



**WORKFORCE**ALLIANCE  
OF THE NORTH BAY  
DRIVING WORKFORCE TALENT

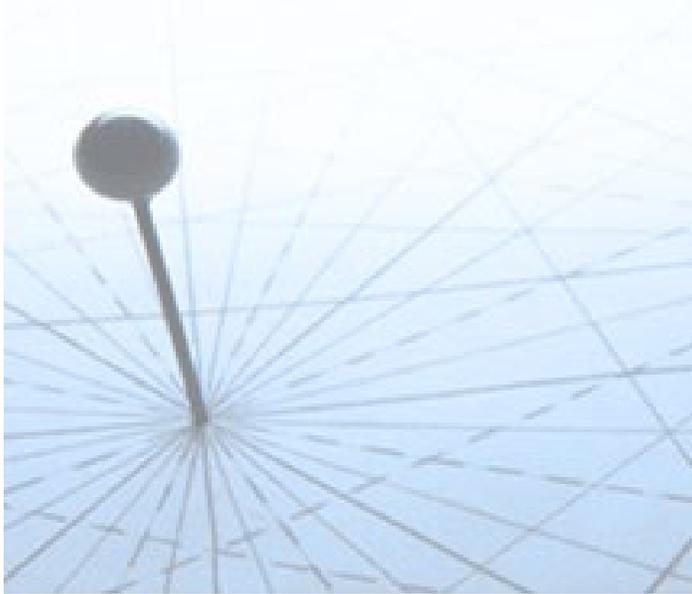
**WIOA LOCAL STRATEGIC PLAN  
TWO-YEAR MODIFICATION  
PY 2021-2024**

**Workforce Alliance of the  
North Bay**

Bruce Wilson, Executive Director

(707) 247-8291

[bwilson@workforcealliancencorthbay.org](mailto:bwilson@workforcealliancencorthbay.org)



## TABLE OF CONTENTS

---

Introduction .....	3
I. WIOA core and required partner coordination .	6
Partner Involvement .....	6
Co-enrollment Efforts .....	8
One-Stop Delivery System .....	9
II. State Strategic Partner Coordination .....	12
County Health and Human Services Agencies & CalFresh Employment and Training Services	12
Local Child Support Agencies .....	13
Local Partnership Agreement .....	14
English Language Learners, Foreign Born, and/or Refugees.....	14
III. WIOA Title I Coordination.....	16
Digital Fluency.....	16
Cultural Competencies & Trauma-Exposed Populations .....	16
Rapid Response & Layoff Aversion Activities	17
Adult and Dislocated Worker Employment & Training Activities .....	18
WIOA Youth Program Assessment .....	19
Grant Administration.....	21
Career Service Providers .....	22
Appendices .....	24
Stakeholder & Community Engagement Summary.....	24
Public Comments .....	30
Signature Page .....	31

## INTRODUCTION

---

To fulfil the requirements outlined in the California Employment Development Department Workforce Services Directive 22-05, the Workforce Alliance of the North Bay has prepared this Two-Year Modification of the Strategic Local Plan for Program Years 2021-2024.

The Workforce Alliance of the North Bay (hereafter referred to as the *Workforce Alliance*, *Alliance*, or *WANB*) was formed in May 2016 as a Joint Powers Agency representing the region of Marin, Napa and Lake Counties. Mendocino County formally joined in June 2017. The Governing Board of the Workforce Alliance (as the Chief Local Elected Official) is comprised of two members of the Board of Supervisors from each member county, for a total of eight members. The 24-member Regional Workforce Development Board (RWDB) is comprised of businesses and partner organizations from each member county and meets the overall statutory membership requirements. An America's Job Center of California (AJCC) operates in each member county under the CareerPoint North Bay brand.

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

Consistent with the State of California's policy objectives, the vision for the Alliance's workforce development system is anchored to the following priorities:

- Supporting High Road Workforce Systems that include job quality, worker voice, equity, and environmental sustainability.
- Fostering “demand-driven skills attainment” via regional sector-based career pathways.
- Enabling upward mobility and economic self-sufficiency.
- Aligning, coordinating, and integrating programs and services.

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

Goal One: Stay equipped with the most current labor market analysis, improve the responsiveness of the workforce system to meet the workforce needs of priority sectors within the local and regional economy, provide employers with skilled workers and expand employment opportunity for North Bay residents.

Goal Two: Work with economic development efforts to improve the quality of services available to businesses to promote hiring and support economic vitality in the region.

Goal Three: Increase access to workforce services for populations with barriers to employment.

Goal Four: Re-engage youth disconnected from the education system and labor market to help them achieve academic credentials, transition into post-secondary education, and/or secure living wage employment.

Goal Five: Streamline and coordinate policy and administration across core partners/funding streams.

Goal Six: Strengthen policy and programmatic coordination between the workforce system and the region's education system, to ensure that students and graduates are prepared to enter the region's workforce, and are earning industry valued credentials, certificates, and degrees.

## **COVID 19 AND ITS IMPACT ON THE WORKFORCE**

After over two years since the global pandemic's start, the labor market is still somewhat struggling. Many industries were forced to adapt to changes in how they operate, do business, and serve customers, and have not yet returned to pre-pandemic norms. As a result of the changes

forced on us by the global pandemic, the business community is moving forward and has adapted some new approaches.

Compared to the numbers from 2020, the unemployment rate has significantly improved, which clearly indicates a more robust and stable job market. This is excellent news for individuals and families struggling with joblessness during the pandemic. The decrease in the unemployment rate is also a sign of a recovering economy and a positive outlook for the future. The table below displays population data and unemployment statistics for the four counties in the Workforce Alliance region, the entire state of California, and the country as a whole.

	<b>2022 Total Population</b>	<b>December 2022 Unemployment Rate</b>
<b>WANB Region</b>	562,833	Lake 5.1% Marin 2.2% Mendocino 3.8% Napa 3.0%
<b>California</b>	39,213,028	4.1%
<b>Nation</b>	334,161,482	3.5%

# I. WIOA CORE AND REQUIRED PARTNER CO-ORDINATION

---

The Workforce Alliance prioritizes finding effective solutions to workforce challenges, benefiting both workers and businesses in Lake, Marin, Mendocino, and Napa counties. As a convener, Workforce Alliance brings together partners required under the Workforce Innovation and Opportunity Act of 2014 (WIOA) Section 121. The list below includes all required partners:

- WIOA Title II – Adult Education and Literacy
- WIOA Title III – Wagner-Peyser
- WIOA Title IV – Vocational Rehabilitation
- Carl Perkins Career Technical Education
- Title V Older Americans Act
- Job Corps
- Native American Programs (WIOA Section 166)
- Migrant Seasonal Farmworkers (WIOA Section 167)
- Veterans
- Youth Build
- Trade Adjustment Assistance Act
- Community Services Block Grant
- Housing and Urban Development
- Unemployment Compensation
- Second Chance
- Temporary Assistance for Needy Families/CalWORKs

## Partner Involvement

*How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in WIOA Memorandums of Understanding (WSD18-12).*

---

WIOA aims to improve the connection between the workforce, education, and economic growth to effectively address economic and employment issues at the national, state, and local levels. WIOA partners are crucial to the workforce development system. The Workforce Alliance's goal is fostering a system where job seekers can easily access employment, training, education, and support services without confusion through seamless referrals between AJCC partner organizations. The Workforce Alliance works with WIOA partners to increase access to these resources for eligible individuals, including those facing employment barriers.

The Workforce Alliance retains operational MOUs (Memorandums of Understanding) with WIOA core and required partners in each of our four AJCCs. Partners will provide the services and resources outlined in the CareerPoint North Bay One-Stop Network MOU through direct service or referrals from partner organizations. The MOU is a four-county network agreement under WIOA that allows each county to benefit from the state's allocation as if they were separate entities.

Coordinating services to AJCC customers is the responsibility of the One-Stop Operator who ensures partners undergo cross-training to ensure they are knowledgeable about the services offered by other partners and the eligibility criteria for each program. The One-Stop Operator plays a crucial role in the smooth functioning of the Career Centers. They are responsible for coordinating the delivery of the various services offered by the AJCC partners, ensuring that they are all in line with the MOU. They also work towards promoting efficient operations and ensuring the delivery of workforce and employment services. The One-Stop Operator is encouraged to adopt creative and innovative methods and best practices to deliver services to customers in the most efficient manner.

In addition to the above, the One-Stop Operator is responsible for promoting a no-wrong-door point of entry for job seekers, coordinating AJCC activities and customer flow amongst partners, and promoting cross-training for staff. They also have to ensure that all AJCC partners follow applicable federal, state, and WANB laws, regulations, and policies and report progress and achievements to WANB. The One-Stop Operator is also responsible for ensuring nondiscrimination, and equal opportunity regulations are adhered to in all programs and services.

WANB recognizes that collaboration at the AJCC leads to an improvement in customer value and is committed to promoting equity and inclusivity in its efforts. By fostering a diverse and inclusive environment, The Workforce Alliance is committed to ensuring that all customers have access to the services and resources they need to succeed, regardless of their background or circumstances. By working together, WANB and its partners are dedicated to creating a more equitable and inclusive job market that benefits all members of the community.

## Co-enrollment Efforts

*How the Local Board and AJCC partners will work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in Strategic CoEnrollment – Unified Plan Partners (WSD19-09).*

Collaboration between the AJCC partners is seen as vital by the Workforce Alliance in achieving local workforce development system success. The Alliance holds the belief that cooperation with all partners is essential in providing the services offered by the AJCC. Regular meetings are arranged among partners to cultivate relationships through referrals and work together cooperatively to fulfill the needs of shared clients.

Some AJCC partners have already adopted Community Pro Suite, also known as My Professional Center, a shared data system. The platform can store clients' information and documents, making the referral process more accessible and convenient for clients and partners. Development of other trackable referral systems, such as common intake forms, is in progress. This and other efforts toward co-enrollment are coordinated by the One-Stop Operator. During regular One-Stop partner meetings, the need for cross-training was recognized, and such training is being scheduled on an ongoing basis. This ensures that AJCC clients have access to wrap-around services.

These cross-referrals are case noted in CalJOBS – a customer relationship management system, by CareerPoint staff. The system also allows partners to co-enroll into WIOA Title I and

Title III (Wagner-Peyser) programs. Moreover, all AJCC partners, as noted above, maintain regular communication between organizations to foster strong partnerships. The goal is to reduce the replication of services and facilitate strong support of clients on their path to achieving their objectives.

## One-Stop Delivery System

*How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.*

Since the start of the COVID-19 pandemic, the CareerPoint service model was adjusted to offer workforce development services not only in person but also in a virtual setting. AJCC staff conducts career coaching, trainings, and workshops using various platforms like Zoom, Ring Central, or Microsoft Teams. CareerPoint staff are equipped with laptops and mobile hot spots, which allows them to travel to partner locations to provide services to their clients. If a need arises, potential and currently enrolled WIOA clients can schedule a meeting with a career counselor at a different location, closer to where they live, for example, at a local library.

The Regional Plan Implementation Grant allowed for revamping the Workforce Alliance website <https://www.workforcealliancenorthbay.org/> to better inform communities about available services and facilitate access to those services. To satisfy the need for remote services, AJCC staff prerecorded workshops allowing career seekers to access them through the website and YouTube channel <https://www.workforcealliancenorthbay.org/video-library/>. Additionally, a Business Directory that can be accessed here: <https://www.workforcealliancenorthbay.org/business-directory/> was created to help businesses to triage their needs and find appropriate resources. The most recent addition to the website resources is our Training Directory <https://www.workforcealliancenorthbay.org/training-directory-layout/>. Those who seek to upskill can browse through the list of trainings available in the four counties. Some of the institutions included in the directory are community colleges, universities, adult schools, or trade schools and provide

industry-recognized certifications. In addition, we have a new Labor Market Info tab, which can be accessed here: <https://www.workforcealliancencorthbay.org/labor-market-information/>, and our Bright Futures Career Speaker Series Video Library, which can be found here: <https://www.workforcealliancencorthbay.org/career-speaker-series-videos/>.

In 2022, CareerPoint introduced a mobile application called “CareerPoint North Bay” which can be downloaded from both Apple App Store and Google Play Store. The app facilitates scheduling appointments with CareerPoint staff for job seekers and businesses seeking WIOA services. Additionally, it showcases job fairs, workshops, and online LinkedIn Learning trainings.

Service mobility remains a critical aspect of the board's strategic plan, and the WANB has taken proactive steps to enhance it. The organization has utilized non-WIOA funding to upgrade a bus owned by an AJCC partner, California Human Development, to serve as a mobile service center. This bus is equipped to move to remote locations, providing essential services to communities that might otherwise not have access. By leveraging this innovative solution, WANB is expanding its reach and delivering crucial support to those in need.

## Supportive Services

*How the Local Board and AJCC partners will coordinate workforce and education activities with the provision of appropriate supportive services.*

WIOA supportive services are crucial in helping individuals attain and retain employment. These services aim to address the various barriers that might prevent someone from participating in the workforce, such as transportation, childcare, or lack of training. The Workforce Alliance believes that supportive services provide essential assistance to eligible individuals, allowing them to overcome these obstacles and achieve their employment goals. Whether it's through providing access to job training programs or offering financial support, WIOA supportive services play a critical role in helping people succeed in the workforce and achieve financial stability.

Individuals enrolled with the CareerPoint programs may receive supportive services, such as transportation, childcare, dependent care, housing, work attire, and work-related tools, based on

funding availability. These services help individuals participate in WIOA Title I activities by providing financial assistance for needs like uniforms, eyeglasses, and protective eye wear. In the case that WIOA funds for supportive services are not available, AJCC staff uses a referral process to connect individuals with partner organizations that can provide additional support.

## Nondiscrimination and Equal Opportunity

*How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, as outlined in Nondiscrimination and Equal Opportunity Procedures (WSD17-01).*

The Local Workforce Development Boards and their AJCC partners have a responsibility to ensure that their facilities, programs, and services are accessible to individuals with disabilities. To comply with WIOA Section 188 and the Americans with Disabilities Act of 1990, they must adhere to the guidelines outlined in the Nondiscrimination and Equal Opportunity Procedures (WSD17-01).

The procedures outline the steps that must be taken to ensure that all facilities, programs, and services are physically and programmatically accessible. This includes modifying facilities, providing accessible technology and materials, and ensuring that their programs and services are designed to be accessible to individuals with disabilities. The AJCC partners will also take steps to ensure that their technology and materials are accessible to individuals with disabilities, including providing alternative formats and ensuring that assistive technology is available. By taking these steps, the Workforce Alliance will ensure that they are in compliance with WIOA Section 188 and the Americans with Disabilities Act of 1990, and are providing equal access to individuals with disabilities.

## II. STATE STRATEGIC PARTNER COORDINATION

---

### County Health and Human Services Agencies & CalFresh Employment and Training Services

*How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access CalFresh Employment and Training services.*

The Mendocino and Lake AJCCs have implemented a unique approach to ensure that individuals who come to the job center can access all the resources they need. The presence of County Health and Human Services staff at the One-Stop Centers provides a direct link for individuals seeking CalFresh Employment and Training Services. The Napa and Marin CareerPoint Centers have established referral processes to connect individuals to public assistance and CalFresh Employment and Training Services. The county staff's involvement in the monthly CareerPoint One-Stop Steering Committee meetings highlights their commitment to being a part of the decision-making process and ensuring the continued improvement of the AJCC centers. This collaboration between the WIOA service provider and County Health and Human Services staff demonstrates a unified effort to provide comprehensive services and support to the community. To further improve collaboration and communication between the AJCCs and Health and Human Services agencies, the AJCC staff have given multiple presentations on workforce development services available through WIOA. Our vision is to work with Marin and Napa Health and Human Services agencies in the full spirit of WIOA, and as delineated in "All County Letter 16-51", WANB is committed to continuous improvement that leads to higher levels of integration with HHS agencies in our service area.

## Local Child Support Agencies

*How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.*

The AJCC staff has a working relationship with Child Support Agencies in the Workforce Alliance region, collaborating to provide a referral process for clients seeking workforce services. The AJCC staff is dedicated to promoting WIOA programs and resources and ensuring that child support clients can access all the services offered, such as career counseling, job search assistance, training, and community service referrals.

The Workforce Alliance fosters partnerships with organizations, including Adult Education Block Grant consortia, community college consortia, child support agencies, community-based organizations, social enterprises, and in-demand sector employers, to further collaboration and communication among partners. The agreement outlines methods and practices to guide the partnership, such as offering capacity building and staff development activities for the WIOA system, sharing agency contact information and program data, holding regular meetings to share information and collaborate, and providing updates on agencies and programs. The partnership arrangement serves as a foundation for future collaboration with child support agencies and partners to support the employment needs of non-custodial parents.

Similarly, CareerPoint staff also reach out to Local Child Support Agencies in each county to offer employment and training services, targeting youth, out-of-school youth, foster youth, and justice-involved youth. Programs offered include career exploration, work-readiness skills, and job search support. CareerPoint collaborates with the County Offices of Education and local colleges, promote programs through the County Advisory Subcommittees and One-Stop Career Centers and engage education and County Health and Human Services staff.

## Local Partnership Agreement

*How the Local Board will coordinate with Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.*

The goal of the partnership between the AJCCs and the Department of Rehabilitation (DOR) is to improve opportunities for individuals with developmental and intellectual disabilities. Regular Local Partnership Agreement (LPA) meetings bring together partners from the Redwood Empire District, California Department of Rehabilitation, North Bay Regional Center, and educational organizations. Workforce Alliance and AJCC staff support LPA group efforts to provide employer engagement services that include sharing information on employer incentives, requirements, and best practices for hiring individuals with disabilities.

As we move in the future, the Workforce Alliance recognizes the importance of efficient and effective referral and information sharing processes. To ensure the smooth flow of information, the Alliance staff will monitor and assess the existing methods and make necessary improvements. The One Stop Operator will work in tandem with the DOR to provide seamless services and prevent overlap to individuals with developmental and intellectual disabilities. The operator will also actively promote the services available to this population.

## English Language Learners, Foreign Born, and/or Refugees

*How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign-born, and/or refugees.*

The Workforce Alliance is committed to improving services for English Language Learners (ELLs), foreign-born individuals, and refugees. To achieve this goal, the Alliance will work closely

with AJCC bilingual staff and community partners to better understand marginalized groups' unique needs and barriers. The Alliance will also look for strategies and policies to promote equitable access to services for these populations. The Alliance is open to collaborating with community-based organizations (CBOs) and educational partners to enhance ELL services. The Alliance will continue to work with adult education programs to promote basic education, ESL, VESL, and other remedial education to WIOA clients. It will foster workforce career pathways and training tailored to individual interests and financial needs. The Alliance is dedicated to bridging the gaps in serving historically underserved ELLs and immigrants and finding partnerships to support individual and community-identified needs.

At WANB, we recognize the importance of engaging with CBOs that serve ELLs, foreign-born individuals, and refugees. This is why we have representation from these CBOs on our County Advisory Subcommittees. This representation helps educate the board on the issues and opportunities these historically underrepresented populations face. We are also proud to partner with CBOs that offer workforce training programs with language skills embedded in the curriculum. One of our key partnerships is with Canal Alliance on the AB 628 Breaking Barriers Grant. This partnership demonstrates our commitment to providing effective services and support for ELLs, foreign-born individuals, and refugees in our community. By working closely with CBOs, we are able to ensure that our programs and services are tailored to the unique needs of these populations.

### III. WIOA TITLE I COORDINATION

---

#### Digital Fluency

*Training and/or professional development to frontline staff to gain and expand proficiency in digital fluency and distance learning.*

At the Workforce Alliance, we place a high priority on staff training and development. To ensure that Talent Development Specialists (TDS) working at AJCCs are equipped with the skills and knowledge they need to provide adequate services, our staff provides training to all TDS staff twice a month. The training covers various topics, including digital fluency and distance learning. All training opportunities are forwarded to the Project Director by the WANB staff to ensure that our TDS staff have access to the latest information and resources.

Additionally, the AJCC staff leverages resources from Workforce GPS, EDD, and California Workforce Association, including blogs, webinars, and workshops, to help increase the digital literacy of our staff. The Workforce Alliance is committed to using all available resources to support the AJCC team in their professional development and to ensure that we provide the highest level of service to our clients.

#### Cultural Competencies & Trauma-Exposed Populations

*Training and/or professional development to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations.*

The Workforce Alliance can ensure training and professional development for its frontline staff in several ways to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations. One approach is to provide regular training sessions and

workshops led by experts in cultural competencies and trauma-informed care. These sessions can cover topics such as implicit bias, microaggressions, and the impact of trauma on individuals and communities. Another approach is to provide resources, such as books, articles, and videos, that frontline staff can access to deepen their understanding of these issues.

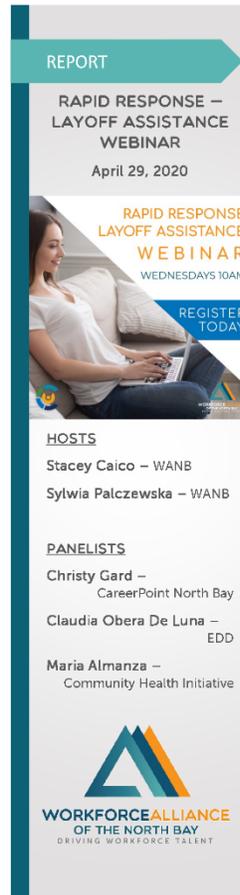
The WANB also encourages frontline staff to attend conferences and events focusing on cultural competencies and trauma-informed care. This will allow staff to network with peers and learn from experts in the field to help them develop a deeper understanding of different cultural perspectives and experiences.

Finally, the Workforce Alliance encourages a culture of continuous learning by creating a supportive environment that values and rewards ongoing professional development. This includes recognition for staff members who complete training programs, opportunities for staff to share their knowledge with their peers during their bi-monthly meetings, and a commitment to allocate resources towards staff training and professional development. By taking these steps, WANB ensures that its frontline staff are equipped with the cultural competencies and knowledge needed to serve trauma-exposed populations effectively.

## Rapid Response & Layoff Aversion Activities

*How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities, as outlined in WSD16-04 (PDF), Rapid Response and Layoff Aversion Activities.*

The Workforce Alliance is committed to providing support and resources to businesses in the community that may face layoffs. Our Rapid Response Coordinator works closely with Chamber of Commerce leaders and other counties' RR Coordinators to identify companies at risk and offer support. We partner with local SBDCs to share business services resources and offer dislocated worker resource events to help businesses and workers through a layoff. Using Econovue, we engage in targeted business resource outreach and provide county and city staff, CBO partners, and education partners with information on the current labor market. Our focus on collaboration and resource sharing extends to working with our economic development partners to identify workforce trends and align industry requirements, training strategies, and career pathways. As part of our business solutions and layoff aversion strategy, we offer incumbent worker training, customized training, and education on EDD work-sharing programs.



**REPORT**

**RAPID RESPONSE – LAYOFF ASSISTANCE WEBINAR**  
April 29, 2020

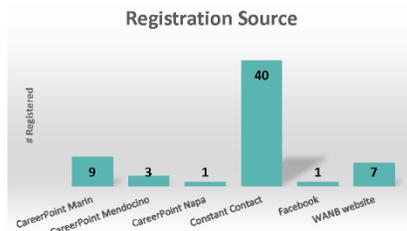
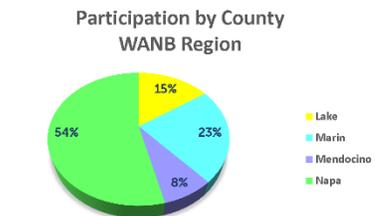
**RAPID RESPONSE LAYOFF ASSISTANCE WEBINAR**  
WEDNESDAYS 10AM  
REGISTER TODAY

**HOSTS**  
Stacey Caico – WANB  
Sylwia Palczewska – WANB

**PANELISTS**  
Christy Gard – CareerPoint North Bay  
Claudia Obera De Luna – EDD  
Maria Almanza – Community Health Initiative

**WORKFORCE ALLIANCE OF THE NORTH BAY**  
DRIVING WORKFORCE TALENT

<b># Registered</b>	<b>63</b>
# Registered from WANB Region	44
# Registered outside WANB Region	19
<b># Attendees</b>	<b>37</b>
# Impacted Workers from WANB Region	13
# Impacted Workers outside WANB Region	4
# Observers	20
<b># Absentees</b>	<b>26</b>



1 | Page  
Workforce Alliance of the North Bay is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. A proud partner of the America's Job Center of California™ network. Prepared by Sylwia Palczewska [spalczewska@workforceallianceofnorthbay.org](mailto:spalczewska@workforceallianceofnorthbay.org)

## Adult and Dislocated Worker Employment & Training Activities

*A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This includes how the Local Board will ensure that priority for adult career and training services will be given to recipients receiving public*

*assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in WIOA Adult Program Priority of Service (WSD15-14)*

The Workforce Alliance provides adult and dislocated worker employment training services in the local area. These services include job search and placement assistance, career counseling, information about local, regional, and national labor market trends, initial skill assessments, and follow-up services to help participants retain their jobs. Three levels of employment services are available to job seekers. Basic career services are available to all, including outreach, intake, orientation, job search assistance, placement assistance, career counseling, and more. Individualized career services are tailored to the customer's needs and include comprehensive assessments, individual employment plans, and various counseling and training services. Training services are for those who lack the skills for employment and include occupational skills training, on-the-job training, incumbent worker training, and more.

At least 30% of the combined total allocation for adult and dislocated workers must be spent on training services each program year, with up to 33.3% of that amount used as designated leveraged resources for training and supportive services.

The Priority of Services Policy requires that at least 51% of adult participants receiving individual career services and/or training services meet specific eligibility criteria, such as being basic skills deficient, low-income, or receiving public assistance. Veterans and their spouses have priority under this policy. The Workforce Alliance has shared this policy with the service provider and conducts regular assessments to determine if the criteria are met. Reports from CalJOBS are pulled to determine demographic details of enrolled clients.

## WIOA Youth Program Assessment

*A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in WIOA Youth Program Requirements (WSD17-07). This includes*

*any strategies regarding how to increase the digital literacy and fluency of youth participants, including youth with disabilities.*

The system of youth workforce activities available in the Workforce Alliance's service area are provided in conjunction with education partners, community-based organizations, and Juvenile Probation. The Workforce Alliance funds a number of youth service providers, who provide either directly or through referral, the 14 program elements required of youth programs under WIOA. Those elements are:

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies.
2. Alternative secondary school services.
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience which may include: summer employment, pre-apprenticeship programs, internships, job shadowing, or on the job training.
4. Occupational skills training, which includes priority consideration for training programs that lead to industry recognized post-secondary credentials.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation and occupational cluster.
6. Leadership development opportunities, community services and peer-centered activities.
7. Supportive services.
8. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation.
9. Follow up services for not less than 12 months after the completion of participation.
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling.

11. Financial literacy education.
12. Entrepreneurial skills training.
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area.
14. Activities that help youth prepare for and transition to post-secondary education and training.

## Grant Administration

*The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official (CEO) or the Governor and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.*

The Workforce Alliance plays a crucial role in the disbursement of WIOA funds. It ensures that service providers are procured through a competitive Request for Proposal (RFP) process from eligible parties. The RFPs issued by the Workforce Alliance provide the following:

- Detailed information on the services being procured.
- The required criteria for bidders.
- Expected outcomes.
- Investment levels.
- Proposal submission requirements.
- Review criteria.
- Conditions for protesting funding decisions.

To reach the maximum number of potential applicants, the Workforce Alliance extensively advertises the RFPs through local news outlets, direct outreach, and social media. For large RFP

solicitations, the Alliance holds a public bidders conference to provide additional guidance and opportunities for questions and answers. The scoring rubrics for each RFP are standardized and provided to all proposal readers with clear instructions to ensure a fair and equitable review process. All reviewers are asked to disclose conflicts of interest to maintain transparency in the decision-making process. The proposals are evaluated according to the RFP criteria, and funding recommendations are presented to the Executive Committee, the Workforce Alliance Regional Workforce Development Board, and Governing Board for discussion and confirmation where required.

## Career Service Providers

*A description of how the AJCC Operator and/or the Career Services Provider roles are fulfilled within the Local Area as outlined in Selection of AJCC Operators and Career Services Providers (WSD19-13). This includes the name(s) and role(s) of all entities.*

In November 2020, the Workforce Alliance of the North Bay (WANB) released its WIOA Adult, Dislocated Worker, Youth and One Stop Operator Requests for Proposals (RFP) in order to competitively procure for one-stop and career services in each of our member counties for PY 2021 to 2024, with an option to extend for an additional three years pending performance and board approval. The process followed the Workforce Alliance, State and Federal procurement policies and regulations that provide guidance and direction for full and open competition consistent with the standards provided in section 200.319 of 2 CFR 200.

The RFP process resulted in thirteen total proposals across all four counties. In accordance with our published process, the proposals were scored and ranked by a team of evaluators based on review of materials and interviews against stated scoring criteria. Subsequently, at its March 11<sup>th</sup>, 2021 meeting the Workforce Alliance Regional Workforce Development Board (RWDB) unanimously approved the highest ranked proposers for contract negotiations with staff:

1. Career Service Provider (Marin, Napa, Lake, Mendocino): Equus
2. One Stop Operator (Marin, Napa, Lake Mendocino): CA Human Development

Consistent with the RWDB's action, the Workforce Alliance Governing Board at its meeting on 3/19/2021 ratified approving Equus as WIOA career service provider for Adult, Dislocated Worker and Youth programs and CA Human Development as the One Stop Operator and directed Workforce Alliance staff to enter into contract negotiations.

In 2022 the Workforce Alliance accepted the request from the California Human Development agency to relieve them of their duties as the One-Stop Operator. WANB awarded the contract to the next highest scorer in the 2020 Request for Proposals, as it opted not to reprocure for the One-Stop Operator. Currently, Equus holds both contracts for WANB with a firewall between them due to their management by separate divisions within Equus. The scopes of work for each contract outline Equus' responsibilities: as the Service Provider, they must staff and provide WIOA services, record these services, and report fiscal and program activities to WANB; as the One-Stop Operator, they must coordinate the operations of all four AJCC's and promote integration and teamwork among them.

# APPENDICES

## Stakeholder & Community Engagement Summary

The Workforce Alliance of the North Bay is committed to fostering vital partnerships with key stakeholders in each of the four counties in the service area. It is essential to engage with various organizations and include private businesses and community members to create a well-working workforce system. The Workforce Alliance of the North Bay recognizes that forming partnerships with a diverse range of organizations allows the formation of a solid foundation to support the local workforce and businesses. By involving input from the communities, these partnerships will help address various barriers to employment through person-centered approaches.

The Workforce Alliance of the North Bay encourages, facilitates, and actively attends community input meetings throughout the year. The below table includes a summary of those meetings according to the requirements of WSD Directive 22-05.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Virtual Industry Focused Group Meeting - Healthcare	Industry experts, WIOA partners, Training Providers	8 attendees including private businesses, higher-ed, CBO, and economic development representatives.	Discussion on strategic approach, training programs development, impact of COVID pandemic, and formulating best approach. Main findings: there is still fear surrounding pandemic; entry-level wages are not sustainable; young adults need to have better understanding about

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
			career pathways in healthcare.
Virtual Industry Focused Group Meeting - Construction	Industry experts, WIOA partners, Training Providers	8 attendees including private businesses, higher-ed, CBO, and economic development representatives.	Discussion on strategic approach, training programs development, impact of COVID pandemic, and formulating best approach. Main findings: industry is doing well despite the pandemic; training is needed for manager/foreman positions; high wages and no need for college degree could be the new narrative for promoting construction to high school students.
Virtual Industry Focused Group Meeting – Leisure and Hospitality	Industry experts, WIOA partners, Training Providers	8 attendees including private businesses, higher-ed, CBO, and economic development representatives.	Discussion on strategic approach, training programs development, impact of COVID pandemic, and formulating best approach. Main findings: industry heavily impacted by the pandemic; less demand for business meetings = less events to cater; there's a need for better, more

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
			effective marketing campaigns; cost of living is a major issue for attracting and retaining talent.
Virtual Industry Focused Group Meeting – Agriculture, Wine & Cannabis Industries	Industry experts, WIOA partners, Training Providers	10+ attendees including private businesses, higher-ed, CBO, and economic development representatives.	Discussion on strategic approach, training programs development, impact of COVID pandemic, and formulating best approach. Main findings: climate change, drought, and regulatory changes (cost and immigration) as main challenges; cannabis industry pays all cash; need for new training programs: viticulture, dairy, ranching, and growing food.
Virtual Industry Focused Group Meeting - Manufacturing	Industry experts, WIOA partners, Training Providers	8 attendees including private businesses, higher-ed and economic development representatives.	Discussion on strategic approach, training programs development, impact of COVID pandemic, and formulating best approach. Main findings: training instructors and programs are in shortage; there's a struggle to attract workers,

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
			<p>hence more focus should be on a shift toward promoting manufacturing career pathways to students; high cost of housing.</p>
<p>Virtual Industry Focused Group Meeting – ‘Other Services’ including Retail Industries</p>	<p>Industry experts, WIOA partners, Training Providers</p>	<p>10+ attendees including private businesses, higher-ed, CBO, and economic development representatives.</p>	<p>Discussion on strategic approach, training programs development, impact of COVID pandemic, and formulating best approach. Main findings: industry changed by the pandemic and e-commerce; need to offer more experience for the customer; low wages versus high cost of living and lack of transportation and child care are primary obstacles; opportunities for trainings: customer service, social media, e-commerce, management training.</p>
<p>Virtual Industry Focused Group Meeting – Education/Workforce Development</p>	<p>Industry experts, WIOA partners, Training Providers</p>	<p>10+ attendees including private businesses, higher-ed, CBO, and economic development representatives.</p>	<p>Discussion on strategic approach, training programs development, impact of COVID pandemic, and formulating</p>

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
			<p>best approach. Main findings: there's a struggle to find instructors and para-educators; demographics will be changing – coming retirement wave and less HS graduates; opportunity for Community Colleges to work closely with K-12 system; need to address digital divide in rural areas.</p>
<p>Virtual Public Meeting Discussion</p>	<p>WIOA Core Partners, Mendocino Advisory Subcommittee Members, Service Providers, Community Members</p>	<p>10+ WIOA Core and required partners and labor representative</p>	<p>Discussion around most significant barriers to employment, area strengths and how to leverage them, and ideas on improving access to workforce development services in Mendocino County. Main findings: transportation, childcare, and housing as main barriers to employment; opportunity for a better collaboration between organizations to create more trainings and apprenticeship programs.</p>

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Virtual Public Meeting Discussion	WIOA Core Partners, Napa Advisory Subcommittee Members, Service Providers, Community Members	6 WIOA Core and required partners	Discussion around most significant barriers to employment, area strengths and how to leverage them, and ideas on improving access to workforce development services in Napa County. Main findings: how to attract workers as cost of living is very high comparing to wages in tourism and hospitality industries; prospective for a community campaign to promote workforce development services; there's a need for soft skills training.
Virtual Public Meeting Discussion	WIOA Core Partners, Lake Advisory Subcommittee Members, Service Providers, Community Members	18 WIOA Core and required partners	Discussion around most significant barriers to employment, area strengths and how to leverage them, and ideas on improving access to workforce development services in Lake County. Main findings: there's a significant need for affordable housing; many employers require

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
			college degree; community is divided with huge lake in the middle of the county; transportation as challenge – lack of mobility.
Virtual Public Meeting Discussion	WIOA Core Partners, Service Providers, Community Members, business leaders in Marin County	13 WIOA partners, business, education, and economic development leaders	Discussion around challenges workforce and businesses face like equity, rebounding from COVID-19; how to encourage seamless workforce development system; a need for robust industry partnerships.

## Public Comments

The Local Plan Two-Year Modification 30-day Public Comment period is effective **2/8/2023**. Comments may be emailed with “Local Plan Comment” in the email subject line to: [info@workforcealliancenorthbay.org](mailto:info@workforcealliancenorthbay.org).

# Signature Page

DRAFT