

Workforce Alliance of the  
North Bay  
Workforce Innovation and  
Opportunity Act  
Local Strategic Plan  
Program Year 2017-2020

2/1/2017

**NORTH BAY WORKFORCE ALLIANCE (WANB)  
WIOA LOCAL STRATEGIC PLAN FY 2017-20  
D R A F T**

**A. A COHESIVE STATEMENT PERTAINING TO THE VISION, GOALS, AND STRATEGY OF THE LOCAL BOARD AND ITS PARTNERS**

The Workforce Alliance of the North Bay (hereafter referred to as the “Alliance”) was formed in May 2016 as a Joint Powers Agency representing the region of Marin, Napa and Lake Counties. This was a merger of two former workforce boards, the Marin County and the Napa/Lake Workforce Development Boards (WDBs). The Governing Board of the Alliance (as the Chief Local Elected Official) is comprised of two members of the Board of Supervisors from each member county, for a current total of six members. The 25 member Regional Workforce Development Board (RWDB) is comprised of businesses and partner organizations from each member county, and it meets the overall statutory membership requirements. An America’s Job Center of California (AJCC) operates in each member county, as well as several satellite offices.

As of this writing, the Mendocino County Board of Supervisors voted in November 2016 to request that their local workforce area join the Alliance. Research and discussions on this possible merger are taking place, with the Alliance Governing Board set to vote on Mendocino’s request in June, 2017. After consultation with State Workforce Board staff, all parties agreed that this local strategic plan will cover all four counties – Marin, Napa, Lake, and Mendocino.

The Alliance RWDB envisions a sustainable balance between the employment needs of job seekers and the business needs of employers, to ensure a self-sufficient, skilled and diverse workforce in the region. The board understands that economic vitality is characterized by an abundance of well-paying jobs and that the availability of a skilled workforce helps to assure the economic success of businesses and workers.

Consistent with the State of California’s policy objectives, the vision for the Alliance’s workforce development system is anchored in three priorities:

- Fostering “demand-driven skills attainment” via regional sector based career pathways.
- Enabling upward mobility and economic self-sufficiency.
- Aligning, coordinating, and integrating programs and services.

In order to ensure that job seekers and local businesses are well served, and to meet performance accountability goals based on Workforce Innovation and Opportunity Act (WIOA) performance indicators, the Alliance’s strategy is to work closely with RWDBs and organizations, core partners and other stakeholders to align resources in order to foster sector based career pathways and to achieve the strategic vision of the local and regional plan. Furthermore, the Alliance’s work is grounded in labor market information and analysis, qualitative and quantitative information from local businesses and industry groups and other stakeholders.

The Alliance has identified six goals to achieve the above vision:

- **Goal One:** Stay equipped with the most current labor market analysis, improve the responsiveness of the workforce system to meet the workforce needs of priority sectors within the local and regional economy, provide employers with skilled workers and expand employment opportunity for North Bay residents.
- **Goal Two:** Work with economic development efforts to improve the quality of services available to businesses, to promote hiring and economic vitality in the region.
- **Goal Three:** Increase access to workforce services for populations with barriers to employment.
- **Goal Four:** Re-engage youth disconnected from the education system and labor market to help them achieve academic credentials, transition into post-secondary education, and/or secure living wage employment.
- **Goal Five:** Streamline and coordinate policy and administration across core partners/funding streams.
- **Goal Six:** Strengthen policy and programmatic coordination between the workforce system and the region's education system, to ensure that students and graduates are prepared to enter the region's workforce, and are earning industry valued credentials, certificates and degrees.

## **B. REQUIRED DETAIL ON LOCAL PROGRAM ALIGNMENT TO IMPLEMENT STATE PLAN POLICY STRATEGIES**

The Alliance's vision for the local system supports the Governor's vision, goals, and strategic policy orientation as outlined in California's Strategic Workforce Development Plan: "Skills Attainment for Upward Mobility; Aligned Services for Shared Prosperity." The following outlines how the Alliance's work is aligned with the seven policy strategies identified by the State.

### **Sector Strategies and Career Pathways**

As detailed in the North Bay Regional Planning Unit (RPU) Plan, for the past several years the WDBs that have come together to make up the Alliance have been involved in several major initiatives to develop sector based partnerships with industry, and to identify and promote career pathways within those sectors. These initiatives are the Northern California Career Pathways Alliance (NCCPA), and the North Bay Business Sector Alliance (NBBSA).

NCCPA is a \$15 million, 5 year grant to the region from the state Department of Education's California Career Pathways Trust (CPT), created by Assembly Bill 86. The NCCPA is a collaborative alliance of the County Offices of Education, Community Colleges, WDBs, local schools and businesses in the six county North Bay, and its goal is "to create a regional approach to Career Pathways that inspire students through high-quality experiences in school and in professional workplace settings, engage more employers in education, and provide the region with the focused, diverse and highly-qualified workforce needed for a vibrant economy." The North Bay RPU directors all sit on the governance committee for NCCPA, while the Alliance Executive Director sits on the Executive Committee.

In addition to the \$15 million from CPT, NCCPA will invest an additional \$10 million in cash and in kind contributions from the community and businesses to create and enhance education pathways for high school and community college students. NCCPA is providing services and support to 22 school districts throughout the region, and working in eight industry sectors and 16 career pathways.

The Alliance is also an integral part of the North Bay Business Sector Alliance (NBBSA). The North Bay RPU, which also includes Sonoma and Solano Counties (hereafter referred to as NBEC (North Bay Employment Connection)) was awarded \$1 million from the Slingshot Initiative to coordinate with community partners (education and economic development) to establish regional Industry Sector Partnerships that put business out front to identify specific industry priorities, workforce challenges and opportunities.

Although still in the early stages, the NBBSA will allow NBEC to ensure that the voice of businesses are integral in determining policy priorities and strategies; that there is a robust mechanism by which businesses help to identify training and education deficiencies and the approaches to solving them; that businesses help to identify the career pathways most critical to regional economic success and any necessary adjustments to further develop career pathway programs to meet regional industry needs; and that industry leads the discussion and process on determining industry-valued and recognized postsecondary credentials.

### **Organizing Regionally**

The Alliance is on the cutting edge of providing workforce development activities regionally, as envisioned in the WIOA. Although still in its first transitional year, the Alliance expects that by joining the forces of multiple Workforce Boards, it will be better able to use and deploy resources, realize administrative efficiencies, and carry more weight in grant seeking and policy influencing activities. As mentioned, the Alliance is considering a merger with Mendocino County as well.

In addition to the Alliance itself being regional in nature, the workforce boards of NBEC have collaborated successfully since 2000. Regional efforts include the NCCPA and NBBSA efforts outlined above; approximately \$20 million in jointly administered grant funded projects; regional staff development efforts and jointly funded labor market and occupational outlook analyses. For more information, please see the NBEC RPU plan.

### **Earn and Learn Strategies and Supportive Services**

In order to ensure that all job seekers have the supports that they need to successfully participate in programs or complete training, the Alliance utilizes earn and learn strategies as well as supportive services. On the job training and partnerships with apprenticeship programs allow individuals to earn income while advancing their skills and knowledge. Furthermore, each AJCC can provide needed supportive services to participants either directly through WIOA funds or through referral to partner organizations within the workforce system, including but not limited to the Department of Rehabilitation, county welfare agencies, and community based organizations.

## **Cross System Data Capacity**

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection.

To support the use of these tools, AJCC Partners have agreed to the following key cross system data capacity provisions in their MOUs:

- Compliance with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, Adult Education Block Grant, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commitment to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintenance of all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Development of technological enhancements that allow interfaces of common information needs, as appropriate.
- Understanding that system security provisions shall be agreed upon by all partners.

To this end, all of the AJCCs within the Alliance service area are utilizing CalJOBS for case management and data tracking purposes. In addition to serving as a case management and performance management tool, CalJOBS has the ability to track training related employment. As the Alliance advances its industry sectors efforts, this data will be used to ensure that staff are best matching jobseekers to quality training in demand occupations, and that training schools produce highly qualified graduates that are readily hired by industry.

As other WIOA-Titled programs come online to utilize CalJOBS, the system will be able to similarly analyze the effectiveness of multiple training programs, and direct efforts at continuous improvement.

In addition to CalJOBS, AEBG consortia staff in Lake and Mendocino Counties have proposed a collaboration with Alliance partners to utilize a cross system data platform called CommunityPro Suites, which is developed by LiteracyPro Systems, Inc. CommunityPro is being marketed as a platform for postsecondary education providers, adult education providers, community based organizations, and WIOA providers to share data for common customers and streamline delivery of services. WDBs within the Alliance are considering the feasibility of this system and may move forward with utilization if the release of data is authorized by EDD.

## **Integrating Services and Braiding Resources**

Because the Alliance member counties are all small and have very limited WIOA allocations, the region's workforce development system has evolved over time to rely heavily on the contributions of each partner to the system. Across the region, the AJCCs have been able to

leverage funding from county welfare agencies, Adult Probation, and private foundations, to name a few. Resource sharing and colocation have occurred with the State Employment Development Department (EDD), Department of Rehabilitation (DOR), adult education and computer literacy programs, the Senior Community Service Employment Program (SCSEP), County Library systems, California Indian Manpower Consortium, Small Business Development Center, and California Human Development, which runs the farmworker job training, local veteran programs, and migrant seasonal farmworker programs. One Stops have also provided office space and resources for CBOs working with historically disadvantaged populations and education partners.

A rigorous stakeholder input process took place across the region in November-December 2016. Mandated and nonmandated partners and stakeholders including community based organizations serving disadvantaged populations, elected officials, economic development organizations, RWDB members, education partners, businesses and others were invited to contribute to the development of this strategic plan. Attendees at those sessions were asked for their input on gaps in the existing system, ways to address those gaps, and suggestions for better resource alignment. These sessions were only the beginning of the conversation, which will continue through implementation of this plan. For more information, please see the RPU regional plan.

The following section outlines the roles of partners within the system generally, and specifically the role of each WIOA partner organization.

### **Role of Partner Organizations**

The WIOA partners are critical components of the Alliance workforce development system. The Alliance envisions a system where there is no “wrong door,” and AJCCs in each county as well as partner organizations seamlessly cross refer and serve job seekers in a coordinated manner. The Alliance will work with WIOA partners to expand access to employment, training, education, and supportive services for eligible individuals, including those with barriers to employment.

Because the Alliance was only formally established in May 2016, the Marin, Mendocino and Napa/Lake WDBs each entered into Phase I Memorandums of Understanding (MOU) with the WIOA mandated partners to define their respective roles and responsibilities in meeting policy objectives and service goals. Phase II will be completed under the Alliance. The attached Phase I MOU’s outline that all parties agree to jointly promote program integration of workforce development programs through joint planning at the state, regional, and local levels; to coordinate resources, programs, and services for a more streamlined and efficient workforce development system; and to promote information sharing and coordination of activities to improve the service reach and quality of programs authorized by all partners. These goals may be met in part by regular meetings and communications to facilitate continuous partnership building, continuous planning in response to state and federal requirements, collaborative grant proposals, and capacity building and staff development activities to ensure that all partners and staff are adequately cross-trained. The following is a

brief description of the role of each core partner organization, as well as a few additional partners.

Employment Development Department (EDD): EDD offers Employment Services (including but not limited to CalJOBS and labor exchange services, Unemployment Insurance (UI) services, California Training Benefits, and Rapid Response), Veterans Services, Labor Market Information, Employer Informational Services, and Trade Adjustment Act assistance. Funding from EDD can be used to provide information on and support services of UI and disability insurance claimants, job seekers through Wagner-Peyser, veterans, people with disabilities, youth, and TAA participants. EDD is physically co-located with one or more AJCCs within the Alliance area.

Department of Rehabilitation (DOR): DOR works in partnership with consumers and other stakeholders to provide services and advocacy resulting in employment, independent living, and equality for individuals with disabilities in California. DOR provides a comprehensive menu of services to eligible clients, including but not limited to training, self-advocacy training, assessments, career counseling/exploration, on the job training/work experience, job placement services, assistive technology and benefits counseling. DOR clients include individuals who may have the following disabilities: blind or visually impaired; cognitive disabilities; learning disabilities; intellectual or developmental disabilities; deaf or hard of hearing; physical disabilities; psychiatric disabilities; traumatic brain injury; and other disabilities. DOR is physically co-located with one or more AJCCs within the Alliance area.

Adult education and literacy programs: Adult education and literacy programs offer a range of services, which may include adult secondary education, adult basic education, English as a Second Language courses, classes for adults with disabilities, and high school equivalency/GED preparation. High school equivalency preparation is offered by the following adult schools within the Alliance area: Tamalpais Adult School (Marin County); Novato Adult School (Marin County); Ukiah Adult School (Mendocino/Lake); Kelseyville Adult School (Mendocino/Lake); Anderson Valley Adult School (Mendocino/Lake); Napa Valley Adult Education (Napa County). The student population of adult schools is very diverse, including immigrants, high school non-completers, and people with disabilities. The adult schools in the area are exploring ways to offer more career technical education. Adult education programs are physically co-located with one or more AJCCs within the Alliance area.

Community Colleges: The Alliance area includes Napa College, the College of Marin, Mendocino College, and Woodland College Clearlake (Yuba College District). Programs on offer at the Community Colleges include those administered with Carl D. Perkins Act funds, as well as CTE programs, the Community College CalWORKs program, and Disabled Student Programs and Services. Community Colleges also offer adult basic education services in some areas. The student population of the community college is very diverse, including students who: seek to transfer to four year institutions; lack basic skills; have limited English proficiency; or need short term vocational training. The Community Colleges are a primary provider of occupational skills training in the area.

County welfare agencies: County welfare agencies are the primary provider of safety net programs, including TANF, CalWORKs Welfare-to-Work, General Assistance/Relief, Medi-Cal, and CalFresh programs. Eligibility varies by program but clients generally are among the most low-income individuals within the community, often facing multiple barriers to employment. The county welfare agency is physically co-located with one or more AJCCs within the Alliance area.

The Alliance recognizes the critical importance of coordinated service delivery, both for the success of customers as well as for the efficient use of limited resources. The Alliance and its partners are continuously striving toward a workforce system that is collaborative, well integrated, and seamless to the customer.

### **Description of AJCCs and Services**

The Alliance oversees one comprehensive AJCC in each member county, as well as some satellite offices. In January 2017, the Alliance will issue a first ever Request for Proposals (RFP) for a WIOA One Stop Operator as well as for the WIOA Adult and Dislocated Worker programs, referred to as Career Services Providers. An RFP for WIOA youth service providers will be issued at a later date. (Mendocino will issue its own RFP, using the same scope of work.) Contracts awarded under this RFP may be renewed for up to four years, with the annual approval of the regional workforce development board. Preference will be given to organizations or partnerships that help individuals enter sector based career pathways through a range of education and training programs leading to industry-recognized certifications and degrees, and to proposals that are able to leverage additional funding.

All successful bidders must address strategies to effectively assist eligible individuals with barriers to employment. Barriers range from those that present significant challenges to those able to be addressed with short-term or minimal guidance and support.

Examples of barriers that often require higher levels of support include:

- First time transition into the workforce.
- Limited work skills and experience.
- Academic skills lower than 8<sup>th</sup> grade proficiency.
- Long term unemployment or under-employment.
- Lack of child care or transportation.
- Limited English language skills.
- Limited digital literacy.
- Involvement with the justice system.

Target populations who may face one or more of the above barriers include displaced homemakers, low income individuals, Native Americans, people with disabilities, older workers, ex-offenders, homeless individuals, foster youth, Limited English Proficient (LEP) individuals, migrant/seasonal farm workers, people within two years of exhausting TANF benefits, single parents, and the long term unemployed. All successful bidders will work closely with mandated partners as well as other community based organizations to ensure



that target populations can access the services and supports needed to assist them in moving toward greater economic self-sufficiency and career success.

The primary functions of the One Stop Operator (OSO) are to ensure coordination of partners within the AJCC, ensure the smooth daily operation of the AJCC, and coordinate with career services and Alliance staff. The OSO's responsibilities include but are not limited to the following:

- Provide functional coordination of all AJCC required services, including all services provided by entities that have entered into MOUs (in accordance with WIOA).
- Ensure that the AJCC partners adhere to MOUs, agreements and reporting procedures. The OSO will work with AJCC partners to ensure that training regarding the partner's services are provided to AJCC staff.
- Continue to develop and enhance the workforce development system by focusing on a fully coordinated and integrated service delivery model that is market driven and offers value-added services to job seekers.
- Assure the delivery of services to individuals at the AJCC with limited English proficiency, disabilities, or other significant barriers.
- Promote adoption of creative and innovative methods and best practices in the delivery of the required services.
- Increase customer satisfaction by developing flows and processes that are driven by feedback from both business and job seeker customers.
- Follow any current and future board administrative directives especially those directives that concern: fiscal responsibilities of the day-to-day operation of the AJCC, Equal Employment Opportunities, and the Americans with Disabilities Act.
- Advise and assist the Board on all items relevant to one stop credentialing.

Further, it is the OSO's responsibility to ensure non-discrimination and equal opportunity in all programs and services administered by the AJCC. No individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment on the basis of race, color, religion, sex, national origin, disability, age, political affiliation, marital status, sexual orientation or identity, medical conditions or military/veteran status, and each customer shall have such rights as are available under any applicable Federal, State, or local law prohibiting discrimination.

## **C. REQUIRED DETAIL ON SPECIFIED SERVICES AND SERVICE DELIVERY STRATEGIES**

### **Improved Access and Serving Those with Barriers to Employment**

As detailed in the North Bay RPU plan, the Alliance service area has a population of 541,389 and a workforce of approximately 294,150. The unemployment rate ranges from a high of 6% in Lake County to a low of 3.3% in Marin. The amount of poverty in each community also varies across the region, with higher deprivation existing in the more rural areas. Lake County has the highest percentage of its population living below the federal poverty line, at 24.3%, as well as the lowest median income at \$35,997. Marin County has the lowest

percentage of its population living in poverty at 8.8%, and the highest median income at \$91,529. Mendocino County experiences the highest unemployment rate for people with disabilities at 30.1%; Marin County has the lowest at 7.9%.

Not unexpectedly, the educational attainment rates of the population also vary widely by county. Napa County has the highest percentage of population that didn't complete high school at 17.2%, Marin the lowest at 7.5% - all still below the state average of 18.5%. Within the Alliance's area, approximately 53,824 individuals speak English less than "very well." The service area overall has far lower percentages of limited English speakers than the state figure of 43.7%. Napa County has the highest percentage of limited English speakers at 16.3%. For those who speak a language other than English at home, Spanish is the most commonly spoken language in every county, although groups of Asian language speakers also exist, particularly in Marin County. For further detail and to see this information in table format, please refer to the North Bay RPU plan.

Within this demographic context, the Alliance will continue to work with core partners to expand access to employment, training, education, and supportive services for eligible job seekers, particularly individuals with barriers to employment and target populations outlined previously. As described in the AJCC Services section, the assessment process includes the identification of barriers to success, and the individual planning process includes strategies to remediate those barriers. The co-location of core and other partners with AJCCs across the region assists with smooth cross referral and co-enrollment of customers, to ensure access to a comprehensive set of supports and programs to aid in their success. Furthermore, as part of the NCCPA and NBBSA initiatives, Alliance, partner, and AJCC staff will continue to take part in capacity building activities, to ensure that they have sufficient knowledge and skills to assist job seekers in accessing local and regional sector-based career pathways. These capacity building efforts, in addition to client outreach and education activities via the AJCCs, will improve client access to activities leading to industry-recognized and valued credentials, certificates, or degrees. Furthermore, as described earlier, the Alliance is participating in the NCCPA and NBBSA initiatives in order to facilitate the development of career pathways. This information will be disseminated widely to AJCC and partner staff, to ensure the appropriate co-enrollment of clients in programs that will assist them in achieving success.

A few initiatives within the area warrant specific mentioning. In Marin County, the Marin Employment Connection (AJCC) has a long standing, close working relationship with the Probation Department. The Probation Department funds multiple positions that are overseen by the Marin Employment Connection, including a case manager for AB109 probationers, a case manager to work with youth involved or at risk of involvement with the juvenile justice system, and a social worker within the County Jail. Probation also funds youth stipends for internships. This close collaboration has allowed people in reentry to access workforce services in a coordinated manner – for example, probation officers are aware of and support their supervisees' job search and employment related activities.

In Mendocino County, the WIOA Youth Provider, Redwood Community Services, has developed close working relationships with county foster care programs to ensure current and

former foster care youth have access to services which meet their needs, including skills attainment, work experience, and assistance with attaining employment. Redwood Community Services also works with foster youth and foster families in the community allowing foster youth an opportunity to easily enroll in WIOA services as they transition out of the foster care system. Foster youth are a population that experiences multiple barriers to employment including lack of child care or transportation, limited work skills, and at times, involvement with the justice system. By working closely with the foster care system, the workforce system can more seamlessly deliver services, helping to eliminate potential barriers and improving the likelihood of positive outcomes.

The Alliance intends to identify best practices in serving individuals with barriers to employment across its member counties as well as the North Bay region, and share and promote those practices as possible.

### **Business Engagement and Business Services**

The Alliance is committed to serving local businesses as a primary customer and driver of the local workforce development system. As the engine for local economic development, the success of businesses is critical to the area's economic vitality and employment opportunities. Over the past several years, staff have worked together to develop a business services plan, to enhance partnerships with partner organizations and provide local businesses with a single point of contact through which they can receive a full array of business services via the Business Advancement & Retention Team. While still evolving and adapting to the new Alliance structure, it reflects the philosophical approach of the Alliance to business engagement and business services. The following are vision, mission, values, and goals statements.

Business Vision: The Alliance RWDB is committed to developing a skilled workforce to stimulate economic growth throughout the Alliance's local workforce area. It is further committed to providing a full range of business services through a streamlined, business-focused, accountable and collaborative system.

Business Mission: The Business Services Team is a collaboration of workforce development partners committed to serving business customers by providing solutions to business and workforce challenges. Driven by the needs of the business customer, the team coordinates to provide an array of comprehensive services in economic development, education, training and employment.

Values: To accomplish the goals and objectives, the Alliance's AJCC system must strive to achieve business customer satisfaction by providing training, education and workforce services through integrated service delivery. This objective will be accomplished using four values: innovation, teamwork, collaboration, and continuous improvement.

Goals: The goal for the business services plan is intentionally aligned with economic development - to partner with economic development to attract, retain and grow local businesses by connecting, developing, and growing skilled workers and providing other related business solutions.

**SPECIFIC GOALS**

<b>Economic Development Goals</b>	<b>Employment Goals</b>	<b>Education/Training Goals</b>
<ol style="list-style-type: none"> <li>1. Build infrastructure that will assure that businesses receive needed services when they need them – Business Assistance Program (BAP).</li> <li>2. Support targeted industries.</li> <li>3. Support entrepreneurial activities.</li> <li>4. Support job training</li> <li>5. Develop, connect and grow a skilled workforce.</li> <li>6. Assist small businesses with modernizing and expanding.</li> <li>7. Support education, schools and workplace lifelong learning</li> <li>8. Provide layoff aversion consultation and services to businesses to generate growth and vitality and prevent layoffs or closures.</li> </ol>	<ol style="list-style-type: none"> <li>1. Help businesses hire and retain a “skilled” workforce</li> <li>2. Help businesses understand and apply state/federal workplace regulations and laws (OSHA, hiring law, unemployment, EEO, etc.).</li> <li>3. Help businesses access financial incentives (e.g., subsidies, tax credits, subsidized daycare.</li> <li>4. Provide research and information (e.g., LMI)</li> <li>5. Provide amenities for businesses to use (e.g., office space, library).</li> <li>6. Provide outplacement information, research and support to businesses.</li> </ol>	<ol style="list-style-type: none"> <li>1. Help businesses educate and train their employees with subsidized (on the job training; customized training) and non-subsidized options (tuition reimbursement; fee-for-service).</li> <li>2. Develop formal education opportunities (K-12 and post-secondary) to prepare individuals with skills that are in demand by industry.</li> </ol>

As outlined in the above table, coordination with economic development, EDD, and other partners is integrated into the business services plan. Furthermore, in March 2016 the Napa/Lake WDB engaged a consulting firm to develop a business retention strategy for the area, which defines layoff aversion as part of a high performance rapid response program. Please see the appendix for “A Layoff Aversion and Business Retention Strategy: Seven Steps” outline and flow chart. These will be guiding documents for the Alliance’s continuing and future business engagement and business services efforts.

**D. REQUIRED INFORMATION PERTAINING TO AMERICA’S JOB CENTER OF CALIFORNIA<sup>SM</sup>**

The following sections address additional required components of the local plan.

**Continuous Improvement of Eligible Providers of Services**

All contractors stemming from the RFP for OSOs and CSPs will be required to collect, store, review, and report complete and accurate data on programs and services, including: operational, administrative and program performance; services; and participant demographics, progress, and outcomes. Because all contractors will be required to keep data in CalJOBS, this will allow easy sharing of case file information across the service area, as necessary. It will also help to ensure complete, accurate, and timely data entry and reporting in compliance with the Alliance's specific funding requirements.

In order to ensure the continuous improvement of service providers and that services meet the employment needs of local employers, workers, and jobseekers, the Alliance will require all service providers to meet performance goals outlined in their contracts. Alliance performance measures will incorporate WIOA performance measures. Furthermore, all contractors providing direct client services will be required to collect client feedback, so that direct client input can inform the continuous improvement of services and programs.

In addition to the monthly reports and quarterly narrative reports, the Alliance will continue to engage in monitoring activities that may include, but are not limited to, site visits to contractor and partner facilities, interviews or surveys of program participants, review of financial and organizational documents, and learning group meetings among contractors. The Alliance aims to support contractors in their efforts to continuously improve their practice, programs and services. Alliance staff will offer technical assistance and capacity-building activities in a variety of subjects related to quality assurance and program improvement. These will include operational requirements, program practices, and quality standards.

### **Facilitating Access to Services in Remote Areas through Technology and Other Means**

California Human Development (CHD) has a Mobile Outreach and Classroom Unit available to the Alliance for access to remote areas. The mobile unit is used to reach rural communities where there is not an American Job Center or Farmworker Service Center available. The 45 foot recreational vehicle is equipped to bring meeting space and host of AJCC employment services and support. The unit is self-contained with its own computer network and internet access through a satellite service. Additionally, the mobile unit can also be used in the case of a disaster, such as floods or fires to help bring emergency assistance to the community in need.

Mendocino County is geographically one of the largest counties in the state, with the majority of the county composed of rural undeveloped areas. The majority of Mendocino County's population lives in remote areas where access to services is limited. The Broadband Alliance of Mendocino County is an initiative which is helping to improved internet access in remote areas by collaborating with community partners and telecommunication providers to identify underserved areas. By improving internet access in remote areas, clients are afforded opportunities to access helpful resources such as online training programs, internet job search sites, CalJOBS, and public assistance websites. This also helps WIOA clients who lack transportation by providing digital access to some WIOA services.

The AJCC operator in Mendocino and Lake Counties also utilizes an Earth Walk portable computer lab. The lab is used for a variety of purposes including onsite Rapid Response presentation and workshops. For example, during the Lake County fire the lab was used at the Clearlake Office and the emergency shelter in Clearlake Oaks to give more displaced workers access to CalJOBS, assistance with filing for UI, and WIOA orientations. The lab has also been used when hosting job fairs at the American Legion to allow applicants access to CalJOBS resumes. The lab is of benefit to customers who have transportation challenges, especially in areas where there is limited public transportation.

### **Accessibility for Individuals with Disabilities**

Contracts with service providers and MOUs with AJCC partners require compliance with WIOA Section 188, if applicable, and applicable provisions of the *Americans with Disabilities Act of 1990*. Furthermore, as described previously, it will be the contractual obligation of the One Stop Operator in each county to ensure physical and programmatic accessibility for individuals with disabilities. Accessibility will be further quality checked through the state required self-assessment process and monitoring visits. The Alliance will ensure that all sites are in compliance with accessibility requirements and that equipment and resources continue to be available to ensure reasonable access to all career services for those with disabilities.

Partnering with the State Department of Rehabilitation will ensure a level of staff expertise to best address those with the most disabling conditions. In addition, partnering with other entities and additional funding sources will be continued and developed to ensure provision of appropriate services and effective referral for those with less severe disabilities.

### **MOUs and Description of Roles and Contributions of AJCC Partners**

As described previously, prior to the formation of the Alliance JPA, the Marin, Mendocino and Napa/Lake Workforce Boards entered into Phase I Memorandums of Understanding (MOU) with the WIOA mandated partners to define their respective roles and responsibilities. The attached MOUs outline that all parties agree to support the state plan's objectives of fostering demand-driven skills attainment; enabling upward mobility for all Californians; aligning, coordinating and integrating programs and services; and ensuring that individuals with barriers to employment and those in target populations are able to access the services they need in order to eventually achieve economic mobility. Furthermore, all parties agreed to participate in joint planning and plan development, and to make modifications as needed to ensure continuous partnerships building; responsiveness to state and federal requirements; responsiveness to local economic conditions, and adherence to common data collection and reporting needs. Please refer to pages 5-6 for detailed descriptions of the contributions of each partner to the Alliance workforce system.

## **Coordination of Services for Native Americans and Migrant Seasonal Farm Workers**

According to 2010 Census data, the Native American population in the Alliance service area totals 7,154 individuals, with the highest percentage of the population in Mendocino County at 3.7% (3,286) and the lowest percentage in Marin County at 0.3% (761).

California Indian Manpower Consortium (CIMC) is co-located at the Mendocino County AJCC and provides job training, employment opportunities and supportive services to low-income, unemployed, underemployed Native Americans in need of retraining. In Lake County, the Scotts Valley Tribe is a One Stop Partner and is responsible for providing Tribal TANF services to Native Americans in the area. Among the services that they have committed to providing as a partner in the One Stop are:

- Outreach, intake & orientation to employment services
- Initial assessment, labor market information and labor exchange
- Referrals to partner services
- Workshops, on-the-job training and funds for training.
- Support services

Staff at the various AJCCs are well versed in the wide array of community organizations and resources available, and will work with Native American clients to ensure they access the services and resources that they need.

With regards to serving migrant seasonal farm workers, California Human Development (CHD) offers employment and living assistance services to low-income farmworkers, farmworker family members, and others in Napa, Lake and Mendocino Counties. CHD creates paths and opportunities for migrant/seasonal farm workers seeking greater self-sufficiency, independence and dignity through education, training, criminal justice alternatives, housing and other services. Working together with County Social Services, WIOA, EDD, DOR and other onsite partners, CHD provides outreach, intake and orientation to employment services available at or through the One Stops.

## **On Ramping Clients to Regional Sector Pathways**

In order to on ramp clients to regional sector pathways, Alliance staff will continue to work closely with the other two workforce boards in the RPU, Sonoma and Solano Counties. Both counties share significant cross county commuter traffic with the Alliance service area. Any relevant sector pathway or training information will also be shared within the Alliance's system of service providers and partners, so that they can promote relevant activities to their clients. ITA's for job seekers will be portable to training opportunities throughout the region. As mentioned previously, The Alliance and its regional partners in the RPU meet monthly, and have successfully collaborated for over 17 years on a wide range of initiatives, including most recently NCCPA and NBBSA. The Alliance is committed to working regionally to support economic development and ensuring job seekers can access regional sector pathways.

## **E. REQUIRED INFORMATION PERTAINING TO SPECIFIC PROGRAMS, POPULATIONS, AND PARTNERS**

Much of this information is detailed earlier in the plan. For each component, a summary and/or a reference to earlier page numbers is provided below.

- Promotion of entrepreneurial skills training and microenterprise services.

As described in the Business Services section, the Alliance developed a Business Services plan with partner organizations, which fully integrates the objectives of economic development partners, including the promotion of entrepreneurial skills training. Please see pages 10-11 and the appendix for further detail.

- A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area.

The following is an overview of the adult and dislocated worker career services available via the AJCCs in the region.

Orientations: Orientations provide information on the full array of services available through all AJCCs and the larger workforce system, including those provided by other agencies and organizations. Information and referrals are provided on how to access other workforce services available within the community.

Assessment: Assessment activities assist participants in determining their skill level, interests, aptitudes, and abilities as they begin to define/redefine career goals, and identify barriers to employment that are relevant to each individual participant. Any needed supportive services are also identified during the assessment process. Initial assessment will help determine the incoming participants' eligibility and appropriateness for workforce programs and supportive services.

Information: All AJCCs provide information on programs, services, and the local labor market. Information regarding supportive services, including childcare and transportation, are also available. Information on employment opportunities include employment statistics, labor market (local/state/national) information, training opportunities, eligible training providers, job vacancy listings, required job skills, and available services. Information on unemployment claims, eligibility for TANF employment activities, and financial aid assistance for training and education programs is also provided. Information may be available in a self-service resource room, through individualized referrals, case management, and/or in group workshops.

Case Management and Individual Employment Plans: All AJCCs provide individual planning and case management services to customers, integrating with and utilizing the workforce system partners as appropriate. These services are intended to ensure that the service mix for each customer is aligned with that individual's unique educational and career goals, and that services address the individual needs of each customer, including



any needed supports to overcoming barriers to success. A case manager works with a job seeker customer to develop an Individual Employment Plan (IEP) which include his or her employment goal, barriers to the goal, the mix of services to address those barriers, the mix of services and training to work toward the employment goal, and case notes on progress. This is one point at which staff can assist customers with accessing career pathways in priority sectors. The IEP also reflects any co-enrollment in partner programs or the use of joint funding to finance services. An IEP is a working document and can be modified to reflect changing needs or circumstances.

Supportive Services: As part of the assessment process, case managers identify what if any supportive services are necessary to help customers successfully participate in training or find and retain employment. Supportive services may be provided by the AJCC or through referral to partner agencies, including but not limited to CalWORKs and other safety net programs, the DOR, and community based organizations. Supportive services may include:

- Transportation
- Childcare
- Uniforms, work appropriate attire, boots, or tools
- Computers
- Texts or other materials needed for training
- Testing or licensure fees

Work Readiness: Work readiness training is offered in Marin County via the “Workin’ It Out” curriculum, and Mendocino offers the “Bring Your A-Game to Work” Job Readiness Workshop. Work readiness training helps job seeker customers prepare for success in vocational programs and employment by helping them to understand and acquire learning and communication skills, employers’ expectations, appropriate work attire, life skills, and job search skills.

Job Search Assistance: Each AJCC provides a variety of job search services, including (not limited to) the following:

- Workshops and assistance regarding job search strategies, applications, resume development, and interviewing techniques
- Individual and small group counseling and coaching
- Computer access and assistance to support the job search
- Employment leads and access to employer relationships
- On site recruitments/job interviews
- Information on priority sectors and career pathways

Follow Up/Retention Services: Each AJCC provides up to 12 months of follow up services to enrolled customers, to ensure that they are still successfully employed, or if they are not, to assist them with quickly finding new employment. Follow up services can identify if customers are in need of further support to ensure their employment success, and refer them to those resources as appropriate.

Training Services: WIOA funds may be used for Individual Training Accounts (ITAs) to provide individuals with necessary skills and credentials to enter and retain employment. Training services may include:

- Occupational skills training, including training in non-traditional jobs.
- Portable and stackable credentials.
- Programs that combine workplace training with related instruction.
- Skills upgrading and retraining.
- Entrepreneurial training.
- Adult education and literacy activities in combination with services described above.

In addition to accessing training through ITA's, individuals may receive training through partnerships with employers, including customized training and "earn and learn" models such as on the job training. See Section I for more information about workplace training.

- A description of how the local board will coordinate rapid response activities

In the event of a layoff, outplacement services are provided through Rapid Response to help affected workers quickly connect with resources and information on topics including Unemployment Insurance, COBRA, job counseling, training opportunities, and rapid reemployment. The Alliance's Business Services staff participate in employer events, industry association meetings, community-based events, job fairs, employer-based spotlights and open house employer focused activities to promote Rapid Response and other Business Services.

The Alliance will continue to partner with the EDD to meet with companies projecting or planning layoffs to ensure they are aware of Rapid Response, Business Services, WIOA services, and the Trade Adjustment Assistance program application process. The Alliance is also an active member of the Bay Area Rapid Response Roundtable, a group of Rapid Response coordinators, planners, and practitioners who work locally and regionally on behalf of the many Workforce Development Boards, to deliver timely rapid response services to employers, and dislocated workers. The Roundtable meets quarterly to share best practices and establish a network of professionals that facilitate service delivery across county boundaries.

Please see page 10-11 (business services) for a description of coordination with regards to Rapid Response activities, as well as the appendix for "A Layoff Aversion and Business Retention Strategy: Seven Steps" outline and flow chart.

- A description and assessment of the type and availability of youth workforce activities in the Local Area including activities for youth who are individuals with disabilities. Include successful evidence-based models of such activities.

The system of youth workforce activities available in the Alliance's service area are provided in conjunction with education partners, community based organizations, and Juvenile Probation. The Alliance funds a number of youth service providers, who

provide either directly or through referral the 14 program elements required of youth programs under WIOA. Those elements are:

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies.
2. Alternative secondary school services.
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience which may include: summer employment, pre-apprenticeship programs, internships, job shadowing, on the job training.
4. Occupational skills training, which includes priority consideration for training programs that lead to industry recognized post-secondary credentials.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation and occupational cluster.
6. Leadership development opportunities, community services and peer-centered activities.
7. Supportive services.
8. Adult mentoring for a 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, which may include drug and alcohol abuse counseling.
11. Financial literacy education.
12. Entrepreneurial skills training.
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area.
14. Activities that help youth prepare for and transition to post-secondary education and training.

In the spring of 2017 the Alliance intends to issue an RFP for youth service providers. The RFP will assist the Alliance in ensuring that the youth workforce system is focused on out of school youth, as required under WIOA. Furthermore, preference will be given to proposals that utilize best practices in serving youth, including youth with disabilities. The California Workforce Investment Board funded a UC Davis evaluation of the state's youth workforce development system, which found that the most successful programs commonly utilize strategies which include a holistic approach that combines employment preparation with personal support; learning experiences that combine work with the chance to build self-confidence and to learn what it takes to be a good employee; and caring adult supervision (9/2006). Preference will be given to proposals which utilize such strategies.

The following is a description of current youth workforce activities, which include the above best practice strategies.

VOICES Youth System - To serve transitional aged youth in Napa County emancipating from systems of care, VOICES provides internal programs and co-located services with a team of partner agencies - combining services to meet a wide variety of challenges facing youth. The Explorations College & Career Center at VOICES supports youth in developing personal plans for success in the areas of education, employment and career development. Youth have access to the drop-in center for a variety of resources and individualized coaching. Explorations partners with employers all over the Napa Valley to provide internships and employment opportunities for eligible youth.

Mendo-Lake YouthWorks – is a Youth Leadership and Career Engagement Program co-funded by the County of Lake, PG&E, Wells Fargo, and Bank of America. The program extends the capacity of WIOA funds and provides youth ages 16-24 with workforce development opportunities, leadership development, access to education, mentoring and community engagement activities.

Youth Ecology Corps: Based on the highly successful Sonoma Youth Ecology Corps (and yet another example of regional collaboration across the RPU), the Marin and Napa Youth Ecology Corps provide at risk youth with paid summer employment in conservation related work, in addition to job readiness training and career exploration. Funding for the program has come from the employers benefitting from the work, (including the state park system), CalWORKs, and Juvenile Probation. Youth are co-enrolled in WIOA as appropriate. The program has been very successful, meeting all project goals, and has proven popular with the employers benefitting from the work, who have hired from the cohorts of Ecology Corps members. Participants have given the feedback that the program increased their skills and confidence, not only in technical occupational skills but also the ability to work hard and have a positive impact on their community.

Youth Working For Change: As mentioned previously, in Marin County the AJCC collaborates with Juvenile Probation to operate a workforce program called Youth Working for Change. The program targets youth involved in, or in danger of becoming involved with, the juvenile justice system. Many of these young people have learning, emotional or mental health disabilities. Funded by Probation and managed by the AJCC, the program provides participants with adult mentoring, work readiness training, job shadowing, paid internships, and job placement. By having an employment counselor embedded within Juvenile Services at the Probation Department, the program is able to ensure coordination with probation officers and ensure a holistic approach to working with the youth. Since its inception in 2012 the program has consistently exceeded its goals for numbers served, internships, and unsubsidized employment.

Marin County Career Explorers Program: In a related effort, and drawing from Youth Working for Change participants, the AJCC piloted the Marin Career Explorers Program in summer 2016. In Marin County, the public sector is a priority sector of interest, given the large number of jobs the public sector represents in Marin as well as an expected large number of upcoming retirements. Working with numerous departments across the county, including Human Resources, IST, Parks, and the Public Library, at risk youth

were given paid summer internships and the opportunity to learn about possible careers in the public sector. The participants received substantial work readiness training at the AJCC before their internships, and ultimately far exceeded the expectations of their host departments. The County of Marin is exploring ways to expand this program for summer 2017.

Redwood Community Services (RCS): The Mendocino County AJCC collaborates with RCS's Arbor Youth Resource Center to serve at risk transitional aged youth. The center, which provides drop-in services to at risk youth, provides career planning, employment resources, life skills training, mentoring, financial literacy, peer support counseling, teen peer court, substance abuse support, relationship workshops, anger management training, a clothing closet, GED preparation & practice, graffiti clean-up, motivational movies and positive parenting classes. The Arbor provides centralized resources specific to transitional aged foster care youth including providing a drop-in learning environment, as well as other services that empower and support youth to become independent and successful adults. RCS also provides application assistance for Medi-Cal, CalFRESH, housing, health, and dental programs. Youth being served at the Arbor are co-enrolled in the WIOA program as appropriate.

Future plans for the Alliance include regionally based annual workforce development conferences for staff and partners. Tracks will include youth services and best practices, in addition to rapid response and adult services. The goal is simple: to nurture and expand the innovative service strategies occurring within the region – throughout the region.

- How the local board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

The Alliance understands that education partners are critical to the success of any workforce development system. As such, there are multiple points at which coordination is occurring, both at the Alliance regional as well as local county levels.

At the regional level, as described previously and in the NBEC RPU plan, the Alliance is coordinating with education partners on the NCCPA and NBBSA initiatives. The governance committee of NCCPA includes all the WDB directors, community college deans, and County Office of Education representatives throughout the NBEC region. This group provides a regular opportunity to coordinate strategies with regards to building and enhancing career pathways for targeted sectors in the North Bay. The membership of the Alliance RWDB provides another vehicle to ensure coordinated service delivery at a broad policy level.

At the local county level, AJCC partners meet regularly to discuss ways to enhance services and avoid duplication of efforts. Coordination also occurs via the geographically based standing committees in each member county, which bring together workforce services providers working with youth and young adults. These groups have been

instrumental in ensuring smooth coordination of services across programs and activities that include secondary and postsecondary education partners.

- 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.

As described previously, the assessment process includes the identification of any barriers to employment and the individual employment planning process includes plans to remediate those barriers, including any needed supportive services. Supportive services can be provided directly via the AJCC or through referrals to partners within the system. Please see pages 15 for a further description of supportive services.

- 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 AJCC delivery system.

As mentioned on pages 7-8, it will be the role of the One Stop Operator to ensure coordination and service integration across all the AJCC partners, as outlined in the MOUs. As stated on page 5, EDD is co-located with AJCCs, allowing for greater collaboration and coordination of services. As outlined in the MOU EDD and one stop staff will collaborate on services and cross train staff, to ensure maximum coordination, improved service delivery, and to avoid duplication of services. Furthermore, the EDD regional manager attends the monthly NBEC directors' meetings, ensuring that service delivery is coordinated on a regional as well as a local level.

- Coordination with adult education and literacy; how the local board will review local applications under Title II to ensure alignment with the local plan.

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

WIOA regional and local plans are expected to be approved by May 1, 2017. Following this approval, the Alliance will need to review AEBG's application to insure workforce goals are aligned. This review will occur by June 2017. The expectation is that the AEBG plan and the Alliance local plan will both strive to provide the most relevant and necessary workforce training, in line with the sectors and targeted occupations of the Alliance and North Bay region.

- Services for individuals with Limited English Proficiency

English language development courses are available throughout the service area, via community colleges, adult schools, and community based organizations. Of particular note, Mendocino College was recently designated a Hispanic Serving Institution. Additionally, Mendocino College received a High School Equivalency Program (HEP) grant which specifically provides migrant workers with curriculum and support in preparing for and taking a High School Equivalency test.

Despite pockets of excellence, several challenges are common across the Alliance service area. Due to decreased funding, all counties in the area report an inadequate number of classes are available to meet existing need. Another challenge is that given the vast geographical spread of the service area as well as individual counties, more classes are needed in remote areas to adequately fill the need for English language instruction. All adult schools in the area are grappling with how to offer classes in ways that are supportive of individuals with jobs and families.

The Alliance recognizes the importance of English language acquisition for individuals to be able to successfully participate in community, citizenship, and jobs. As such, the Alliance will look for ways to support the following list of recommendations from regional adult education consortiums:

- Support the expansion of the number and geographic locations of ESL classes throughout the region, particularly GED preparation for non-native English speakers.
- Expand child care and transportation support for participants (supportive services).
- Provide staff development to train AJCC staff on the system of educational resources for English Learners as well as the transition to community college level work.
- Create and implement contextualized ESL/CTE programs that have industry certification options.
- Provide bilingual outreach services to better inform public of adult ESL education and training programs in the region.

## **F. RELEVANT INFORMATION PERTAINING TO GRANTS AND GRANT ADMINISTRATION**

The Alliance is responsible for the disbursement of all WIOA funds under this plan. The Alliance will procure WIOA service providers from eligible parties utilizing a competitive Request for Proposal (RFP) process. Each solicitation document issued by the Alliance clearly describes the services being procured; required criteria that bidders must meet; expected outcomes per program or service category as appropriate; anticipated investment levels for each program or service category; proposal submission requirements; a summary of the review criteria; conditions under which bidders may protest the funding decisions and the process they must follow to protest a funding determination.

All RFPs are advertised extensively through local news outlets, through direct outreach, and through the Alliance's website to ensure that the maximum numbers of potential applicants are reached. For large RFP solicitations, it is the department's practice to hold a public technical assistance session. The Alliance subsequently posts questions, answers, and additional guidance to give bidders a chance to incorporate the guidance into their proposals.

Standard scoring rubrics are created for each solicitation and provided to all proposal readers with extensive directions to ensure that the review process is fair and equitable. Reviewers are asked to disclose all conflicts of interest and proposals are assigned accordingly to avoid

all potential conflicts. Proposals are evaluated according to the criteria set forth for the RFP and funding recommendations are presented to the Alliance Regional Workforce Development Board and Governing Board for discussion and confirmation where required.

## G. PERFORMANCE GOALS

In order to ensure the continuous improvement of service providers and that services meet the employment needs of local employers, workers, and jobseekers, the Alliance requires all contractors to meet performance goals outlined in their contracts. Alliance performance measures are consistent with and incorporate WIOA measures. Please see the below table for the 2016-17 and 2017-18 WIOA performance goals, as negotiated with the state.

<b>PY 2016-17 Final Performance Goals</b>				
	<b>Adults</b>	<b>DW</b>	<b>Youth</b>	
<b>Employment Rate 2nd Quarter After Exit</b>	61%	63%	62.4%	<b>Employment or Placement Rate 2nd Quarter After Exit</b>
<b>Employment Rate 4th Quarter After Exit</b>	55%	58%	56%	<b>Employment or Placement Rate 4th Quarter After Exit</b>
<b>Median Earnings 2nd Quarter After Exit</b>	\$4300	\$6500	BASELINE	<b>Median Earnings</b>
<b>Credential Attainment within 4 Quarters After Exit</b>	52.9%	52.9%	40%	<b>Credential Attainment within 4 Quarters After Exit</b>

<b>PY 2017-18 Final Performance Goals</b>				
	<b>Adults</b>	<b>DW</b>	<b>Youth</b>	
<b>Employment Rate 2nd Quarter After Exit</b>	61%	63%	62.4%	<b>Employment or Placement Rate 2nd Quarter After Exit</b>
<b>Employment Rate 4th Quarter After Exit</b>	55%	58%	56%	<b>Employment or Placement Rate 4th Quarter After Exit</b>
<b>Median Earnings 2nd Quarter After Exit</b>	\$4300	\$6600	BASELINE	<b>Median Earnings</b>
<b>Credential Attainment within 4 Quarters After Exit</b>	52.9%	52.9%	42%	<b>Credential Attainment within 4 Quarters After Exit</b>



## **H. RELEVANT INFORMATION PERTAINING TO HIGH PERFORMING BOARD EFFORTS (DESCRIPTION OF PRIORITY OF SERVICE; AND MOU PHASE I AND PHASE II)**

Within each service provider's contract, the Alliance includes a requirement that services provided must prioritize the target populations identified by the RWDB and as required by the funding source. Compliance with the priority of service is tracked through regular reporting requirements and monitoring visits.

As mentioned previously, Phase I of the WIOA required MOUs with core partners was completed by each separate Alliance county. Phase II will be completed by the Alliance. A progress report timeline was submitted as required by January 26, 2017. The Alliance is on track for the timely completion of Phase II.

## **I. TRAINING ACTIVITIES AND WORKPLACE LEARNING**

WIOA funds may be used for Individual Training Accounts (ITAs) to provide individuals with skills to enter the workplace and retain employment. In addition, individuals may receive vocational training through their worksites, when the Alliance partners with employers. Training services may include:

- Occupational skills training, including training in non-traditional jobs.
- Portable and stackable credentials.
- "Earn and Learn" models such as On-the-Job training.
- Programs that combine workplace training with related instruction.
- Training programs operated by the private sector.
- Skills upgrading and retraining.
- Entrepreneurial training.
- Adult education and literacy activities in combination with services described above.
- Customized training.

Job-seekers, in consultation with an AJCC case manager, must select training services that are listed on the California Eligible Training Provider List (ETPL) and are related to career goals as determined through an assessment. This ensures informed customer choice.

During the contracting and budgeting process with service providers, Alliance staff will ensure that a minimum of 30% of funding is restricted for workforce training in accordance with UIC 14211.

## **J. PUBLIC TRANSPARENCY, ACCESSIBILITY, AND INCLUSIVITY INFORMATION**

The local plan was agendaized and discussed at the October 2016 and January 2017 Alliance Regional Workforce Development Board (RWDB) meetings. The RWDB as well as the interested parties list reaches a wide range of partners and stakeholders, including those representing job seekers with disabilities, EDD, DOR, education, economic development,

and business leaders. RWDB meetings are publicly posted, open to the public and held at accessible locations.

Furthermore, as described on page 4, the Alliance took part in a rigorous stakeholder input process across the region in Nov-Dec 2016. Invitees and participants included businesses, education partners, economic development, organizations serving historically disadvantaged communities, EDD and DOR, and elected officials. Please see the appendix of the NBEC RPU plan for a complete list of organizations invited to provide input.

The local plan was posted for a 30 day comment period January 30, 2017 and ending February 26, 2017.

**K. RELEVANT INFORMATION PERTAINING TO COMMON INTAKE AND CASE MANAGEMENT EFFORTS**

As mentioned previously, all WIOA-funded service providers will be required to enter data into CalJOBS, which will allow for easy sharing of case file information across OEWD partners, as necessary. It also helps to ensure complete, accurate, and timely data entry and reporting in compliance with the Alliance’s specific funding requirements. If partners are set up in the system, it allows for tracking of co-enrolled individuals across programs.

**L. OTHER MISCELLANEOUS INFORMATION REQUIREMENTS, INCLUDING THE STATE PLAN REQUIREMENT THAT LOCAL BOARDS 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 are among those included in the stakeholder input process described on page 34. In addition to the public comment period, the Local Plan will be available on the Alliance website.

Requirements M-R are available as part of the appendix to this plan.

M. Local Board Assurances

N. List of Comprehensive AJCC and AJCC Partners in the Local Area

O. AJCC MOU Local Area Grant Recipient Listing

P. Copy of Local Board Bylaws

Q. Program Administration Designee and Plan Signatures

R. Public comments received that disagree with the regional and local plan

## APPENDIX

# Employer Advancement & Retention Network (EARN) A Layoff Aversion and Business Retention Strategy: 7 Steps

### Step 1: Identification of Potential Client

- a. Potential at-risk businesses identified by Early Warning System (combination of Analytical Tools, In-Network Referrals, and Self-Identification)
- b. Network Coordinator creates record, contacts business, sends out EARN materials, and schedules meeting with business owner/manager
- c. Network Coordinator meets with business and, with their permission, collects Intake Information on their needs and eligibility qualifications; Business agrees to become an EARN Client or is referred to the appropriate resource or service provider

### Step 2: Client Intake & Activation

- a. Network Coordinator creates client file and inputs Intake Information into system, including eligibility metrics, need for assistance, type of business, and contact information
- b. Network members informed about new client
- c. Network Coordinator confirms client eligibility with Network members

### Step 3: Network Engaged

- a. Ad-hoc Business Solutions “Advisory Team” formed
- b. Account Manager from the Advisory Team assigned to work with client throughout the process
- c. Advisory Team evaluates business needs and makes preliminary business services recommendations

### Step 4: Business Needs Assessment

- a. Needs Assessment conducted by SBDC (or other entity, if more appropriate) and assessment report prepared with preliminary recommendations
- b. Assessment Report reviewed by Advisory Team and any other appropriate Network Members for comments and input relative to potential solutions that can be offered to the Client
- c. Advisory Team develops draft layoff aversion strategy; preliminary business services/solutions revised or confirmed with Network oversight

### Step 5: Final Recommendations Made

- a. Advisory Team expanded as needed; Finalizes layoff aversion strategy and prepares Action Plan with the final recommendations
- b. Account Manager prepares customized, comprehensive solution (Action Plan with final recommendations) that is tailored to the client’s specific challenges and needs
- c. Account Manager presents Action Plan to client; Client agrees to move forward with implementation of the Action Plan

### Step 6: Implement Action Plan

- a. Client is connected with appropriate business service providers; Account Manager remains as the Client’s liaison to the EARN Network and Advisory Team
- b. Client receives business services as recommended in the Action Plan
- c. Account Manager follows-up to ensure that appropriate services are provided per the Action Plan; Layoff(s) averted or re-employment services provided

### Step 7: Reporting & Follow-up

- a. Network Coordinator documents outcomes with sign-off from client
- b. Network Coordinator evaluates process, services provided, layoff aversion strategy and outcome; assesses results as to what was successful and identifies any issues based on performance metrics
- c. Network Coordinator prepares and files LOA Form 122 (or RR Form 121) along with the signed employer documentation with the State

# APPENDIX

## Employer Advancement & Retention Network (EARN)

### Layoff Aversion and Business Retention Strategy Process Framework

