



WORKFORCEALLIANCE
OF THE NORTH BAY
DRIVING WORKFORCE TALENT

DRAFT

WIOA LOCAL STRATEGIC

PLAN

PY 2021-2024

**Workforce Alliance of the
North Bay**

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INTRODUCTION

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

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

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

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

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

information and analysis, qualitative and quantitative information from local businesses and industry groups and other stakeholders. The Alliance has identified six goals to achieve the above vision:

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

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

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

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

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

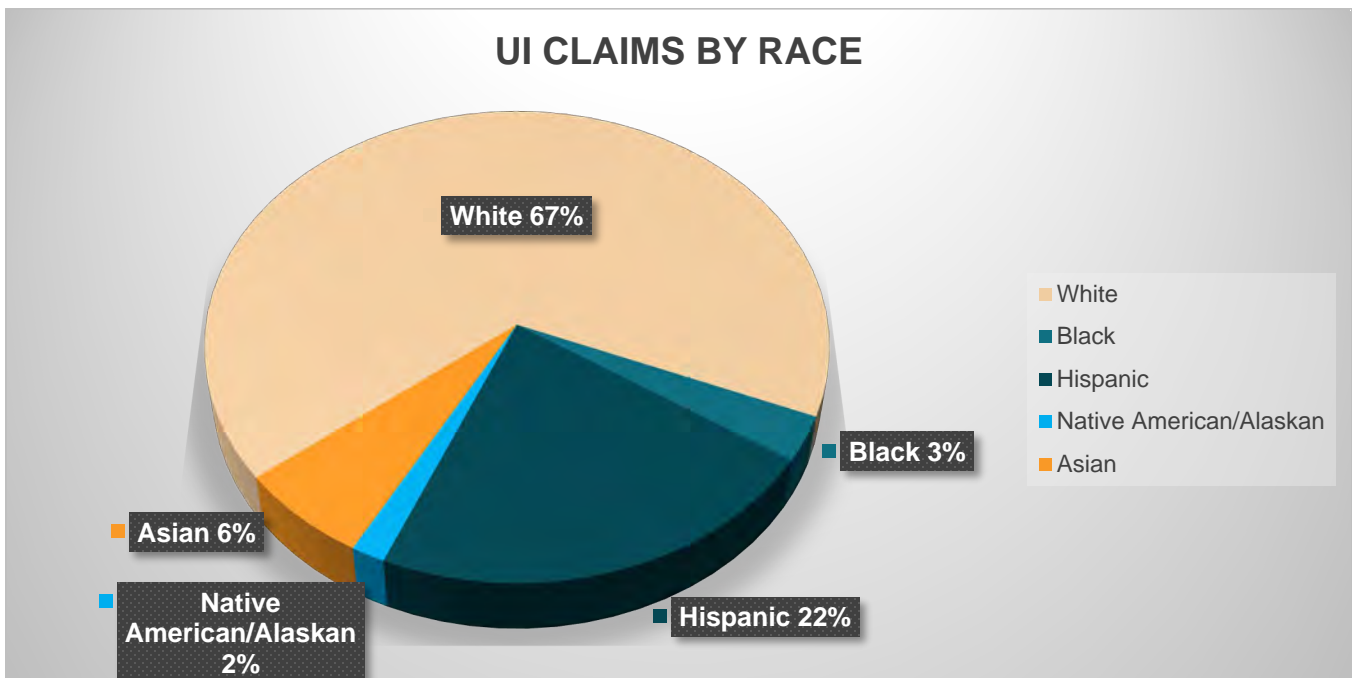
Goal Six: Strengthen policy and programmatic coordination between the workforce system and the region's education system, to ensure that students and graduates are prepared to enter the region's workforce, and are earning industry valued credentials, certificates, and degrees.

COVID 19 AND ITS IMPACT ON THE WORKFORCE

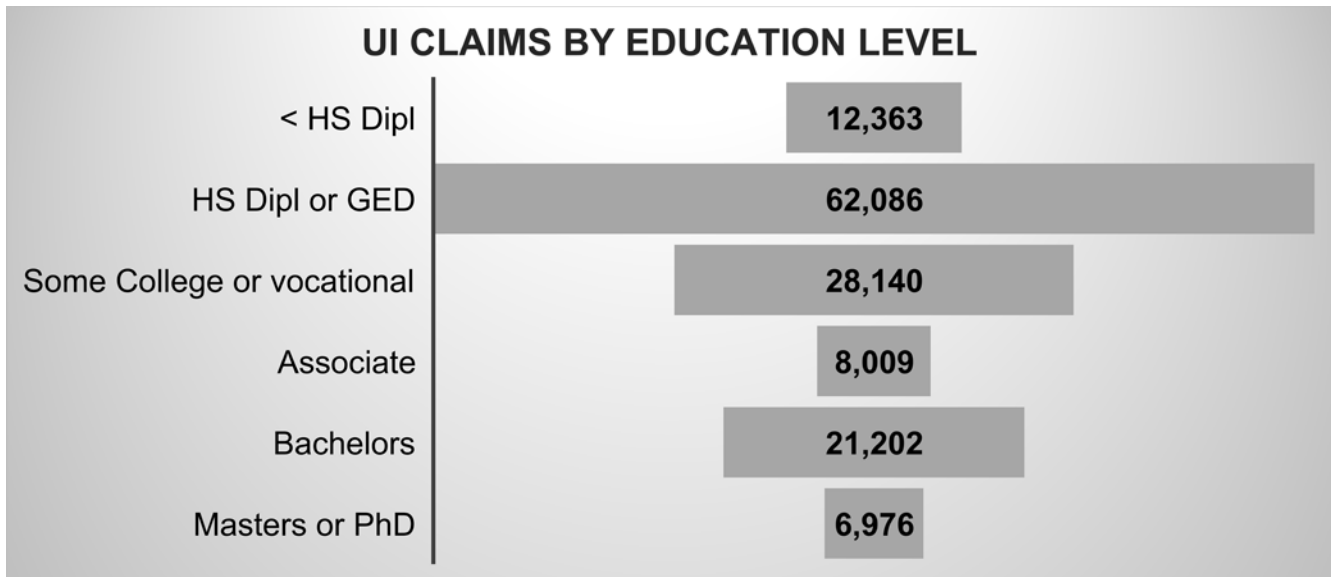
The Workforce Alliance region was not immune to COVID-19's impact on the global, national, and State economy and its workforce. The table below shows population data and unemployment rates for four counties in the Workforce Alliance region, the entire state of California, and nationwide.

	2020 Total Population	December 2020 Unemployment Rate
WANB Region	549,042	6.70%
California	39,796,161	9.00%
Nation	330,768,968	6.70%

Voluntary data collected by the Employment Development Department (EDD) from Unemployment Insurance (UI) claims shows that from week ending 1/11/2020 to 1/30/2021 52% of claimants were females and 48% males. The chart below shows percentage of UI claims by race.

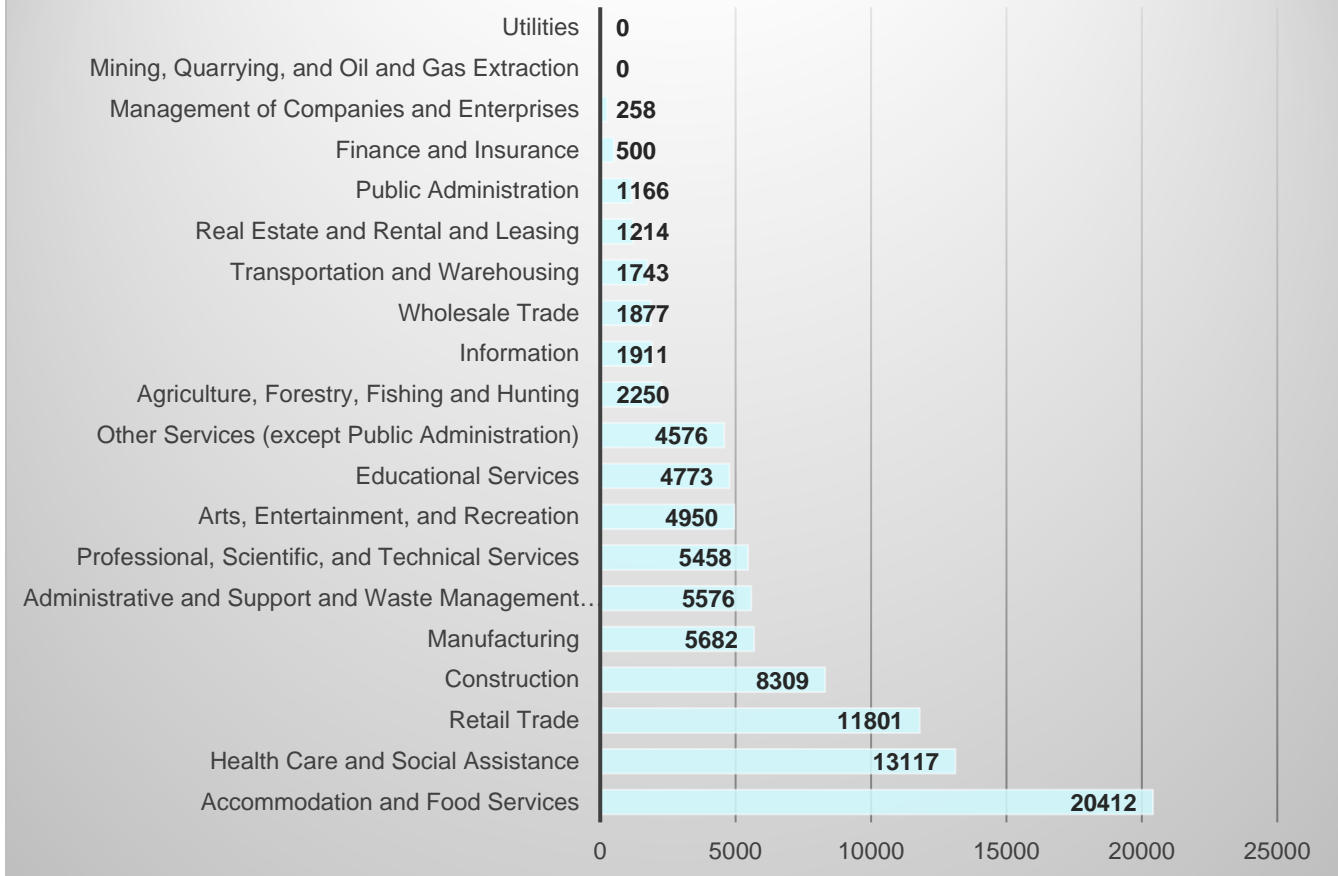


Further analysis shows that the majority of UI filers had a high school diploma, GED certificate or less. The rate of unemployment claims goes down as we look at people who completed some form of higher education or vocational training.



Additionally, the Workforce Alliance analyzed what industries were affected the most. The next chart presents data as of 11/14/2020 through the week ending 1/11/2020. The most UI claimants worked in Accommodation and Food Services, Healthcare and Social Services, and Retail Trade industries.

UI CLAIMS BY INDUSTRY



I. WIOA CORE AND REQUIRED PARTNER CO-ORDINATION

The Workforce Alliance is focused on strategic solutions to workforce issues, contributing to the economic prosperity of both workers and businesses in Lake, Marin, Mendocino, and Napa counties. As a convener, Workforce Alliance brings together partners required under the Workforce Innovation and Opportunity Act of 2014 (WIOA) Section 121. The list below includes all required partners:

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

Partner Involvement

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

The purpose of WIOA is to better align the workforce system with education and economic development to create a collective response to economic and labor market challenges on the national, state, and local levels. The WIOA partners are critical components of the workforce development system. The Workforce Alliance envisions a system where there is no “wrong door,” and AJCCs in each county as well as partner organizations seamlessly cross refer and serve job seekers in a coordinated manner. The Workforce Alliance works with WIOA partners to expand access to employment, training, education, and supportive services for eligible individuals, including those with barriers to employment.

The Workforce Alliance retains operational MOUs (Memorandums of Understanding) with WIOA core and required partners in each of our four AJCCs to assure a system that offers:

- **A resource rich career and training center aligned to the regional economy** - that empowers individuals with access to quality orientation, screening and staff assisted services.
- **Contextualized learning** - focused on curricula and instructional strategies that make *work* a central context for learning and help students attain work readiness skills.
- **Industry recognized skills development** - leading to the attainment of employer endorsed credentials that have value in the labor market.
- **Multiple entry and exit points** - enabling workers of varying education and skill levels to enter or advance in a specific sector or occupational field.
- **Intensive wraparound services** - incorporating academic and career counseling and wraparound support services (particularly at points of transition).

- **Stackable educational/ training options** - that include secondary, adult, and post-secondary education and training that is arranged or "chunked" in a non-duplicative progression of courses, clearly articulating one level of instruction to the next. This strategy provides opportunities to earn post-secondary credits and post-secondary credentials that have value in the labor market.
- **Designs for Working Learners** - to meet the needs of adults and non-traditional students who often need to combine work and study, the AJCCs can provide access to childcare services, offer flexible and non-semester-based program scheduling to accommodate work schedules, including alternative class times and locations, and innovative uses of technology.
- **Earn while you Learn** - allowing students to earn money while also completing their training plan (i.e., apprenticeship model).

The Alliance's strategy is to create a local workforce system that is skill-based and moves AJCC customers through value-added services designed to increase their employability, chances of retaining jobs, and opportunities to advance in their careers.

The One-Stop Operator will play a critical role in fulfilling the promise of the One-Stop Partner MOU as they routinely meet with partners both individually and collectively to ensure that the tenants of the MOU are upheld, and partners are both contributing to and benefitting from the comprehensive One-Stop delivery system.

Co-enrollment Efforts

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

The Workforce Alliance strongly believes that working together with all partners is crucial for many of the services the AJCC offers. Meetings are scheduled on a regular basis between partners to build relationships through referrals and working cooperatively together to meet the needs of mutual clients. In addition to regular communication channels, such as case meetings, and One-Stop partner collaboration, the Alliance has also piloted a shared data system that allows easy referrals, called CommunityPro Suite. Community Pro Suite was adopted in 2020 as a partnership between the following organizations:

- Napa Valley Adult Education Consortium,
- North Central Adult Education Consortium,
- Marin Adult Education Consortium,
- Mendocino Lake Adult and Career Education Consortium,
- Workforce Alliance of the North Bay.

All AJCC adult, dislocated workers, and youth clients are managed using CalJOBS software. The system allows partners to co-enroll in WIOA Title I and Title III (Wagner-Peyser) programs. Moreover, all AJCC partners, as noted above, maintain regular communication between organizations to foster strong partnerships. The goal is to reduce replication of services and facilitate strong support of clients on their path to achieve their objectives.

In response to the Workforce Partnerships survey some respondents reported that the current referral systems work well for their organizations, others voiced hope to build upon and fully implement the CommunityPro Suite system. Additionally, some respondents expressed their willingness to work with AJCC staff on developing a trackable referral system. This underscores the need to continue our outreach and development efforts in our communities. Workforce Alliance recognizes the need for successful and efficient partnerships that benefit all clients and encourages its development.

One-Stop Delivery System

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

One-Stop Delivery System is described in detail in One-Stop Vision section on page 33. The Workforce Alliance strongly believes that coordination between partners allows us to streamline services and more effectively serve clients. To this end, the One-Stop Operators work with AJCC service providers and cultivate and nurture partnerships that fully engage all partners in the vision and its full execution.

To adapt to the new reality caused by COVID-19 pandemic, AJCC services are offered in a virtual setting. The Regional Plan Implementation Grant allowed for revamping the Workforce Alliance website <https://www.workforcealliancencenorthbay.org/> to better inform communities about available services and facilitate access to those services. To satisfy the need for remote services, AJCC staff prerecorded workshops allowing career seekers to access them through the website and YouTube channel <https://www.workforcealliancencenorthbay.org/video-library/>. Additionally, a Business Directory that can be accessed here: <https://www.workforcealliancencenorthbay.org/business-directory/> was created to help businesses to triage their needs and find appropriate resources.

As all four AJCCs closed their door or significantly limited access to brick-and-mortar career centers, phone and virtual appointments are still available. Workforce Alliance invested in a scheduling system, called Calendly, to allow clients to schedule a call with a career counselor online <https://www.workforcealliancencenorthbay.org/contact-us/>. This system provides efficient contact and engagement with the workforce system at a time that suits the clients.


Since the pandemic started, a need for recruitment assistance was uncovered, and Business Services Team committed to deliver a job fair experience in a virtual setting. The first two events in August and November of 2020 were hosted via Zoom. In the fall of 2020, Workforce Alliance along with the regional partners – Solano and Sonoma county workforce boards, invested in the

Premier Virtual platform. This comprehensive tool allows job seekers to browse available open positions, chat and/or video call with recruiters, and post their resume. Additionally, this ADA compliant platform opens opportunities for individuals with barriers offering the job fair experience without a need to travel. It is fully expected that virtual job fairs will be offered several times a year through the North Bay partnership.

Workforce Alliance will continue investing time and effort to create and promote relevant marketing content for job seekers, businesses, and communities at large.

Supportive Services

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



UP TO \$800 FOR WORKERS AFFECTED BY COVID-19

CareerPoint MARIN is helping workers snap back from the affects of COVID-19 and get back to work with **SNAP BACK Assistance**.
Deadline to apply 9/25/20.

1: Call 415.473.3300 or email us at: MARINinfo@CareerPointNorthBay.org
ASK ABOUT SNAP BACK Assistance.

2: You will be contacted by a staff person via email or phone who will determine your eligibility and help you apply.


3: Be sure and ask about other CareerPoint MARIN services that are available.

If you have been terminated, laid-off, had a reduction of hours OR are self-employed and unable to work due to COVID-19 you may be eligible for up to \$800 in supportive services.

Supportive services award can be used for:

- Mortgage or Rental Assistance
- Utility Assistance (Electricity, Natural Gas, Water/Sewer/Garbage, etc.
- Telework Equipment
- Transportation Costs
- Childcare

120 N Redwood Drive, San Rafael, CA 94903
Phone: (415) 473-3300 TTY: (415) 473-3344
MARINinfo@CareerPointNorthBay.org



CareerPoint MARIN
PARTNERS TO WORK

America's **JobCenter** of California™

This WIOA Title I financially assisted program is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon advance request to individuals with disabilities. CareerPoint MARIN is a proud partner of America's Job Center of California™.

The Workforce Innovation and Opportunity Act (WIOA) provides program guidelines for supportive services for adults and dislocated workers at WIOA Sections 3(59) and 134(d)(2) and (3). A supportive services policy was established to guide service providers in the process and clarify detailed requirements. Based on funding availability, individuals who are enrolled in WIOA programs might be eligible to receive assistance under supportive services such as transportation, childcare, dependent care, housing, and assistance with uniforms and other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye wear, and Needs Related Payments that enable individuals to participate

in WIOA Title I activities. When supportive services funds are not available through WIOA programs, AJCC staff uses a referral process to seek assistance through the partner organizations.

In 2020 Workforce Alliance was a recipient of COVID-19 Supportive Services special grant that allowed us to serve workers that have been terminated, laid-off, had a reduction of hours or were self-employed and unable to work due to COVID-19. Workforce Alliance recognizes this type of assistance as valuable and needed and is committed to providing it as additional funds become available.

II. STATE STRATEGIC PARTNER COORDINATION

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

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

All four AJCC MOUs recognize Health and Human Service Agencies in their respective counties as required partners. As CalFresh Employment and Training Service providers these agencies are crucial partners that can offer support to WIOA clients if eligibility criteria are met, and additional support from other HHS programs would benefit the client. Before the pandemic, at the end of second quarter of PY 2019-20, 14% of enrolled Adult and Dislocated Workers received CalFresh assistance. The Workforce Alliance will encourage AJCC staff to collaborate with the local CalFresh providers and expand usage of referral process. We will look for co-enrollment opportunities that will leverage our limited resources and allow us to better serve our mutual customers. Additionally, new AJCC staff will work on ensuring better promotion of employment and training services to CalFresh recipients and will learn eligibility criteria and services of CalFresh.

Local Child Support Agencies

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

AJCC staff have a long-lasting relationship with Child Support Agencies in the Workforce Alliance region, and they work together to ensure that a good referral process is in place for clients who need workforce services. AJCC staff promote WIOA programs and the available resources and make sure that child support clients who utilize the AJCCs are able to access the full range of AJCC services, including career counseling, job search assistance, training, supportive services, and referrals to other community services. To establish a framework for collaboration, communication, and capacity building to better serve recipients of child support services, the Workforce Alliance signed a partnership agreement with partners identified as:

- Adult Education Block Grant consortia,
- community college consortia,
- child support agencies,
- community-based organizations,
- social enterprises,
- public or private employers from in-demand sectors.

Partners agreed to the following methods and practices to guide their partnership:

1. Provide opportunities for capacity building and staff development activities, specifically for the Workforce Innovation and Opportunity Act (WIOA) system, under which the WANB provides job seeker and employer services to ensure partners feel confident in their knowledge and ability to navigate the system.
2. Share agency contact information from a local to state level to ensure Partners can confidently direct and/or refer clients to the correct staff and locations for services.
3. Share aggregated program data, excluding individual client information except what is allowable under signed releases of information.
4. Meet as necessary to ensure consistent opportunities to share information, discuss issues, and discuss projects for collaboration.
5. Provide agency and program updates, specifically those that may affect the client referral and participation process.

This agreement will continue in effect and will serve as a foundation to build upon as we continue to work with child support agencies and partners to address the employment needs of non-custodial parents.

Local Partnership Agreement

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

The goal of the partnership between the AJCCs and the Department of Rehabilitation (DOR) is to improve opportunities for individuals with developmental and intellectual disabilities. Regular Local Partnership Agreement (LAP) meetings bring together partners from the Redwood Empire District, California Department of Rehabilitation, North Bay Regional Center, and educational organizations. Workforce Alliance and AJCC staff support LAP group efforts to provide employer engagement services that include sharing information on employer incentives, requirements, and best practices for hiring individuals with disabilities. Additionally, DOR staff is co-located in the AJCCs and provide support during in-person and virtual job fairs organized by the Workforce Alliance and AJCC staff. To streamline services and avoid duplication, the One-Stop Operator will collaborate with DOR and promote available services to individuals with developmental and intellectual disabilities.

English Language Learners, Foreign Born, and/or Refugees

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

Unemployment data from 1/5/2020-1/30/2021 shows that 22% of the individuals who applied for unemployment benefits identified as Hispanic or Latino. In addition, according to data from the

second quarter of PY 2019-20, of the 311 individuals enrolled in the Adult and Dislocated Worker programs in the WANB region, 30% identified as Hispanic or Latino and 4% were English Language Learners. This data highlights the importance of ensuring that a variety of employment and training services are available to our Hispanic and Latino community, including English Language Learner (ELL) individuals. Workforce Alliance will work with AJCC bilingual staff to improve service to our ELL population, foreign born, and/or refugees. Additionally, the Alliance will work with community partners to further understand the unique needs and barriers of marginalized groups as well as their assets as they differ from the broader population of potential clients and will look to strategies and policies that mitigate access to services and facilitate equitable service provision for marginalized populations. These, and other concerns noted in public comment statements to the regional plan from partners will be further addressed.

Furthermore, the Workforce Alliance welcomes collaboration with community-based organizations (CBOs) and educational partners to strengthen services to this targeted population. Nurturing existing partnerships, the Alliance will continue to work with adult education programs to offer, or possibly directly sponsor Adult Basic Education, English as a Second Language (ESL), Vocational English as a Second Language (VESL), or any other remedial education needed. When working with enrolled individuals, AJCC staff will consider and promote workforce career pathways and training, including academic programs based on individual career interests and financial needs.

The Alliance will explore bridging gaps in serving ELL individuals and immigrants by collaborating with CBOs service providers, California Human Development, Adult Schools, and WIOA programs on mitigating service connection issues and enhancing client outcomes. Effort will be put into searching for partnerships that ensure deeper focus on these historically underserved populations.

III. WIOA TITLE I COORDINATION

Digital Fluency

Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning.

The COVID-19 pandemic brought additional barriers in serving the most vulnerable populations. Workforce Alliance and AJCC staff had to pivot to virtual services and learn new techniques for engaging with job seekers and employers. In early May 2020, staff was attending a week-long *Training Online Essentials* offered by UC San Diego Extension. The purpose of this training was to provide trainers with fundamental strategies and proven tools to support online delivery of sessions and workshops. *Training Online Essentials* is built upon a solid foundation of best practices in adult learning and online teaching and can be used with any learning platform in synchronous and asynchronous environments.

Additional resources to learn best practices and training topics are blogs, webinars, and workshops from Workforce GPS, EDD, and California Workforce Association. Workforce Alliance will utilize any available resources to help staff increase their digital literacy.

Cultural Competencies & Trauma-Exposed Populations

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

The Workforce Alliance will continue to identify training opportunities that address cultural competency and sensitivity. We will work with our other regional Workforce Boards to continue the practice of opening up training opportunities to all North Bay regional staff and we will send our AJCC staff to other partner provided training professional development sessions in this arena. Specifically, we will seek to:

Ensure mandatory training for all staff and partner staff in Trauma-Informed Care, equity and inclusion, including cultural competency, mental health, and best practices on how to serve/engage with our priority populations.

Ensure training to better understand justice involved individuals and their needs.

Ensure a rotation of guest speakers from local and regional partner agencies that will present at partnership meetings on topics that will better prepare us to understand and address trauma exposed populations and cultural competencies.

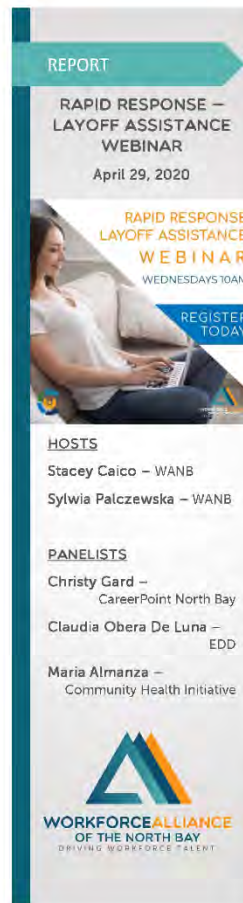
We will continue to educate ourselves on best practices within the industry to better address the needs of trauma exposed clients and increase our cultural competencies. An example is provided here <https://nationalfund.org/learning-evaluation/publications/a-trauma-informed-approach-to-workforce/> by the National Fund for Workforce Solutions.

Rapid Response & Layoff Aversion Activities

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

The Workforce Alliance Business Services Team offers Rapid Response and Layoff Aversion services to businesses considering layoffs or furloughs and employees who are being laid off. The Workforce Alliance recognized the need to offer these services in an online format. Since April 29, 2020 Rapid Response and Layoff Assistance webinars are offered via zoom and anyone seeking information is welcome to attend. In response to the demand, events were offered every week, then every other week, and currently are offered once a month. Workforce Alliance will continue to adjust webinar frequency depending on the demand. Presenters involved are AJCC staff, a Community Health Initiative representative, a Department of Labor representative, and an Employment Development Department Workforce Services Branch representative. Promotional efforts include email blasts sent out via Constant Contact, social media campaigns, posting on Workforce Alliance website, and using CareerPoint distribution channels.

Moreover, in addition to the regularly scheduled webinars, the Business Services Team offers Rapid Response events tailored to business needs. The Workforce Alliance also participates in Layoff Aversion activities included in the Workforce Alliance [Rapid Response and Layoff Aversion Policy #1030](#).



REPORT

RAPID RESPONSE – LAYOFF ASSISTANCE WEBINAR
April 29, 2020

RAPID RESPONSE LAYOFF ASSISTANCE WEBINAR
WEDNESDAYS 10AM

REGISTER TODAY

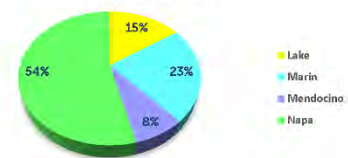
HOSTS
Stacey Caico – WANB
Sylvia Palczewska – WANB

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

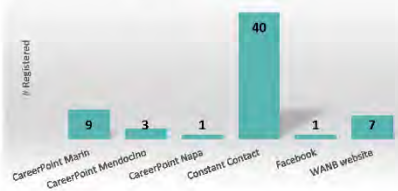
WORKFORCE ALLIANCE OF THE NORTH BAY
DRIVING WORKFORCE TALENT

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

Participation by County
WANB Region



Registration Source



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

Adult and Dislocated Worker Employment & Training Activities

A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This includes how the Local Board will ensure that priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in WSD15-14 (PDF), WIOA Adult Program Priority of Service.

WIOA Title I adult and dislocated worker employment training activities in the Local Area include job search and placement assistance (including career counseling); labor market information (which identifies job vacancies, skills needed for in-demand jobs, and local, regional, and national employment trends); initial assessment of skills and needs; and information about available services and follow-up services to help participants keep their jobs after placement in employment. Each program year, Workforce Alliance must spend at least 30% of the combined total of their Adult and Dislocated Worker WIOA allocation on training services as defined in WIOA section 134(c)(3)(D) and may apply up to 33.3% of that amount as designated leveraged resources used for training and supportive services (up to 10% of the Workforce Alliance combined total allocation for Adult and Dislocated Worker formula programs).

Workforce Alliance adopted the Priority of Services Policy that requires at least 51% of the enrolled WIOA Adult participants, that receive Individual Career Services and/or Training Services, meet the Priority of Service requirements. To qualify as meeting Priority of Services, the job seeker must be one of the following:

- Basic Skills Deficient
- Low-Income
- Recipient of Public Assistance

Within the classification of meeting Priority of Services, Veterans and their qualifying spouses will receive priority as described in Priority of Service for Veterans and Spouses Policy #1010.

Job seekers have access to three-levels of employment services. Basic Career Services are universally accessible and available to all individuals seeking employment and training services.

Basic Career Services include:

- Eligibility Determination
- Outreach, Intake, Orientation
- Initial assessment of skill levels and supportive service needs
- Job search assistance (self-directed)
- Job search assistance (staff-assisted)
- Placement assistance (includes “Referred to Employment) (staff-assisted)
- Career Counseling (includes “staff-assisted career guidance”)
- Providing information on in-demand sectors, occupations, or nontraditional employment)
- Provision of referrals and associated coordination of activities with other programs and services
- Provision of workforce and labor market employment statistics information
- Provision of information on job vacancies
- Provision of information on job skills necessary to fill vacancies
- Provision of information on local demand for occupations, with earnings, skill requirements, and opportunities for advancement for those jobs
- Provision of performance and program cost information for providers of education and training
- Provision of information on local performance
- Provision of information on availability of supportive services or assistance

- Referral to supportive services
- Provision of information and meaningful assistance filing for Unemployment Insurance benefits
- Assistance establishing eligibility for financial aid

To receive Individualized Career Services, one must be eligible and enrolled in WIOA program. These services are tailored to the customer's needs and do not require the job seeker to use basic services first. Individualized Career Services include:

- Comprehensive and specialized assessments
- Development of Individual Employment Plan
- Group Counseling
- Individual Counseling
- Career Planning
- Short-term prevocational services
- Internships and work experiences (including transitional jobs)
- Workforce preparation activities
- Financial literacy services
- Out-of-area job search assistance and relocation assistance
- English-language acquisition and integrated education and training programs
- Follow up services

Training Services are available to job seekers who do not possess the knowledge or skills to obtain employment that leads to a self-sufficient wage. This includes skills upgrade training. All WIOA funded training shall lead to employment in a demanded occupation.

Training Services include:

- Occupational skills training (provided through an Individual Training Account),
- On-the-Job (OJT) training.
- Incumbent worker training.
- Training programs operated by the private sector.
- Skills upgrading and retraining.
- Entrepreneurial training.
- Customized training .
- Adult education and literacy activities, including English language acquisition but must be provided concurrently or in combination with services described above.

WIOA Youth Program Assessment

A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in WSD17-07 (PDF), WIOA Youth Program Requirements. This includes any strategies the Local Board has about how to increase the digital literacy and fluency of youth participants, including youth with disabilities.

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

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies.

2. Alternative secondary school services.
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience which may include: summer employment, pre-apprenticeship programs, internships, job shadowing, on the job training.
4. Occupational skills training, which includes priority consideration for training programs that lead to industry recognized post-secondary credentials.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation and occupational cluster.
6. Leadership development opportunities, community services and peer-centered activities.
7. Supportive services.
8. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation.
9. Follow up services for not less than 12 months after the completion of participation.
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling.
11. Financial literacy education.
12. Entrepreneurial skills training.
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area.
14. Activities that help youth prepare for and transition to post-secondary education and training.

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

Grant Administration

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

The Workforce Alliance is responsible for the disbursement of all WIOA funds under this plan. The Workforce Alliance procured WIOA service providers from eligible parties utilizing a competitive Request for Proposal (RFP) process. Each solicitation document issued by the Workforce Alliance clearly describes the services being procured; required criteria that bidders must meet; expected outcomes per program or service category as appropriate; anticipated investment levels for each program or service category; proposal submission requirements; a summary of the review criteria; conditions under which bidders may protest the funding decisions and the process they must follow to protest a funding determination. All RFPs are advertised extensively through local news outlets, through direct outreach, and through the Workforce Alliance's social media and website to ensure that the maximum numbers of potential applicants are reached. For large RFP solicitations, it is the Alliance's practice to hold a public bidders conference. The Alliance subsequently posts questions, answers, and additional guidance to give bidders a chance to incorporate the guidance into their proposals. Standard scoring rubrics are created for each solicitation and provided to all proposal readers with extensive directions to ensure that the review process is fair and equitable. Reviewers are asked to disclose all conflicts of interest. Proposals are evaluated according to the criteria set forth for the RFP and funding recommendations are presented to the Workforce Alliance Regional Workforce Development Board and Governing Board for discussion and confirmation where required.

Career Service Providers

A description about how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in WSD19-13 (PDF), Selection of AJCC Operators and

Career Services Providers. This should include the name(s) and role(s) of all entities the Local Board contracts with.

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

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

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

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

APPENDICES

Stakeholder & Community Engagement Summary

The development of comprehensive Local and Regional Plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community-based organizations, as well as Workforce Innovation and Opportunity Act core, required, and strategic program partners. This will ensure the inclusion of person-centered approaches to address multifaceted barriers to employment by utilizing input from the communities.

Stakeholders participating in the planning process should include, but are not limited to, employers, labor organizations, education partners, human services and housing partners, as well as community-based organizations that provide services to target populations, such as justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, and any other entities supporting historically unserved or underserved communities.

Using the template below, Regional Planning Units and Local Workforce Development Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement was achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Workforce Partnership Online Survey (Email campaign, Website, Social Media)	Workforce system partners in Lake, Marin, Mendocino, and Napa counties.	WANB received 56 responses	The survey was launched on March 8, 2021.

Business Online Survey (Email campaign, Website, Social Media)	Businesses in Lake, Marin, Mendocino, and Napa counties	WANB received 27 responses	The survey was launched on March 8, 2021.
Virtual Public Community Hearing (Email campaign, Website, Social Media)	Entities interested in sharing insights and ideas about the regional workforce system	72 individuals registered to attend the meeting via Zoom	The meeting was held on March 23, 2021 via Zoom.
Regional Workforce Development Board Executive Committee Meeting	Executive Committee members, general public, service providers, business	4 board members and 11 staff/service providers attended the meeting	The meeting was held on April 14, 2021 via Zoom.

Workforce Partnership Online Survey

The Workforce Alliance reached out to workforce partners to receive insight on the workforce system design. The online survey was launched on March 8, 2021 and was active for four weeks. The survey was posted on the Workforce Alliance website and sent out in several email campaigns to over 8,000 recipients. There were 56 responses submitted. Fig.1 shows what type of organizations took part of the survey.

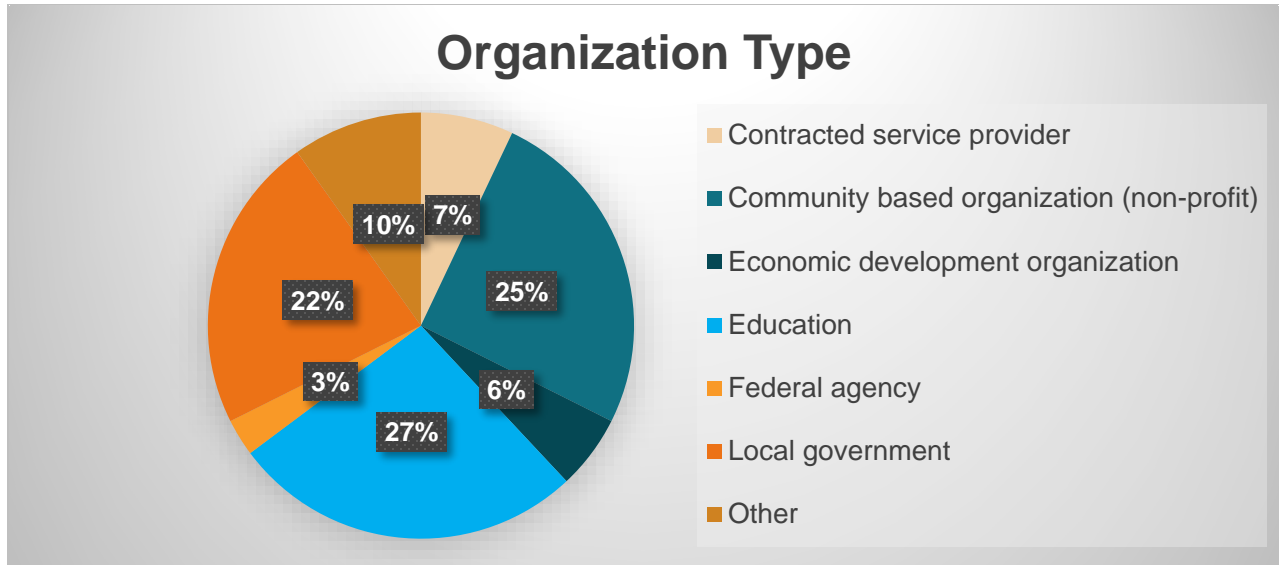


Fig.1 Organization Type *Source: Workforce Partnership Online Survey*

Participants shared how their organizations had to adapt as effect to the COVID pandemic and all stated there had to be at least one modification implemented in their day-to-day operations. None of the respondents stated their organization had to permanently closed. Fig. 2 presents received responses.

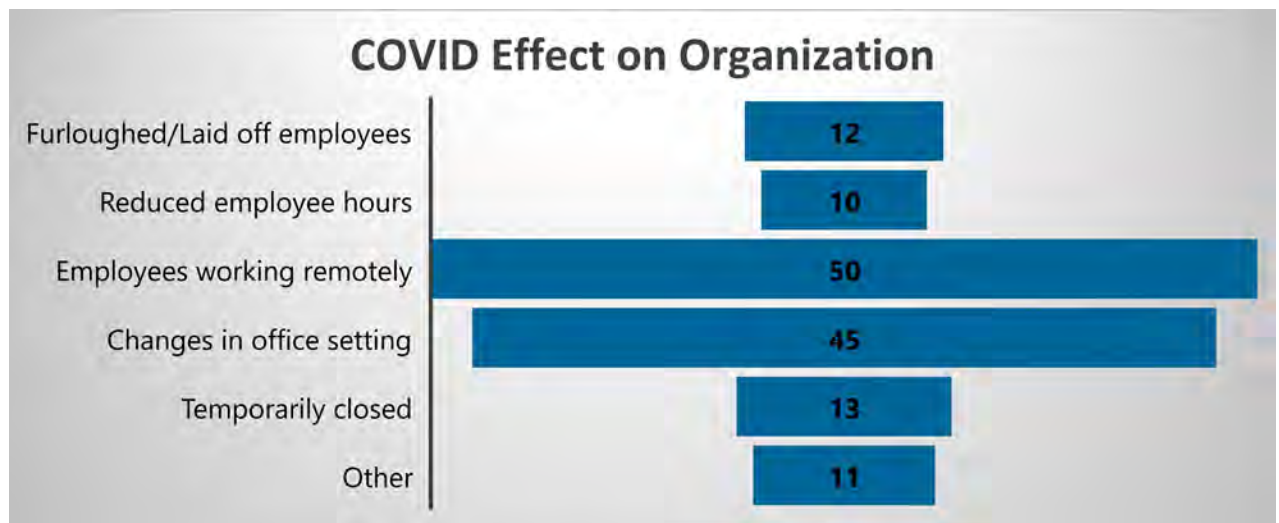


Fig. 2 COVID Effect on Organization *Source: Workforce Partnership Online Survey*

If organizations provided services to the public, they were asked how services have been modified due to the COVID pandemic. 94.5% of respondents indicated their organizations had to

start offering services remotely and 63.6% said they are serving fewer clients in person. 58.2% of organizations had to start offering different services in response to the pandemic, and 38.2% stopped offering certain services. Fig. 3 presents what modifications to services were implemented by organizations that responded to the survey.

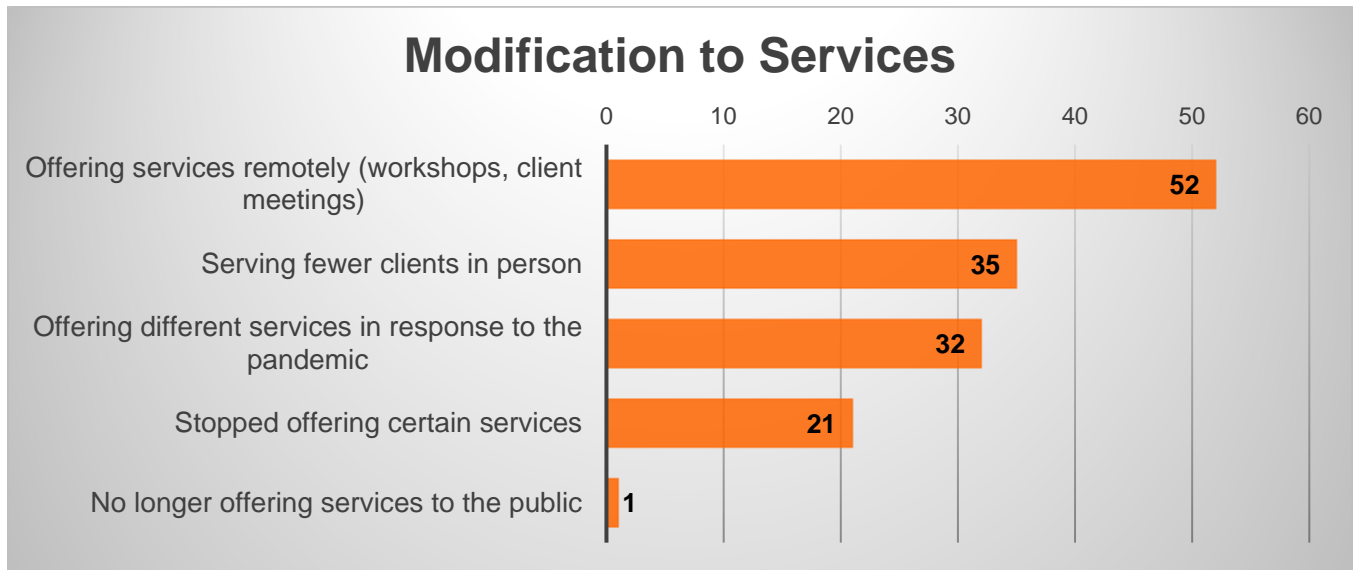


Fig. 3 Modification to Services Source: Workforce Partnership Online Survey

Participants were able to share their suggestions for actions the “workforce system” should take to assist job seekers and businesses through the COVID pandemic. Workforce Alliance staff will consider all responses and connect with organizations to create more effective partnerships in the region. The Workforce Alliance is committed to improving the quality of services and engaging in cooperation with community partners.

Public Comments

The Local Plan 30-day Public Comment period is effective April 23, 2021. Comments may be emailed to info@workforcealliancencorthbay.org with “Local Plan Comment” in the email subject line.

One-Stop Vision

Introduction

The CareerPoint North Bay One-Stop Career Center system is an existing network of employment and training service providers that work with local businesses. It represents a partnership of organizations that strive for common outcomes that reflect the specific needs of the community. Unemployed workers, under-employed workers, Temporary Assistance to Needy Families (TANF) clients, students and out of school youth, older workers, businesses, and industry all must to have access to the Centers to meet their needs. In order to more effectively provide services to these customers, the Workforce Alliance of the North Bay (WANB) is seeking to strengthen the One-Stop Career Center to address critical issues and advance to the next level—a professional and demand driven system of integrated employment and training service offerings in order to give the WANB counties of Lake, Marin, Mendocino, and Napa a more competitive workforce.

The WANB believes that the CareerPoint One-Stop career center system is ready to move beyond the compliance stage where partners co occupy space but tend to operate their siloed programs. WANB believes it is time for the system to evolve into one that truly provides integrated and quality services.

As such, this paper touches on the need for more effectively delivered job seeker services, business services, unified management and planning, infrastructure and marketing. These areas were identified as potential One-Stop improvement categories from WANB Staff based largely on the *Guide to Improving One-Stops through Benchmarked Critical Success Factors* that was developed by the Corporation for a Skilled Workforce (CSW).

The WANB, in conjunction with program partners, seeks to assess our One-Stop system and determine how to best address the necessary characteristics of a high performing One-Stop that are identified in this paper. The WANB together with program partners will work collaboratively through the One-Stop Partners Committee to implement all of the following categories for comprehensive centers. The vision arrays service functions that need significant resources and attention down to those that require limited resources and attention. It is equally important that the One-Stop Operator, as the lead agency for the One-Stop partnership fully support the direction and recommendations outlined in this paper.

Strategic Alliances

A high performing One-Stop will minimally include partnerships/collaborations between the WANB and local entities representing mandatory One-Stop partner programs under the Workforce Innovation and Opportunity Act (WIOA), including Title 1B programs, Wagner-Peyser, VETS, Trade Act, Unemployment Insurance, Vocational Rehabilitation and Adult Ed and Literacy, etc.

Business services partnerships, at a minimum, will include local colleges, economic developers, and WIOA formula funded staff, as well as WANB business representatives. Firmly established and committed partnerships are vital to the success of a One-Stop Career Center. Strong linkages and leveraging with economic development partners is a critical factor in achieving a successful, balanced, and aligned workforce development system.

The following categories represent mandatory characteristics for a comprehensive and high performing One-Stop career center based on effective and proven practices.

JOB SEEKER SERVICES

1. Integration – Front-line

By refocusing WANB’s performance assessment from individual program performance measures to universal outcome measures (see page 7 “Performance Outcomes”), service integration can be enhanced. To further enhance integration, the WANB will direct the One-Stop Operator to jointly develop a common measures training for all of the One-Stop partners’ staff, and facilitate that training to partner staff.

The WANB envisions that by assessing the system at the center wide level rather than the individual program level, that the One-Stop will be able to design a more comprehensive client centered set of services that will be “service-focused” and will invigorate efforts toward integration.

Individual program goals will not be lost; they will simply fit within the overall business philosophy of the center and will be shared by all. The models listed below are not intended to diminish the need for specialization, but rather to call attention to collaboration. These approaches are from CSW’s guide and can be used to assist the One-Stop Partners Committee as they implement the vision and design the One-Stop. Two options/approaches to consider...

Option 1 - Generalist Approach: This approach utilizes a “generalist” (also referred to as navigator) staff person to follow a job seeker as they go from the resource room, to assessment, to enrollment in one or more programs, and then with follow-through. The customer has a primary person to contact and develops a one-on-one relationship with that staff person. Advantages include a more seamless delivery from the customer’s perspective, a more comprehensive set of services so each customer has access to all services, less staff burn-out and greater sense of fulfillment, and reduced customer losses as they move from one referral point to another within the Career Center.

Option 2 - Team Approach: This approach can take the form of a service function team or a case management team. A service function team is comprised of staff from multiple

One-Stop partners who work in teams based on a specific services component. A common type of team is a business services team, but there are also resource room teams, job search teams, etc. Many of the programs provide these service functions independently, and delivering them in teams will reduce resource consumptions, increase access, and avail the team of best practices and expertise.

A case management team approach in fact is patterned after approaches found in the medical care industry, where a team of experts are assembled to meet the holistic needs of the customer. With the team approach, several staff from different agencies meet regularly to assess a customer's case. Note: The State of California is encouraging this model under their "integrated service delivery initiative".

2. Resource Room Services

Staff in the resource rooms need to be knowledgeable on the materials available in the resource room, trained on the use of all equipment in the room, including ADA equipment, and have a thorough understanding of the programs and services offered through the Career Center. These staff will also need to be trained on observing any special needs that customers may have and subsequently know the services available to them within the center. Resource room staff are available in the center, not volunteers, administrative assistants, or program participants. They will assist and guide customers regardless of the programs those customers are eligible for or enrolled in.

3. Re-Employment Services

In an effort to reduce the length of time on unemployment compensation, Employment Development Department staff need to be on site, providing services in the career center. The WANB believes that this integration will bolster the re-employment services provided at the One-Stop. Further, by blending the business centered focus that Workforce Innovation and Opportunity Act envisioned, the WANB expects more effective job matching and quicker re-employments.

4. Ensure the Availability of Universal Workshops/Classrooms

WANB and the One-Stop Partners Committee(s) will work collaboratively with the One-Stop Operator and other community service providers to identify common trainings/workshops and develop an efficient and effective training delivery schedule that takes advantage of the staffing resources within the center. Suggestions include:

- Development of new services and workshops to attract new and different customers;
- Expansion of universal services whereby customers do not have to be enrolled; and
- More effective leveraging of existing universal workshop providers in the community including the Adult School(s), College(s), Family Resource Centers, Banks, Independent Living Program(s), County Office(s) of Education and more.

BUSINESS SERVICES

The evolution of business services integration has not matured to the point where business service is a clear priority with dedicated staff time and resources from all partner programs. Ideas developed by WANB staff, based on CSW's guide to assist are listed below.

1. Business Marketing Teams

Cultivate a fully integrated Business Marketing Team that includes representatives from the Adult school, economic developers, WANB Business Representatives & Rapid Response staff and Veteran's Representatives.

2. Standardized Business Services Packet

Develop a standardized business services packet of all workforce and training services available to businesses in the region so all One-Stop staff are familiar with the services, fully understand

how businesses can access those services, and are able to relay the information to businesses with a clear and consistent message.

3. Benchmarks

Establish benchmarks and set goals to assist the One-Stop in enhancing the quality of business services. Example benchmarks include local business market penetration rate and the number of repeat business customers beyond job orders.

4. Customer Management System

Increase common tracking software and provide training to partner staff, as necessary. Business data needs to be collected under one centralized tool that all partners can access. (CaJOBS)

5. Job-Shadowing

Broaden staff exposure to the business community and its needs through methods such as job-shadowing with human resources professionals, successful business services staff or local economic developers. This allows for staff development and a better understanding of the business customer.

6. Company Visits

Business services staff will visit businesses and tour facilities when possible to get a better understanding of business operations and needs.

7. Ensure Credibility with the Business Community

Ensure the enhancement, streamlining and credibility of business services. This can be assisted by sharing responsibilities with the business services staff among partner agencies. Only staff with experience and skills in business marketing and outreach will be dedicated to working with

businesses, just as those staff with counseling experience will be dedicated to counseling. Working with businesses and being credible with them requires a special knowledge and unique skill sets, therefore, only those staff best qualified will be utilized for business services.

8. Single Point of Contact

Determine how business services staff will be assigned so that marketing and outreach will be most effective. Business services staff will determine the most appropriate method to provide the best and most efficient services to businesses. Assignments may be made based on geography, industry sector, company size, etc.

9. Customer Satisfaction

Ensure customer satisfaction through a non-invasive approach to gather input from businesses. Business services staff will strive to identify what services and/or delivery mechanisms may be lacking and offer solutions for change to better serve the business customer. Methods might include utilizing employer organizations already in place, such as chambers of commerce, business consortiums, facilitated focus groups, and industry summits. *Business customers, however, will not be inundated with an abundance of unnecessary, lengthy and duplicative surveys, meetings, and other burdensome requests.*

UNIFIED MANAGEMENT AND PLANNING

This category includes ideas that can assist the One-Stop Partners in the management and oversight of the Career Center.

1. One-Stop Operator/Functional Manager

The One-Stop Partners agree to assign One-Stop operation duties to a single person with clear responsibilities. These responsibilities will include conducting on-site staff meetings,

coordinating program services, developing referral procedures, managing common functions and common areas, developing program evaluations and outcome reports for the board, and managing center resources to ensure that center objectives are met. (See WANB One-Stop Manager Contract)

In their Benchmarking report, CSW defines this One-Stop operator role as a functional manager. The person in this role exhibits strong leadership skills. Key functions for this position will be defined collaboratively by the One-Stop Partners, in accordance with the WANB’s vision for an integrated Career Center. According to CSW, “while a manager may have to manage across the rules of various programs, the overall function is still considered a single process. The One-Stop Operator provides clarity of functions to all partners and their staff who perform the function, even though formal supervision (hiring, firing, and appraisal) may be done by an agency supervisor of record. The formal supervisor confers with the One-Stop Operator/functional manager in writing performance appraisals.” Should the One-Stop Partners agree to transition to the single, functional manager concept, the manager will act on behalf of the consortium and will not create another layer of bureaucracy.

2. Planning

It is critically important that the One-Stop have a corporate identity, mission and goals that are exponentially greater than the sum of its individual programs. In the eyes of the community, the One-Stop will be viewed as though it were a unified program with its own goals, objectives, management structure, and outcome measurement system. This synergy must be captured in an actionable **One-Stop Business Plan**. Optimally, this plan would be developed with a process that engages all center staff and becomes the “company line” for the work of the center as a whole. All partner staff will be given an opportunity to provide input in the development and review of this plan.

In the beginning of the planning process, the One-Stop needs to identify its niche market in the community. WANB recommends that the following elements be included in the One-Stop Business Plan:

- Define the Business of the Center;
- Products and Services Available through the Center;
- Administration of the Center (Organization, Management and Finance);
- Operational Procedures of the Center;
- Benchmarks and Goals to Define Success for the Center;
- Continuous Quality Improvement Plan for the Center; and
- Marketing Procedures for the Center.

Once the plan is finalized, it will be distributed to all One-Stop partner staff. By getting staff involved in the plan and ensuring they each receive a copy, the One-Stop will obtain employee “buy-in” to the plan.

3. Cross-Training

Staff in successful One-Stop centers identify with the service offerings of the center as a corporate entity and are cross-trained on all mandated partner programs in the One-Stop system. Additionally, cross-trained staff can have improved morale since they are able to deliver services to clients in a more holistic team approach. The One-Stop Partners will embark on an aggressive cross-training solution. Meaningful cross-training is an on-going process that includes job-shadowing, applicant role-playing and temporary internships in the various program services. There will be no staff person who is the single repository of knowledge for a given program or service – everyone will have a “back-up.”

INFRASTRUCTURE

Given the current state of the existing One-Stop space, modification of the facility is viewed as imperative. The One-Stop Partners must advocate and obtain new and better furnishings, appropriate technological equipment, space for key features of the One-Stop and supplies.

1. Physical Design

Many successful One-Stops across the country have put a great deal of thought and investment into the layout and furnishings of their business and career resource center. Design choices greatly impact the center's image and customer perceptions and traffic flow. Internal signage can assist with customer flow by pointing out the various locations of services throughout the facility. In addition, providing a physical layout map to customers gives them an overall view of the center's operation and helps the customers navigate through the center.

A good One-Stop Career Center does not need a waiting area because all customers are busy with constructive activity. That is, customers filling out forms will be sitting at tables in the resource room or an area/room out of the flow of traffic. By doing this, long lines can be avoided, which can cause customers to turn away from the One-Stop Center. Also, an open, inviting, and professional One-Stop Center begins satisfying customers the minute they walk through the door. From a welfare to work standpoint, a good center focused on employment at all times, will be considered toward work participation requirements of clients.

The business and career resource rooms will be one of the first things the customer sees when entering the center and it is important that it is large enough to accommodate customers during peak periods. These rooms are the One-Stop Center's *flagship product(s)* and consequently it is important they look professional with comfortable furnishings and an adequate number of computers and appropriate materials for customers to use. The Career Resource Center should have a feel of an employment skill center, and not a public benefits office.

It is important that all partners advocate for and work to create a more comfortable, professional and inviting environment that elevates both client and staff motivation. Without question, the following components are necessary.

- Internal Signage - Signage that can assist customers in clearly understanding what services are offered at the various locations within the center;
- Children’s Area (If feasible) - A safe area with activity centers for children;
- Orientation Room - Space dedicated for viewing Career Center orientation videos and staff presentations regarding the center;
- Resource Room – Tables, workstations, display racks, books, materials, and other furnishings that would be used by clients in this room;
- Business Resource Center - Space dedicated for use by local business customers. Ideally, this center would have a separate outside entrance. The Business Resource Center should be adequately equipped to allow for interviewing, business meetings, business assistance materials and employee training. The center should also have reference materials available for businesses to use, as well as telephones, fax machine, computer, printer, copy machine and audio-visual equipment;
- Universal Classroom Spaces – Dedicated room for universal workshops; and
- Friendly and professional staff who make the center more inviting.

2. Technology

The WANB recognizes the importance of technology and the role it has on improving services at the Career Center. The following technological components will be available at a minimum:

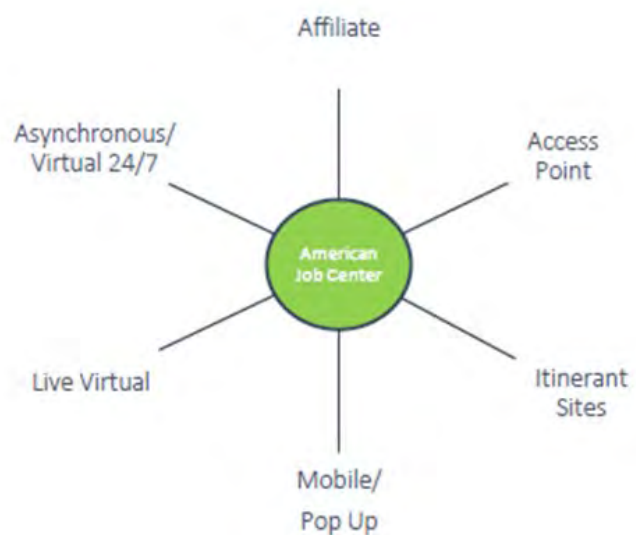
- Computers for job search
- Projection equipment
- Audio-visual equipment
- Telephones
- Opinion meters (to measure customer satisfaction as a unified activity)
- Career Center orientation video

- On-line resource manual

3. MOBILITY

The WANB will seek to deploy a “hub and spoke” model approach to facilitate the delivery of place-based services. This approach will be made possible by the meticulous coordination of the One-Stop Coordinator.

“Hub and Spoke” Model



MARKETING

Successful One-Stops have a clear brand identity that the public knows and associates with quality. In WANB counties, the many names of workforce serving agencies and their separate marketing activities leads to confusion and a lack of true identify for the public workforce system. In addition, the system perpetuates confusion on its own by the continued use of an array of names other than CareerPoint North Bay (including the WANB) on doors and signs. The strongest brands are found in communities in which a common community wide brand is used. The competitive advantages that the One-Stop Career Center will have over the competition need to be identified (in the business plan) and made known to customers. Such advantages include career counselors that can assist job seekers in accessing skill improvement services; business representatives that can conveniently assist businesses locate skilled workers; Certified Workforce Development Specialists that have met the standards of workforce professionals; friendly,

professional staff that can provide guidance and information over the phone; and the multitude of other resources found in Career Centers, that add significant value to the system.(i.e. supportive service resources) Furthermore, it is a good business practice to unify the brand name of the on-line store in the same fashion as the physical location.

PERFORMANCE OUTCOMES

If all of the above recommendations are implemented, the WANB believes that the following performance outcomes will be enhanced.

- Improvements in core performance (Entered Employment, Retention and Earnings) achieved by customers, regardless of the programs funding (alone or jointly) in the One-Stop center.
- Increased market penetration **so that the One-Stop system is the primary resource in the community where businesses and job seekers turn** for workforce development services (i.e. # of repeat customers, # of new customers).
- Decreased cycle time to ensure that customer flow and productivity enhancements lead to customer service efficiencies (i.e. average time in days between first staff assisted service and hire date, average time between job order open date to first staff referral posting)
- Services provided are market-driven and increase the value added to economic development (increase # of registered job seekers that obtain employment in targeted industries as a result of service offering, increase # of clients obtaining wage increases in targeted industries as a result of service offering; increase in employer customer satisfaction.)
- Services are integrated at the front-line level and managed in a unified way at the supervisory level (increase # of co-enrollments; increase # of cross-trained staff; evidence of team and/or generalist approach at front-line levels; evidence of single One-Stop operator at supervisory level; utilization of redesigned Toolbox to reduced customer handoffs—

integrated intake, assessment, eligibility determination, follow-up, referral process across programs).

- Increased system capacity through well-trained staff and expanded universal services, including re-employment services to Unemployment Insurance (UI) (# of UI clients who enter employment as a result of new service, # of UI clients who reduce duration as a result new service, increase # of clients attending universal workshops).
- Improved physical design and technology that supports the vision and philosophy of the One-Stop center system (specific improvements in productivity as a result of physical design and technology investments; increase in customer satisfaction).

Signature Page