

Yolo County Workforce Innovation Board



Local Plan

2017-2020

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Acronyms and Abbreviations

AARP	American Association of Retired Persons
AEFLA	Adult Education and Family Literacy Act
AJCC	America's Job Center of California SM
BOS	Board of Supervisors
CaWORKs	California Work Opportunity and Responsibility to Kids
CDSS	California Department of Social Services
CEO	Chief Elected Official
CHD	California Human Development
CIMC	California Indian Manpower Consortium, Inc.
CTE	Career and Technical Education
CWA	California Workforce Association
CWDB	California Workforce Development Board
DOL	Department of Labor
DOR	Department of Rehabilitation
EDD	Employment Development Department
ETP	Employment Training Panel
ETPL	Employment Training Provider List
GSWDB	Golden Sierra Workforce Development Board
HHSA	Yolo County Health and Human Services Agency
HPB	High Performing Board
ITA	Individual Training Account
IWDs	Individuals with Disabilities
IWT	Incumbent Worker Training
LEP	Limited English Proficient
LMID	Labor Market Information Division
LWDA	Local Workforce Development Area
LWDB	Local Workforce Development Board
MOU	Memorandum of Understanding
NCCC	North Central Counties Consortium
OJT	On The Job Training
PY	Program year
RCA	Refugee Cash Assistance
RPU	Regional Planning Unit
SETA	Sacramento Employment and Training Agency
TAA	Trade Adjustment Assistance
TANF	Temporary Assistance for Needy Families
TEGL	Training and Employment Guidance Letter
UI	Unemployment Insurance
WEX	Work Experience
WIA	Workforce Investment Act of 1998
WIB	Yolo County Workforce Innovation Board
WIOA	Workforce Innovation and Opportunity Act
WSD	Workforce Services Directive
WSDD	Workforce Services Draft Directive
WSIN	Workforce Services Information Notice

Introduction

In July of 2014 Congress passed the Workforce Innovation and Opportunity Act also known as WIOA. WIOA Section 108 and California UI Code Sections 14221-22 require the LWDA to submit a comprehensive local plan and regional plan to the CWDB every four years. This document represents the Strategic Local Plan for the Yolo County Workforce Development Area. This plan builds on previous work and is jointly submitted by the Yolo County BOS, WIB, and HHSa which serves as the administrative entity for the WIB. The Yolo County Local Plan outlines strategies that assist individuals (adult, dislocated worker, and youth) with barriers, gain access to employment opportunities, including career pathways, within critical industry sectors identified within the Capital RPU. The ultimate goal of these strategies are to support economic prosperity and income mobility. This will be completed through aligning the local plan objectives in support of sector strategies that enhance WIOA outcomes and the CWDB goals which include producing a million “middle skill” industry valued and recognized postsecondary credentials while doubling the number of apprenticeships statewide between the years of 2017 and 2027.

Areas of focus include:

- Development of the WIOA partner network
- Development of Sector Partnerships
- Development of Career Pathway Programs
- Service Alignment/Resource Braiding
- Increase of Employer Work-Based Training opportunities
- Continuous System Performance Review

Executive Summary

Plan Objectives

Consistent with the WIOA and the State Plan, the WIB has developed its Local Plan based on the State Plan policy objectives:

- Fostering “demand-driven skills attainment”. Workforce and education programs need to align program content with the local industry sector needs so as to provide Yolo County employers and businesses with the skilled workforce necessary to compete in the regional economy.
- Enabling upward mobility for all local residents, including populations with barriers to employment. Workforce and education programs need to be accessible for all local residents and ensure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both long-term economic self-sufficiency and economic security.
- Aligning, coordinating, and integrating programs and services to economize limited resources to achieve scale and impact, while also providing the right services to participants, based on their individualized needs, including any needs for skills-development.

These objectives influence local policy, administration, and service delivery as outlined below:

Industry Engagement

This Local Plan adopts a dual-customer focus and is intended to provide direction for a system that serves both employers and job seekers. The Local Plan provides the framework for aligning education, training, and employment services with local and regional labor market needs based on industry sector engagement. By aligning employment and training programs to meet the skill demands of employers in key industries driving local and regional economy. The intent is to create career ladder opportunities for new hires and incumbent workers based on coordinated efforts identified through strong employer engagement, industry recognized training, supportive services, and basic skills remediation where necessary.

Serving Individuals with Barriers to Employment

WIOA and state law mandate that services be provided to individuals with barriers to employment. Additionally, Yolo County places a high priority on serving vulnerable populations with barriers to employment. The WIB emphasis will be to serve both employers and job seekers, including those with barriers to employment by aligning training, education, and employment services with key industries driving the local and regional economy. Local service strategies will include the provision of remedial education services, which may include services designed to improve literacy and numeracy, English language literacy, as well as reengagement services for high school dropouts. Barriers to employment will be addressed to assist individual participation in training and education programs that are aligned with employer needs.

Job Placement in Quality Jobs

The intent of the WIB is to coordinate the development of a local workforce system that provides access to basic and individualized career services which may include industry recognized training to job-seekers with the goal to obtain and retain unsubsidized employment leading to self-sufficiency. In addition, job placement strategies should consider “placement in a job providing economic security or job placement in an entry-level job that has a well-articulated career pathway or career ladder to a job providing economic security. As such, the local plan partners and providers are encouraged to make it a priority to work with employers who offer jobs with good wages and benefits, support for ongoing skill training and employee advancement, and good working conditions. This will be accomplished by aligning and coordinating the employment and training resources linked to job opportunities that are connected to key industries driving the local and regional economy.

Customer-Centered Services

The WIB recognizes that services provided by Local Plan partners and providers will vary on the basis of customer need. For some, these services will necessarily involve enrollment in remedial basic skills programming prior to, or concurrently with, enrollment in career technical education or job training. For other individuals, participation in job readiness training may be necessary prior to labor market entry. It is important to recognize that individuals with significant barriers to employment may need multiple interventions and access to a menu of services provided over an extended period of time before they will be able to find and enter a good job. However, for other individuals served by the workforce system, especially dislocated workers with an in-demand skillset, finding a good job may require only access to information about which employers are hiring in their local area or region.

Preface

The LWDB known as the WIB are proud to present Yolo County's Local Plan which is aligned with the County Strategic Plan and [California's Strategic Workforce Development Plan: Skill Attainment for Upward Mobility; Aligned Services for Shared Prosperity](#). Additionally, this plan will be combined with those of GSWDB, NCCC, and SETA to form the Capital Region Plan.

- Under the California's Strategic Workforce Development Plan, the primary purpose of the local workforce plans and partnerships is to facilitate access to workforce services at the local level. While regional plans and partnerships are specifically focused on constructing a regional training and education framework that aligns with regional labor markets, individuals will access and experience this regional workforce framework primarily through local service delivery efforts, principally those of WIOA partners operating in the AJCC, formally known as a One-Stop Career Centers, but potentially through other partners of the workforce system as well. In this regard, it is typically at the local level where services will be integrated, resources braided, and supportive services provided to individuals being served by the partners.
 - The Local Plan outlines a comprehensive four-year strategy for the investment of federal workforce training and employment services dollars in a manner that ensures a baseline level of WIOA core program alignment for six programs. These programs include Title I Adult, Dislocated Worker, and Youth programs, Title II Adult Basic Education and Basic Skills programs, Title III Wagner-Peyser Employment Services programs, and Title IV Vocational Rehabilitation services.
 - The Local Plan also provides the framework for aligning other relevant state and federally funded workforce, education, and human services programs. The plan initiates the expansion of partnership beyond core programs to other relevant programs such as TANF known as CalWORKS, Carl Perkins K-14 CTE programs, as well as state general-funded Adult Basic Education Block Grant programs administered by regional consortia under state statutes, and as appropriate, state funded CTE programs delivered through both the K-12 educational system and California's community colleges. The goals of this plan, outlined below, are intended to be met collectively by plan partners.

Yolo County Profile

Yolo County was one of the original 27 counties created when California became a state in 1850. Yolo county's towns first developed along the Sacramento River with its first town and first county seat, Fremont, being founded in 1849 along the confluence of the Sacramento and Feather Rivers. Knight's Landing, Washington, Cacheville, later called Yolo, Clarksburg, Winters, Esparto, Capay, Guinda, and Davisville (Davis) also were built near waterways. Davisville had the added advantage of being on the path of the newly constructed railroad. Woodland, which became the county seat in 1862, began in a wooded area of valley oaks and was also served by a nearby railroad. In 1906, to emphasize agriculture's role in Yolo County, the University of California, chose a 780-acre farm belonging to Jerome Davis, for establishment of a university farm to serve as parts of the College of Agriculture. The Davis farm has since become a separate

campus and has received world-wide fame for its research and education work. In 1987 West Sacramento became Yolo County's fourth incorporated City.

2016-17 Budget: \$372, 922,234 (general purpose revenue \$69,681,000)

Largest employer: University of California, Davis

Employees: 1,418 (as of July 2016)

Largest Industry; Agriculture

Yolo County Population: 214, 555 residence (DOF) estimate as of January 2016)

Area: 1,021 square miles (653,549 acres)

City Populations: Davis 68,314; West Sacramento 53,082; Winters 7,214; Woodland 57, 536 (DOF estimate as of January 2016)

Source: Yolo County website www.yolocounty.org

Exhibit 1				
Unemployment Rate - December 2016				
Location	Labor Force	Employment	Unemployment	
			Number	Rate
Yolo County	105,100	99,000	6,100	5.8%
Davis	35,400	33,800	1,600	4.5%
West Sacramento	25,800	24,000	1,700	6.8%
Winters	3,800	3,600	200	5.2%
Woodland	29,600	27,800	1,800	6.2%

Source: EDD Labor Market Division

Exhibit 2		
Location	2015	
	Individuals Below Poverty Level*	English Learners in Public Schools
Yolo County	17.5%	21.6%
Davis	28.8%**	10.5%
West Sacramento	17.7%	21.1%
Winters	5.3%	33.7%
Woodland	14.0%	27.8%
	Source: 2011-2015 American Community Survey 5-year Estimates/U.S. Census Bureau, Community Facts	Source: www.kidsdata.org

*Per the U.S. Department of Health and Human Services the Yolo County Annual Poverty Guidelines are \$11,880 family of 1, \$16,020 family of 2, \$20,160 family of 3, \$24,300 family of 4, and \$28,440 family of 5.

**Census Bureau data reveals that towns with high proportions of college students relative to the total population have a statistically significant decline in the poverty rate when eliminating off-campus students. Note: College students who live in dorms are automatically eliminated from calculations of the poverty rate, but students living off-campus are not.

Yolo County Board of Supervisors

The BOS is the duly elected legislative body of the County of Yolo. The BOS sets and adopts policies and establishes programs for law and justice; health and mental health; social services; land use; transportation, water resources air quality and flood management; agriculture;

economic development; emergency services; intergovernmental relations; libraries and areas of general governance. Based on these policies, the BOS fixes salaries, appropriates funds, and adopts annual funds for all departments. The five members of the BOS are elected by district, are non-partisan, and serve four-year terms. Board Members also sit as the governing body for Yolo County Housing, In-Home Supportive Services, Public Authority, Yolo County Financing Corporation, eight county service areas and thirteen fire districts as well as participating in a number of regional governing bodies.

Source: Yolo County website www.yolocounty.org

Yolo County Strategic Plan

The goals and priority focus of the [2016-2019 Strategic Plan](#) are supported by the following guiding principles of Operational Excellence:

- ❖ Advance innovation
- ❖ Collaborate to maximize success
- ❖ Engage and empower our residents
- ❖ Strategically align our organization
- ❖ Provide accessible, fiscally sound, dynamic and responsive services

Yolo County Landscape

Yolo County is located in the rich agricultural regions of California's Central Valley and Sacramento River Delta. It is directly west, across the Sacramento River from the State Capital of Sacramento. The County has excellent transportation systems which include three interstate highways, major rail lines, a deep water port, a major metropolitan airport and smaller regional airports. The County is committed to balanced, sustainable, quality growth while providing economic opportunity and a high quality of life for citizens. Agricultural viability is at the top of the industry priority list, which also includes food processing, tourism, biotechnology, highway commercial development, and general manufacturing. The County's leading industry is agriculture which depends on warehousing and distribution, food processing, technology and biotechnology research and development as well as the University of California, Davis.

Source: Yolo County website www.yolocounty.org

Yolo County Local Plan

A. Vision, Goals, and Strategy Statement

A cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners. This statement must include 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 Title 20 CFR 677.155(a)(1). Vision, goals, and strategy must be linked to the analytical background information.

The WIB is a 23-member board that is charged with convening partners, providing policy, planning, and oversight for local and regional workforce development initiatives under WIOA which supersedes the WIA. The WIB is overseen by the BOS which serves as the CEO and includes representatives from business, workforce and labor, adult education literacy, vocational rehabilitation, higher education, Wagner-Peyser, and economic development. These members also represent the four incorporated Yolo County cities of Davis, West Sacramento, Winters, and Woodland as well as agriculture, which is one of the County’s leading industries. The Governor and the Secretary of the Labor & Workforce Development Agency certified the WIB as recommended by the CWDBs. This four-year workforce development plan reflects the vision, mission, goals, strategies, partnerships, and initiatives developed by the WIB, core partners, and stakeholders as well as aligns with the [BOS 2016-2019 Strategic Plan](#). Additionally, in an effort to maintain continuous improvement and assist with the orderly transition from WIA to WIOA, the WIB adopted operational guidance established under WIA which is reflected in the Local Plan.

Vision:

Yolo County is a place where existing and new businesses have their employment needs met by a trained and motivated workforce and where residents have the opportunity for a fulfilling and sustainable career.

Mission:

The WIB is a partnership of business, labor, education, non-profit, government, and community leaders working together to anticipate business needs and facilitate training, education and career path opportunities which fulfills both employer and job seeker needs.

Goals:

The strategic goals for the WIB are:

Job Seeker Services:

Ensure Yolo County jobseekers (adult, dislocated workers, and youth) are aware of the education, skills upgrade, and occupational skills services available locally via the WIB and WIOA partners through the AJCC.

Initiatives:

- Provide Yolo County adults access to local resources that can assist with training and/or employment related services some of which include:
 - Apprenticeship
 - Career pathways
 - Interview skills
 - Job referrals
 - Job searching
 - Pre-apprenticeship
 - Resume building
 - Short term training
 - Sector strategies that promote regional partnerships
 - Work-based learning

- Provide Yolo County youth access to local resources that can assist with education, training, and/or employment related services some of which include:
 - Expand the use of the Work Ready Certificate
 - Identify providers of youth activities
 - Organize industry tours for youth
 - Re-engage High School Dropouts
 - Sector strategies that promote regional partnerships

Business Services:

Ensure Yolo County employers are aware of the business services offered locally via the WIB through WIOA partners and the AJCC.

Initiative:

- Continuously market CalJOBSSM as the premier employer system that provides Yolo County businesses with access to AJCC resources some of which include:
 - Address the skill needs of critical industries
 - Develop relationships with employers
 - Job fairs
 - Job listing assistance
 - Job recruitment
 - Job referrals
 - Labor market information
 - Rapid Response/Aversion
 - Sector strategies that promote regional partnerships

Sector Analysis:

The WIB will utilize the local and regional industry cluster reports identified below or any new data that is deemed appropriate to provide guidance regarding service strategies that align with current and/or emerging local and regional labor markets.

Exhibit 3		
Local and Regional Industry Cluster Research		
Next Economy Cluster Research Workforce Needs Assessment Sacramento Capital Region	Capital Region Industry Cluster of Opportunity 2010-2015 (Appendix 1)	Yolo County WIB Industry Clusters of Opportunity 2010-2015 (Appendix 2)
<ul style="list-style-type: none"> • Advance Manufacturing • Clean Economy • Education & Knowledge Creation • Food & Agriculture • Life Sciences & Health Services • Information & Communication Technologies <p><i>Source: Centers of Excellence, Los Rios Community College District Valley Vision Burris Service Group Research was conducted with support of JPMorgan Chase & Co.</i></p>	<ul style="list-style-type: none"> • Healthcare and Social Assistance • Arts, Entertainment & Recreation • Business Management & Support • Building & Systems Construction • Investment Support • Information Technology & Telecommunications • Agribusiness, Food & Beverage Production • Transportation, Warehousing, & Logistics • Manufacturing • Energy & Utilities <p><i>Source: LMID of EDD</i></p>	<ul style="list-style-type: none"> • Agribusiness, Food & Beverage Production • Arts, Entertainment & Recreation • Healthcare and Social Assistance • Building & Systems Construction • Business Management & Support • Transportation, Warehousing, & Logistics • Manufacturing • Investment Support • Information Technology & Telecommunications <p><i>Source: LMID of EDD</i></p>

ii. Taking into account analyses described above, 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 achieve the vision of the local plan, the WIB through HHSA will ensure that Yolo County AJCC system continue to be access points, or gateways, to employment, education and training services through the development of MOUs, strong partnerships, and coordination with EDD, CHD, DOR, Experience Works and/or AARP, California Indian Manpower Consortium, Los Rios Community College District—Davis, Woodland Community College, Woodland and West Sacramento Adult Education, Yolo County Office of Education CTE programs, Yolo County Housing and other partner agencies. Services, many integrated, will be geared towards employment, education and training opportunities for middle-skills jobs that align with the identified local or regional industry sector clusters. This will be accomplished by:

- A combination of referral and customer service options, which includes onsite AJCC and partner staff, as well as access to services through technology.
- Facilitating leveraged funding between core program entities and partners to train in industry recognized certificate/degree programs and apprenticeships with career pathways, as well as provide supportive services to ensure successful completion of the programs.

- Using technology to share success and outcome data with core program entities and other partners on certificates/degrees attained, and job placement and retention outcomes.
- Identifying, where necessary, rubrics to measure services for core programs and other required partners in the absence of data system integrations/alignments.

B. Local Program Alignment to Implement State Plan

Required detail on local program alignment to implement State Plan policy strategies includes the following:

- i. A description of the workforce development system in the Local Area that identifies programs included in the system.

The Yolo County AJCC system provides access points to individuals seeking employment in the local area and region. Services within the system are customer-driven, easily accessible, and customized to meet the workforce needs in the local area as well as the region. These services are comprehensive, customer-focused and performance-based.

The Yolo County AJCC system unites business, education, community and public agencies to meet the needs of employers and job seekers through a comprehensive range of workforce development activities and strategic partnerships. Job seekers through the HHSA Employment Centers located in the Woodland and West Sacramento (Appendix 3) have access to a variety of basic career services including initial assessment, labor exchange services, labor market information, supportive services information, financial aid information, and partner referrals. In addition, staff outreach to job seekers, including special populations, such as dislocated workers, veterans, parolees, high-risk youth, low-income, homeless and the disabled.

To respond to the needs of employers and the unemployed/under-skilled workers, the WIB built a system that places a priority on academic and vocational skills development, attainment of industry-recognized credentials and degrees, promoting career pathways in high demand, middle-skill occupations. The Yolo County AJCC system aligns with the CWDB's Unified State Strategic Workforce Development Plan, which promotes regional alignment through sector strategies, career pathways, and organized regional partnerships, as well as promotes local access to regional pipelines providing supportive services, integrating services and braiding resources.

Through the Yolo County AJCC system, participants have access to individualized career services including comprehensive assessments, individualized employment plan, career counseling and planning, financial literacy, English language acquisition, work experience, workforce preparation, short term prevocational services, and vocational skills training accessed through the ETPL or OJT opportunities. Co-located partners assist staff in providing services and outreach to participants, including special populations such as dislocated workers, veterans, parolees, immigrants, refugees, high-risk youth, low-income, homeless and the disabled. The Yolo County AJCC locations meet ADA requirements, and provide reasonable accommodations to those with special needs.

AJCC's partner to recruit and identify low-skilled job seekers and at-risk vulnerable populations, and provide them with training activities necessary for entry into career pathways

in high demand or high growth industry sectors/clusters in the local area and region. Training provided to system participants will result in:

- Attainment of the basic skills/competencies needed to successfully enter into and complete a post- secondary education, apprenticeship, or career technical education program in an approved industry sector cluster.
- An industry recognized credential or degree, and employment in an approved, high-demand industry sector cluster.

Yolo's Employer Services team offers a variety of services to local businesses, including marketing and recruitment to assist employers in meeting their workforce needs.

Yolo's Rapid Response team assists both employers and affected workers in downsizing and mass layoff events; ensuring access to system services. Lay-off aversion activities include economic development linkages, as well as Incumbent Worker Training in small and medium sized businesses.

Required, core program inclusion is ensured through strong collaboration and partnerships within the Yolo County AJCC system. MOUs are established with all required core program partners and voluntary partners to ensure continuity throughout the system. Through the MOU process, the partners have developed a comprehensive matrix of services and service locations throughout the area.

- ii. [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.](#)

In September 2016, the Capital RPU, comprised of SETA, GSWDB, NCCC, and Yolo County, entered into a MOU for the Capital Region RPU solidifying its agreement for WIOA systems alignment, and regional planning and coordination. Agreeing to alignment with the seven strategies of the State's Plan, the Capital RPU expanded the agreement to include the following seven additional elements of alignment:

1. Review and align local policies and procedures.
2. Investigate cobranding of initiatives.
3. Coordinate outreach and business engagement strategies.
4. Coordinate capacity building for Workforce Board Members, CEO, Partners and staff.
5. Coordinate staff and system partners' professional development activities.
6. Coordinate regional business advisory groups and employer engagement strategies.
7. Continuous planning in response to state and federal requirements.

Further, Yolo County, is in the process of aligning its local workforce development strategies and resources with the State's seven strategies and the seven additional Capital RPU elements of alignment to provide better coordinated and efficient services to job seekers and employers. MOUs have been executed with all core program and other required partners to ensure system

coordination for the provision of employment, education, and training services. Clearly delineated common goals and strategies, commitment to leveraged resources and services, partner meetings, coordinated professional development activities will further assist to ensure that core and other required program partners are actively engaged in the delivery of system services.

C. Information on Specified Services and Service Delivery Strategies

Required detail on specific required services and service delivery strategies includes the following:

- i. 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 identified in WIOA Section 24(A)-(M).

Yolo County has continued to ensure that the full range of employment and training opportunities are available to all populations, especially those facing multiple barriers to employment. Through building, strengthening, and maintaining strong partnerships with organizations that serve special populations, Yolo County is able to ensure universal access to basic career services with a “no wrong door” approach. The needs of special populations are met by working together and integrating resources and services.

Services within the system are provided by AJCC staff, co-located partners, cross-trained staff providing access to partner services, or through real-time access to partner services. Through established MOUs, the WIB through HHS will maintain cooperative working relationships with core program partners and other required partners within the Yolo County AJCC system, including those targeting services to special populations. These organizations include the EDD, CHD, DOR, Experience Works and/or AARP, California Indian Manpower Consortium, Los Rios Community College District—Davis, Woodland Community College, Woodland and West Sacramento Adult Education, Yolo County Office of Education CTE programs, and Yolo County Housing to name a few. Yolo ensures services are targeted, coordinated and provided to individuals on public assistance, limited English proficient, seasonal farm workers, individuals with disabilities, older individuals, veterans, as well as Native Americans. Some of these organizations have staff co-located in the Yolo County AJCCs to assist with outreach efforts and to further ensure that all populations have access to employment, education and training opportunities available through the system.

- Limited English Proficient (LEP) Individuals

LEP individuals have universal access to the full array of services available through the Yolo County AJCC system. Under the California Dymally-Alatree Bilingual Services Act, a local public office or facility of the state agency is required to translate materials explaining their services into the languages spoken by five percent or more of the population they serve and to employ a sufficient number of bilingual persons. Spanish is the most prevalent non-English language in Yolo County. To ensure LEP participants have meaningful access and equal opportunity to participate in WIOA funded services as well as partner programs, HHS takes reasonable measures to offer services in Spanish as well as other languages, including but not limited to Russian, Punjabi, Vietnamese, Laotian, Hmong, Ukrainian, Chinese, Farsi, and Mien through either multilingual staff or a

dedicated Telecommunication Language Line. In addition, staff and participants have access to the Telecommunications Relay Service to assist with a hearing and/or speech disability. LEP individuals may be co-enrolled in partner programs to promote inclusion and ensure successful outcomes. HHS leverages WIOA funds and partner resources for the provision of program services.

- Individuals with Disabilities (IWDs)

IWDs have universal access to the full array of services available through the Yolo County AJCC system. HHS offers employment and training services to IWDs through the Yolo County AJCC system in collaboration with the EDD, DOR and WorkAbility coordinators throughout Yolo County. IWDs may be co-enrolled in partner programs to promote inclusion and ensure successful outcomes. HHS leverages WIOA funds and partner resources for the provision of program services.

- Veterans

Veterans and/or eligible spouses have universal access to the full array of services available through the Yolo County AJCC system. WIB policy provides priority of service guidance to HHS staff which indicates that veterans and/or eligible spouses have priority. Veterans and/or their eligible spouse are eligible for the full array of employment, education and training services available within the Yolo County AJCC system. Veterans and/or eligible spouses may be co-enrolled in partner programs to promote inclusion and ensure successful outcomes. HHS leverages WIOA funds and partner resources for the provision of program services.

- Older Workers

Older workers have universal access to the full array of services available through the Yolo County AJCC system. HHS offers employment and training services to older workers through the Yolo County AJCC system in collaboration with organizations such as Experience Works and AARP which are co-located in the AJCCs. Older Workers may be co-enrolled in partner programs to promote inclusion and ensure successful outcomes. HHS leverages WIOA funds and partner resources for the provision of program services.

- Refugees

Refugees have universal access to the full array of services available through the Yolo County AJCC system. HHS administers the RCA program which may provide for 8 months of cash assistance for needy refugees without children who are not otherwise eligible for any other cash aid. This is one of many programs that are co-located in the AJCC. Yolo County is not included in the CDSS list of refugee-impacted counties although the list does include Sacramento County which is included in the Capital RPU. Refugees may be co-enrolled in partner programs to promote inclusion and ensure successful outcomes. HHS leverages WIOA funds and partner resources for the provision of program services.

- Public Assistance

Public Assistance individuals have universal access to the full array of services available through the Yolo County AJCC system. HHS administers various public assistance programs which include the CalFresh, CalWORKs, CalWORKs Employment Services,

General Assistance, and Health Benefits such as Affordable Care Act, Medi-Cal and County Medical Services programs. These programs and more are co-located in the AJCCs. Public Assistance individuals may be co-enrolled in partner programs to promote inclusion and ensure successful outcomes. HHS leverages WIOA funds and partner resources for the provision of program services.

- Ex-Offenders

Ex-Offenders have universal access to the full array of services available through the Yolo County AJCC system. HHS works with the Public Defender to reduce recidivism among the adult offender population through discharge planning services that include help with securing benefits, housing, employment, required psychiatric medication refills, as well as mental health and substance abuse services. Additionally, HHS collaborates with the Yolo County Day Reporting Center in Woodland and West Sacramento which is a Second Chance initiative funded in part by the Sacramento County Office of Education. The program includes an in custody pre-lease program as well as an out of custody program. Ex-Offenders may be co-enrolled in partner programs to promote inclusion and ensure successful outcomes. HHS leverages WIOA funds and partner resources for the provision of program services.

- Homeless

Homeless individuals have universal access to the full array of services available through the Yolo County AJCC system. HHS administers funds that assist individuals experiencing homelessness. This includes coordination of the Yolo County Homeless Provider Action Coalition which provides oversight of the homeless service system throughout Yolo County. Services include outreach, addressing immediate/critical needs, and assuring linkage to an appropriate system of care. This is a housing first model, emphasizing each individual's strengths and resiliency. Additionally, HHS administers a CalWORKs Housing program that assist families that are homeless or facing an eviction. These programs and more are located in the AJCCs. Homeless individuals may be co-enrolled in partner programs to promote inclusion and ensure successful outcomes. HHS leverages WIOA funds and partner resources for the provision of program services.

- Community Services Block Grant

HHS administers the Yolo County Community Services Block Grant funds which are used to assist with the root causes of poverty by implementing the priorities of housing assistance programs, emergency shelter and transitional housing, food assistance, culturally competent self-sufficiency services, and in conjunction with the Cities of Davis, West Sacramento, Winters, and Woodland, fund and support a Homeless Coordinator. HHS leverages WIOA funds and partner resources for the provision of program services.

- ii. [A description of the way the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.](#)

The WIB through HHS, which administered the WIA Title IB programs in Yolo County, have 14 plus years of experience developing a local workforce system that braids and/or leverages the resources and services of core programs, partners, and other grants. This experience includes

administering career pathway opportunities to its customer base. Collaborative efforts will continue between in-demand local and regional industry clusters, CTE, Adult Education, Community College, and training provider programs to develop a training strategy to fill skill gaps in order to build a pipeline of workers. Additionally, the intention is for the WIB to sponsor the training provider and program(s) on the ETPL which will allow for WIOA funds to assist with funding the trainings. The WIB will utilize the local and regional Industry Clusters of Opportunity reports to provide guidance regarding service strategies that align with local and regional labor markets. Thus allowing the WIB to:

- Use a sector approach to planning workforce initiatives, which is data driven and inclusive of, and responsive to employers.
- Partner with industry, education, economic development entities, and workforce agencies to operate sector initiatives.
- Collaborate with partners to implement system improvements and innovations that increase cooperation across program and funding streams, and integrate successful strategies into existing programs and funding streams.
- Increase the numbers of job seekers successfully completing education and training programs in demand industries and occupations that target “middle-skill” jobs, which result in career pathways and include classroom instruction, hands-on training, career counseling, supportive services, and employment.

In conjunction with local employers, educational industry-themed pathways in a wide range of fields are in the process of being developed for traditional and nontraditional students to enter the workforce. Intense and varied training will lead to a certificate, credential or associates degree, or the skills or competencies needed for a specific job, occupation, or occupational group in one of the regional or local identified critical occupational clusters. These certifications and skills are necessary to support the sectors with the largest projected job growth in the next decade and will contribute to the achievement of a million “middle-skill” industry-valued and recognized postsecondary credentials.

The WIB through the business outreach and Sector Workgroup activities conducted by HHSa in partnership with core partners such as economic development, city Chambers of Commerce, secondary and postsecondary education, EDD, and Yolo County Office of Education have identified Leisure and Hospitality as a rapidly emerging sector in different locations throughout Yolo County. Through this discovery HHSa is brokering connections that will expand and where appropriate merge the different initiatives outlined below:

- Establishing a career pathway for residents connected to leisure and hospitality through ag-tourism. The end goal is to become a vacation destination that highlights local food and beverage agribusinesses. Imperative to the success of this effort, is the emphasis on growing and maintaining the local workforce which tends to leave the community in search of higher wages. The plan is to develop a shared leisure and hospitality curriculum that works through an industry driven career lattice rather than an employer career ladder. The workforce development will be accomplished through CTE programs, OJT, and work experience opportunities connected to a pool of employers in order to entice residents to live and work in their thriving community. The AJCC is working the founders

of this project to identify training programs that will produce the talent pool needed to support the community workforce revitalization plan.

- Expanding an established entertainment resort facility by adding at least 400 more hotel rooms, restaurants, and other amenities typically included in resorts. The AJCC is working directly with the employer to identify training programs that will produce the talent pool needed for such expansion.
- Sponsoring a culinary arts and farm-to-fork education program for inclusion on the California Eligible Training Provider List which is a tool for individuals seeking training that is industry valued and vetted. The AJCC is working directly with the Adult Education program as part of the training provider application process.

iii. [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 WIB will ensure improved access to industry recognized credentials of certificates for Yolo County participants and the region by working collaboratively with the Yolo County Office of Education, Adult Education, Los Rios Community College District-Sacramento City College-Davis and West Sacramento Centers, Yuba Community College District-Woodland Community College, and local eligible training providers.

HHS will:

- Participate in assessments of CTE and other program offerings to ensure alignment with emerging and current local and regional industry sector needs.
- Take inventory and evaluate pathway trainings to identify opportunities improvement, expansion, or elimination of programs.
- Promote communication and marketing channels to increase staff and customer awareness of course offerings, enrollment deadlines, and training provider services.

iv. [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.](#)

The WIB through HHS engages employers to utilize workforce development programs through a variety of outreach methods: brochures, website, media purchases, through the Yolo County AJCC system and through individual outreach to employers. Employer engagement is often done collaboratively with EDD and tracked in CalJOBSSM. Local and regional services provided to employers include:

- | | |
|---------------------------------|---------------------------------------|
| • Applicant Screening Services | • Layoff Aversion Services |
| • Career Fairs | • On-the-job Training |
| • Customized Recruitment Events | • Rapid Response Services |
| • Customized Training Programs | • Skills Assessments |
| • Job Posting Services | • Small Business Administration Info. |
| • Labor Market Information | • Tax Credits |

- v. [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.](#)

To respond to the needs of employers as well as the unemployed/underemployed workers, the WIB through HHSA will continue to provide career-technical training funded by WIOA allocations (Adult, Dislocated Worker, and Youth). The career-technical training approach links academics, relevant career-technical education, real-world work-based (WEX and OJT), as well as earn and learn (apprenticeships) experiences supported by industry and community partners. A dependable pool of educated, trained and available workers is critical to the successful functioning of the local and regional economy. A greater investment in direct training funds (30% Adult and Dislocated Worker and 20% Youth) will assist the local workforce with the practical skills required in the marketplace which may be leveraged with Wagner-Peyser, Trade Adjustment Assistance, Veteran Services, and/or Pell Grant programs supporting career/technical training.

- vi. [A description of the way Local Boards and their partners will better coordinate workforce development programs and economic development.](#)

The WIB through HHSA coordinates workforce and economic development through continued engagement and participation in the Next Economy partnership. The Next Economy, a regional workforce and economic development network, was launched in August 2011 by SACTO, the Metropolitan Chamber of Commerce, Valley Vision, and the Sacramento Regional Technology Alliance, who joined together to work collaboratively with private and public sectors, elected officials, community leaders, workforce boards including Yolo County, educational institutions, labor, and community members across the six counties to chart paths to transform the economy into a long-term sustainable, growth economy. The network provides a common platform to advance a shared vision and set of goals for economic growth that provides for far greater impact through collective action than the work done in silos.

From this network, led and convened by Valley Vision, grew the Next Economy Capital Region Prosperity Plan. The implementation of action steps for the plan began in 2013 and continues through 2017. The original cluster research study was commissioned by Next Economy partners at a time when the region was still digging out from the 2008 recession. The region's economic hardship at that time had a lot to do with being heavily reliant on just two economic drivers – government and construction. While vital and significant, the dominance of these two sectors in the region's economic equation left the economy unbalanced, unprepared and badly hit. In 2016, the economic analysis was updated to reflect the post-recession environment to identify critical workforce skills gaps that exist within the six Next Economy-identified clusters today, mobilize and align cluster stakeholders around job strategies, and create targeted workforce action plans for each cluster that identified skills gaps, education and training resources, and economic impact of the clusters. The Next Economy Plan has been widely adopted throughout the region by workforce boards, education, economic development, private industry and other partners who agree that economic and other resources should target and expand these clusters.

Ensuring local connection to the regional continuity, Yolo County including the cities of Davis, West Sacramento, and Woodland approved resolutions aligning strategies and goals with the industry clusters identified in the of the [Next Economy Cluster Research Workforce Needs](#)

[Assessment Sacramento Capital Region](#) which include Advance Manufacturing, Clean Economy, Education & Knowledge Creation, Food & Agriculture, Life Sciences & Health Services, and Information & Communication Technologies. Additionally, HHSA, in collaboration with education and economic development partners, convene roundtables focusing on priority and emerging industry sectors to determine the workforce training and educational barriers that hinder job creation in the regional economy. Sector initiatives are driven by and developed with input received directly from the employer community. These roundtables provide input on the barriers that employers face in hiring individuals as well as skill gap deficiencies in the regional work force which inhibit job creation in the regional economy. The input provides the basis for training curriculum development and the creation of industry advisory committees that support the training initiatives with an increased commitment to hire training program graduates. In addition, it establishes the basis for allocating resources in education and training for high demand industry sectors.

- vii. [A description of the way Local Boards and their partners will strengthen linkages between the AJCC delivery system and unemployment insurance programs.](#)

EDD Northern Workforce Services Division co-locates staff at the Woodland AJCC. This results in the strong presence of Wagner-Peyser UI program within the Yolo County AJCC system ensuring comprehensive integration intended to improve customer engagement, the development of common, value added services designed to increase employability, and focus on skills development for high demand jobs. CalJOBSSM assist staff in referring UI individuals to employment opportunities and special services such as OJT and vocational training programs. If an individual has been laid-off and is currently on UI, the system allows staff to connect with those individuals after the initial Rapid Response orientation has occurred, and provides the ability to track if those individuals have visited an AJCC and have received services. Finally, HHSA staff provides case management and, if necessary, supportive services to UI and/or TAA participants through co-enrollment in the WIOA program. TAA is the primary program responsible for covering the cost of training for TAA participants and WIOA Title I is the secondary.

[The foregoing may provide a description of the way Local Boards and their partners will implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives should support the strategy the Local Board will use to 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.](#)

The preceding services will be delivered through co-location, information sharing and by direct access via the internet. By working together with participants in common, various staff will integrate functions and cross-train one another in order to provide the best possible customer service. From the customer standpoint, services will be seamless. In order to ensure the “no wrong door” and/or “seamless service” approaches are implemented and continuously improving, partners are meeting weekly to refer and/or develop strategies for service delivery to participants in common which include individuals with barriers to employment. Through Phase

I of the MOU process, AJCC partners have developed a matrix of available basic career, individualized, and training services which includes incumbent worker training, WEX, OJT, ITAs in the form of an occupational skills training, and customized training. Partners, including business, through coordinated efforts are beginning to build career pathways linked to in demand local and regional industry sectors. These pathways are focused on employment opportunities that lead to self-sufficiency with engaged business/employers that have assisted by vetting the training curriculum as well as hiring individuals that have completed training and received an industry recognized certificate or credential.

Note: The response above to number ii provides examples of the work that the AJCC is conducting throughout the County.

D. Information Pertaining to AJCCs

Local plan requirements pertaining to AJCCs include the following:

- i. 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.

Continuous improvement of the eligible providers of service is demonstrated through the number of job seekers successfully completing career pathway education and training programs in demand industry sectors and occupations. Continuous improvement is accomplished and measured by:

- Increasing the number of programs and credentials resulting in “middle-skills jobs” listed on the State’s ETPL, and increasing the number of WIOA funded ITAs approved to fund career pathways in high-demand, high-wage occupations.
- Fostering cooperation and braiding of WIOA funds with core program funds, such as TANF/CalWORKS, Adult Education, and DOR, and other partner funds.
- Offering training-related subsidized employment opportunities to support classroom instruction and improve the marketability of graduates.
- Expanding cohort trainings and monitoring Individual ITA obligations to ensure WIOA resources are maximized.
- Tracking, reporting and sharing outcome data on industry-recognized certificates/degrees completed, employment gained, job retention, and earnings increases between education, workforce, and human service and economic development systems.
- Evaluating and publishing training provider outcomes, including credentials attained and employment outcomes.

- ii. 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 accessible technology and other means.

The AJCC system provides electronic access to services by offering web-based tools through CalJOBSSM. These tools include Career Explorer, Resume Builder, Virtual Recruiter, and Allison, and are intended to assist participants with identifying their skills, knowledge and abilities, to

research the labor market for high growth/demand/wage jobs, and research training providers that provide training in the local region.

For participants enrolled in WIOA with mobility/accessibility barriers, such as IWDs, and determined in need of vocational training to increase their employability, HHSA can issue an OST agreement with an approved ETPL program/provider that offers distance learning opportunities.

Outreach and Recruitment

To expand access to employment, training, education, and supportive services, the AJCC offers remote services through community outreach and recruitment efforts at partner locations as well as the utilization of wireless devices at workforce events such as Career Fairs. Customers accessing mobile service receive initial coaching and assessment to determine next steps for employment referral, education resources and training program referrals. Services provided include:

- Intake, Eligibility and Registration
- Job Announcements
- Employment Referrals
- Career Assessment
- Coaching and Career Planning
- Assistance with Applications, Resumes, and Interviewing Skills
- Referrals to On-the-Job Training, Apprenticeship and other “earn and learn” training opportunities.

Customers may be connected to the nearest AJCC for continued services not available at remote locations. Remote service locations which serve as on ramps include community college campuses, community based organizations, libraries, community centers, and partner locations.

- iii. [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.](#)

WIOA Phase I MOUs addresses service coordination and collaboration amongst the core partners which includes provisions regarding services provided through the AJCC delivery system, access to services, continuous improvement, conflict of interest, shared technology and system security, WIOA Section 188 and the Americans with Disabilities Act. The MOUs state, in part, that the AJCC partner shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. The AJCC partner agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations. Additionally, the AJCC partner will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of

disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act. The MOUs also include methods for referring customers/participants to core partners which includes WIOA Section 166 and Section 167 grantees as well as outline a grievance and complaint process. Additionally, the WIB has established policy guidance regarding Nondiscrimination and Equal Opportunity, HHSA has established procedures, and periodic training is offered to system staff and partners on Disability Etiquette and Reasonable Accommodations.

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

The role of AJCC partners is to establish the foundation needed to support integrated service delivery through coordination and collaboration to ensure the AJCC system is moving toward a customer-focused approach across all programs. This was established in Phase I of the MOU process which the WIB has completed. The shared resources and costs portion associated with the roles through the use of resource sharing and joint infrastructure cost which will address how to functionally and fiscally sustain the unified system is the reason for Phase II of the MOU process which will be completed prior to the deadline of September 1, 2017.

- v. The inclusion, as an appendix in each Local plan, of a list of MOUs and cooperative agreements that are in progress and copies of executed cooperative agreements that 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.

Listed below are the WIOA Phase I MOUs that were completed in the summer of 2016.

- WIOA Title I Adult, Dislocated Worker, Youth Programs (Appendix 4)
- WIOA Title II Adult Education & Literacy-Woodland (Appendix 5)
- WIOA Title II Adult Education & Literacy-West Sacramento (Appendix 6)
- WIOA Title III Wagner-Peyser, Veterans, Trade Adjustment Assistance Act, Unemployment Insurance (Appendix 7)
- WIOA Title IV Vocational Rehabilitation (Appendix 8)
- Title V Older Americans Act (Appendix 9)
- Carl Perkins Career Technical Education (Appendix 10)
- Native American Programs (Section 166) (Appendix 11)
- Migrant Seasonal Farmworkers (Section 167) (Appendix 12)
- Housing and Urban Development (Appendix 13)

- TANF/CalWORKS (Appendix 14)

In the fall of 2016, WIB and core partner staff attended the WIOA MOU Phase II Training session offered by the CWA in partnership with the CWDB. Following the training, WIB staff convened a WIOA MOU Phase II core partner meeting to facilitate the gathering of input needed to address how to sustain the unified system described in Phase I through the use of resource sharing and joint infrastructure cost funding needed for Phase II MOUs. WIB and the core partners listed above intend to have the Phase II MOUs completed by the September 1, 2017 deadline. Additionally, an MOU with Job Corp. inclusive of a resource sharing agreement is expected to be completed by September 1, 2017.

- 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.

A very small percentile of Indian and Native Americans access AJCC services on an annual basis, however, HHS continues to collaborate with the CIMC, a recipient of WIOA funds for the administration of the Indian and Native Americans Program, to ensure access to unduplicated WIOA Adult and Dislocated Worker employment and training program services offered to Indian and Native Americans when needed. Although a former member of Yolo's Local Workforce Investment Board under WIA, CIMC continues to be engaged and the WIB has secured a WIOA MOU with CIMC as a required partner within the WDA.

- 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.

A very small percentile of migrant seasonal farmworkers access AJCC services on an annual basis, however, HHS continues to collaborate with the CHD, a recipient of WIOA National Farmworker Jobs Program funds, to ensure access to unduplicated WIOA Adult and Dislocated Worker Employment and Training program services offered to migrant seasonal farmworkers when needed. Although a former member of Yolo's Local Workforce Investment Board under WIA, CIMC continues to be engaged and the WIB has secured a WIOA MOU with CIMC as a required partner within the WDA.

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

The AJCC's will serve as the "on-ramp" for sector pathways by offering a progressive continuum strategy aligning and integrating education, job training, counseling, and supportive services to create seamless pathways to postsecondary credentials and employment. For low-skilled adults, career pathways may begin later in life. The AJCC career pathway system allows for individuals to enter at any skill level, to stop when the need arises and to re-enter without having to repeat what has already been learned. Each step on a career pathway is designed explicitly to prepare participants to progress to the next level of employment and education. Pathways within the system weave together AJCCs, adult education, community college programs, CBOs, and employers. Pathways may begin with adult basic education programs. Basic education can

effectively serve as a bridge program that prepares low-skilled adults to enter and succeed in postsecondary education, oftentimes, integrating adult education with occupational skills training in the same class, thereby providing an occupational context for education.

An example of the sequence of “on-ramp” services provided through the AJCC system is:

- Assessment of interest, skills and abilities
- Assessment of basic financial needs and disability-related resources and supports
- Orientation of career pathway services
- Enrollment into eligible programs
- Participation in academic services based on basic skills assessment
- Participation in bridging components to improve basic skills in a contextual career pathway skills setting
- Participation in identified career pathway occupational skills training
- Attainment of academic certificate or diploma
- Participation in career pathway work-based learning activities
- Attainment of industry-recognized occupational certificates
- Placement in employment

E. Specific Programs, Populations, and Partners

Information requirements pertaining to specific programs, populations, and partners includes the following:

- i. An examination of 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 WIB and HHSA will promote entrepreneurial skills training and microenterprise services through Project SlingShot. The Capital RPU Project Slingshot funds are being made available through a competitive RFP process being led by SETA. The RFP will address Project SlingShot’s three areas of focus, which are mentoring networks that connect entrepreneurs to experienced executives, providing physical spaces for entrepreneurs, such as co-working facilities, maker spaces, incubators, and accelerators, and the creation of a Resource Navigator, a searchable, interactive online tool that will house a comprehensive inventory of all the supportive services available to entrepreneurs across the region. The funds, a total of \$750,000, will enable the nine-county region’s innovation ecosystem to expand and strengthen the support it provides to entrepreneurs, small businesses, and start-ups, and will serve to prioritize efforts that will connect rural communities to urban resources.

Expected impacts of the regional SlingShot initiative are:

- Increased access to and communication about regional resources through the creation of a web-based resource navigator
- Increased business incubation and entrepreneurial mentoring
- The fostering of an entrepreneurial and innovative culture

- An innovation ecosystem that will create more businesses and jobs throughout the region, will create a skilled talent pool, and will support a resilient economy offering widespread mobility opportunities.

On February 10, 2017, SETA announced the Capital RPU SlingShot funding recommendations as indicated below which included two organizations located in Yolo County linked to Agribusiness, Food & Beverage Production an in demand sector.

Exhibit 4		
Capital RPU - Project SlingShot – Funding Recommendations		
Business Mentorship	Maker Space/Incubator	E-Resource Database
<ul style="list-style-type: none"> • Sac Metro Chamber- \$125,000 • California Capital - \$100,000 	<ul style="list-style-type: none"> • Hacker Lab -\$125,000 • CSUS - \$82,498 • Glenn County - \$100,000 • Center for Land Based Learning - \$91,844* • Agtech Innovation Alliance – 75,658* 	<ul style="list-style-type: none"> • I/O Labs, SARTA, Fullstack \$50,000
\$225,000	\$475,000	\$50,000

*Agency located in Yolo County

Additionally, the WIB in partnership with HHSa meets regularly with representatives of core partners such as economic development, city Chambers of Commerce, secondary and postsecondary education, EDD, and Yolo County Office of Education to ensure CTE and sector navigator initiatives, which include small business development and entrepreneur opportunities, are linked to in demand local and regional sectors including emerging sectors. Through the business outreach and Sector Workgroup activities it was identified that agribusiness linked to leisure and hospitality is an emerging sector in different locations throughout Yolo County. Through this discovery HHSa is brokering connections that will expand and where appropriate merge different initiatives including the two SlingShot funded initiatives and those referenced in above in C ii.

- ii. [A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area.](#)

The WIB through the Adult and Dislocated Worker Career Services Provider will assist low-skilled, underemployed, or unemployed job seekers with the work preparedness and occupational skills necessary for “middle skill” jobs and career pathways. Adult and Dislocated Worker Basic Career Services, Individualized Career Services, and Training Services as indicated below will be provided under WIOA Title I in conjunction with partners per the MOUs.

Exhibit 5		
WIOA Adult and Dislocated Worker Services		
Basic Career Services	Individualized Career Services	Training Services
<ul style="list-style-type: none"> • Eligibility for Title I services • Outreach, intake, orientation • Initial assessment • Labor exchange services • Referrals to programs • Labor market information • Performance, cost information • Supportive services information • Unemployment Insurance information and assistance • Financial aid information 	<ul style="list-style-type: none"> • Adult Literacy, basic skills or high school equivalency • Comprehensive assessment • Individual employment plan • Career planning, counseling • Short-term prevocational services • Internships, work experience • Out-of-area job search • Financial literacy services • English as a second language • Workforce preparation • Pre-apprenticeship training, job readiness • Follow-up services 	<ul style="list-style-type: none"> • Occupational Skills Training • Entrepreneurial training • Customized training • Skill upgrading and retraining • Transitional job • On-the-job training • Adult Education with training services • Apprenticeship training

For participants enrolled in an adult literacy activity (basic skills, high school equivalency, English as a second language), there will be a special emphasis on combining/linking the activity with another training activity such as job readiness, on-the-job, customized or occupational skills training in an effort to speed the progress of students towards goals as workers. Primary to this is improving student transition to post-secondary education coursework and achievement of vocational certificates/credentials.

iii. [A description of how the Local Board will coordinate rapid response activities carried out in the Local Area.](#)

The WIB goal for Rapid Response is two-fold. The first goal is to establish a relationship with businesses including small local employers and regional employers. The second goal is to foster “demand-driven skills attainment” as outlined in the California’s Strategic Workforce Development Plan for PY 2016-2019: Skill Attainment for Upward Mobility; Aligned Services for Shared Prosperity.

The WIB through the Rapid Response and Layoff Aversion Provider will assist workers and businesses at risk of layoff or affected by layoff. The primary purpose of Rapid Response is to enable affected workers to return to work as quickly as possible following a layoff, or to prevent layoffs altogether. The role of layoff aversion strategy helps employers retain a skilled workforce and/or provides workers rapid transition to new employment, minimizing periods of unemployment. Layoff aversion is a central component of a high-performing business engagement strategy, requiring a shared responsibility among numerous partners at the state, regional, and local levels. To accomplish this, the AJCC system must be coordinated, comprehensive, and proactive in communicating with local and regional businesses. This includes

providing labor market and workforce information, integrating industry requirements into training strategies and career pathways, brokering relationships and job connections, making services efficient and easy to access, and coordinating with regional partners to reduce duplication.

The Yolo County Rapid Response Team is comprised of workforce professionals from HHSA, EDD, City and County Economic Development Agencies, as well as Labor and Trade Adjustment Assistance representatives if appropriate. Additionally, if appropriate, a regional Rapid Response team may be coordinated. The Team provides on-site orientation(s) coupled with information describing the services and benefits available to employees affected by layoffs. Additional services and staff support are available based on employer/employee need. Rapid Response and Layoff Aversion activities as indicated below will be provided under WIOA Title I in conjunction with partners.

Exhibit 6	
WIOA Rapid Response Activities	
Dislocated Workers	Employer
<ul style="list-style-type: none"> • Conduct orientation meeting with employees • Provide TAA orientation • Provide Rapid Response information materials • Provide access to CalJOBSSM and SkillsMatch on-site • Enable participants to register with AJCC onsite • Conduct interview technique workshops • Train affected workers to upgrade skills for another position in the company • Job fair or information expo focused on dislocation event • Provide training orientation on industry specific opportunities • Provide resources for food, shelter, clothing and other emergency assistance 	<ul style="list-style-type: none"> • Conduct Business Engagement Activities • Conduct Research on Business Activities • Conduct planning meeting with employer • Assessing layoff aversion potential • Coordinate Labor-Management /Workforce Transition Committee • Devise layoff aversion strategies with employer • Train affected workers to upgrade skills for another position in the company

Additionally, in the event of a significant increase in the unemployment rate due to plant closure, downsizing, natural disaster, or “other events” the WIB, if appropriate, will apply for dislocated worker additional assistance per the guidelines outlined in [WSD16-15](#).

- iv. [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 WIB through the Youth Provider(s) will assist with an increase in the number of at risk in-school and out-of-school youth including IWDs. The recruitment strategy targets outreach

efforts towards at-risk youth including IWDs from low-income communities that could benefit from engaging in vocational training, further education, and/or career opportunities through one or more of the fourteen (14) required program elements. The required youth program elements indicated below will be provided under WIOA Title I in conjunction with partners.

Exhibit 7
WIOA Youth Program Elements
<ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 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 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, 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. 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, such as career awareness, career counseling, and career exploration services. 14. Activities that help youth prepare for and transition to post-secondary education and training.

[Evidence-based models including activities for youth who are individuals with disabilities.](#)

The WIB through HHSA and youth service providers convene with local Adult Education, Department of Rehabilitation, Foster Care, and WorkAbility coordinators to assist with developing a pipeline of services that ensure seamless service without duplication to youth participants including IWDs. The service provider along with the youth, develop a coordinated career pathway and/or individual service strategy taking into consideration the individual's barriers to employment as well as basic skills and work aptitude assessment results.

The WIB through HHS is meeting quarterly with the Workability coordinators in Yolo County to ensure current and former Workability students, some of which may be considered IWDs, have access to WIOA funded programs. WorkAbility is a program funded and administered by the California Department of Education that provides comprehensive pre-employment skills training, employment placement and follow-up for high school students in special education who are making the transition from school to work, independent living and postsecondary education or training. Program services are appropriate to individual student needs, abilities, and interest. The employability of the individuals improves through WIOA funded activities such as WEX, OJT, and occupational skills training.

Additionally, the WIB through HHS is working to align career pathway initiatives offered through the California Department of Education (CTE), California Community Colleges (Doing What Matters for Jobs and the Economy), and WIOA (WEX, OJT, ITA, and/or apprenticeship) to local and regional businesses linked to in demand sectors. These pathways are focused on employment opportunities that lead to self-sufficiency with engaged business/employers that have assisted by vetting the training curriculum as well as hiring individuals that have completed training and received an industry recognized certificate or credential.

- v. [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 local board coordinates relevant secondary and postsecondary education programs through a progressive continuum strategy that aligns and integrates education, job training, counseling, and supportive services to create seamless pathways to postsecondary credentials and employment. Workforce area career pathway systems allow individuals to enter at any skill level, to stop when the need arises and to re-enter without having to repeat what has already been learned. Pathways for CalWORKs within the regional workforce system will weave together job centers, county CalWORKs staff, adult education, community college programs, community based organizations, other partners and employers. HHS staff, as well as core program and other partners will integrate/braid services through comprehensive integrated service strategies to ensure the success of CalWORKs recipients as they progress along pathways. Pathways may begin with adult basic education programs, such as English language acquisition. Basic education effectively serves as a bridge program that prepares low-skilled adults to enter and succeed in postsecondary education, often integrating adult education with occupational skills training in the same class, thereby providing an occupational context for education. CalWORKs individuals that are LEP proficient are provided English language instruction to increase proficiency levels sufficient to succeed in courses and programs requiring a certain level of proficiency for participation. The WIB through HHS convenes weekly “staffing” events with representatives of partner programs such as WIOA Title I, Adult Ed, Community College, CalWORKs, vocational rehabilitation, and mental health services to develop seamless coordinated service plans in order to eliminate duplication of services and enhance customer satisfaction for participants in common.

- vi. [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 AJCC system as outlined in the MOUs provides a variety of wraparound and supportive services to customers in order to increase their success in education, training and employment activities. Wraparound services through appropriate resource referrals are provided by AJCC and partner staff. Enrolled participants work with a case manager that assists with the development of an Individual Employment Plan. This plan outlines short and long terms goals as well as possible barriers that may prevent a successful outcome. In addition, financial needs assessments are conducted to determine supportive services needs as well as providers. When a participant is supported by an integrated resource team, including other system partners or programs, a determination is made on the responsible party or parties for the provision of support. Supportive services through partner programs such as CalWORKS, Vocational Rehabilitation, or TAA may include transportation, childcare, training registration/tuition assistance, or housing assistance. Other ancillary supportive services may include training and/or work clothing, boots, tools, and equipment. Supportive services are provided during participation in individualized career services, training, and/or follow-up to assist with the retention of employment for a short period of time.

- vii. [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.](#)

The EDD Northern Workforce Services Division co-locates staff at the Woodland AJCC. This results in the strong presence of the Wagner-Peyser program within the AJCC system ensuring comprehensive integration intended to improve customer engagement, the development of common, value-added services designed to increase employability, and focus on skills development for high demand jobs. To better assist potential UI claimants using AJCC services, customers register in the CalJOBSSM which tracks those individuals who are unemployed or have exhausted their unemployment benefits. CalJOBSSM assist staff in referring UI individuals to employment opportunities and special services such as OJT and vocational training programs. If an individual has been laid-off and is currently on UI, the system allows staff to connect with those individuals after the initial Rapid Response orientation has occurred, as well as provides the ability to track if those individuals have visited the career center and have received services. Additionally, the system has the ability to run reports for any given time period to see the status of the unemployed UI applicants. Information can be tracked by AJCC system staff for Wagner-Peyser, TAA, and WIOA funded participants and services, thereby mitigating duplication of services.

- viii. [How the Local Board will coordinate WIOA Title I workforce development 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 Section 232.](#)

As a partner agency, HNSA provided a copy of the draft local plan to the West Sacramento and Woodland Adult Education & Literacy agencies as identified in the MOU. On January 25, 2017, all parties convened to discuss the local plan and the AEFLA grant solicitation in order to

coordinate education and training activities to in-demand regional and local industries. On February 22, 2017, a representative of Woodland Adult Education provided the WIB Executive Committee information regarding the AEFLA application process.

Additionally, as outlined in [WSIN16-26](#) the WIB will participate in the review process of Title II AEFLA grant solicitations to determine whether the applications are consistent with the local workforce plan. Upon completing reviews, the WIB will submit a recommendation to the California Department of Education to promote alignment with its local plan. The review and evaluate will be based on the 14 considerations that Title II eligible providers must respond to in the AEFLA application with an emphasis on the following considerations that are most relevant to local plan alignment:

- Consideration 1- Needs Assessment
- Consideration 4- Alignment with One-stop Partners
- Consideration 8- Facilitate Learning in Context
- Consideration 10- Partnerships & Support Services for Development of Career Pathways
- Consideration 14- Alignment with the Local Workforce Development Board Plan

The WIB will follow the following four-step process developed by the California Department of Education for the Local Board review of WIOA, Title II AEFLA applications:

1. Eligible providers will submit their AEFLA applications to the California Department of Education through an online system.
 2. The California Department of Education will provide Local Area Administrators with password access to the online AEFLA applications for review of their alignment with local plans.
 3. Local Area Administrators must complete and submit recommendations for promoting alignment with the local plan through the online system. The review and recommendation process begins on May 17, 2017, and ends on May 31, 2017.
 4. The California Department of Education will consider the results of the review by Local Boards in making awards.
- ix. [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.](#)

LEP individuals have universal access to the full array of services available through the Yolo County AJCC system. To ensure that individuals with limited English proficiency reach their maximum academic potential Vocational English as a Second Language, Adult Basic Education, and High School Diploma and High School Equivalency services may be provided in conjunction with one or more training services which may include co-enrollment in partner programs to promote inclusion and ensure successful outcomes. HHS leverages WIOA funds and partner resources for the provision of program services.

F. Relevant information pertaining to grants and grant administration includes the following:

- i. An identification of the entity responsible for the disbursement of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the CEO or the Governor under WIOA Section 107(d)(12)(B)(i) , and
- ii. Describe the competitive process that will be used to award the subgrants and contracts for WIOA Title I activities.

HHS functions simultaneously in variety of roles, including the fiscal agent, WIB staff, AJCC (One-Stop) location, and direct provider of services. The BOS included both HHS staff and WIB Members in the Yolo County Conflict of Interest Code (Appendix 15) as a firewall to protect against undesirable influence, outcome, or authority.

The Fiscal and Administration Branch of HHS, with oversight from the BOS functions as the administrative entity (grant recipient/fiscal administrator) for WIOA Title I Adult, Dislocated Worker, and Youth funds. The Fiscal and Administration Branch of HHS also functioned as the administrative entity for the WIA Title IB Adult, Dislocated Worker, and Youth funds since its' implementation in 1998.

The Service Centers Branch of HHS functions as WIB staff, AJCC, and direct provider of services.

- The selection of an AJCC Operator will be done through a competitive process at least once every four years (WIOA Section 121[d][2][A]). This process will include clearly articulated roles and responsibilities of the AJCC Operator (Title 20 CFR Section 678.620[a]). The AJCC Operator may be a single public, private, or non-profit entity or consortium of entities. However, if a consortium of entities consists of AJCC partners, it must include a minimum of three of the required AJCC partners listed in WIOA Section 121(b)(1). The types of entities eligible to be an AJCC Operator include (WIOA Section 121[d][2][B]): an institution of higher education; an employment service state agency established under the Wagner-Peyser Act; a community-based organization, nonprofit organization, or workforce intermediary; a private for-profit entity; a government agency; another interested organization or entity, which may include a local chamber of commerce or other business organization, or a labor organization. HHS will fully adhere to the federal procurement standards outlined in Uniform Guidance Section 200.318-200326, as well as local procurement policies. The AJCC Operator will be in place and operating no later than July 1, 2017 (Title 20 CFR Section 678.635).
- The selection of eligible Adult and Dislocated Worker Career Services Providers will be done through the approval of the CEO, which is the BOS, and the Governor (WIOA Section 107[g][2] and Title 20 CFR 679.410[b]). Approval under this provision will serve as the agreement by the Governor and would exempt the WIB from selecting Adult and Dislocated Worker Career Service Providers through a competitive process by allowing them to fulfill the role themselves or through the administrative entity. If the WIB receives approval for the administrative entity to provide adult and dislocated worker career services that approval will be valid for a maximum of four years, after which time another request must be submitted. If the request is not approved then, HHS will fully adhere to the appropriate competitive selection process based on local procurement

policies as well as the policies and principles of competitive procurement specified in Uniform Guidance Section 200.318-326. In either case, the Adult and Dislocated Worker Career Services Provider(s) will be in place and operating in the AJCCs no later than July 1, 2017.

- The Request for Approval to be AJCC Adult and Dislocated Worker Career Services Provider (Appendix 16) application was submitted to the State Board via FedEx on February 22, 2017, prior to the March 1, 2017 deadline.
- The WIB through the administrative entity, HHSA, will directly provide Rapid Response and Layoff Aversion activities. However, if the WIB or administrative entity chooses to award grants or contracts to Rapid Response and Layoff Aversion Providers for some or all activities, it must be done through a competitive process that:
 - Takes into consideration the ability of the Rapid Response and Layoff Aversion Provider to meet performance accountability measures
 - Meets the procurement standards specified in Uniform Guidance and DOL Exceptions
 - Follows state and local procurements lawsRapid Response and Layoff Aversion Providers will be in place and operating no later than July 1, 2017.
- The WIB through the administrative entity, HHSA, will directly provide some or all of the youth workforce service activities. However, as required in WIOA Section 123, if the WIB or administrative entity chooses to award grants or contracts to Youth service provider(s) for some or all activities, it must be done through a competitive process that:
 - Takes into consideration the ability of the Youth service provider to meet performance accountability measures
 - Meets the procurement standards specified in Uniform Guidance and DOL Exceptions
 - Follows state and local procurements laws
 - Youth service provider(s) will be in place and operating no later than July 1, 2017

G. Performance Goals

Relevant information pertaining to performance goals:

- i. The local plan should describe the levels of performance negotiated with the Governor and CEO 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 efforts to align training and education programs with local and/or regional labor market trends will be validated by the labor market. This will be done by examining the employment and wage rates of those who participate in and complete relevant programs. The real test of whether programs are serving the needs of both employers and workers is whether those who are receiving services are getting good jobs that put them on a path to upward mobility. On

September 2, 2016, consistent with [WSDD-149](#), representatives of the Local Boards in the Capital RPU collectively negotiated and reached agreements on their respective local levels of performance for Program Year 2016 and PY 2017.

The primary indicators of performance negotiated are as listed:

- Adult, Dislocated Worker, and Youth
 - o The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program (for Title I Youth, the indicator is participants in education, or training activities or employment in the 2nd quarter after exit)
 - o The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program (for Title I Youth, the indicator is participants in education, or training activities or employment in the 4th quarter after exit)
 - o The percentage of program participants who attain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during participation in or within 1 year after exit from the program

- Adult and Dislocated Worker only
 - o The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program

The Yolo County negotiated performance goals for PY 2016 and PY 2017 are provided in the Exhibits below.

Exhibit 8				
PY 2016-17 Proposed Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	65%	68%	56%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	62.5%	63.5%	64.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$4,957	\$7,308	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	52.9%	60%	54.7%	Credential Attainment within 4 Quarters After Exit

Exhibit 9 PY 2017-18 Proposed Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	68%	71%	58%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	65.5%	69.5%	67.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$5,157	\$7,523	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	55.9%	63%	57.7%	Credential Attainment within 4 Quarters After Exit

Baseline indicators are indicators for which local areas were not required to propose an expected level of performance and will not need to come to agreement with the state on negotiated levels of performance. Baseline indicators include Adult, Dislocated Worker, and Youth “measurable skill gains” and “employer effectiveness” (as well as Youth “median earnings”). Even though “Baseline” indicators were not negotiated and will not be used to determine failure to achieve adjusted levels of performance for purposes of performance accountability, Yolo County will collect data and report these indicators of performance.

It should be noted that local areas will not be held accountable for the first year’s performance indicators negotiated for WIOA. The objective of the negotiations process is to define local performance targets that are aligned with current economic indicators, reflect local area service strategies and local achievements, while at the same time build on the overall system goal of continuous improvement for our customers and participants, providing the greatest return on workforce investments, and enabling the regional planning implementation of WIOA by providing industry-relevant skills attainment framework for individuals with barriers to employment.

The WIB is working with its core partners and system stakeholders to align and improve system outcomes. This includes coordinating co-enrollments, staff development, business engagement strategies, and the alignment of data systems as appropriate. An example of this work is the weekly “staffing” events hosted by HHS with partner representatives from programs such as WIOA Title I, Adult Ed, Community College, CalWORKs, vocational rehabilitation, and mental health services to develop seamless coordinated service plans in order to eliminate duplication of services and enhance customer satisfaction for participants in common.

H. Federal High Performance Board Requirements and Local Plans

Relevant information pertaining to federal HPB efforts:

- i. Identify how the Local Board will assess the effectiveness and continuous improvement of AJCCs.

To support the orderly transition from WIA to WIOA during the initial designation period of July 1, 2015, through June 30, 2017, the first policy established by the WIB was 16-1 Transition from

WIA to WIOA (Appendix 17) which allowed the existing WIA policies and/or procedures for Title I Adult, Dislocated Worker, and Youth Programs to be used until new WIOA policies and/or procedures are established. To date, the WIB has established the WIOA policies listed below which includes priority of service as required by [WSD15-14](#):

- 16-2 Residency Requirement (Appendix 18)
- 16-3 Selective Services Registration (Appendix 19)
- 16-4 Adult Program Priority of Service (Appendix 20)
- 16-5 Self-Sufficiency Standard (Appendix 21)
- 16-6 Funded Support Services (Appendix 22)

The efforts to establish additional WIOA policies and/or procedures remains a priority as does Phase II of the MOU process as required by [WSD16-09](#) to address the resource sharing and joint infrastructure cost funding needed to support the unified system described in Phase I MOUs as required by [WSD 15-12](#). In addition to policy and MOUs, the WIB and HHSA will assess the effectiveness of AJCCS by tracking day to day operations and reporting that data as appropriate to assist with continuous program and customer service improvement. As stated in the MOUs, partner meetings are held to continuously build and improve the services in the AJCC and the affiliate sites located in Yolo County. These meetings provide real-time feedback if a process is working or if it needs to be modified in order to ensure a smooth customer flow. The referral process is one where we have established a common practice and corrected deficiencies along the way. Using data from the human-centered design has provided keen insights regarding customer flow in the job centers and has changed the entire process for serving job seekers in the centers.

ii. 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](#)

As a result of the state-issued policy guidance on WIOA Adult Program Priority of Service, which set forth guidance on priority of service and outlined policy implementation requirements for local boards, HHSA and the WIB developed, adopted and implemented local policy guidance intended to define and establish the parameters for applying priority of service for employment and training services offered under the WIOA, Title I, Adult program.

Policy 16-4 establishes WIOA adult priority of service as recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. Staff, partners, and subrecipients determine priority of service status at the time of eligibility. Additionally, the WIB will continue to serve veterans and eligible spouses as a priority population. Consistent with [TEGL 10-09](#) and [WSD15-14](#), priority is provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low income individuals, or individuals who are basic skills deficient.
2. Individuals who are the recipient of public assistance, other low income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA's priority groups.

4. Other individuals not included in WIOA's priority groups.

The local policy fully aligns with the state's policy, which requires that priority of service be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, while still recognizing that veterans and their eligible spouses continue to receive the highest priority. Policy directives were provided to Adult program provider staff to ensure appropriate application of priority of service requirements. Frequent review of Adult client case records is conducted to further ensure compliance with the requirements. Additionally, on an annual basis, the WIOA, Title I, Adult program is programmatically and fiscally monitored. If a pattern of deficiency is found in any area of federal regulation, or federal, state or local policy, immediate action is taken to correct the deficiency.

- [WSD15-12 – WIOA Phase I Memorandums of Understanding](#)

HHS staff convened meetings in February and April of 2016 with One-Stop required partners and compiled a system-wide matrix of services and service locations for all One-Stop required partners. Once completed, MOUs (Appendixes 4-14), modeled after the MOU template provided by EDD, were executed with all required partners by the Phase I deadline of June 30, 2016.

- [WSD16-09 – WIOA Phase II Memorandums of Understanding](#)

In the fall of 2016, building upon the WIOA Phase I executed MOUs with One-Stop required partners, WIB and core partner staff attended the WIOA MOU Phase II Training session offered by the CWA in partnership with the CWDB. In December 2016, following the training, HHS staff convened a WIOA MOU Phase II core partner meeting to facilitate the gathering of input needed to address how to sustain the unified system described in Phase I through the use of resource sharing and joint infrastructure cost funding needed for Phase II MOUs. HHS staff continues to ensure the WIB remains in compliance with state policy directives including [WSD16-09](#) regarding WIOA Phase II MOUs. Currently, completion of Phase II is underway and the WIB will comply with all reporting requirements and deadlines. Phase II MOUs will be in place by the September 1, 2017 deadline.

I. Training Activity

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 a description of 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.](#)

The goal is to prepare low-skilled job seekers with the work preparedness and skills necessary for "middle skill" jobs and career pathways connected to the local and/or regional labor market. These services should be individual based with an emphasis on the attainment of an industry recognized certificate, credential, or degree needed for a job or occupation with a labor market of average or above.

The WIB will establish WIOA required policies in order to provide operational guidance for the provider of adult and dislocated worker career services. As stated in WIOA Section 134(c)(3)(E), with respect to individualized career and training services funded with the WIOA adult formula funds allocation, priority must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient with veterans and eligible spouses taking priority among all eligible individuals.

The WIB will ensure that at least 30 percent of the WIOA Title I adult and dislocated worker formula fund allocations are spent and/or leveraged on training services as required by SB734 and outlined by [WSD14-1](#). A cap of 10 percent is placed on the leveraged portion of funds which may come from the following partners: Federal Pell Grants established under Title IV of the Higher Education Act of 1965; public programs authorized by WIOA such as Job Corps, Migrant Seasonal Farm Worker, Rapid Response, WIOA Title II Adult Education and Literacy, national and state WIOA discretionary grants, and WIOA Title I youth program; Trade Adjustment Assistance; Department of Labor National Emergency Grants; match from employers, industry, and industry associations; match funds from joint labor-management trusts; and ETP grants.

Training activities may include, but are not limited to: occupational skills training; on-the-job training; incumbent worker training; skill upgrading and retraining; entrepreneurial training; pre-apprenticeship training; and apprenticeship training. In-lieu of an individual training account the adult and dislocated worker career services provider may enter into a contract on behalf of the individual with the training provider. WIOA Title I funded occupational skills training providers and programs must be on the California's ETPL or an out-of-state ETPL.

For individuals enrolled in an Vocational English as a Second Language, Adult Basic Education, and/or High School Diploma and High School Equivalency programs, there will be a special emphasis on combining/linking the activity with another training activity such as job readiness, occupational skills training, or OJT in an effort to speed the progress of students towards goals as workers. Primary to this is improving student transition to post-secondary education coursework and achievement of vocational certificates/credentials.

Training through classroom vocational instruction shall be provided through the use of an ITA in the form of an Occupational Skills Training Agreement/Contract. The Agreement/Contract is the vehicle used to pay for or defray the cost of training listed on the ETPL as WIOA approved provider/program in addition to being approved by either the Bureau for Private Postsecondary Education or Division of Apprenticeship Standards. The training needs to be linked to an occupation with a labor market clearly linked to one of the demand local or regional industry sectors. The Agreement/Contract authorizes expenditures for tuition and other fees. If a participant is eligible for a Pell grant or other core program and partner resources, those amounts are deducted from the total training cost prior to determining the amount of the WIOA Agreement/Contract. Training costs above the cap noted below is the responsibility of the participant.

An Agreement/Contract is approved once a customer has met WIOA eligibility requirements, has been assessed for and has demonstrated the need for training in order to increase employability, and has demonstrated that he/she possesses the skills needed to successfully participate in the selected training program. The Agreement/Contract approval occurs when it is determined that

the program of training is linked directly to local or regional employment opportunities in demand industry sectors and that the customer is unable to obtain other grant assistance or is in need of assistance above the levels provided by such other grants in order to participate.

HHSA contracts with both private and public sector training vendor and education institutions for training services. Agreements/Contracts are used to specify desired outcomes, tracking and reporting requirements. All training contracts must maintain eligibility on a States ETPL, as well as in good standing with the WIB, HHSA and/or provider of services in order for trainings to be offered to AJCC customers. Training providers submit invoices as appropriate for students approved and enrolled in their programs. If a student drops from a program, payment amount to a provider is paid based on the WIB's tuition refund policy which is also included in the Agreement/Contract, or if the school has already received payment, reimbursement to HHSA is determined based on the same refund policy.

The WIB caps ITAs at \$10,000 although HHSA caps the Agreements/Contracts at \$5,000, with an exception to allow management/director level staff to extend the cap to \$10,000. Costs making up the total tuition may include books, lab fees, registration fees, school supplies or tools needed for a specific training program. These expenditures as well as leveraged resources are tracked and reported as training expenditure as outlined in [WSD14-1](#) and imposed by Senate Bill 734.

It is recognized and understood by all AJCC staff that choices exist for each participant. In many cases the individual may be confused or uncertain as how to search for employment, complete an employment application, or understand the employment/training opportunities available. AJCC staff are trained to assist all job seekers on career counseling, assessments (skills/interest), labor market information, training opportunities, and job placement assistance. Additionally, eligible individuals that can benefit for training may select a training program based on their research of the approved training providers. Through that research, participants have access to school and program report cards on the ETPL, which displays completion, placement, and training related placement rates. This information is necessary for participants to understand the options available in choosing a training provider and program and helps when making an informed choice. Oftentimes, the guidance and support of AJCC staff can assist a participant in finding their pathway and making their choice.

J. Transparency, Accessibility, and Inclusivity

Relevant information pertaining to public transparency, accessibility and inclusivity:

- i. The local plan must describe the process used by the Local Board, consistent with WIOA Section 108(d), to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations. There should be a concerted effort to engage representatives from the local community in this process, and reasonable accommodation should be made to include representatives from target populations, including accommodation for individuals with language needs and individuals with disabilities. Under WIOA Section 188 and relevant regulations, public meetings and publically disbursed information pertaining to local plan content must be made accessible to individuals with disabilities to ensure an opportunity for full and equal participation in the local planning process.

The Local Plan was collaboratively developed and vetted with a wide range of stakeholders including a 30-day public notice comment period prior to submission.

Through the calendar year of 2016, WIB staff solicited input and gathered data from employers, job seekers, community based organizations, education and training providers, economic development, labor representatives, and WIOA core partners regarding their workforce strategies to ensure they were engaged in the local and regional planning process. Local WIOA core partner representatives from WIOA Title I (Adult, Dislocated Worker, Youth), WIOA Title II (Adult Education and Literacy), WIOA Title III (Wagner-Peyser, Veterans, Unemployment Insurance, Trade Adjustment Assistance Act), WIOA Title IV (Vocational Rehabilitation), Title V Older Americans Act, Carl Perkins Career Technical Education, Job Corps, Native American Programs, Migrant Seasonal Farmworkers, Housing and Urban Development, and Temporary Assistance for Needy Families/CalWORKs met in February of 2016 to begin the MOU and Local Plan process. In early November of 2016, the local WIOA core partner representatives convened to review WSD 16-07 regarding Regional and Local Planning Guidance for 2017-2020 as well as provide input. Additionally, in November WIB staff attended Regional and Local Planning Guidance Training Sessions offered by the CWA in partnership with the CWDB and then began drafting the Local Plan in December of 2016. The information acquired through the public transparency, accessibility and inclusivity process is the foundation of the Yolo County Local Plan. Those wishing to provide additional feedback have the opportunity to do so through the 30-day public notice/comment period as well as public input at WIB and BOS meetings as identified below.

On January 30, 2017, a 30-day public notice/comment period was initiated through various publications throughout Yolo County; 65 media contacts, Yolo County's Facebook, and twitter. The WIB accepted comments on the draft plan from January 30 to March 1, 2017. Comments were received by phone (530) 406-4458 or email yoloWIB@yolocounty.org.

Additionally, two opportunities for public input was provided for those wishing to bring their comments/concerns directly to the WIB. Those opportunities were held in alignment with regular scheduled meetings and the locations were accessible space.

- January 11, 2017-8:30 a.m. - WIB-25 N. Cottonwood Street, Woodland CA 95695
- February 22, 2017-1 p.m. - WIB Executive-25 N. Cottonwood Street, Woodland CA 95695

On March 21, 2017, final input, questions or comments, including those representing disagreement with the local and regional plans, were presented to the BOS at their regular scheduled meeting located at 625 Court Street, Woodland CA 95695. Comments received are included on Attachment 6 of the Plan Packet.

K. Intake and Case Management

Relevant information pertaining to common intake and case management efforts:

- i. Describe how the Local Board 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.

Currently the WIB through providers independently provide intake and case management services which the WIOA Title I programs can track thru CalJOBSSM if the participant is co-enrolled. Moving forward, the WIB through providers and partners will develop a human centered design approach by looking first at what a customer needs. This approach will build the capacity of the workforce system to better empathize with job seekers, employers who need skilled workers, and out of school youth, and to design more personalized services to help them get the skills, workers and jobs they need.

Through the AJCC system, the partners will share services that are commonly provided such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other partners and business services. Job seeking customers will have universal access and a variety of tools to partner programs which may include co-enrollment in order to leverage funds.

Beyond shared processes, partners will coordinate service strategies to ensure a participant's access to necessary activities, supportive services, and job/career planning during participation as well as after placement in employment. Through State guidance, the partners will work towards tracking information via a shared system.

L. Other Miscellaneous Requirements

Other relevant information:

- 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.

As a partner agency, HNSA provided a copy of the draft local plan to the West Sacramento and Woodland Adult Education & Literacy agencies as identified in the MOU. On January 25, 2017, all parties convened to discuss the local plan and the AEFLA grant solicitation in order to coordinate education and training activities to in-demand regional and local industries. Additionally, the WIB will participate in the review process of Title II AEFLA grant solicitations as outlined in [WSIN16-26](#).

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

The WIB approved Policy 16-4 regarding Adult Program Priority of Service under which priority of service status is established at the time of eligibility determination for WIOA, Title I, adults. Eligibility documentation is collected to verify priority and if priority is determined, the participant will receive priority placement into training opportunities, if assessed able to benefit from services. For more information, see Section H.

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

Yolo County is part of a regional planning unit known as the Capital RPU which includes nine counties (Alpine, El Dorado, Placer, Colusa, Glenn, Sutter, Yuba, Sacramento, and Yolo) and four local workforce development boards (GSWDB, NCCC, SETA, and Yolo) which have been working collaboratively for years. Prior to the WIOA requirement for the state to establish regional planning units, the four boards created a partnership known as the Capital Area Investment Zone

(CAIZ) which was committed to the continuous development, support and improvement of a strategically planned regional One-Stop Career Center System dedicated to providing quality, standardized services at the local career center. This established regional partnership will continue its work to align workforce development activities and resources with larger regional economic development areas and available resources to provide coordinated and efficient services to job seekers and employers.

The narrative content for the initiatives listed below can be found in the Capital Area Regional Strategic Workforce Development Plan.

- MOU for the Capital RPU (Appendix 23)
- National Emergency Grant Sector Partnership Grant
 - Capital Region Industry Clusters of Opportunity 2010-2015 (Appendix 1)
 - Inventory of Regional Business Advisory Groups (Appendix 24)
- SlingShot – the release of \$750,000 in grants to entrepreneurial and small business (Appendix 25)
 - Recommended awards within the Capital RPU (Appendix 26)
- America’s Promise Job Driven Grant – commitment to the Healthcare Pathways of Promise Project application (Appendix 27)
- Negotiated WIOA Title IB local area performance goals for PY 2016 and 2017 with the CWDB through a regional process (Exhibit 8 and Exhibit 9)
- Northern California Rapid Response Roundtable

iv. [A description of the services that will be provided to limited English proficient individuals.](#)

To ensure that individuals with limited English proficiency reach their maximum academic potential Vocational English as a Second Language, Adult Basic Education, and High School Diploma and High School Equivalency services may be provided by a partner in conjunction with one or more of the activities listed in Exhibit 5, 6, and/or 7. Additionally, Section C outlines the available bilingual services.

M. Local Board Assurances

See Attachment 1

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

See Attachment 2

O. Local Area Grant Recipient Listing

See Attachment 3

P. Local Workforce Development Board Bylaws

See Attachment 4

Q. Program Administration Designee and Plan Signatures

See Attachment 5

R. Local Board Record of Comments

See Attachment 6