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WIOA

Strategic Workforce Development Plan

for the Sacramento Area

2017 – 2020



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Sacramento Strategic Workforce Development Plan PYs 2017-2020

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Sacramento Strategic Workforce Development Plan Program Years 2017-20

In July of 2014 Congress passed the Workforce Innovation and Opportunities Act also known as WIOA. WIOA Section 108 and California UI Code Sections 14221-22 require Local Workforce Development Areas (LWDA) to submit comprehensive local and regional plans to the California Workforce Development Board (CWDB) every four years. This document represents the Sacramento Strategic Workforce Development Plan, 2017-20. This plan builds on previous work and is jointly submitted by the Chief Local Elected Official (CLEO) and Sacramento's Local Workforce Development Board (LWDB), the Sacramento Works, Inc. (SWI). The SWI is a 25-member board, comprised of representatives from business, including small business, workforce/labor, education and training, and governmental, economic and community development agencies, are charged with providing policy, planning and oversight for local workforce development initiatives.

The Sacramento Strategic Workforce Development Plan, 2017-20, outlines strategies that assist youth and individuals with barriers gain access to employment opportunities, including career pathways in critical industry sectors identified within the Sacramento region. The ultimate goal of these strategies is to support economic prosperity and income mobility. This will be completed through aligning the local plan objectives with sector strategies that enhance WIOA outcomes and support and align with the CWDB's Unified Strategic Workforce Development Plan Goals. These goals 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. Strategic areas of focus include:

- Development of the partner network
- Identification of Sector Partnerships and LMI/Workforce Analysis
- Development of Career Pathway Programs (Youth and Adult)
- Service Alignment/Resource Braiding
- Increase of Employer Work-based Training
- Continuous System Performance Review

The SWI has developed its local plan with a clear understanding of the State Policy Framework and its objectives. The State Policy Framework includes three policy objectives:

1. Demand Driven Skills Attainment
2. Enabling upward mobility, and
3. Aligning, coordinating and integrating programs and services

Seven strategies:

1. Sector strategies
2. Career pathways

3. Organizing regionally
4. Earn and learn models
5. Supportive services
6. Building cross-system data capacity
7. Integrating services and braiding resources

And two primary goals:

1. Producing a million “Middle Skill” industry valued and recognized postsecondary credentials
2. Doubling the number of apprenticeships statewide between the years of 2017 and 2027

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

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

The adopted local vision and mission statements, goals, strategies, initiatives and partnerships developed by the SWI, the Governing Board of the Sacramento Employment and Training Agency (SETA), and the CLEO for the Sacramento County workforce system, align with the State’s plan and policy objectives. They are:

Vision: *Building a dynamic workforce for the Sacramento Region.*

Mission: *Partnering with the workforce community to service regional employment needs.*

Goals:

1. **Meet the workforce needs of high demand sectors of the regional economy**
2. **and diversify the economy through growth and support of the following industry clusters with high growth potential:**
 - Health Services
 - Life Sciences
 - Clean Economy

- Education and Knowledge
- Food and Agriculture
- Construction
- Information and Communications Technologies (ICT)

3. Build and Maintain a World-Class Talent Base by:

- Increasing the number of Sacramentans who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, disabled individuals, and other at-risk populations, and
- Increasing the number of high school graduates and high school drop-outs (with emphasis on at-risk individuals and those from low-income communities) who are prepared for postsecondary education, apprenticeship programs, and/or a career.

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

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

To achieve the vision of the local plan, SETA and SWI will ensure that Sacramento Works America’s Job Centers of California (SWAJCCs) continue to be access points, or gateways, to employment, education and training services through the development of MOUs, Exhibit A, strong partnerships, coordination and service alignment and integration with EDD, DOR, Los Rios Community College District (Los Rios Community College District Strategic Plan, Exhibit B, Capital Adult Education Regional Consortium—CAERC (CAERC AB 86 Comprehensive Regional Plan, Exhibit C, and the County Department of Human Assistance (DHA), community based organizations and other partners agencies within the SWAJCC system. Services, many integrated, will be showcased via a comprehensive, system menu to customers. Focus is geared towards employment, education and training opportunities for middle-skills jobs that align with the regionally identified industry sector clusters. This will be accomplished by:

- A combination of referral and customer service options, which includes onsite SWAJCC 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. Required detail on local program alignment to implement State Plan policy strategies.

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

The Sacramento Works America's Job Center of California (SWAJCC) system provides for a single point of access for persons seeking employment in Sacramento County. Services within the system are customer-driven, easily accessible, and customized to meet the workforce needs in the region. Services are comprehensive, customer-focused and performance-based.

The SWAJCC 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 Center job seekers have universal access to a variety of tools and services including assessments, career coaching, labor market information, job search assistance, education and skills training, including customized and on-the-job training, entrepreneurial training, apprenticeship opportunities, as well as vocational training via Individual Training Accounts (ITAs). Job Center staff provide services and outreach to job seekers, including special populations, such as dislocated workers, veterans, parolees, immigrants, refugees, high-risk youth, low-income, homeless and the disabled.

To respond to the needs of today's employers and unemployed/under-skilled workers, SETA /SWI has 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 SWAJCC 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 SWAJCCs, customers have universal access to a variety of tools and services including assessments, career coaching, labor market information, job search assistance, adult education and literacy, and vocational skills training accessed through the Eligible Training Provider List (ETPL) or OJT opportunities. Co-located partners assist staff in providing services and outreach to customers, including special populations such as dislocated workers, veterans, parolees, immigrants, refugees, high-risk youth, low-income, homeless and the disabled. The Job Centers located throughout Sacramento County meet ADA requirements, and provide reasonable accommodations to those with special needs.

SWAJCC system staff and partners 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 region. Training provided to system customers 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.

Housed within the SWAJCC system, Business Information Centers (BICs) offer small business assistance, including the development of business plans, information on business loans, location analysis, and entrepreneurial training.

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

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

In September 2016, the Capital Region Regional Planning Unit (RPU), comprised of SETA, GSJTA, NCCC, and Yolo County, entered into a MOU for the Capital Region 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 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, Chief Local Elected Officials, 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, the SWI is in the process of aligning its local workforce development strategies and resources with the State's seven strategies and the seven additional 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, frequent partner meetings, coordinated professional development activities will further assist to ensure that SETA, the SWI, and core program and other required partners are actively engaged in the delivery of system services.

- C. Required detail on specified services and service delivery strategies

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

SETA/SWI has continued to ensure that the full range of employment and training opportunities are available to all populations, especially those who may have become disenfranchised in the past facing multiple barriers to employment. At the SWAJCCs and through building, strengthening, and maintaining strong partnerships with organizations that have traditionally served special populations with a “no wrong door” approach, SETA/SWI is able to ensure universal access to services and staff at all locations. By working together and integrating resources and services, the needs of special populations are met.

Services within the system are provided by SWAJCC staff, co-located partners, cross-trained staff providing access to partner services, or through real-time access to partner services. Through established MOUs, SETA/SWI maintains cooperative working relationships with core program partners and other required partners within the system, including those targeting services to special populations. These organization include, the State of California’s Employment Development Department (EDD), Sacramento County DHA, the California Human Development (CHD), the State of California-Department of Rehabilitation (DOR), Crossroads Diversified Services, Inc., AARP, Vietnam Veterans of California, California Indian Manpower Consortium, Alta Regional, the Los Rios Community College District—Sacramento City College, to name a few. SETA ensures services are targeted, coordinated and provided to individuals on public assistance, limited English proficient, immigrant, migrant and seasonal farm workers, individuals with disabilities, older individuals, veterans, as well as Native Americans. Many of these organizations have co-located staff throughout the SWAJCC system 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 -

- To ensure full access to Career Center services for Limited English proficient customers, the SWAJCC system houses multilingual staff offering 15 different languages, including, Spanish, Russian, Vietnamese, Hmong, Laotian, Ukrainian, Portuguese, Thai, Chinese, French, Mandarin, Romanian, Farsi,

Mien, and American Sign Language. In addition, SWAJCC staff have access to contractors on SETA's Vendor Services List (VSL) offering Translation and Interpretation services. SETA's Refugee Program service providers also have a robust resource of multilingual staff that offers assistance, thereby further expanding the language capacity of the SWAJCC system. Moreover, SETA's/SWI website, www.jobs.sacramentoworks.org has a Spanish language conversion icon allowing registration in Sacramento Works to be completed in Spanish. SETA's Bilingual Services Policy outlines reasonable steps that must be taken to ensure that persons with Limited English Proficiency (LEP) have meaningful access and equal opportunity to participate in WIOA funded services.

Individuals with Disabilities (IWDs) –

- As an approved Employment Network of the Social Security Administration's Ticket-to-Work (TTW) program, SETA offers employment and training services to individuals with disabilities (IWDs) through the SWAJCC system in collaboration with Crossroads Diversified, Inc., EDD, the California Department of Rehabilitation (DOR), Los Rios Community College District, NorCal Center on Deafness, the Veterans Resource Center, the California Foundation for Independent Living Centers, and the Traumatic Brain Injury Network. To promote inclusion, the TTW program is fully integrated into the SWAJCC system, giving beneficiaries access to the same services as all job seekers. To ensure that job seekers with disabilities can access all of these services, SSI and SSDI beneficiaries are provided with an additional orientation to familiarize them with the TTW program and SWAJCC services. SETA conducts frequent review and issues periodic reminders of Nondiscrimination and Equal Opportunity Procedures, and on SETA's policy on the TTW Enrollment and Orientation Process, Exhibit D, and the Referral and Request for Services and Accommodations for IWDs, Exhibit E.
- All clients with disabilities can receive further technical assistance and support from SETA's Disability Resource Coordinator (DRC), a position established under SETA's **Disability Employment Initiative (DEI)**. Under the four year initiative, the DRC provides ongoing training to SETA and partner staff to continue to build and increase their capacity to ensure effective service delivery and awareness of disability etiquette and accommodation needs. In addition, the initiative has cultivated improved and increased access to SWAJCCs among people with disabilities, has improved physical and program accessibility, strengthened relationships with employers, and

increased job placement opportunities for IWDs. To ensure the continuous improvement of physical accessibility to the system for IWDs, ongoing evaluation of resources and adaptive stations and assistive technologies available system-wide is conducted on an ongoing basis. Upon the introduction of new technologies or adaptive equipment to the SWAJCCs, the DRC coordinates training to ensure proper use of the equipment or technologies.

- The intent of SETA's **Disability Employment Accelerator (DEA)** grant is to develop and implement accelerated employment and re-employment strategies for IWDs. SETA is accomplishing this by cultivating and strengthening partnerships with business in high-growth industries. Under the grant, SETA has created and expanded OJT opportunities for IWDs to assist them in gaining the skills necessary to retain competitive, integrated employment (CIE), while also offering an incentive to an employer to hire an IWD. This "earn and learn" model allows SETA the opportunity to educate high-demand industry sector businesses on the value of hiring skills IWDs. Another component of the grant is the co-location and integration of a SETA DEI coach at the Sacramento City College's Disability Student Program Services (DSPS) center. The role of the co-located DEI coach is take SWAJCC services to Sacramento City's DSPS students, as well act as a conduit to Sacramento City College for SWAJCC customers interested in advancing their education. Center services are fully integrated, further expanding resources and services available to IWDs through a strong Integrated Resource Team (IRT), including but not limited to DOR's Workability and Los Rios College to Career program staff.

Veterans –

- SETA's policy on Priority of Service provides guidance to SWAJCC staff regarding the State and local priority of service ensuring priority of service to veterans and their eligible spouses. Veterans are eligible for the full array of employment, education and training services available within the SWAJCC system. Further, under SETA's Veterans' Employment-Related Assistance Program (VEAP), the PG&E Power Pathways program, an employer driven partnership between SETA, PG&E, SMUD, the City of Sacramento, the City of Roseville Electric, and the Los Rios Community College District, offers veterans a career pathway to jobs in the utility industry. Additionally, under the grant, OJT opportunities and other vocational training opportunities are provided for high-demand occupations.

- Housed within the Mark Sanders and Hillsdale SWAJCCs is a grant funded Veterans' Program administered by EDD's Workforce Services Branch. Each year, the U.S. Department of Labor-Veterans' Employment and Training Service awards the Jobs for Veterans State Grant to EDD to support the services to veterans provided by two principal staff positions; Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representatives (LVER). The DVOP and LVER staff, co-located at the Mark Sanders and Hillsdale SWAJCCs, collaborate and integrate services and resources with other system staff and partners in the provision of non-duplicated employment, education, training, and supportive services.

Older Workers –

- Older workers have universal access to the full array of services available within the SWAJCC system. Under SETA's Back to Work 50+ program funded by AARP, program staff assist individuals aged 50+, who are at risk of economic insecurity, in seeking full time employment in an effort to move them from instability to stability by increasing employability and earning potential through employment, education and training services. Since the commencement of the Back to Work 50+ Program, SETA has established a pipeline that links BTW 50+ job candidates to in-demand jobs and provides the information resources, coaching support, and employer access needed to secure quality jobs through the SWAJCC system. Clients in the Back to Work 50+ program also have access to various workshops such as those focusing on effective financial management practices for the 50+ job seeker. SETA leverages WIOA funds, as well as other discretionary grant and partner resources, for the provision of program services.

Refugees –

- Since the mid and late 1980s, SETA has administered the U.S. Department of Health and Human Services (HHS), Administration for Children and Families (ACF)--Office of Refugee Resettlement (ORR) Targeted Assistance (TA) and Refugee Social Service (RSS) grants intended to assist newly arriving refugee, asylees, individuals holding Special Immigrant Visas (SIVs), Cuban/Haitian entrants, and federally-certified victims of trafficking resettling in Sacramento County to achieve economic self-sufficiency through employment, education and training programs. The service delivery structure of SETA's refugee program ensures effective integration of the SWAJCC system and refugee resettlement systems resulting in expanded opportunities, resources, and services critical to assisting refugees increase their employability and competitiveness in the U.S. workforce.

The integration of refugee, employment, and support services in the SWAJCC system has provided a comprehensive roadmap and approach for refugees being resettled in the Sacramento County. The immediate needs of refugees are purposefully integrated from start to finish beginning with assistance from the local resettlement agencies in finding housing, navigating public assistance supports and healthcare offered by the Sacramento County's DHA, and finishing with finding employment through services offered by SETA's RSS and TA funded employment service providers. Services include, but are not limited to, intensive case management intended to assist program participants navigate through education, training, job development soft skills, and English language skills development to find not only employment, but pathways toward careers and self-sufficiency.

Public Assistance –

- SETA is currently funded by the Sacramento County DHA to provide OJT opportunities to eligible California Work Opportunity and Responsibility to Kids (CalWORKs) recipients. The CalWORKs funding, authorized by Assembly Bill 74, expands subsidized employment (SE) opportunities in California for Welfare to Work (WTW) participants. The activity, offered through community based organizations funded by SETA, is intended to engage prospective employers in providing appropriate and meaningful training opportunities to eligible CalWORKs recipients. It is designed to place customers into full-time jobs in high skill, high growth occupations. Services are integrated within the SWAJCC system, providing program participants access to other services and resources offered within the system, if deemed necessary to ensure the successful transition into unsubsidized employment.
- SETA also receives an annual SWAJCC share of cost from DHA to provide workforce development services targeting CalWORKs recipients. While services are focused at those centers where DHA staff are co-located (Hillsdale, Franklin, Galt and Mather), the system serves a very high percentage (approximately 60%) of CalWORKs recipients.

Ex-Offenders –

- SETA receives AB 2060 Recidivism Reduction funds from the California Workforce Development Board (CWDB) and EDD for the provision of workforce training services, specifically apprenticeships, to supervised populations, including persons on probation, mandatory supervision, or the

post release community who are supervised by or under the jurisdiction of a county. SETA staff work closely with the County Probation Department and partner agencies to deliver services under the program. Recidivism reduction services are integrated within the SWAJCC system to ensure that system employment, education and training services are available to this re-entry population.

Homeless –

- SETA administers funding to support employment services available at the Mather SWAJCC affiliate site for over 300 residents of the Mather Community Campus. The Campus provides meals, shelter and employment services to residents of the Campus who would otherwise be on the streets. Eligibility for the Campus is limited to referrals from a Sacramento County homeless shelter, drug and alcohol treatment facility, or approved independent living program. All residents of the Campus are involved in maintaining a clean and sober community. Activities include drug and alcohol education workshops, nearby 12-step groups, and clean and sober activities. All residents are required to participate in periodic drug testing. Campus services are integrated within the Mather SWAJCC affiliate site and connected to the Rancho SWAJCC to ensure access to the full array of more intensive employment, education and training services available within the system.
- SETA receives Community Services Block Grant (CSBG) funding from the State of California to serve the community of Sacramento by reducing the incidence and effects of poverty and empower low-income families and individuals to become self-sufficient, which includes homeless. Neighborhood-based organizations provide resources and services to produce measurable impacts on the causes and symptoms of poverty experienced by challenged families and communities. CSBG provides a range of services to assist low-income/homeless people in attaining the skills, knowledge, and motivation necessary to achieve self-sufficiency. The program also provides low-income/homeless people with immediate life necessities such as emergency food, shelter, transportation, and access to available community resources. CSBG services are blended within the local workforce system to ensure the provision of comprehensive, wraparound services. SETA staff participate in regular committee meetings in the community regarding the homeless needs for shelter and employment in efforts to reduce numbers of homeless individuals/families. One such committee is the

Homeless Employment & Income Committee (HEIC). Additionally, SETA staff frequently attend meetings held by the City of Sacramento Mayor's office to participate in discussions on services to the homeless population.

- ii. Provide a description of the way the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.

The local workforce system has a breadth of experience with braiding/leveraging resources and services with other grant and core program and partner organizations when administering career pathway opportunities to its customer base.

Proposition 39

An example of leveraging resources and services is the development of career pathways and co-enrollment under funding received via Proposition 39 (Prop 39). Under Prop 39, the SWI and Golden Sierra worked collaboratively on a joint application for funding that resulted in the receipt of funding to provide Multi-Craft Core Curriculum (MC3) training to young adults and women with barriers to employment. For this initiative, the SWI and Golden Sierra worked with local contractor associations including the North State Building Industry Foundation (NSBIF) and local trade apprenticeship programs to identify labor needs and career pathways. Partners in the local and regional initiative included Sierra College and the local California Conservation Corp (CCC) to identify eligible CCC members. The members were then enrolled in both the Prop 39 initiative and received training in construction methodologies that included green techniques. The training was provided by Sierra College, American River College and North California Construction Training (NCCT), and participants earned MC3 certificates opening the door to the apprenticeship programs statewide. Participants in the MC3 training were also enrolled in WIOA and received additional employment assistance, where necessary. The Prop 39 grant is an excellent example of a region coming together with sector and training partners while aligning systems to integrate services using braided funding. Furthermore, the Prop 39 partnership provided industry recognized certificates that are portable and stackable in sector identified career pathways. Finally, the ability to offer the MC3 curriculum now exists within the region where it did not previously. Therefore, the partnership enhanced the capacity of the system to meet future industry needs.

Disability Employment Accelerator (DEA) and the Veterans Employment Assistance Program (VEAP) Grants

Veterans enrolled in OJT opportunities funded by SETA's Veterans' Employment-Related Assistance Program (VEAP) are also enrolled in SETA's DEA grant, which provides access to additional disability services and

supports to further ensure the successful completion of veterans in the earn and learn model.

WeldForce Initiative

The “Weldforce Consortium” will collaborate to offer a multi-faceted approach for the U.S. Department of Labor’s American Apprenticeship Initiative with the following key features:

- Sector strategies focused on welding;
- A flexible and sustainable training model that includes a Pre-apprenticeship Boot Camp, followed by an Advanced Training Module that feeds into a formal apprenticeship. Participants arriving with advanced skills or experience are able to move directly into Advanced Training. Those accepted into formal apprenticeships are hired by employer partners, earning while they receive additional specialty training;
- Career pathways connecting pre-apprenticeship students and apprentices to a wide range of related two- and four-year degree and certificate programs;
- Outreach and recruitment focused on underrepresented populations, including women and veterans;
- Student success best practices that lead to high rates of retention and program completion; and
- Policy development aimed toward promoting apprenticeships and public-private partnerships.

Priority Worker Initiative

SETA and the SWI, as partners in the Community Workforce Pipeline, conducted an outreach recruitment and screening campaign through the SWAJCC for “Priority Workers” to enroll in pre-apprenticeship programs in preparation for construction jobs in the region. The first major public outreach effort was conducted at Mount Sinai Missionary Church sponsored by the Sacramento Kings. By May 17, 2014 over 1,700 calls had been received on the Arena Jobs Hotline. Over 600 of these calls were from residents of the City of Sacramento who met at least two of the Priority Worker criteria (economically disadvantaged, receiving cash public assistance, receiving food stamps, emancipated from the foster care system, homeless, have a criminal record or involvement with the criminal justice system, and/or are veterans). Those individuals who were interested in a career in the construction industry and who met the Priority Worker criteria

were directed to one of several programs, based on their previous experience and skills. The program options provided by SETA included:

- Pre-apprenticeship programs at the American River College STRIPE Program and Northern California Construction Training.
- Pre-Construction Training at the Sacramento Job Corp (for Priority Workers under the age of 26) Apprenticeship Programs operated by the Joint Apprenticeship Training Committees by members of the Sacramento Sierra Building Trades Council.

Get Back To Work Campaign - Workforce Accelerator Fund 2.0

Funded through the Workforce Accelerator Fund 2.0, SETA and the SWI launched an interactive web-based initiative linked to the SWI website, You Are Ready, Get Back Into The Workforce at sacramentoworks.org/ready. Job seekers can create a profile by answering a series of questions. Based on the job seeker profile, specific resources on Career Coaching and Planning, Employment Networking, Resume Assistance, Career Education and Training, English Language Acquisition, Job Search Tools, and On-the-Job Training are emailed directly to them on a weekly basis. The Get Back Into Workforce Campaign refers all interested job seekers to the SWAJCCs for personalized services.

Reduction of African American Child Deaths (RAACD)

The Sacramento County Board of Supervisors approved a Charter for the Steering Committee on Reduction of African American Child Deaths (RAACD). Causes for the deaths may include infant sleep-related deaths, perinatal conditions, child abuse and neglect homicides and third-party homicides. Five strategies for the program are Promoting Advocacy & Policy Change, Equitable Investment & Systematic Impact, Coordinated Systems of Support, Data Driven Accountability & Collective Impact, and Communications & Information Systems. Priority areas to be served are Del Paso, Meadowview, Valley Hi, North Highlands, Arden Arcade, Oak Park, and Fruitridge Stockton. Community-based organizations have been funded to operate the Community Incubators in the areas identified. Each Community Incubator will have staff from the partner list below. The goal will be for the Community Incubator Lead (CIL) to coordinate services with the partners at their sites to provide a MDT approach to help families in their communities to reduce the African American Child deaths in Sacramento County. Services include employment, counseling, food and nutrition assistance, health insurance, health care, housing, and behavioral health and substance abuse treatment.

Partners included:

- County Office of Education
- Department of Health and Human Services (DHHS)
- Probation
- Juvenile Court
- Department of Human Assistance (DHA)
- District Attorney
- First 5 Sacramento
- Sacramento Employment and Training Agency (SETA)
- Sacramento Housing and Redevelopment Agency (SHRA)

The RAACD structure is designed to accomplish these goals:

- Creating, managing and supporting a community network
- Connecting neighborhoods to resources
- Improving organizational sustainability and capacity
- Distributing best practices
- Publicizing successes and “hard lessons”

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

Working collaboratively with the Los Rios Community College District, CAERC, and local eligible training providers, SETA and the SWI will ensure improved access to industry recognized credentials or certificates for SWAJCC customers in the region by:

- Participating in assessments of CTE and other program offerings to ensure alignment with emerging and current regional industry sector needs.
- Taking inventory and evaluating pathway trainings on an annual basis to identify opportunities improvement, expansion, or elimination of programs.
- Promoting communication and marketing channels to increase SWAJCC staff and customer awareness of course offerings, enrollment deadlines, and training provider services.

- iv. Provide a description of the way Local Boards and their partners will facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.

The SWI facilitates engagement of employers to utilize workforce development programs through a variety of outreach methods: brochures, website, media purchases, through the SWAJCC system and through individual outreach to employers. Small businesses and start-ups are provided services through three Business Information Centers (BICs) located throughout the region.

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

SETA and SWI established a Business Services Plan in 2003 and charged the SWI Employer Outreach Committee (EOC) with developing a private sector driven initiative to increase employer involvement and satisfaction. In 2009, the role of the Committee was expanded when the Workforce Investment Boards in the region (SWI, Golden Sierra, Yolo County and North Central Counties Consortium) joined together to develop a Regional Strategic Plan that includes a goal of conducting coordinated outreach to employers. The goals of the Employer Outreach Committee form the basis for the SWI Business Plan. They are:

- Identify the needs of local employers, including demand occupations, skills gaps, and training needs
- Increase employer involvement and satisfaction
- Increase visibility in the business community
- Develop a public relations plan to reach out to employers
- Quantify and promote success of employer involvement efforts
- Support efforts to coordinate employer symposiums regionally
- Develop strategic alliances with business associations

The members of the Employer Outreach Committee include business representatives from companies in the SWI Critical Occupational clusters, business associations, economic development agencies, and the Employment Development Department (EDD).

Employer Needs Assessments

The SWI Employer Outreach Committee (EOC) conducts annual surveys measuring the quality of service that employers receive through the SWAJCC. The survey process includes a current needs assessment to determine if the services that are being provided to employers are of value. This information provides the EOC with the ability to track the quality of the service delivered and also to determine if the system is providing services that meet the needs of the employers. Through review of quarterly employer services reports, the

Committee is able to adjust the services provided based on employer demand.

Periodically, the Regional Employer Outreach Committee conducts a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis with private sector WDB members and business/employer services line staff and management in order to develop a strategically designed plan to attract new employers to utilize the workforce development services offered by the local WDBs in the region.

Employer and Business Services

Employer and business services are provided regionally. Services are publicized on-line, through media purchases, through SWAJCC system and through individual outreach to employers and uses quotes from employers who have successfully used the services with the theme “Sacramento Works...it works for me, it can work for you too”. Services provided to employers include:

- Job Posting Services
- Customized Recruitment Events
- Applicant Screening Services
- Skills Assessments
- Career Fairs
- Labor Market Information
- Customized Training Programs
- Tax Credits
- On-the-job Training
- Disability Program Navigator Services
- Rapid Response Services
- Layoff Aversion Services
- Business Information Center

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

SETA 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 investment boards, including the SWI, educational institutions, labor, and community members across the 6-county Capital Region 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, Exhibit F. The implementation of action steps for the plan began in 2013 and continues through 2017. Ensuring regional continuity, the SWI developed and implemented the current Sacramento Works 5 Year Strategic Workforce Development Plan, PY 2013-18, aligning strategies and goals with those of the Next Economy Plan.

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 grow these clusters.

The six cluster reports, Exhibit G, provide an overview of the cluster, industry trends and economic impact, and an overview of the top demand occupations in the cluster requiring postsecondary education or training, along with projected occupational demand, institutions providing related education and training, and possible workforce gaps.

SETA's Executive Director continues to participate on the Next Economy's Steering Committee.

Additionally, the SWI, in collaboration with education and economic development partners, will convene employer 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. Provide a description of the way Local Boards and their partners will strengthen linkages between the one-stop delivery system and unemployment insurance programs.

The Employment Development Department (EDD) Northern Workforce Services Division co-locates staff at various SWAJCCs in the system and also hosts the SWAJCC at the Mark Sanders- Employment Development Department office. This results in the strong presence of Wagner-Peyser UI program within the SWAJCC 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 SWAJCC services, EDD houses televisions within each of the SWAJCCs, which run UI informational DVDs on a continuous basis throughout the day. Moreover, procedures exist to streamline the process by which UI claimants can develop their Employment Plans through the SWAJCCs and obtain approval on California Training Benefits. This process was developed in a joint effort to ensure continuous, efficient, accurate communication between SWAJCC staff and partners.

Additionally, all SWAJCC customers register in the CalJOBS system which tracks those individuals who are unemployed or have exhausted their unemployment benefits. The system has the ability to run reports for any given time period to see the status of the unemployed UI applicants that register with Sacramento Works. Information can be tracked for Wagner-Peyser, Trade Adjustment Assistance (TAA), and WIOA funded customers and services.

The CalJOBS system aids system staff in referring UI individuals to employment opportunities and special services such as On-the-Job 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.

Finally, SWAJCC system staff provide case management and, if necessary, support services to TAA customers through co-enrollment in the WIOA program. The cost of training for TAA customers is covered by TAA funding.

The foregoing may provide a description of the way Local Boards and their partners will implement of 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.

- D. Required Information Pertaining to America's Job Centers of CaliforniaSM (AJCC), including the following State Plan requirements for local plans:
 - i. Provide a description of the way the Local Board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers.

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:

1. 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 Individual Training Accounts (ITAs) approved to fund career pathways in high-demand, high-wage occupations.
2. Fostering cooperation and braiding of WIOA funds with core program funds, such as TANF and DOR, and other partner funds.
3. Offering training-related subsidized employment opportunities to support classroom instruction and improve the marketability of graduates.

4. Expanding cohort trainings and monitoring Individual ITA obligations to ensure WIOA resources are maximized.
 5. 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.
 6. Evaluating and publishing training provider outcomes, including credentials attained and employment outcomes.
- ii. Provide a description of the way the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means

The SWAJCC system provides electronic access to services by offering web-based tools and career coaching workshops through Sacramento Works. Tools are intended to assist customers in identifying their skills, knowledge and abilities, to utilize the self-sufficiency calculator to determine earning needs, to research the labor market for high growth/demand/wage jobs, and research training providers that provide training in the region. Web-based tools include, but are not limited to:

- Assessments: QuickGuide, WorkKeys, CalJOBS Work Interest Profiler
- Labor Market and Training Provider Information: Career GPS.com, CAERC.org
- Self-Sufficiency Calculator:
<http://www.insightcced.org/calculator.html>
- Job Search and Placement Assistance: Resume Wizard, CalJOBS – Virtual Recruiter

For customers enrolled in WIOA with mobility/accessibility barriers, such as IWDs, and determined in need of vocational training to increase their employability, SETA subcontracts with some providers of training under its Local Training Provider List (LTPL) that offer distance learning opportunities.

Mobile Workforce Services Teams

To expand access to employment, training, education and supportive services, the SWAJCC system offers remote services through the utilization of mobile workforce services teams. The mobile workforce service teams are self-contained with all the technology needed to provide services at no cost to the community. 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 Resume, Application and Interviewing Skills
- Referrals to On-the-Job Training, Apprenticeship and other “earn and learn” training opportunities.

Customers may be connected to the nearest SWAJCC for continued services not available at remote locations. Remote service locations provided by the mobile services team currently include community college campuses, community based organizations, libraries, and community centers in high poverty, low income neighborhoods.

Strong Workforce Job Placement Services

The Strong Workforce Job Placement Services initiative is a collaboration between the Los Rios Community College District and SETA. SETA has been awarded Strong Initiative funding by Los Rios to increase the number of CTE graduates that find employment in their field of study. SETA will be providing co-locating four job developer at the four Los Rios Community College District campuses. Job developers will be on site two days per week and will recruit employers to hire graduating CTE students in jobs that align with their education and career goals.

Project activities will include:

- Coordinating on-campus and off-campus interviews between employers and graduating students
- Recruiting employers to interview graduating students using the following methods:
 - Develop partnerships with industry associations, chambers of commerce, staffing agencies align with CTE students education and career goals, and other industry groups
 - Conduct follow-up calls to referrals provided by chambers of commerce and industry associations
 - Provide presentations at employer events
 - Conduct outreach calls to employers listed in the Sacramento Business Journal and other employer
 - Establish lists of employers representing specific business or industry sectors.
- Coordinating with CTE faculty to identify graduating students and the types of positions that align to their career and educational goals

- Working with Los Rios to identify the best platform for employers to recruit graduating students
 - Identifying and coordinate innovative marketing materials, such as developing a graduate profile by CTE program and promote to industry groups/advisory committees
 - Conducting follow-up on students placed in jobs
 - Employer and participant tracking and reporting
- iii. Provide a description of the way entities within the AJCC delivery system, including AJCC operators and the AJCC partners, will comply with WIOA Section 188, if applicable, and applicable provisions of the *Americans with Disabilities Act of 1990* (42 U.S.C. 12101 *et seq.*) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

SETA's policy guidance on Nondiscrimination and Equal Opportunity Procedures, and on Referral and Request for Services and Accommodations for IWDs, as well as periodic training offered to system staff and partners on Disability Etiquette and Reasonable Accommodations, ensures compliance with federal and state regulations that prohibit discrimination on the basis of disability, including Sections 503 and 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA) of 1990, and Section 188 of the Workforce Innovation and Opportunity Act (WIOA), which ensures that each qualified person shall receive the reasonable accommodations needed to ensure equal access to employment, educational opportunities, programs, and activities in the most integrated setting. The Rehabilitation Act and the ADA require that no qualified person shall, solely by reason of disability, be denied access to, participation in, or the benefits of, any program or activity operated by SETA. The law extends accessibility provisions to the private sector in order to help guarantee persons with disabilities employment and the right to enter the economic, social and cultural mainstreams. As a result of work incentive programs such as Ticket-to-Work (TTW), as well as discretionary and local grants, more customers with disabilities are being directed to SWAJCCs for services. These efforts are coordinated with the assistance of SETA's Disability Resource Coordinator (DRC). The role of the DRC is to guide Job Center staff in helping people with disabilities access and navigate the provisions of various work incentive programs, develop linkages, and to collaborate with employers and service providers to achieve and expand the capacity to serve customers with disabilities. The DRC also serves

as an information resource on programs that impact the ability of persons with disabilities to gain and retain employment.

As stated previously, SETA's DEI ongoing training is provided to SWAJCC system staff to continue to build and increase their capacity to ensure effective service delivery and awareness of disability etiquette and accommodation needs. As a result, the initiative has cultivated improved and increased access to SWAJCCs among people with disabilities, has improved physical and program accessibility, strengthened relationships with employers, and increased job placement opportunities for IWDs. To further ensure the continuous improvement of physical accessibility to the system for IWDs, ongoing evaluation of resources and adaptive stations and assistive technologies available system-wide is conducted on an ongoing basis. Upon the introduction of new technologies or adaptive equipment to the SWAJCCs, the DRC coordinates training to ensure proper use of the equipment or technologies.

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

SETA has continued to ensure that the full range of employment and training opportunities are available for job seekers as a result of building, strengthening, and maintaining strong partnerships with organizations contributing to the delivery of SWAJCC system services. Through established SWAJCC system MOUs with the Employment Development Department (Wagner-Peyser, UI, Veterans programs and representatives), Sacramento County DHA, the California Human Development Corporation (CHDC), the State of California-Department of Rehabilitation (DOR), Crossroads Diversified Services, Inc., AARP, Vietnam Veterans of California, and California Indian Manpower Consortium, Sacramento County Office of Education, the Capital Area Regional Education Consortium, Job Corps, SETA ensures workforce services are coordinated and provided to all populations, including those individuals on public assistance, limited English proficient, immigrant, basic skills deficient, migrant and seasonal farmworker populations, individuals with disabilities, older individuals, veterans, homeless, as well as Native Americans. Many of these organizations have co-located staff throughout the SWAJCC system to assist with outreach efforts and to further ensure that all populations have access to employment and training opportunities available through the system.

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

See MOUs (Exhibit A).

- 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 SWAJCC services on an annual basis, however, SETA continues to collaborate with the California Indian Manpower Consortium, Inc. (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 Sacramento's local Workforce Development Board (WDB), CIMC continues to be actively engaged in the work of the WDB providing valuable information and input. Additionally, the Sacramento WDB has secured a WIOA MOU with CIMC as a required partner within the Workforce Development Area (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 SWAJCC services on an annual basis, however, SETA continues to collaborate with the California Human Development (CHD), a recipient of WIOA National Farmworker Jobs Program grant 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 Sacramento's local Workforce Development Board (WDB), CHD continues to be actively engaged in the work of the WDB providing valuable information and input. Additionally, the Sacramento WDB has secured a WIOA MOU with CHD as a required partner within the Workforce Development Area (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 SWAJCC's will serve as the on-ramp for sector pathways by offering a progressive continuum strategy aligning and integrating education, job training, counseling, and support services to create seamless pathways to postsecondary credentials and employment. For low-skilled adults, career pathways may begin later in life. The SWAJCC 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 customers to progress to the next level of employment and education. Pathways within the system weave together SWAJCCs, 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 SWAJCC 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. Required Information Pertaining to Specific Programs, Populations, and Partners

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

The SWI will promote entrepreneurial skills training and microenterprise services through Project SlingShot. The funds for Slingshot 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 support services available to entrepreneurs across the region. The funds 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.

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

The following are adult and dislocated worker employment, education and training activities available in the SWAJCC system designed to assist customers successfully enter or re-enter career pathways in targeted, industry sectors, and achieve industry recognized credentials/certificates leading to “middle skills” jobs:

CAREER SERVICES

The Career Services category includes basic career services and individualized career services. Basic career services do not require enrollment into WIOA and are not subject to priority of service requirements. Individualized career services and training services, however, require enrollment into WIOA and are subject to priority of service.

Basic Career Services -

Basic career services are available to all individuals seeking services offered within the SWAJCC system, and include the following:

- Program Eligibility.
- Outreach, Intake, and Orientation
- Initial Assessment
- Labor Exchange
- Referrals to Partners
- Labor Market Information Training Provider Performance and Cost Information
- Supportive Services Information
- Unemployment Insurance (UI) Information and Assistance
- Financial Aid Information

Individualized Career Services -

Individualized career services consist of the following:

- Comprehensive Assessment
- Individual Employment Plan (IEP)
- Counseling
- Career Planning
- Short-term Prevocational Services
- Unpaid Internships and Unpaid Work Experience
- Out-of-Area Job Search

- Financial Literacy
- English Language Acquisition
- Workforce Preparation

Training Services –

Training services consist of the following:

- On-the-Job Training (OJT)
- Vocational Training
- Customized Training
- Entrepreneurial Training
- Apprenticeships

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

Rapid Response

SETA and the Employment Development Department have created a Rapid Response Team which delivers services to dislocated workers to assist in the transition to new employment as quickly as possible. Employees are provided a direct link to local re-employment and training networks, and employers are linked to business services that can avert or minimize the impact of an impending layoff.

SETA's Rapid Response assistance is based on the following principles: (1) Timeliness (2) Convenience (3) Customer Choice (4) Consistency and Accurate Information (5) Leveraging Resources (6) Seamless Services Delivery (7) Active Promotion (8) Layoff Aversion (9) Measures of Success (10) Partnerships and (11) Innovation.

To ensure that dislocated workers and their families are able to overcome the devastation caused by job loss and the loss of income, direct access is provided to a UI Representative. To ensure that dislocated workers can effectively use the One Stop Career Centers and access local employment and retraining services, extensive information is shared about the Sacramento Works One Stop Career Center system, including services available through EDD's Workforce Services Branch.

While these elements are the foundation for any effective Rapid Response Orientation, each orientation is unique and geared to the needs of the employer and job seekers. Over the years, SETA /SWI has incorporated services to meet the changing economic conditions such as "Keep Your Home California" to assist homeowners; Pacific Gas and Electric Company's California Alternate Rates for Energy (CARE) and Family Electric Rate

Assistance (FERA) to assist with utility bills; and the Department of Labor 's Employee Benefits Security Administration (EBSA) to address medical coverage. Recently incorporated are workshops provided by the California State Personnel Board on "How to Get a State Job." Other key services are also provided to assist dislocated workers with specific job search, including resume writing and interview skills geared to laid-off workers and assessment tools assisting them in identifying their talents, interests, and values.

SETA's Rapid Response Team is comprised of SWI workforce professionals and the Employment Development Department's Workforce Services and Unemployment Insurance Branches. 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.

SWI is a member of the Northern California Rapid Response Roundtable. The Roundtable, established in 2008, is comprised of the Regional WDBs in Northern California, EDD Workforce Services, County Economic Development Departments and regional Small Business Development Centers (SBDC). The Roundtable consists of Rapid Response coordinators, planners, and practitioners who work locally on behalf of the many Workforce Development Boards (WDBs), to deliver timely rapid response services to employers and dislocated workers. The purpose of the Roundtable is to maintain the quality of services at a time of limited funding opportunities.

Rapid Response Services Available to Dislocated Workers

- Information about regional services to assist them in finding new jobs
- Information about training opportunities and providers
- Professional help with their job search
- Distributing information to dislocated workers on job prospects and occupational demand
- Access to one stop career centers and career coaches
- Access to various on-line job search and job matching systems including the jobs.sacramentoworks.org (Virtual One-Stop Services) system
- Job Clubs and Job Search Assistance
- Counseling
- Information on unemployment insurance, housing programs, medical insurance
- Other services to address employee and family needs

Benefits to the Employer

- Access to layoff aversion services
- Better employee morale and productivity during transition
- Confidentiality concerning business decisions

- Coordination with outplacement services that may be provided
- No red tape to handle
- On-site assistance
- Services provided at no cost

Layoff Aversion and Rapid Response

SETA attempts to avert layoffs through early intervention by referring troubled companies to local city and county economic development departments, and business associations for assistance and by providing skills upgrade training to employees through classroom or on-the-job training to prepare them for other jobs within the employer’s business. SETA’s goal for layoff aversion is to help companies make changes so that layoffs are reduced or completely averted.

SETA is notified of impending layoffs through WARN notices from local elected officials that are required recipients of the notices, from local media television, radio, business journals and the internet, and from employers who are seeking assistance. To attain this goal, SETA /SWI participates in the MetroPulse program, a system administered by the Sacramento Metropolitan Chamber of Commerce that matches business owners to other businesses, economic development, community-based and workforce development resources for the services they need to succeed, grow and remain in the region. This network includes the Economic Development Offices of the City and County of Sacramento along with other cities such as Rancho Cordova and Elk Grove who share information about the business climate including closure, layoffs or potential layoffs.

Additional methods used in being proactive in providing layoff aversion services are:

- Conducting Business Services Workshops – The Sacramento Works Career Center system includes Business Information Centers (BICs) which engage both start-up and established small businesses with business services provided by the SWCC system that strengthen the business services offered by SWI and add services that will assist small businesses with layoff aversion.
- Reaching out to businesses – SETA works with the County Economic Development Department, Cities of Sacramento, Elk Grove, and Rancho Cordova Economic Development Departments, and the Sacramento Metro Chamber of Commerce as a member of MetroPulse to inform employers of the services available to them, and link workforce development activities to business retention.
- Collaborating with EDD/LMID to research business activity to determine if the local employment market can absorb recent dislocated workers or to determine if skill upgrades are needed.

- Supporting the Business Retention and Layoff Assistance plans and initiatives of the Sacramento Metropolitan Chamber of Commerce and Greater Sacramento Area Economic Council.

Incumbent Worker Training (IWT) - IWT is an effective layoff aversion component of SETA's local rapid response effort. Sacramento's local core industries are in constant transition driven by changing national and state policy (i.e., healthcare reform and climate change legislation), global competitiveness, and innovation. This is especially true for small and medium sized businesses, which require frequent workforce skills upgrading in order to keep competitive. Without IWT, the workforce in these industries is at risk of displacement. A layoff is averted when: 1) A worker's job is saved with an existing employer that is at risk of downsizing or closing; or, 2) A worker at risk of dislocation transitions to a different job with the same employer or a new job with a different employer and experiences no, or a minimal spell of, unemployment.

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

The intent of the SWI Workforce Innovation and Opportunity Act youth program is to "Provide high quality services for youth and young adults beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in high-demand industries and occupations, and culminating with a good job along a career pathway or enrollment in post-secondary education."

The mission of the Sacramento Works Youth Committee is to provide activities to enable young adults, including those with disabilities, to be work-ready and prepared for their future. Provided services will help young adults access opportunities for work-based learning, complete industry recognized credentials, and enter employment in demand occupations. Sacramento Works youth services are designed in a manner that integrates young adults into the job center in order to receive the full range of services.

The SWI youth formula-funded program has changed under WIOA to focus more on out-of-school youth, work based learning opportunities coupled with academic and occupational learning, and additional program elements.

- Significantly increased services to out-of-school youth 16-24
- High school dropout recovery
- Achievement of recognized post-secondary credentials
- Career pathways and work-based learning tied to a systematic approach that offers youth a comprehensive set of service strategies
- Closer linkages to the local labor markets
- Required connection between WIOA-funded youth programs and the one-stop system providing information on the full array of appropriate services that are available to youth

The Sacramento Works Youth Service Providers serve youth residing in challenged neighborhoods to operate WIOA Youth Programs. These service providers will be responsible to provide access to services to youth in their targeted geographic area and through the SWAJCC located in their targeted area. Youth WIOA service providers will be required to be located on-site at an SWAJCC on a frequent basis to provide access to the WIOA youth program for youth seeking services through the SWAJCC system.

Special Youth Initiatives:

The Youth Force @ Work

The Youth Force @ Work program is a collaborative effort between SETA, the California Employers Association and Stanford Options for Youth to provide Transitional foster Youth ages 18-24 with intensive interactive classroom work readiness training followed by paid work experience with public or private sector employers.

The Youth Force @ Work program will provide the following activities:

- 32 hours of interactive classroom training on how to gain and keep employment as well as managing money
- A StrengthsFinder Assessment to identify innate talents and build confidence & strengths
- Contemporary job search strategies
- Employers to interview, employ and provide work experience to all participants
- Work-based learning activities for students, including field trips, speaking engagements, and job shadowing
- Career events for youths
- Mock interviews
- Resume preparation and development
- Experience working with social media tools such as Linked In, Facebook and Twitter accounts
- Training on how to network

- 240 hours of paid work experience with support to retain permanent employment

Career Work Experience for At-Risk Youth Pilot

The Career Work Experience for At-Risk Youth pilot program supports a Mayoral Initiative considered by the ETP Panel at its meeting on December 16, 2016. The pilot program will be implemented by the City of Sacramento under Mayor Darrell Steinberg, in cooperation with the SETA. Under this initiative, SETA will partner with city school districts impacted by poverty or crime, or otherwise disadvantaged, to provide vocational skills training and placement for at risk youth.

The program will create a pipeline connecting students in the summer between their junior and senior years to full-time, paid skills training, civic education and employment. Employers will commit to retaining the students for a minimum of 10 hours a week during their senior year. This will result in an educated, well trained and skilled workforce for the engaged industries upon the students' graduation from high school. This program will target 500 youth over the course of a two-year contract, focusing on students in Sacramento's most impacted neighborhoods.

The program will include 40 hours of Job Readiness Skills Training, and "job-ready" students will be hired and may receive up to 60 hours of industry-specific job skills training in construction, restaurant/hospitality, business skills and general computer skills. Students will work up to 40 hours a week through the summer months (June through August). Once back in school their senior year, they will continue to work a minimum of 10 hours a week. At the end of one year, all students will have participated in an average of 500 hours of paid work experience.

California Career Pathways Trust Program – Capital Academies and Pathways (CAP)

The Capital Academy and Pathways Project (CAP) builds a regional infrastructure of high-demand career pathway programs that meets Sacramento's economic needs and fully prepares young adults for postsecondary education and work. The CAP project, which includes career pathway programs in the Elk Grove Unified School District and Sacramento City Unified School District, is enriched by the breadth and depth of its collaborative partnerships and an extensive level of support by regional businesses, institutions of higher education and community leaders. A regional infrastructure of employer engagement that transcends individual schools, programs, school districts and institutions of higher education will support three major elements of the CAP project: intensive professional development for career pathway educators, strong articulations with post-secondary institutions, and a vast array of industry-aligned work-based

learning opportunities for students.

SETA and the SWI are partners in the CAP project and provide four full-time Career Specialists who provide work based learning opportunities to the students enrolled in pathway programs in Advanced Manufacturing, Health, Agriculture/Food, Energy & Infrastructure and Information and Communications Technology.

CAP's four Career Specialists work with the pathway students to implement a continuum of work-based learning exercises including career awareness, career exploration and soft skills training. The Career Specialist work with students to explore careers in each sector, assess their interests and aptitudes, and understand the education and industry requirements of specific occupations. The Career Specialists help each student develop a plan of academic and work-based learning.

SETA leverages WIOA funding to help fund the Career Specialist who are essential to supporting students in pathway program. WIOA funding also provides a means to enroll those In-School youth who need additional services to stay connected to school and career pathway opportunities.

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

The local board coordinates relevant secondary and postsecondary education programs through a progressive continuum strategy that aligns and integrates education, job training, counseling, and support 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, CBOs, other partners and employers. Workforce system staff, as well as core program and other partners will integrate/braid services through strong, comprehensive IRTs 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 limited-English 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.

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

The SWAJCC system provides a variety of wraparound and support services to customers to increase their success in education, training and employment activities. Wraparound services through resource referral are provided by coaches with the SWAJCCs. Enrolled customers are assigned a career coach that develops an Individual Employment Plan outlining the short and long terms goals and the plan to attain those goals including addressing any barriers to successful outcomes. Financial needs assessments are conducted with customers by career coaches to determine the appropriate level of support needed. When a customer 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. Support services include social service supports such as transportation, childcare and housing assistance. Other support includes ancillary supports, such as training and work clothing and boots, tools, equipment, union dues and employment-related fees. Support services are provided during customer participation in individualized career services, and may be provided to assist in the retention of employment for a short period of time.

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

The Employment Development Department (EDD) Northern Workforce Services Division co-locates staff at various SWAJCCs in the system and also hosts the SWAJCC at the Mark Sanders- Employment Development Department office. This results in the strong presence of the Wagner-Peyser program within the SWAJCC 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 SWAJCC services, EDD houses televisions within several of the SWAJCCs, which run UI informational DVDs on a continuous basis throughout the day. Moreover, procedures exist to streamline the process by which UI claimants can develop their Employment Plans through the SWAJCCs and obtain approval on California Training Benefits. This process was developed in a joint effort to ensure continuous, efficient, accurate communication between SWAJCC staff and partners.

Additionally, all SWAJCC customers register in the CalJOBS system which tracks those individuals who are unemployed or have exhausted their unemployment benefits. The system has the ability to run reports for any given time period to see the status of the unemployed UI applicants that register with Sacramento Works. Information can be tracked by SWAJCC system staff for Wagner-Peyser, Trade Adjustment Assistance (TAA), and WIOA funded customers and services, thereby mitigating duplication of services.

The CalJOBS system aids system staff in referring UI individuals to employment opportunities and special services such as On-the-Job 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.

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

SETA is an active partner on the CAERC, which represents adult education providers and colleges with the Los Rios Community College District (LRCCD) service area. CAERC is comprised of 15 members, inclusive of four

community colleges and 11 K-12 school districts, as well as 23 partner organizations. The Sacramento County Office of Education is a key partner in the planning and implementing of adult education in the region. As such, SCOE provides overarching facilitation and support to the work of the consortium.

In addition to SETA, other key partners of CAERC who are committed to participating in CAERC are CHD, Alta California Regional Center (Alta) and the Sacramento Public Library Authority. SETA is the key representative for career and training centers serving both youth and adults, and works with adult education schools to provide English language development, job training, and citizenship courses to refugee families. CHD assists farm workers and other low-income and limited English-speaking populations with obtaining education, training, job opportunities, and improved social conditions necessary for greater self-sufficiency. Alta assists individuals with disabilities in choosing and planning services, and serves as a collaborative partner within a wide network of providers and agencies that work to connect individuals in need with available community resources. Attending monthly consortia meetings convened by SCOE, SETA, CHD, Alta, and the Sacramento Library provides input and expertise in serving adults with diverse needs, and offers additional insights into adult learner needs and effective practices. Participation ensures involvement in the AEBG and WIOA Title II planning processes and contributes to innovation and even broader alignment across systems.

Additionally, consistent with the WIOA Title I and Title II legislation, as well as the recent state policy directive issued on December 27, 2017, Local Board Review of the WIOA Title II AEFLA Applications, the SWI will review all AEFLA applications submitted to the CDE from eligible providers within the local workforce area to determine whether the applications are consistent with the local workforce plan. Upon completing reviews, the SWI will submit a recommendation to the CDE to promote alignment with its local plan. The SWI will review and evaluate based on the 14 considerations that Title II eligible providers must respond to in the AEFLA application. The SWI will review each eligible provider's application keeping in mind 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 and Support Services for Development of Career Pathways
- Consideration 14 – Alignment with the Local Workforce Development Board Plan

The SWI will follow the following four-step process for the Local Board review of WIOA, Title II AEFLA applications developed by the CDE:

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

To ensure full access to Career Center services for Limited English proficient customers, the SWAJCC system houses multilingual staff offering 15 different languages, including, Spanish, Russian, Vietnamese, Hmong, Laotian, Ukrainian, Portuguese, Thai, Chinese, French, Mandarin, Romanian, Farsi, Mien, and American Sign Language. In addition, Career Center staff has access to contractors on SETA's Vendor Services List (VSL) offering Translation and Interpretation services. SETA's Refugee Program service providers also have a robust resource of multilingual staff that offers assistance, thereby further expanding the language capacity of the SWAJCC system. Moreover, SETA's SWI website, www.jobs.sacramentoworks.org has a Spanish language conversion icon allowing registration in Sacramento Works to be completed in Spanish. SETA's policy guidance on serving Limited English Proficient (LEP), Exhibit H, persons also outlines reasonable steps that must be taken to ensure meaningful access and equal opportunity to participate in WIOA funded education, employment and training services, including services addressing basic skills deficiencies.

Language assistance is provided at no cost to LEP individuals through the use of competent bilingual staff, staff interpreters, contracts or formal arrangements with local organizations providing interpretation or translation services, or technology and telephone interpretation services. Additionally, translated written materials will be provided, if needed, as well as written notice of the availability of translation, free of charge, to LEP clients. SETA also ensures that there are no significant delays in the provision of services to LEP clients.

The following steps taken ensure compliance with this policy:

- SETA has certified bilingual staff who may be accessed to provide interpreter/translation services to the LEP client;
- All public contact employees will be given a list identifying the staff language capacity at each SWAJCC. Referrals of LEP clients to appropriate bilingual staff members will be made accordingly;
- Qualified interpreters and translators may be accessed from SETA's Vendor Services (VS) List when necessary;
- Posters explaining the availability of language assistance will be prominently displayed throughout the SWACCs advising LEP clients in their own language of the availability of interpreter services and translated material;
- SETA will ensure that written translated materials are available and accessible on the SETA and Sacramento Works websites; and,
- Telecommunication Devices for the Deaf (TDD) to communicate with the hearing impaired are located at each SWAJCC. Employees may also utilize the services of California Relay Services at 711 when communicating with the SWAJCC hearing impaired LEP contacts.

SETA will continue to ensure that all SWAJCC staff, especially those in high volume public contact areas, are familiar with this policy and are committed to ensuring that LEP clients are provided access to products and services in their native language when possible. Individuals with complaints regarding language access services may contact SETA's Equal Employment Opportunity Officer.

F. Relevant Information Pertaining To Grants and Grant Administration

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

SETA serves as the designated local grant recipient and fiscal agent and is responsible for the disbursement of funds.

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

SETA follows Procurement Policies and Procedures adopted by the SETA Governing Board to award contracts for services and activities carried out under this plan. The goal of the policies to ensure that all SETA procurements are conducted in a manner which provides for full and open competition consistent with standards set forth in applicable local, state and federal regulations.

The process begins with the publishing of Public Notices informing the public of the releases of Requests for Proposals (RFPs). Offeror's Conferences are held to provide potential respondents an opportunity to ask questions or obtain clarification. SETA assembles evaluation teams to review and score proposals consistent with criteria outlined in the RFPs. Recommendations for approval are prepared by the evaluation teams and presented to respective boards for review and approval. SETA makes awards and enters into contracts with contractors possessing the ability to perform successfully. Consideration when entering into a contract is given to such matters as contractor integrity, compliance with public policy, record of past performance, financial stability and technical resources. Procurement records detailing each procurement are maintained for a period of three years from the date of final payment. These records include, but are not limited to, the following: 1) rationale for the method of procurement; 2) solicitation documents; 3) the basis for awards; 4) selection of contract type; 5) contractor selections or rejections; and 6) the basis for contract price.

G. Relevant information pertaining to performance goals

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

The following are the WIOA performance goals for the Sacramento Workforce Development Area negotiated for PY 2016-17:

	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	63.0%	68.0%	58.1%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	60.5%	66.5%	54.1%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$4,840	\$7,308	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	40.0%	55.0%	42.0%	Credential Attainment within 4 Quarters After Exit

On a quarterly basis, SETA staff analyze the performance of the SWAJCC system utilizing a dashboard/report containing the following data: Career Services (Basic and Individualized), WIOA performance measures; scholarship and supportive service obligations; ETPL provider completions and employment outcomes, OJT provider completions and outcomes, Employer/Business Services; Employer and Job Seeker Customer Satisfaction; and the demographics of customers served within the SWAJCC system.

In addition, SETA staff utilize Performance Matters, a web-based performance management system and performance dashboard developed by FutureWorks. This Web-based decision support system is designed to track, analyze and report WIOA, Wagner-Peyser and TAA performance from the desktop utilizing federal data downloaded from the WIASRD. The results of these evaluations/dashboards are presented to the SWI and planning/Oversight Committees who use the data to establish the annual Resource Allocation Plan (RAP), as well as use the data to determine if changes are needed to improve services provided through the SWAJCC system. Individual SWAJCCs are also formally monitored on-site no less than once a year. SETA staff conduct monitoring reviews of contractual, programmatic and fiscal areas to ensure compliance with federal and state requirements.

- H. Relevant information pertaining to federal High Performance Board (HPB) efforts
 - i. identify how the Local Board will comply with state-issued AJCC policies specified in the following policy directives:
 - WSD15-14 - WIOA Adult Program Priority of Service
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, SETA and the SWI developed, adopted and implemented local policy guidance, Exhibit I, 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. 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. Training on policy directives is provided to all SWAJCC system and partner 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 Memorandums of Understanding Phase I

SETA staff convened meetings in March, April, May, and June 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, 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

Building upon the WIOA Phase I executed MOUs with One-Stop required partners, SETA staff convened an initial meeting in December 2016 to discuss the process for Phase II of the MOUs and share the template to be utilized for the development and execution of resource and cost sharing agreements. Two additional meetings will be held in January 2017; the first will be a workshop on infrastructure cost sharing and the second on "other" One-Stop system cost contributions. Separately negotiated cost sharing agreements will be completed no later than June 30, 2017.

I. Relevant information on training activities

- The local plan should describe how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. If contracts for training services will be used, the local plan must include how

the use of such contracts will be coordinated with the use of individual training accounts, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

Training through classroom vocational instruction shall be provided through the use of an individual training account (ITA). An ITA is the vehicle used to pay for or defray the cost of training at a SETA approved training vendor. An ITA may be part of a value chain, or it can also be utilized if an occupation is clearly linked to one of the demand industry sectors approved the SWI. The ITA authorizes expenditures for tuition and other fees. If a customer is eligible for a Pell grant or other core program and partner resources, those amounts are deducted from the ITA amount. Training costs above the cap noted below is the responsibility of the customer.

An ITA 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 ITA approval occurs when it is determined that the program of training is linked directly to employment opportunities in demand industry sectors in the region, 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.

SETA contracts with both private and public sector training vendor and education institutions for training services. Contracts are used to specify desired outcomes, tracking and reporting requirements. All training contracts must maintain eligibility on the State's Eligible Training Provider List (ETPL), as well as SETA's Local Training Provider List (LTPL) in order for trainings to be offered to SWAJCC customers. Under their fee-based, LTPL vendor agreements with SETA, training providers submit invoices on a monthly basis 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 provider's tuition refund policy, or if the school has already received payment, reimbursement to SETA is determined based on the same refund policy.

SETA's Financial Assistance Award policy, Exhibit J, caps ITAs 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.

It is recognized and understood by all SWAJCC staff that choices exist for each job seeker. In many cases the job seeker may be confused or uncertain as how to search for employment, complete an employment application, or understand the employment/training opportunities available, etc. SWAJCC staff are trained to assist all job seekers on career counseling, assessments (skills/interest), labor market information, training opportunities, and job placement assistance. Additional assistance in customer choice is the requirement that customers research providers of training. Through that research, customers have access to school and program report cards on the State's ETPL, which displays completion, placement, and training related placement rates. This information is necessary for customers 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 a SWAJCC coach can assist a customer in finding their pathway and making their choice.

J. Public transparency, accessibility and inclusivity information

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

SETA and the SWI held two public input meetings in late 2015 and early 2016 to solicit input from local workforce development stakeholders (education, labor, and community based organizations) on the implementation of the WIOA, the redesign the workforce system, and the eventual development of a four year strategic workforce development plan. Attendees were informed that the plan to be developed would be intended to respond to current and foreseen challenges faced by the local workforce system, that it would provide a framework for regional cooperation and investment, that it would

encourage continuous improvement of services to clients, and finally that it would respond to policy direction in workforce legislation.

On January 17, 2017, the Draft Sacramento Strategic Workforce Development Plan and the Draft Capital Area Regional Strategic Workforce Development Plan, Program Years 2017-20, were noticed in the Sacramento Bee and published on SETA's website to solicit public comment for thirty days. In addition, an email notification of the publications was widely disseminated to local area stakeholders, which included representatives from the business and organized labor communities, the K-12 system, the community college system, adult education, private postsecondary institutions, and community-based organizations. Special care was taken to ensure that organizations representing historically disadvantaged populations, such as the Sacramento County DHA, the CHD, DOR, Crossroads Diversified Services, Inc., the local AARP, Vietnam Veterans of California, the California Indian Manpower Consortium, Alta Regional, NorCal Center on Deafness, to name a few, received a notification of the postings.

On March 2, 2017, it is anticipated that the plans will be approved by the SETA Governing Board, and on March 22, 2017, by the SWI. The plans will include all public comments received.

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

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

SWAJCC staff applies policies and procedures outlined in the formal policy guidance on client flow, Exhibit K, Customer Flow Directive. The intake process begins with an initial assessment/evaluation of a customer's need. Customers in need of more than one agency service are co-case managed through an IRT to provide the array of services the customer needs to obtain self-sufficiency. WIOA core program partners and others work together with the customer to develop the most appropriate plan and to identify the role of each partner. WIOA partners track the progress of the individual and continue communication on the status of the individual along

the way to self-sufficiency. Additionally, the need for supportive services is assessed and, if deemed necessary, administered and provided by one or more core program partners and other, including SWAJCC staff through the IRT.

L. Other miscellaneous information requirements

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

As a partner agency of the CAERC, SETA and SWI utilize CAERC as the single point of contact to reach WIOA Title II regional consortium members. A copy of the SWI's draft local and regional strategic workforce development plans, as well as a copy of the final, certified plans will be emailed directly to CAERC for distribution to Title II members to solicit comments/recommendations, as well as provide as a reference in the development of applications for Title II funding opportunities. In addition, workforce board staff participate in CAERC meeting and are available to provide ongoing assistance as needed.

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

The local board has an approved priority of service policy under which priority of service status is established at the time of eligibility determination for WIOA, Title I, Adult registrants. Eligibility documentation is collected to verify priority. If priority eligibility is determined, the customer will receive priority placement into education and training opportunities, if assessed suitable, and ensured priority for the provision of supportive services.

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

The portion of this local plan that are addressed in the narrative content of the Capital Area Regional Workforce Development Plan is the analysis of the regional demographic, economic, and labor market data.

M. Local Board Assurances - ***Attachment 1***

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

Attachment 2

- O. AJCC Memorandums of Understanding (MOU) - **See Exhibit A**
- P. Local Area Grant Recipient Listing - **Attachment 3**
- Q. Local Board Bylaws - **Attachment 4**
- R. Program Administration Designee and Plan Signatures - **Attachment 5**
- S. Summary of Public Comments Received That Disagree with the Regional and Local Plan - **Attachment 6**
- T. Plan Exhibits –
 - **Exhibit A:** Required Partner MOUs
 - **Exhibit B:** Los Rios Community College District Strategic Plan (2016)
 - **Exhibit C:** CAERC AB 86 Comprehensive Regional Plan
 - **Exhibit D:** Ticket to Work (TTW) Orientation & Enrollment Process (Policy Guidance)
 - **Exhibit E:** Referral and Request for Services and Reasonable Accommodations for IWDs (Policy Guidance)
 - **Exhibit F:** Next Economy Capital Region Prosperity Plan (March 2013)
 - **Exhibit G:** Next Economy Cluster Research Workforce Needs Assessment
 - **Exhibit H:** Bilingual Services Directive (Policy Guidance)
 - **Exhibit I:** Priority of Service Directive (Policy Guidance)
 - **Exhibit J:** Financial Assistance Award Directive - DRAFT (Policy Guidance)
 - **Exhibit K:** Customer Flow Directive – DRAFT (Policy Guidance)