigator for additional assistance.

Employment Development Department (EDD)

Provides intake, orientation, registration assistance, workshops, UI assistance, Veteran's services – including services for disabled veterans, Migrant Seasonal Farmworker program, Trade Adjustment Act.

Department of Rehabilitation (DOR)

Provides intake, orientation and registration assistance and workshops, can provide onsite orientations on DOR services for individuals with disabilities.

Temporary Assistance for Needy Families (TANF)

CalWORKs staff provide intake, orientation, and case management for Public Assistance benefits and Welfare to Work services. AJCC staff assist CalWORKs customers in developing their career and education plans. This includes providing information on career pathways and education and training opportunities.

Adult Education Consortium

Does not provide on-site services, but participates through regular partner meetings to share information on trainings and make referrals

All core partners are also invited to participate in several cross-agency committees on staff development, marketing, and business services.

The WDB expects to complete Phase II agreements by June 30, 2017. The WDB is also in the process of procuring for a One-Stop Operator (OSO). This position will ensure the implementation of partner responsibilities and contributions agreed upon in both Phase I and II MOUs. These agreements reflect service coordination and collaboration between partners and can be found in detail in Appendix B.

- v. Include an appendix in each local plan of copies of executed MOUs and cooperative agreements that are in process and copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local AJCC system. This includes cooperative agreements (as defined in WIOA Section 107(d)(11)) between the Local Board or other local entities described in WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under Title I of such Act (29 U.S.C. 720 et seq.) (other than Section 112 or part C of that Title (29 U.S.C. 732, 741) and subject to Section 121(f) in accordance with Section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

Phase I MOUs for with each partner agency can be found in Appendix B.

- vi. Provide detail specifying how Local Boards will work with WIOA Section 166 grantees to include in their local plans their strategies to provide Indian and Native Americans equal access to AJCC services.

The WDB has an MOU with the Ya-Ka-Ama Indian Education and Development program that seeks to collaborate and cross-refer to ensure all Native American customers have access to both Ya-Ka-Ama and AJCC services, as well as to connect them with the full range of services available in the community.

A Ya-Ka-Ama staff member is co-located at the AJCC once a week to provide a bridge between customers in their program and the AJCC. They also attend the monthly All Partner meeting to share information and they participate in the JLSC.

- vii. Provide detail specifying how Local Boards will work with WIOA Section 167 grantees to include in their local plans their strategies to provide eligible Migrant Seasonal Farmworkers equal access to AJCC services.

The WDB has MOUs with EDD and with California Human Development (CHD), both which provide specific workforce and education services to Migrant Seasonal Farmworkers (MSFW). In addition, AJCC staff collaborates with the WIOA 167 program at SRJC to cross-refer these farmworkers and their families for workforce and/or supportive services as appropriate. Both EDD and CHD hold seats on the WDB, and all programs are invited to participate in the monthly All Partner meetings.

A Spanish services workgroup at the AJCC also focuses on marketing to and responding to the needs of all Spanish-speaking customers, including those who are MSFW.

viii. Provide detail specifying how AJCCs will serve as an on-ramp for the regional Sector pathways emphasized in the corresponding regional plan.

To address upward income mobility and to improve economic self-sufficiency as well as an “on ramp” for Regional Sector pathways, significant shifts in workforce development strategies are needed that focus more squarely on building a pipeline that can transition low-skill jobseekers into middle skill jobs/careers. The WDB is assisting our regional partners in collaborative efforts outlined earlier in this Plan to utilize SlingShot funding and the Career Pathways Trust to build, sustain, and advance our career pathways pipeline.

Initially utilizing SlingShot resources, the WDB has also developed a Regional Career Pathways Coordinator position to focus on providing customers and staff regional pathway information, including in-demand industries and available training allowing for an informed decision by the customer.

PROGRAMS, POPULATIONS, AND PARTNERS

E. Required Information Pertaining to Specific Programs, Populations, and Partners

i. Describe how the Local Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Local Board will promote entrepreneurial skills training and microenterprise services.

The Sonoma County WDB is represented in many Sonoma County workforce initiatives and meets regularly with regional partners to share information and coordinate projects and efforts. These include the North Bay Apprenticeship Coordinators Association (NBACA), Career Pathways Alliance, the North Bay Business Sector Alliance, and the Trades Introduction Program.

The majority of the regional collaboration stems from the work of NBEC. NBEC membership consists of all the regional WDB Directors in the North Bay. They meet on a monthly basis to share information on local initiatives, collaborate on regional projects, and when possible seek to eliminate duplication or uncoordinated efforts on projects that impact multiple counties.

The WDB has multiple MOUs with agencies that promote entrepreneurial skills training and microenterprise services, including: the Sonoma County EDB, the primary local provider of economic development services which oversees the Small Business Development Center and offers specific services to entrepreneurs and small business owners across Sonoma County; Community Action Partnership, which provides support for burgeoning entrepreneurs and micro-enterprises; and, the Adult Education

Consortium, which provides free trainings to the community, including specific trainings to assist individuals who are interested in starting their own landscaping businesses.

Customers interested in entrepreneurial skills training are referred to one of the partners listed above, as appropriate. The WDB is evaluating how to best leverage WIOA dollars in the future to further support entrepreneurial training.

- ii. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

All AJCC partners provide services to both adults and dislocated workers in Sonoma County. This includes job counseling, assistance with training or retraining, layoff support, and job placement assistance. For special populations, such as older adults, younger adults, ex-offenders, limited English Speakers, veterans or the homeless, additional support services are provided. These services are designed to provide additional support in overcoming barriers due to a lack of soft skills, literacy skills, education, transportation, and more. Individuals are able to access information on jobs, training, and community resources, as well as access to trained staff members who are able to provide individualized assistance and training funds for those that qualify.

- iii. Provide a description of how the Local Board will coordinate rapid response activities carried out in the local area.

The WDB oversees a cross-partnership team that responds to Rapid Response requests, layoff notices, or other outreach activities. This team provides direct, on site presentations for employees and seeks to assist with re-training or job placements wherever possible.

The Rapid Response outreach team includes staff from the EDD, the WIOA Adult and Dislocated Worker programs, and Redwood Healthcare, the local provider of services related to the Affordable Care Act.

In addition, the business outreach arm of the EDB does regular outreach to screen for businesses that may be at risk for layoffs. When a business is identified, AJCC staff work with the business to determine if retraining would prevent layoffs, and provide training support for the business to reduce or eliminate the need for the layoff. When appropriate, AJCC staff also puts together customized hiring events for groups facing a layoff, in order to reduce or eliminate the gap between jobs. On these occasions, staff seeks to work collaboratively with Chambers of Commerce and Economic Development agencies across the county to attract businesses looking for a workforce with similar skills sets.

- iv. Provide a description and assessment of the type and availability of youth workforce development activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.

Sonoma County has an abundance of workforce programs serving the local youth population. The WDB is involved in many of these initiatives, particularly those that involve serving out of school youth, and other youth with barriers, including disabilities. The central focus of these initiatives is to:

- Educate youth about the career pathway opportunities available to them, and the training and education that will help them to successfully meet the workforce needs of local industry in growing sectors.
- Provide opportunities for youth to interact with local industry, and within different occupations. This may be through job shadowing, temporary work experience, or other hands on activities that provide youth the opportunity to learn about possible careers.
- Ensure all youth have basic literacy and numeracy skills, high school diplomas, English language skills, and appropriate job training to be able to earn a living wage.
- Reduce or eliminate barriers to accessing information or services, by developing smoother intake and referral processes, eliminating cumbersome or unnecessary steps to access services, and integrating youth feedback into program design.
- Provide supportive services for youth who have additional needs such as housing, childcare, or are struggling with a learning, mental or physical disability that is interfering with their ability to obtain or retain employment.
- Develop life and soft skills such as time management, conflict management, financial literacy and anger management.
- Promote and assist youth with receiving post-secondary training or education, including apprenticeships, vocational certificates or traditional two and four year degree programs.
- Align education programs with the needs of industry.
- Provide opportunities for youth to ‘earn and learn’, where they can receive wages while learning a new skill and training in a job.
- Engage with employers to who offer youth friendly employment opportunities.
- Expand opportunities for youth to network with local business and education and training providers.
- Expand access for teachers to interact more with industry.
- Provide training on entrepreneurship and small business in order to help youth build their own businesses.

The goal of Sonoma County's Upstream Investments initiative is to ensure evidence based and promising practices are used to develop programs with public funding. Many of the youth programs available in Sonoma County meet Upstream Investment standards.

The WDB provides direct services in these areas to youth through two programs:

WIOA Youth Education & Employment Services (YEES)

This program serves youth and young adults ages 16 to 24 and is designed to fill the gaps in the lives of youth who may lack the family, educational, and/or social framework to prepare them to make a successful transition to adulthood. Additionally, this program is meant to further their education and employment opportunities along a career path in one of Sonoma County's growing sectors.

Participants of the YEES Program receive access to career and education development assistance, case management support for other identified needs, and access to training and vocational development opportunities through Individual Training Accounts, On-the-Job Training and Temporary Work Experience.

Sonoma County Youth Ecology Corps (SCYEC)

This program provides youth and young adults with meaningful, paid work experience, environmental education, and the opportunity to explore careers and develop work-readiness skills. Although open to all local residents between 16 and 24, the program targets economically disadvantaged youth, especially youth currently enrolled in WIOA, youth receiving Temporary Assistance to Needy Families (TANF), and current or former foster youth.

Participants work with public or non-profit agencies on crew-based projects or in individual placements in order to develop work readiness and/or vocational skills related to a chosen career path. This program also provides soft skills training, financial literacy training, and culminates with a final event where participants can interact with education and training providers and local business.

As appropriate, youth who are at least 18, may also be co-enrolled in the WIOA Adult programs, and work with staff at the AJCC.

In Program Year 2015-16, the WDB's YEES program identified 33% of their participants as having a disability. Of these, 55% reported having a specific learning disability, defined as a disorder in one or more of the basic psychological processes involved in understanding or in using language, spoken or written. The majority of these youth had interventions in school to alleviate the effects of the disability.

While the programs mentioned above are available to youth with disabilities, the following local organizations offer additional programs specifically to serve this population:

Sonoma County Office of Education (SCOE)

SCOE provides a special education Transition Program. The Transition Program is designed to “teach work” to special education students, ages 18-22, and to support their growth into adulthood. Program activities take place at work sites and other locations with the goal of helping students acquire the skills to secure and maintain employment after they leave school. All of SCOE’s other workplace development activities are available to youth with disabilities.

Santa Rosa Junior College (SRJC)

The Disability Resources Department facilitates equal access for students with disabilities to workforce development assistance. They also do specific outreach to identify high school seniors who have received Special Education to assist with transitioning them to become an SRJC student and navigating the SRJC system.

Sonoma State University (SSU)

The Department of Disability Services provides specific support to students on navigating the SSU system.

Department of Rehabilitation (DOR)

DOR provides workforce services specifically to individuals with disabilities who are at least 18. Individuals can receive customized support to obtain or retain employment, and to receive appropriate vocational training, including on-the-job support.

North Bay Regional Center (NBRC)

NBRC provides workforce, educational support, and supportive services to individuals with development disabilities that began before the age of 18.

Redwood Empire Industries (REI)

REI offers work training and educational enrichment classes onsite and in community settings for adults with developmental, physical, and mental health disabilities who are over 18 years old that are referred by the Department of Rehabilitation or the North Bay Regional Center. REI provides individual plans focused on the needs and interests of each customer including entry-level job habits, training, and job placement individually and in groups. Specifically designed placement plans for employment preparation, job development, placement, and job coaching services are available.

Becoming Independent (BI)

BI provide a spectrum of programs, called Employing Abilities, that helps hundreds of individuals 18 years and over with developmental disabilities become successful employees in the North Bay community. They do this through three strategies: tailored day services, supported employment services, and vocational services.

Buckelew Programs

Buckelew Programs serves youth, adults, seniors and families experiencing mental health and/or substance use challenges. Their employment services program provides a comprehensive approach to assisting people to secure and maintain employment and includes pre-employment counseling, vocational training, job development, placement, and job coaching. In addition, Buckelew's social enterprises offers paid training opportunities through their Blue Skies Clerical and Blue Skies Janitorial Services. They also operate the Transition Age Youth (TAY) Program serving 15 young adults, ages 18 to 26, which are in need of mental health services and housing. Youth are given the skills they need to live and thrive independently, including assistance with finding housing and jobs.

Goodwill Industries of the Redwood Empire (GIRE)

GIRE administers a number of employment programs for the Sonoma County Human Services Department, including the Learning Enhancement & Achievement Program (LEAP). The purpose of the LEAP program is to identify learning disabled customers and support them through individualized accommodation plans.

North Bay Industries (NBI)

NBI assists adults 18 and over with disabilities to become more productive, self-reliant members of their communities through participation in agency-sponsored training, housing and employment programs. These programs may include gainful employment, pre-vocational training, and other habilitation and rehabilitation services.

America's Job Centers of CaliforniaSM (AJCC)

Finally, the AJCC also has a Disability Navigator that is available to youth to assist them with accessing specific services from partner agencies, such as those listed above.

- v. Describe how the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce development activities to coordinate strategies, enhance services, and avoid duplication of services.

The WIOA program manager convenes a monthly meeting with the local EDB, the Career and Technical Education staff of SRJC, and the Adult Education Consortium to identify and fill gaps in needed workforce training. Collaborative discussions focus on

training requests from local industry, training opportunities in development, and the need for any assistance.

The WDB participates on several advisory boards for the local office of education and community college that bring in an industry voice to guide curriculum development. The WDB also coordinates efforts to bring industry voices to the table to inform curriculum design through both the NCCPA and SlingShot's NBBSA.

vi. Describe how the Local Board will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services in the local area.

The WDB provides customers with supportive services through the Adult, Dislocated and Youth programs. These services include assistance with securing childcare, transportation, association dues, tools and uniforms for individuals who are receiving training or career development services. In the event customers need additional supportive services not available through the WIOA programs, referrals are made to partner programs to provide assistance.

vii. Provide any plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the One Stop delivery system.

The MOU between the WDB and the local Wagner-Peyser Act program clarifies and defines the roles of each program, and specifies the ways each program contributes to the delivery of Career Services in the AJCC. In order to assist with ongoing coordination and communication, regular meetings are held between line staff and supervisors from both WIOA and Wagner-Peyser programs to discuss and coordinate service delivery on an ongoing basis, and to prevent unintended duplication of services. The MOU outlining these roles and responsibilities can be found in Appendix B.

viii. Describe how the Local Board will coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232. This description must also specify how the Local Board will carry out the review of Title II grant applications to determine whether such applications are consistent with the local plan, and how Local Boards will make recommendations to the eligible agency to promote alignment with the local plan, as described in WIOA Sections 107(d)(11)(A) and (B)(i) and Section 232.

The WDB regularly engages with WIOA Title II programs through community initiatives they are both a part of and through a monthly coordination meeting with WDB staff. Information on current and upcoming projects is shared, and multiple efforts exist to cross promote and collaborate on projects where customers would benefit from services on both sides. AJCC and WDB staff also participated in the development of the AB86 Final Regional Adult Education Plan, and leadership from the local WIOA Title II Programs are members of the WDB and were participants in the development and review of the WIOA Local Plan.

The California Department of Education has released its WIOA Title II Request for Applications for Program Year 2017-18 funding. The local Adult Education Block Grant (AEBG) consortium will be submitting their application including their workforce related education goals for Sonoma County. The application is due by February 10, 2017.

Following this submission, the Sonoma WDB will review the AEBG application to ensure workforce goals are aligned. This review will occur between May 15 and May 30, 2017. Preliminary discussions indicate the goals are aligned, and that both plans emphasizes the priority of developing and providing the most relevant and necessary workforce training for Sonoma County sectors and industries.

- ix. Local plans affecting services in the counties listed below must provide a description of the services that will be provided to limited English proficient individuals. These services should be specifically detailed in any sections of the local plan that deal with the provision of services to individuals with basic skills challenges. Local plans must specify how basic skills programs in the local area will serve individuals from these communities. Counties that trigger this requirement include Imperial, Monterey, San Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento.

The North Bay region has a growing Spanish speaking population. To address the needs of these customers, Sonoma's AJCC provides orientations, printed materials and one-on-one staff assistance to Spanish speakers. In addition, the WDB produces a resource guide in Spanish for both customers and service providers on local resources. In collaboration with the Adult Education Consortium, the WIOA 167 and EDD's MSFW outreach program, the WDB works to identify and support limited English speakers and MSFW with intensive English as a Second Language (ESL) training, the completion of a high school diploma, and additional vocational and skills training and job placement.

GRANT ADMINISTRATION

F. Relevant Information Pertaining To Grants and Grant Administration

- i. Identify the entity responsible for the disbursement of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Section 107(d)(12)(B)(i).

The Sonoma County Human Services Department, Employment and Training Division, is responsible for the disbursement of WIOA grant funds through an arrangement with the Sonoma County Board of Supervisors. The WDB is housed within the Human Services Department.

- ii. Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

The WDB contracts out WIOA Youth Services and Childcare Services. Contractors are chosen via competitive procurements that occur every four years. The WDB complies

with all Federal, State and County procurement rules, and forwards all recommendations to the Sonoma County Board of Supervisors for final approval.

Beginning in 2017, the WDB will expand their contracts to include a One-Stop Operator.

PERFORMANCE GOALS

G. Relevant information pertaining to performance goals

- i. The Local Plan should describe the levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the AJCC delivery system in the local area.

The Sonoma WDB negotiated performance with the State WDB in September 2016. Negotiations focused on continual improvement and steady increases in overall goals, while also ensuring competencies are met under the new performance requirements of WIOA. The negotiated goals for Program Year 16-17 are summarized below:

Adult and Dislocated Worker Performance	Adults	Dislocated Workers	Youth	Youth Performance
Employment Rate, the 2nd Quarter (Six Months) After Exiting the Program	65%	66%	62.4%	Employment or Placement Rate, the 2nd Quarter (Six Months) After Exiting the Program
Employment Rate, the 4th Quarter (One Year) After Exiting the Program:	61.7%	66.5%	62.2%	Employment or Placement Rate, the 4th Quarter (One Year) After Exiting the Program:
Median Earnings, During the 2nd Quarter (4-6 Months) After Exiting the Program	\$4957	\$7308	baseline year, no goals defined	Median Earnings
Credential Attainment, within 4 Quarters (1 Year) After Exiting the Program	52.9%	52.9%	52.9%	Credential Attainment, within 4 Quarters (1 Year) After Exiting the Program

The WDB makes WIOA performance one of its top priorities and will continue to focus on meeting performance expectations by tracking and monitoring key indicators and making programmatic adjustments in an effort at on-going improvement.

HIGH PERFORMANCE BOARD EFFORT

H. Relevant information pertaining to federal High Performance Board (HPB) efforts

i. identify how the Local Board will comply with state-issued AJCC policies specified in the following policy directives:

- WSD15-14 - WIOA Adult Program Priority of Service
- WSD15-12 - WIOA Memorandums of Understanding Phase I
- WSDD-151 - WIOA Phase II Memorandums of Understanding

The WDB strives to remain a High Performing Board and acknowledges the critical importance of assisting individuals with higher barriers to achieve greater employment success.

In 2016, the Sonoma County WDB implemented a 'Priority of Service' policy for its WIOA Adult Program, in accordance with WSD14-14, that defines high priority groups, and requires that these groups be given priority access to individualized career services and training funds.

Priority of service is given in the following order:

- Veterans and eligible spouses, who are receiving public assistance, are low-income or are basic skills deficient.
- Recipients of public assistance, who are low-income individuals, or individuals, who are basic skills deficient.
- Other veterans and eligible spouses that do not meet the criteria listed in the first bullet.
- Other individuals not meeting the criteria listed above.

In addition, the WDB will prioritize marketing and outreach efforts to reach the customer groups identified in the Priority of Service policy, and will focus on meaningful collaboration with community partners who also serve the same groups of individuals. For all future development or modification of services, the WDB will begin with feedback from these customer groups to help determine which development efforts will be the most valuable.

The Sonoma WDB has been working diligently to meet all the required deadlines for both Phase I and Phase II MOUs. Phase I MOUs were completed and submitted to the

EDD Regional Advisor in 2016. The Phase II MOUs are in development and will be completed by the deadline of June 30, 2017.

TRAINING ACTIVITIES

I. Relevant information on training activities

- i. The local plan should describe how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. If contracts for training services will be used, the local plan must include how the use of such contracts will be coordinated with the use of individual training accounts, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

Sonoma County offers several local training options to individuals who are unemployed, underemployed, or facing layoffs. Eligible individuals are assessed and work with a counselor to identify their career goals, and may request assistance identifying and accessing training. When determining if a customer is appropriate for training, the following factors are considered:

- Participant's need and appropriateness for training
- If the customer received services in the past and what their outcomes were
- Priority of service determination, which ensures certain groups are given priority when limited resources are available
- Appropriateness of requested training as it relates to priority industry sector/labor market demand/meeting employer needs/self-sufficient wage or career advancement opportunities
- Program length – specifically, whether the training can be completed by a full-time student in two years
- Continued funding based on participant's satisfactory progress

If determined a customer would benefit from training the following options are available:

Individual Training Accounts (ITA)

ITA Training accounts are established for individuals who are attending a training program through an education or training agency. Individuals receive training from a state-approved training provider on the Eligible Training Provider List (ETPL).

The ETPL is a critical component of evaluating the quality and quantity of local training resources for in demand occupations. This list has a stringent set of requirements designed to ensure students of the programs will be more likely to succeed. This list is monitored annually, and maintained internally by WDB staff who regularly research local training programs and evaluate them against both outcome and industry standards

before adding them to the list. When training programs are absent or do not meet the WIOA standards, efforts are made to bring this information to local training providers in a way that allows them to develop or modify programs to meet the standard.

On-the-Job Training (OJT)

OJTs are specific contracts between a business and the AJCC, where a business agrees to provide specific training to an individual and keep them on as an employee following the training. AJCC staff work with both the business and the individual to ensure training objectives are met and that both parties are supported through the process.

Customized Training

A customized training is developed when no local training exists that will meet the industry needs. In these instances, AJCC staff work with a business to bring necessary training into the area. Individuals attending training may or may not be employed by the business at the time of training; however, training is only developed when the intent is for unemployed individuals to gain the skills or knowledge for a position with the business by the end of training. Typically, individuals begin training with a commitment from a business to hire them upon completion. Some businesses are willing to employ them while they are simultaneously being trained.

On occasion, a customer elects to pursue a career path where no associated ETPL approved training exists. If a customer or staff person identifies a new training program, that could meet the customer needs, staff will work to add that provider to the ETPL. In the event that the training provider is not interested in the ETPL list, or does not qualify, a staff person may recommend On-the-Job training. In these cases, an OJT contract may be developed. If the customer prefers not to learn through an OJT, or no training can be identified to provide the necessary training, then AJCC staff will assist the customer with identifying alternative funding options for training with the provider not on the ETPL list.

PUBLIC TRANSPARENCY, ACCESSIBILITY AND INCLUSIVITY

J. Public transparency, accessibility and inclusivity information

- i. The Local plan should describe the process used by the Local Board, consistent with WIOA 108(d), to provide a 30-day public comment period prior to submission of the plan. Information should specify how Local Boards complied with physical and programmatic accessibility requirement for individuals with disabilities. This section should describe local outreach efforts made to include stakeholders and CBOs representing the individuals from target populations characteristic of the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description should note how and which groups (by name) were contacted and invited to participate in both planning efforts and the public comment process.

The Sonoma County WDB used multiple processes to elicit participation in planning efforts and the public comment process. The WDB meeting held on November 9, 2016, focused specifically on obtaining input to the Local Plan. Input was also solicited at the Job Link Steering Committee and Youth Provider meetings in November of 2016. An ADA-compliant copy of the draft plan was posted to the WDB website (www.sonomawib.org) and notifications were sent to regional Workforce Development Boards, workforce partners, education, labor, business, community-based organizations and other stakeholders.

Comments on the draft plan were solicited at the February 8, 2017, WDB meeting and the March 7, 2017, Board of Supervisors meeting. Accommodations were available to meet the needs of individuals with disabilities to ensure access to meetings as well as the draft plan. Public notice was published in the local newspaper, various community sites, and posted at the Board of Supervisors.

For both the planning and review processes, a dedicated effort was made to reach out to community groups which served customers serving higher barrier individuals including Veterans, limited English speakers, out of school youth, and ex-offenders.

For a list of the groups that received an invitation to provide input into the planning process and/or comments on the draft plan, please see Attachment A.

COMMON INTAKE AND CASE MANAGEMENT

K. Relevant information pertaining to common intake and case management efforts

- i. Describe how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.

When customers present themselves at an AJCC center, either directly or by referral, they are registered into the CalJOBS system for intake and case management purposes. All staff providing assistance, regardless of their specific agency, are trained on how to use the system for this common intake process.

Customers can request, or staff can recommend, referrals to partner agencies when there is a need for a more nuanced or specific service not available onsite at an AJCC. Commonly these referrals are to other WIOA core programs. In these cases, referral processes outline steps to ensure a smooth customer transition. All incoming and outgoing referrals are documented in the CalJOBS system by AJCC staff.

Once a customer begins working with another agency, they are often required to complete a new registration process into that agency's proprietary data management system. The development and implementation of a common intake and case management system is a substantial effort given the multitude of programs in the local

system and their respective guidelines, limits and eligibility criteria. At this time, there are no plans to move toward a single local system for all partners.

OTHER INFORMATION REQUIREMENTS

L. Other miscellaneous information requirements

- i. Specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding.

Title II program applicants will be provided access to the local plan for the purpose of review and input for use in developing their application for funding. The plan was also made available at the February 2017 WDB meeting and posted online for the 30-day comment period.

- ii. Describe how the Local Board will meet the priority of service requirements in WIOA Section 134(c)(3)(E).

Please refer to Section H.i above.

- iii. Identify the portions of the local plan that are being handled in the narrative content of the regional plan

The local plan contains all of the local information.

APPENDIX A: ONE-STOP AND AJCC PARTNERS IN THE LOCAL AREA

M. Provide A List of Comprehensive One-Stops and AJCC Partners in the Local Area

Sonoma County AJCC, Job Link
 2227 Capricorn Way
 Santa Rosa, CA 95407
 (707) 565-5550

Sonoma County AJCC Partners

WIOA Requirement	Partner Organization	On-Site Partner?
Title 1 Adult, Dislocated Worker, and Youth	Sonoma County Human Services Department	Yes
Adult Education/Literacy	Sonoma County Adult Education Consortium (Petaluma Adult School)	No
Career/ Technical Education	Sonoma County Adult Education Consortium	No
Wagner-Peyser; Veterans; Trade Adjustment Act; Unemployment Insurance	California Employment Development Department	Yes
Vocational Rehabilitation	Department of Rehabilitation	No
Senior Community Service Employment Program (SCSEP)	Experience Works, Inc.	Yes
Native American	YA-KA-AMA Indian Education and Development Inc.	Yes
Migrant/Seasonal (Section 167)	California Human Development Corporation	No
Community Action	Community Action Partnership of Sonoma County	No
Housing Authority	Sonoma County Community Development Commission	No
Second Chance	No program in Sonoma County	
TANF/CalWORKs	Sonoma County Human Services Department	Yes

Additional Partner Programs	On-Site Partner?
West County Community Services	Yes
Goodwill Industries of the Redwood Empire	Yes
Sonoma County Department of Child Support Services	No
Sonoma County Economic Development Board	Yes
Sonoma County Probation Department (AB109)	Yes
City of Santa Rosa	No
North Bay Veterans Resource Center	No

APPENDIX B: AJCC PARTNERS MEMORANDA OF UNDERSTANDING (MOUs)

See Attachment O. for copies of all AJCC Partner MOUs.

REFERENCES

EDD Labor Market Information

US Census

Sonoma-Mendocino Comprehensive Economic Development Strategy

American Community Survey

EDB:

- 2016 Economic and Demographic Profile
- 2016 Annual Workforce Development Survey

DEFINITIONS

Term	Definition
Adult	An individual who is age 18 or older.
Adult Education	Academic instruction and education services below the postsecondary level
Adult Education and Literacy Activities	Adult education, literacy, work-place adult education and literacy activities
Basic Skills Deficient	<p>A youth that has English reading, writing, or computing skills at or below the 8th grade level.</p> <p>Or, a youth/adult is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society.</p>
Career Technical Education	Organized educational activities that provides individuals with technical knowledge and skills in current or emerging professions; provides technical skill proficiency, an industry-recognized credential, a certificate, or an associate degree
Career Pathway	Rigorous and high-quality education, training, and other services that prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships
Career Planning	Prepare and coordinate comprehensive employment plans; provide job, education, and career counseling
Chief Elected Official	Board of Supervisors
Community-Based Organization	Nonprofit organization
Core Program	Adult, Dislocated Worker and Youth formula programs, Adult Education Wagner-Peyser Act (EDD) Department of Rehabilitation

Core Program Provision	<p>Key WIOA provisions increase the focus on serving the most vulnerable workers – low-income adults and youth who have limited skills, lack work experience, and face other barriers to economic success. Examples:</p> <p>Prioritizes services to out-of-school youth and vulnerable</p> <p>Provides new and expanded definitions to improve service delivery to low-income individuals and those that have “barriers to employment”.</p> <p>Increases the focus on training across core programs</p> <p>Encourages implementation of career pathway approaches that support postsecondary education and training for youth and adults.</p>
Customized Training	<p>Training for an employer that 1) meet specific requirements; 2) commitment to employ individual upon successful completion of training; and 3) employer pays a significant amount of training costs</p>
Dislocated Worker	<p>An individual who has received notice of, or been, fired or laid off; is/was eligible for unemployment compensation or worked long enough to demonstrate equivalent; was self-employed but unemployed because of economic conditions/natural disaster; a displaced homemaker; or spouse of armed forces member on active duty and became unemployed due to assignment relocation of member.</p>
Displaced Homemaker	<p>An individual who has been providing unpaid services to family members in the home and</p> <p>1) is no longer supported by income of another family member, or</p> <p>2) is the spouse of an Armed Forces member whose income has be reduce due to:</p> <p>deployment</p> <p>a call or order to active duty</p> <p>a permanent change of station</p> <p>service-connected death or disability of the member</p> <p>and is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.</p>
Economic Development Agency	<p>Sonoma County Economic Development Board</p>
Eligible Youth	<p>in-school youth or out-of-school youth</p>

Employment And Training Activity

Employment and Training Activities (Career Services) are provided under four categories:

Basic Career Services – which includes the following:

1. Eligibility for services
2. Outreach, intake, orientation
3. Initial assessment
4. Labor exchange services
5. Referrals to programs
6. Labor market information
7. Performance and cost information
8. Supportive services information
9. Information on Unemployment Insurance
10. Financial aid information
11. Business services

Individualized Career Services – which includes the following:

1. Comprehensive assessment
2. Individual employment plan
3. Career planning, counseling
4. Short-term prevocational services
5. Internships and work experience
6. Workforce preparation activities
7. Financial literacy
8. Out-of-area job search
9. English language acquisition

Follow-Up Services

Training Services – which includes the following:

1. Occupational skills training
2. On-the-job training
3. Programs that combine workplace training with related instruction
4. Training programs operated by the private sector
5. Skill upgrading and retraining
6. Entrepreneurial training
7. Customized training
8. Job readiness training provided in combination with other training
9. Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with other training services
10. Incumbent worker training
11. Transitional jobs

English Language Acquisition Program	English language learner program (reading, writing, speaking) that leads to: 1) H.S. Diploma or GED, and higher education or training, or 2) employment.
English Language Learner	Individual who has limited ability in reading, writing, speaking, or comprehending the English language
Governor	Governor
In-Demand Industry Sector Or Occupation	An in-demand industry sector or occupation is one in an emerging and growing industry, which is lacking qualified candidates for current and future workforce needs in Sonoma County.
Individual With A Barrier To Employment	Displaced homemakers Low-income individuals Native people Individual with disabilities An individual age 55 or older Ex-offenders Homeless individuals, children, and youths Youth currently, or previously, in foster care system English language learners Migrant/seasonal farmworkers Single parents/pregnant women Long-term unemployed
Individual With A Disability	Individuals with a physical or mental impairment that substantially limits one or more major life activities of such individual
In-School Youth	Low income, 14- to 21-year-old with one more of the following: Basic skills deficient. An English language learner. An offender. A homeless individual, child, or youth A runaway youth, currently or previously in foster care Pregnant or parenting Has a disability Needs assistance to complete education and/or secure/hold a job.
Institution Of Higher Education	Colleges Universities Junior Colleges Vocational institutions

Integrated Education And Training	Training for a specific occupation or occupational cluster that provides adult education and literacy activities
Labor Market Area	Sonoma County
Literacy	Ability to read, write, and speak in English
Local Area	Sonoma County
Local Board	Sonoma County Workforce Investment Board
Local Educational Agency	Sonoma County Office of Education
Local Plan	Sonoma County's Workforce Investment Act Local Strategic Workforce Plan
Low-Income Individual	<ol style="list-style-type: none"> 1. Received cash assistance in that last six months 2. Family income is below poverty line or less than 70% of living standard income level 3. Homeless 4. Receives or eligible to receive free or reduced price lunch 5. Foster child 6. Disabled
Offender	Individual who is or has been arrested or convicted
Older Individual	individual age 55 or older
One-Stop Center	Job Link
One-Stop Operator	The Human Services Department and the WIB are the one-stop operator.
On-The-Job Training	Time-limited, potentially subsidized, training by an employer
Outlying Area	American Samoa, Guam, the Commonwealth of the Northern Mariana Islands, and the United States Virgin Islands, Republic of Palau
Out-Of-School Youth	<p>Out of school 16- to 24-yearold who:</p> <p>Dropout</p> <p>Not attended for at least last school quarter</p> <p>H.S. grad/GED & low income & basic skills deficient or ELL</p> <p>Offender</p> <p>Homeless, runaway, current or former foster care</p> <p>Pregnant or parenting</p> <p>Requires additional assistance</p>
Planning Region	Planning Region is North Bay and includes Marin, Napa, Lake, Sonoma, and Solano.
Poverty Line	The set minimum amount of gross income that a family needs for food, clothing, transportation, shelter and other necessities. In the United States, this level is determined by the Department of Health and Human Services.
Public Assistance	Federal, State, or local government cash payments for which eligibility is determined by a needs or income test.

Rapid Response Activity	An activity provided by a State, or by an entity designated by a State, in the case of a permanent closure or mass layoff at a plant, facility, or enterprise, or a natural or other disaster, that results in mass job dislocation, in order to assist dislocated workers in obtaining reemployment as soon as possible
Recognized Postsecondary Credential	an industry-recognized: certificate, apprenticeship completion certificate, a license, or an associate or baccalaureate degree.
Region	Region is the North Bay and includes Marin, Napa, Lake, Sonoma, and Solano.
Secondary School	High school
State	California
State Board	California Workforce Development Board
State Plan	California Workforce Development Board Strategic Plan
Supportive Services	Services such as transportation, child care, dependent care, housing, and needs-related payments
Training Services	<ol style="list-style-type: none"> 1. occupational skills training, including training for nontraditional employment; 2. on-the-job training; 3. incumbent worker training in accordance with subsection (d)(4); 4. programs that combine workplace training with related instruction, which may include cooperative education programs; 5. training programs operated by the private sector; 6. skill upgrading and retraining; 7. entrepreneurial training; 8. transitional jobs in accordance with subsection (d)(5); 9. job readiness training provided in combination with services described in any of clauses (i) through (viii); 10. education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with services described in any of clauses (i) through (vii); and 11. customized training conducted with a commitment by an employer or group of employers to employ
Unemployed Individual	An individual who is without a job and who wants and is available for work
Veteran	A person who served in the active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable

Workforce Development Activity	an activity carried out through a workforce development program
Workforce Development Program	Means a program made available through a workforce development system.
Workforce Development System	A system that makes available the core programs, the other one-stop partner programs, and any other programs providing employment and training services as identified by a State board or local board.
Workforce Investment Activity	an employment and training activity, and a youth workforce investment activity
Workforce Preparation Activities	Activities, programs, or services designed to help an individual for successful transition into and completion of postsecondary education or training, or employment.

**Youth Workforce
Investment
Activity**

1. Tutoring, study skills training, and evidence-based dropout prevention and recovery strategies that lead to completion of secondary school diploma or its recognized equivalent or for a recognized post-secondary credential.
2. Alternative secondary school services, or dropout recovery services, as appropriate.
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, including the following:
 - a. Summer employment opportunities and other employment opportunities available throughout the school year;
 - b. Pre-apprenticeship programs;
 - c. Internships and job shadowing;
 - d. On-the-job training opportunities;
4. Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
6. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility, and other positive social and civic behaviors.
7. Supportive services.
8. Adult mentoring for duration of at least 12 months that may occur both during and after program participation.
9. Follow-up services for not less than 12 months after the completion of participation.
10. Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.
11. Financial literacy education.

ATTACHMENT A: PLAN DISTRIBUTION LIST

The following organizations were invited to participate in the local planning process and provide comments on the Local Plan:

4-H Youth Development
A Better Way
Adopt a Special Kid (AASK)
Adult Education Consortium
Alternative Family Service (AFS)
Anova Center for Education
Apple One Employment Services
Becoming Independent
Ben Terry Foundation
Big Brothers Big Sisters of the North Bay
Boys & Girls Club of Rohnert Park
Boys & Girls Clubs of Central Sonoma County
Boys & Girls Clubs of Petaluma
Buckelew
California Department of Rehabilitation
California Employment Development Department
California Human Development Corporation
California Human Development Corporation
California Parenting Institute
California Parenting Institute (CPI)
California Rural Legal Assistance
California Youth Outreach
Catholic Charities
Cement Masons Local 300
Center for Social & Environmental Stewardship
Certified Employment Group
Children & Families Commission (First 5)
Chop's Teen Club
Cloverdale Rancheria
Cloverdale, City of
CLP Resources Inc.
Committee on the Shelterless (COTS)
Community Action Partnership of Sonoma County
Community Child Care Council
Conservation Corps North Bay
Cotati Chamber of Commerce
Cotati, City of
Craft Consulting

Creekside Convalescent Hospital
CTE Foundation
Day Reporting Center
Dept of Health Services - Teen Parent Connections
Drug Abuse Alternatives Center
Empire College
Exchange Bank
Experience Works, Inc.
Face-to-Face
Facility Development Corporation
Get To Work
Geyserville Community Child Care Center
Goodwill Industries of the Redwood Empire
Graton Day Labor Center
Healdsburg Chamber of Commerce
Healdsburg Boys & Girls Club
Healdsburg District Hospital
Healdsburg Unified School District
Hispanic Chamber of Commerce
Horizon Personnel
Humane Society of Sonoma County
Interview Team
Jewish Community Free Clinic
Jewish Family & Children's Services
JGC Truck Driving Training
Jim Cassio & Associates
Job Link
John Muir Charter Schools
Kaiser Permanente
La Luz Center
Labor Ready
Latino Service Providers
Legal Aid of Sonoma County
Lilliput Children's Services
Mark West Area Chamber of Commerce and Visitors Center
Mary's Pizza Shack
Mentor Me Petaluma
Migrant Education
MV Transportation
Nelson Staffing
New Ways to Work
Nimble Rx
North Bay Black Chamber of Commerce

North Bay Employment Connection
North Bay Industries
North Bay Labor Council
North Bay Leadership Council
North Bay Regional Center
North Coast Builders' Exchange
On The Move
Operating Engineers Local #3
Our House
P&L Specialties
Perfect Timing Personnel Services
Petaluma Adult School
Petaluma Boys & Girls Club
Petaluma Chamber of Commerce
Petaluma Health Center
Petaluma People Services Center
Petaluma Youth Network
Petaluma, City of
Professional Association of Sonoma County for Human Resources (PASCO)
Puente Mentoring Program
R House
Recourse Mediation Services
Recruiting Associates Network
Redwood Caregiver Resource Center
Redwood Credit Union
Redwood Empire Electrical Workers Union, Local 551
Redwood Empire Food Bank
ResCare
River to Coast Children's Services
Robert Half Management Resources
Rohnert Park Public Safety Youth & Family Services
Rohnert Park, City of
Santa Rosa Chamber of Commerce
Santa Rosa Junior College
Santa Rosa Recreation & Parks
Santa Rosa Violence Prevention Partnership
Santa Rosa, City of
Sebastopol Chamber of Commerce and Sebastopol Visitor Center
Sebastopol Community Cultural Center
Sebastopol, City of
Seneca Family of Agencies
Small Precision Tools
SMART Local #104
Social Advocates for Youth

Sonoma Alliance
Sonoma County Community Development Commission
Sonoma County Economic Development Board
Sonoma County Family YMCA
Sonoma County Indian Health Center
Sonoma County Legal Services Foundation
Sonoma County Library Adult Literacy Program
Sonoma County Lodging Association
Sonoma County Office of Education
Sonoma County Probation Camp
Sonoma State University
Sonoma Valley Chamber of Commerce
Sonoma Valley Teen Services
Sonoma Valley Youth & Family Services
Sonoma, City of
SonomaWORKS
SRJC Extended Opportunity Programs & Services (EOPS)
St. Joseph Community Health
St. Joseph's Hospital - Sonoma County
Staff Chex
Stand By Me Mentoring
Sunny Hills Services
Task Force on the Homeless
Teen Parent Connection
The Personnel Perspective
The Ratto Group
Tips to Succeed
TLC Child & Family Services
Tomorrow's Leaders Today
Trades Introduction Program (TIP)
United Way of the Wine Country
Valley of the Moon Boys & Girls Clubs
VOICES of Sonoma County
Volunteer Center of Sonoma County
Volunteer Center of Sonoma County
West County Community Services
West County Health Center
Windsor Chamber of Commerce and Visitors Center
Windsor Teen Center
Windsor Youth & Family Services
Windsor, Town of
Women's Recovery Services
Ya-Ka-Ama

Yale Abrams Consulting
YWCA Sonoma County