



**North Central  
Counties  
Consortium**

**Workforce Innovation  
Opportunity Act (WIOA)**

**Local Strategic Workforce  
Development Plan  
2025-2028**

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## I. Local Overview

NCCC has been providing workforce services in the area since 1983. In 1998 NCCC was designated by the Governor of the State of California to be a Local Workforce Investment Area under the WIA Act. NCCC's Local Workforce Development system is formed around a Joint Exercise of Powers Agreement between the counties of Colusa, Glenn, Sutter and Yuba. The purpose of the agreement is to create a separate public entity that will exercise its power to operate a four-county workforce development system.

NCCC is overseen by a Governing Board, which includes an elected official from each of the member counties, and by a Workforce Development Board (WDB) comprised of individuals representing private business (in a majority); labor organizations; adult education and literacy under WIOA Title II; economic and community development entities; Wagner-Peyser Act; and vocational rehabilitation under WIOA Title IV. These Boards act as the WIOA grant recipient, fiscal agent and designate the WIOA service providers and program operators in NCCC.

The NCCC Boards maintain a firewall between the operations of the WIOA Title I Adult, Dislocated Worker and Youth programs in the area. Through a competitive process NCCC WDB procures the operations of the AJCC (America's Job Centers of California) system and the service provision of WIOA Title I Adult, Dislocated Worker and Youth services in Colusa, Glenn, Sutter and Yuba Counties. This process was completed in May 2024 with the NCCC Boards awarding contracts to: Colusa County One-Stop Partnership, Glenn County Health and Human Services Agency, Sutter County Superintendent of Schools, Yuba County Office of Education, and CSU, Chico Upward Bound.

The task of the WDB and the operators is to establish the workforce system to deliver services to job seekers and businesses. As the Federal Register states "the one-stop delivery system brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs, as a set of integrated streamlined services to customers".

The AJCC system provides comprehensive services to employers through labor exchange on the CalJOBS system, services to screen and test job applicants, arrange training for the workforce, matching job seeker skills to the job and providing business services to employers through all phases of the business's growth.

The NCCC WDB is committed to fostering a business engagement strategy at all contracted AJCCs. All AJCCs have designated staff that provide a menu of business services that include interview and meeting facilities; human resource information; business to business referrals; labor market information; earn and learn training options; linkages to business funding opportunities and comprehensive labor exchange activities. To make business engagement relevant many of these services must be in coordination with partner programs that also work with businesses. Business engagement and services are offered at each of the NCCC AJCCs in collaboration with partners to maximize the benefits to employers, while utilizing partner expertise.

Partners include local economic development entities, chambers of commerce, small business loan agencies and other partners as needed. Some specific best practices in NCCC are below:

Formalized collaboration in Yuba and Sutter counties is the Yuba-Sutter Business Consortium (YSBC). This group is made up of partners from the Small Business Development Center, EDD, community colleges, Chamber of Commerce, economic development entities, Community Service Block Grants (CSBG), Title II Adult Education and Literacy, Title I Adult and Dislocated Worker programs and the NCCC WDB. This group addresses business needs in a systematic method. Twice yearly this collaboration conducts in-person business needs assessments in the area. Groups of collaborating partners visit businesses to survey and collect data on the needs of the businesses. Survey results are immediately discussed and comprehensive plans to address the needs are carried out by the relevant partners. Progress and completion of the strategy is shared with all, and may be shared with local officials to help with the impact of the identified problem.

The AJCC in Glenn County engages partners through the county-wide Strike Team/Navigator process. The partnering agencies are County of Glenn, CSBG, Title I programs, and CSBG Micro-Enterprise Programs. The AJCC and this team are the point of contact for businesses in Glenn County during all phases of the business cycle, including recruitment, earn and learn training, and job fairs.

All business services in NCCC are geared towards understanding and meeting the needs of local businesses. In addition to the above all AJCCs participate in: workshops geared to businesses of all sizes; information on loan programs for business expansion and retention; entrepreneurial training; labor law and Cal/ OSHA updates.

Other offerings are sexual harassment prevention information and working with and hiring the population of those with disabilities. AJCC and partner staffs of Wagner-Peyser also do the business recruiting and job listing on the CalJOBS system for local employers.

## **STRATEGIC VISION**

***The vision of the North Central Counties Consortium (NCCC) is to support economic vitality in the consortium by meeting the workforce needs of high demand sectors of the regional economy while assuring that employment and training needs of working adults and youth are met.***

NCCC's Workforce Development Board (WDB) vision is to build a stronger workforce by increasing access to employment, education, training and support services to all job seekers in the region. To build a stronger workforce the WDB is working with education, human resource services, economic development, core partners and agencies serving the underserved. Formalized relationships through a Memorandum of Understanding (MOU) is increasing communication and aligning services, coordinating and integrating blended services. Part of the strategy is to promote stronger alignment of the workforce system, to deliver comprehensive services without duplication of effort and to understand the regional economy.

NCCC see their role as facilitator and aligner of all the expertise on the board and partners, to understand and foster demand-driven skill attainment and to assure mobility into self-sufficiency through quality jobs for all individuals. Part of this alignment is bringing together those working with individuals with barriers to employment to determine strategies to help them overcome their barriers through education, remedial education, literacy, English language acquisition and to braid services to help all individuals participate in training, job acquisition and retention.

For many individuals in the area the NCCC AJCCs serve as the only local resources for job search and training. Individuals seeking services at the AJCCs are exposed to a variety of services to help them choose a career and how to access pathways to achieve their goals. Staff is trained to help individuals develop strategies to align their training needs to educational opportunities to begin or continue their careers. Individuals who seek services at the NCCC AJCCs represent many levels of skills, education, job experience and training. At any level, individuals may enter the "on-ramp" approach for career preparation and with staff guidance build on additional skills to advance in their careers.

Some of the resources include WIOA Title I Adult, Dislocated and Youth programs and service options, labor market trends, job boards, training providers and career options.

Pathways service strategies may include:

Assessment of skills and interests

Research of the labor market

Development of comprehensive plans, with incremental steps to meet goals

Referrals to training options

Development of earn and learn options

Training may include:

Pre-apprenticeship programs

Apprenticeship

Work Experience

On-the-Job Training

Transitional Jobs

Vocational training leading to licenses or certification

The service delivery system in NCCC is focused on helping individuals bridge the gap between career goals and skills to attain the goals. The system also helps individuals align their service needs with all core programs and partners. The service delivery system also helps align the needs of businesses, the local economy, training providers and participants to assure a trained prepared workforce.

The NCCC WDB and AJCCs work closely with secondary schools, adult education, community colleges and business to expand opportunities for the sector pathways identified in the Regional Plan. The sectors of Health Care, Construction, Transportation and Agriculture have in the past been our growth sectors. There is an alignment with partners providing training on these sectors and service plans of individuals to assure successful training that leads to employment.

## **II. Local Plan Content**

### **A. WIOA Core and Required Partner Coordination**

**Under WIOA, the ultimate vision is for core and required programs to operate as a unified system, strategically assessing and responding to the needs of workers and employers and aligning them with service strategies. This section of the Local Plan should address local coordination with the following WIOA core and required program partners under WIOA Section 121.**

#### ***1. WIOA Title II - Adult Education and Literacy***

The WDB is working with entities that are Title II funded programs in Colusa (Colusa Office of Education), Glenn (Glenn Office of Education and Hamilton Unified School District), and Sutter (Sutter County Superintendent of Schools and Sutter County Library) counties. The Sutter County Title II provider is also the AJCC provider in Sutter County. NCCC reviewed WIOA Title AEFLA grant applications for consistency with LWDB plans in January 2023.

## **2. Title III -Wagner-Peyser**

It is the goal of the NCCC WDB to expand Title I Adult, Dislocated Worker and Youth services with our partners providing Wagner-Peyser programs through cross referrals, training and continued integration of services.

WIOA Title I Adult, Dislocated Worker and Youth service providers and the Wagner-Peyser Act program use the CalJOBS system to track co-enrolled individuals across WIOA. This system allows for viewing activities in both programs by AJCC staff.

It is the goal that all AJCC job seekers register onto CalJOBS, develop a resume and start the job-seeking process on this system. Where appropriate, WIOA staff will enroll into a Wagner-Peyser activity. Weekly RESA workshops are conducted in two of the NCCC counties with WIOA, Wagner-Peyser and Veteran staff participating. Communication on attendance and next steps is shared with these partners.

To improve service delivery the WDB has arranged information sessions with Wagner-Peyser and WIOA staffs on Veteran services in both programs. Currently, NCCC operates an Equity and Special Populations (ESP) Grant that serves Veterans. Cross referrals are the key to this program's success.

AJCC staff work very closely on referrals and communication through the CalJOBS system.

## **3. WIOA Title IV**

NCCC AJCCs conduct outreach and recruitment to individuals with disabilities and clients are referred to and from DOR (Department of Rehabilitation) depending on the needs of the client. NCCC is an Employment Network (EN) and is a Ticket to Work provider.

NCCC's Sutter County AJCC is contracted with DOR to conduct employer engagement strategies for our region. The Sutter AJCC is also contracted to provide Vocational Rehabilitation Employment Services to adults and to provide Transitional Partnership Program services to youth age 16-21.

## **4. Carl D. Perkins Career and Technical Education**

Secondary school services are coordinated as follows:

- The Career Pathways Trust Grant in our LWDA and with AJCCs.
- CSU, Chico/Upward Bound is a subcontractor Youth provider for NCCC and serves in-school youth for all four counties providing tutoring year-

round in the schools with the participants and provides a residential summer program which includes college preparation classes and work experience for disadvantaged youth.

- NCCC AJCCs are also WIOA Youth providers and provide services to both in-school and out of school youth.

Post-secondary school services are coordinated as follows:

- NCCC employs a full-time staff member housed at Yuba Community College, and hosts a computer lab along with support for WIOA-sponsored students in addition to recruitment and outreach to students.
- Yuba College representative is a member of the LWDB.
- Sutter County Superintendent of Schools presiding over CTE and Adult Education is a representative of the LWDB.
- NCCC AJCCs sponsor approximately 300 new students annually in vocational education at Yuba College, Butte College and a multitude of other programs on the ETPL.
- Sutter County AJCC provides Adult Education and CTE.
- Glenn County Office of Education provides Adult Education and CTE.
- Yuba County AJCC provides CTE.
- Colusa County Office of Education provides CTE.

These programs all coordinate with each other, develop referral and support mechanisms, most are core partners and MOUs (Memorandum of Understanding) are in place, and co-enroll and co-sponsor participants in services and training.

#### **5. *Title V Older Americans Act***

NCCC AJCCs work with AARP to refer older individuals to Title I Adult programs and also participate as a worksite for work experience participants.

#### **6. *Job Corps***

NCCC does not have a Job Corps located in our four-county region; however, participants are referred to a location of their choice and coordination exists between agencies.

#### **7. *Native American Programs (WIOA Section 166)***

A MOU was successfully completed and signed between NCCC and the California Indian Manpower Consortium, Inc. The relationship is growing, but at this time, no services are physically located in any of the NCCC AJCCs.

## **8. Migrant and Seasonal Farmworkers (WIOA Section 167)**

The AJCCs work successfully with California Human Development (CHD), the recipient of WIOA National Farmworker Jobs Program grant. This collaborative relationship includes co-enrollment and co-management of participants. Eligible participants are enrolled into both programs to align services, leverage funding and develop comprehensive employment and training plans.

CHD representatives have been on NCCC Workforce Development Boards for an extended period. This representation helps with the service delivery design of NCCC. CHD has a physical presence at the Colusa AJCC and this co-located presence increases the service strategies and options to serve participants.

To assure successful career pathways, AJCCs have a strong relationship with the CHD Anthony Soto Employment and Training site in Yuba County which provides truck driving and welding training, and CHD also provides truck driving training in Glenn County.

Cross referrals take place. Strategies to provided equal access to the NCCC AJCCs for this population include staff cross training and bilingual staff to assist limited English-speaking customers.

## **9. Veterans**

Under WIOA, veterans have priority of service. NCCC is a current grant recipient of the ESP Grant and serves many veterans. NCCC WDB and Governing Board administrative staff and NCCC AJCCs have a strong relationship with EDD's Veterans Services Navigator (VSN), Disabled Veterans Outreach Program (DVOP) Specialist and Local Veteran Employment Representative (LVER) who are co-located with WIOA staff at the Yuba County AJCC. Two days a week they are co-located at the Sutter County AJCC.

When veterans are referred to the AJCCs they are seen by the EDD VSN, DVOPs and LVERs and are then referred to WIOA for training. Once training has ended, the veterans will receive job placement services from the business services team consisting of both EDD DVOP/LVER and WIOA staffs.

Colusa, Glenn, Sutter and Yuba have county Veteran Services that are tasked with assisting veterans, their dependents and survivors in obtaining benefits from federal, state and local agencies. While providing value added services they are referral in nature. The Central Valley Homeless Veterans



Program is a resource that assists with housing needs, but funding is extremely limited.

### ***10. Youth Build***

NCCC does not have a Youth Build program located in our four-county region. Yuba County was a Youth Build operator for many years and may apply again in future years.

### ***11. Trade Adjustment Assistance Act (TAA)***

NCCC coordinates with EDD staff on participants that are TAA eligible and co-enrolls those clients in need of supportive services.

### ***12. Community Services Block Grant (CSBG)***

NCCC AJCCs coordinate services with agencies receiving CSBG funding. Most basic services include referral to and from the below agencies and the NCCC AJCCs. In addition, NCCC partners with several of the agencies utilizing them as grant partners to coordinate services for clients in need of job services and and/or training and work experience sites. Below is a list of agencies in our four-county region currently funded with CSBG funding.

Bridges to Housing  
Casa de Esperanza  
County of Colusa  
Glenn County Community Action Agency  
Habitat for Humanity  
Harmony Health  
New Day Training Center  
Salvation Army  
Sutter County Children and Families Commission  
Sutter County Health and Human Services  
Sutter-Yuba Homeless Consortium  
TCCCAP & PneumaCare  
Yuba-Sutter Food Bank  
Yuba-Sutter Legal Center

### ***13. Housing and Urban Development (HUD)***

HUD funding does not exist in all of our counties except in Yuba and Sutter counties. Coordination exists with referrals between agencies, and Sutter County AJCC conducts outreach and services with residents of the housing projects funded by HUD.

#### **14. Unemployment Compensation**

It is the goal of the NCCC WDB to increase the linkage and provide better understanding of both programs to the benefit of participant and business. Through the MOU process the WDB and Unemployment Insurance (UI) programs have agreed to cross training. This continuing and expanding cooperation is integral to services at the AJCC and include: UI documentation, an eligibility criterion for some partner programs; UI support, in many cases is the only income/support some customer receive; UI information shared with employers as a business engagement tool.

NCCC's WIOA Dislocated Workers program depends on communication and coordination with the UI Program. Documentation of UI eligibility (or exhausted entitlement to UI) must be documented for individuals who have been terminated or laid-off from employment. WIOA and EDD staffs coordinate helping individuals using the UI Online site to apply for benefits. All AJCCs have designated phone lines for individuals to use to apply for UI, or get assistance with any problems with their accounts. AJCC staffs help many people with these calls, including individuals with low English speaking skills and those who are challenged with the process.

For individuals accessing the AJCC, Title I service provider staff can answer minimal questions regarding UI questions. Coordination through the Single Point of Contact (SPOC) phone line to get direct help from a UI staff person is taking place, making a more integrated approach to serving people. In some cases, the UI program has a given telephone number to help with large numbers of seasonal farmworkers needing services.

AJCC staffs have a meaningful collaboration and communication with the California Training Benefits (CTB) program. Communication between CTB/UI programs and AJCC staffs is efficient and timely.

AJCC Title I and EDD staffs coordinate and collaborate on individuals profiled by UI to attend job seeking workshops. RESA workshops are held at Sutter and Yuba County AJCCs and co-mingled staff participate in the information shared with those profiled individuals.

#### **15. Second Chance**

NCCC does not have a Second Chance program located in our four-county region.

## ***16. Temporary Jobs for Needy Families/CalWORKs***

Three of NCCC's AJCCs operate CalWORKs Subsidized Employment. The fourth AJCC has a contract with CalWORKs to provide assessment and job search assistance.

### ***AJCC System Partner Coordination***

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

The NCCC Workforce Development Board supports a workforce system through AJCCs in each of NCCC's four counties. Each county is unique in the partners co-located in the county and at the AJCC. Through the 2022 WIOA MOU process each partner and relationship was formalized in the executed MOUs. The strategy is to ensure access to workforce partner services to employers and job seekers at the AJCCs or through a referral to services. Services available at the AJCCs for job seekers include: labor exchange activities, case management, training, supportive services, job placement and counseling. Priority is given to veterans, low income, basic skills deficient, those with barriers to employment and those dislocated from employment.

Each partner to the MOU has agreed to participate in joint planning; partnership building; responsiveness to local economic conditions, including employer needs; make services available to customers through the system; participate in capacity building and staff development activities.

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

NCCC AJCCs have worked diligently over the years to integrate service delivery, increase access, reinforce partnerships, form new partnerships and continuously improve services. The focus is on clients or target groups who have complex needs that require services from multiple partners; ensures any participant, especially individuals with barriers to employment, who enter an

AJCC, have access to partner programs, services, and activities where they're eligible, including physical and programmatic access; create a delivery system that is focused on process improvement; align goals, outcomes, and resources with all local partners in the AJCC system to leverage resources to provide a higher quality and level of services.

A step towards this facilitation is the WIOA MOU that outlines coordination with core programs. Co-enrollment of participants is taking place including co-sponsored participant training with partners including: WIOA & Wagner Peyser; CHDC (Title I, Section 167); DOR (Title IV); EDD/Wagner Peyser (Title III); EDD/TAA, EDD/Veterans Program; EDD/UI; Adult Ed and Literacy (Title I); Carl Perkins & Career Technical Ed; Title V/Older Americans Act; HUD, and TANF.

In addition, NCCC leverages resources and co-enrollment with our ESP grant to serve Veterans, English language learners, individuals with disabilities, homeless, and justice-involved individuals.

The WDB is strategizing how to advance career pathways and alignment with education to build career pathways to develop a labor exchange pipeline for industries. The development of career pathways is designed based upon labor market information, employer engagement and clients' identified career interests. The WDB is working with the North Far North Regional Consortium that represents eight community colleges, WIOA Title II programs, and others to develop pathways that will begin at the AJCC.

**3. *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.***

The NCCC WDB contracts with WIOA operators in each of NCCC's four counties to operate a workforce system in the area. The AJCC operators must provide a physical location where job seekers and employers have access to programs, services and activities offered by partners. The AJCCs must offer all levels of WIOA Title I approved career and training services for Adult and Dislocated Worker programs and must incorporate WIOA Youth services into the AJCC system.

The AJCC service design is driven by the local economy, job seekers and employer needs. The AJCC service design must emphasize an understanding of the population to be served, coordinate with available partners, local government, and CBOs. The AJCC must be open to the public and conduct outreach to all segments of the population. AJCC staff will plan to see clients in remote areas when necessary. Colusa County has family resource centers in the town of Arbuckle and Williams where staff meet with

participants and Yuba County has conducted outreach in the town of Camptonville. Glenn County has two locations where clients can be seen in both Orland and Willows.

COVID-19 has changed the landscape for serving participants remotely and offering more services through Zoom, video presentations and other electronic means.

The WDB is continuing to meet with partners to agree on a comprehensive strategy to serve the job seeker and the employer population. This strategy includes cross training and referrals to assure the service that is needed is made available. Each AJCC and partners have a referral process in place if the partner is not co-located at the AJCC. The WDB and WIOA Title I AJCC operators are committed to continue to map workforce and partner services through the service delivery area and to educate all partners to the goals and strategies of the WDB.

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

During the process of intake, developing individual service plans and service delivery, the need for support, is discussed. In order for WIOA Title I Adult, Dislocated Worker or Youth programs to provide a WIOA funded supportive service the participant must be enrolled into an appropriate activity, have a financial need and have no other source to pay for the support. NCCC Title I service providers will work with partners to determine the appropriate mix of support for individuals' service plans and what services will be used. This coordination is ongoing and includes partners from TANF, CHDS, DOR and Adult Education. Other none partner resources are also explored.

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

The AJCCs and service providers are required to follow all NCCC policies and procedures on nondiscrimination/equal opportunity and grievance/complaints. Individuals entering all NCCC AJCCs are educated through postings and by staff on their rights. All participants are given the grievance summary form that is signed and a copy is maintained in the files. All NCCC contracts for work-based activities state individual's rights and the employer or worksite must comply with such laws.

The AJCCs and service providers complete a Non-Discrimination and Equal Opportunity assessment that addresses all the physical and programmatic accessibility of facilities, programs and services, assistive technology and materials for individuals with disabilities. Review of this document along with monitoring reviews is conducted by NCCC administrative office staff and state staff.

## **B. State Strategic Partner Coordination**

**This section of the Local Plan should address the ongoing establishment of concrete goals through coordination efforts with established partnerships. The CWDB recognizes the need for robust stakeholder and community partnerships. Considerable effort should be made to develop meaningful relationships across local systems, including how AJCC partners coordinate to meet workforce needs, align with state zero emissions goals, and support a climate-neutral economy. Coordination with local agencies such as the Employment Training Panel, California Community Colleges Chancellors Office, and the Department of Industrial Relations-Division of Apprenticeship Standards are examples of the collaboratives that can help serve disadvantaged communities in an economy aiming for environmental sustainability.**

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

The counties within NCCC do not have any CalFresh Employment and Training programs; however, local partners blend and braid resources and coordinate service delivery to people receiving CalFresh with assistance through CalWORKs, WIOA, Wagner-Peyser, DOR, Workability I & II, TPP, Adult Education, Pell grants, other financial aid, Parole, Probation, Career Technical Education, Community College, National Farmworker programs and other local agencies.

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

NCCC AJCCs will partner with local child support agencies to develop a comprehensive plan detailing the roles, responsibilities, and expectations of program partners to ensure that a provision of services is provided to noncustodial parents. The comprehensive plan will include local labor market information to facilitate data driven decision making, an employment goal, and steps to overcome any barriers to employment, supportive service needs and progression into a livable wage job and career for each participant. Partners

will remain in regular contact and meet frequently to discuss the needs of clients.

Basic and Intensive Career Services and Training Services funded by WIOA Title I are currently available to Child Support Program participants which include: job search skills, assistance with resumes, interviewing skills, work experience, transitional jobs, on the job training, vocational training, pre-apprenticeship, apprenticeship and follow-up services. All services provided aim to improve the participant's job readiness and competitive employment advantage.

***3. 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 Local Partnership Agreement (LPA) is to develop a comprehensive local plan that fosters preparation for and achievement of competitive integrated employment (CIE) through person centered services for youth/adults with intellectual disabilities and developmental disabilities (ID/DD). This LPA is designed to coordinate and streamline the provision and transition of services across the following partners: Local Education Agencies (LEAs) located in the Tri-Counties (Colusa-Sutter-Yuba County) region, WorkAbility I Region IV Colusa-Sutter-Yuba County programs, Alta California Regional Center (ACRC), and the Department of Rehabilitation (DOR Yuba City/Woodland Branch) region. Additionally, this LPA will increase communication and collaboration across the identified partners through an LPA steering committee by providing cross training, cross agency data sharing, and the scope of service as outlined in the DOR/ACRC MOU as needs arise. NCCC's AJCCs are partners in the Local Partnership Agreement and are working with all of the other LPA partners to coordinate services for persons with disabilities. NCCC's Sutter County AJCC is contracted with DOR to conduct employer engagement strategies for three of the counties in our region. The Sutter AJCC is contracted to provide Vocational Rehabilitation Employment Services to adults and to provide Transitional Partnership Program services to youth age 16-21.

NCCC is very invested in serving individuals with disabilities; NCCC has been a grant recipient of two previous rounds of the Disability Employment Accelerator (DEA) and has been a recipient of the Disability Employment Initiative (DEI). NCCC is an Employment Network and Ticket to Work provider. NCCC also serves Veterans with disabilities through the Adult and Dislocated Worker Grants. Currently about 10% of NCCC's enrollments are individuals with disabilities.

NCCC has four AJCCs. One is located in each of the four counties. Two are operated by Superintendent of Schools/County Office of Education, one by

county government/Department of Social Services and one by a Joint Powers Authority. These agencies all operate WIOA adult, dislocated and youth programs in addition to other contracts such as CalWORKs, Department of Rehabilitation, Transitional Partnership, Workability I/II, Adult Education and Regional Occupational Programs (ROP). Other key partners include: Alta Regional Center, Employment Development Department (EDD), EDD Veteran Services, Yuba and Butte Community College Disabled Student Services, local high schools, Pride Industries, Goodwill Industries, local Joint Apprenticeship Programs/Unions and many local businesses.

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

NCCC AJCCs coordinate outreach, recruitment and services for English learners through Adult Education, literacy programs, Career Technical Education, Wagner-Peyser, farmworker programs (California Human Development), CalWORKs, CalFresh, Child Support, Department of Rehabilitation, etc.

NCCC serves English Language Learners through the ESP Grant and is working with adult education providers to provide both ESL, vocational training and earn and learn opportunities, in addition to some Vocational ESL. Co-enrollments occur between programs wherever possible.

The Local Board and partners will continue to provide labor market information to this population. This will help to ensure sustainability of the occupations and industries targeted remain viable. Participants are encouraged to explore target sectors for the Capital and NCCC regions. Vocational assessments are conducted for participants and an individual service strategy is developed to help create a viable plan to sustain the client in a sector pathway program with progress toward a livable wage job and career.

NCCC counties have a long history of coordinating with National Farmworker Jobs Program grantees. California Human Development (CHD) is the grant recipient and provides services to all of NCCC counties. CHD provides training in welding and truck driving and provides vocational ESL. NCCC AJCCs utilize this training regularly for their clients. Funding is blended and braided between NCCC AJCCs and CHD share expenses for training and supportive services for co-enrolled clients.



**5. *How the Local Board will coordinate with Local Veteran Affairs, community-based organizations, and other local partners who serve veterans.***

NCCC has built a system of care for Veterans in our community that include Hands of Hope, Twin Cities Rescue Mission, Life Building Center, Community Action Agency, County Probation, Parole, Adult Education, all local Health and Human Services Agencies, EDD Disabled Veterans Outreach Program (DVOP) Specialist and Local Veteran Employment Representative (LVER), County Veteran's Services, EDD Beale AFB, VA Northern California Health Care Assistance, Central Valley Homeless Veteran's Assistance, Volunteers of America and the Yuba Sutter Stand Down.

NCCC outreach/recruitment methods include marketing to our partners, websites, social media, radio and newspaper advertising. Our partners provide referrals to our AJCCs and staff housed at County Probation departments. In addition, AJCC staff visit the Hands of Hope, Life Building Center and Twin Cities Rescue Mission homeless shelters. EDD Wagner Peyser Veterans Services and Volunteers of America are housed at our Yuba County AJCC. Referrals are made to our AJCCs from our partner agencies. All 4 of our AJCCs have contracts with the Department of Social Services to provide services to individuals on public assistance. NCCC AJCCs have a close working relationship with Title II Adult Education, the California Human Development Corporation, Department of Rehabilitation (DOR), and Veteran's services at the community college for individuals with persons with disabilities.

NCCC employs a staff member at Yuba College who works in close contact with the Veterans' Services staff and disabled student services for student referrals of Workforce Innovation and Opportunity Act (WIOA) sponsored programs.

Wrap-around and Integrated Resource Team approach with multiple partners provide support services to participants through a comprehensive package overseen by the assigned case manager provided by the AJCCs and partner agencies to ensure that our participants are supported in every way.

**6. *How the Local Board will collaborate with the Strategic Planning partners to address environmental sustainability.***

The critical juncture of the advancement of Clean Economy jobs is a particular area of emphasis for this planning unit, ensuring populations historically experiencing the negative impacts of climate change are positioned to benefit from the quality job offerings in this expanding sector. The RPU is partnering with California Jobs First efforts in prioritizing the advancement of workforce development efforts in key industry sectors meeting the goals of equity, job quality and environmental sustainability within our region.

In addition to partnering with our region's California Jobs First effort, the Capital RPU has supported Valley Vision in producing two Climate, Justice and Jobs Summits centered on career awareness and access to jobs emerging from the transition to clean energy, particularly for those most impacted by adverse climate impacts. These Summits served to uplift community voice to a wide audience of industry, training providers, and support agencies, and included a panel of traditionally underserved residents to inform the design and delivery of high road pathways that are accessible and attainable.

### **C. Title I Coordination**

**This section of the Local Plan should describe strategies for staff preparation, training, and ongoing professional development to respond to participant needs effectively. It should also address the services, activities, and administrative requirements established for Local Boards under WIOA Title I.**

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

It is essential to keep staff proficient in digital literacy/fluency and distance learning. NCCC will utilize the expertise of the Capital Area Regional Training (CART) Team, which provides training such as Service Delivery to Job Seekers in a virtual environment that will provide staff with the resources and skills necessary to continue serving clients in an increasingly digital world.

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

NCCC will utilize the training expertise of the CART Team, which provides training such as Diversity and Equity Training, How to Evolve in Times of Change, Mental Health First Aid, Bridges Out of Poverty, How to Address Race and Equity in the Workplace, as well as ASIST Suicide Prevention Skills Training, amongst others. NCCC and AJCC staffs also attend the California Workforce Association (CWA) Conferences that provide training such as Diversity, Equity, and Inclusion, and Job Skills for the Future. We have also received training provided by the Center for Employment Opportunities (CEO) and Ascend which serve the re-entry population and provides training on Motivational Interviewing (MI) and working with trauma exposed populations. Providing these type of training opportunities allows NCCC and AJCC staffs to understand, communicate with, and effectively interact with people across cultures and those that have suffered trauma.

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

The NCCC Board contracts Rapid Response/Business Services to the AJCCs in the four counties. The AJCCs must provide all required Rapid Response activities through a planned delivery of services which enable dislocated workers to transition to new employment as quickly as possible. AJCC Rapid Response coordinators are required to immediately respond (no more than five days) after becoming aware of a layoff event or a closure of a business in their area.

NCCC has expanded the goal of Rapid Response to include all business engagement and Layoff Aversion Activities.

NCCC is integral in the coordination and the facilitation of the Northern California Rapid Response Roundtable meeting held quarterly. Best practices and communication about Rapid Response events is the cornerstone of this group.

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

***Note: 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 WIOA Adult Program Priority of Service (WSD15-14). Additional priority groups may need to be considered to serve the local area better. The Economic and Workforce Analysis section of the State Plan identifies workforce targets such as low-wage or high-unemployment industries that could be relevant to the local area's needs.***

NCCC has successful WIOA Title I Adult and Dislocated Worker programs in each of the four counties. The allowable WIOA activities are provided in conjunction with Wagner-Peyser services and partner services and activities.

**Adult and Dislocated Worker Employment and Training Services**

Basic Career Services	Basic Individualized Services	Training Services
Staff assisted job search, job referral and career counseling	Comprehensive and specialized assessment such as diagnostic testing and interviewing	Occupational skills training
Staff-assisted assessment, job placement assistance and other services (such as testing and background checks)	Full development of an individual employment plan	On-the-job training
Staff-assisted job development (working with employers and job seekers)	Group counseling	Skill upgrading and retraining
Staff-assisted workshops and job clubs	Individual counseling and career planning	Entrepreneurial training
Follow-up services	Case management	Job readiness training
	Short-term pre-vocational services	Adult education and literacy activities in combination with training
	Work Experience (WEX)	Transitional Jobs

NCCC WDB has developed an administrative policy that states “With respect to individualized career services and training services funded with WIOA Adult funds, priority of service must be given to recipients of public assistance, other low-income individuals or individuals who are basic skills deficient”. Instructions for Adult program priority of service are also outlined in NCCC administrative procedures. Guidelines, instructions and definitions in these documents must be followed by all NCCC WIOA service providers.

These documents also state that priority must also be given to Veterans and eligible spouses of Veterans for all WIOA funded programs in NCCC.

To assure compliance with these priority groups all yearly executed contracts with WIOA operators include language for priority groups. NCCC WDB staff also run reports off the CalJOBS system to track the enrollments of individuals with the priority group demographics.

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

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

Service provision to youth participants in NCCC has always been at a high level of comprehensive services. With the focus on out-of-school youth some adjustments have been made to move away from serving the majority of in-school youth to outreach to youth no longer in school with high needs. The AJCCs' youth programs include all elements outlined in the WIOA including assessment of skill and academic levels, developing of individual service strategies, activities to help attain secondary school diplomas, digital literacy and fluency, preparation for advanced education or employment. Youth service providers embed youth services into the AJCC system, making effective connections to employers integral to the service plans. All youth entering the program receive assessments, counseling and develop individualized service plans with staff to provide the best services for the need of the youth. Service plans must address the career pathway for the youth to become self-sufficient. The AJCCs have excellent connections to services for youth who have barriers to employment.

Digital literacy assessments are conducted utilizing Northstar Digital Literacy. Participants learn about online etiquette, responsible online behavior, how to use different platforms to create and use electronic documents, and how to utilize digital tools to find, analyze and share information responsibly. Digital literacy and fluency is also provided through electronic job search engines such as CalJOBS, labor market research and on-line classes.

Jobs in almost every industry are increasingly requiring workers to have digital literacy skills. While many youth are considered "digital natives," or people who have grown up with technology and the internet, it is still important to ensure that young people have the digital skills needed to successfully enter and remain in the workforce. It is important to note that WIOA funds can also be used to pay for devices and broadband internet service that will allow a participant to create or maintain a wireless connection for distance learning, search for jobs, and engage in other employment and training services where such services are already allowable. In addition, NCCC Youth Programs are encouraged to inform participants about the Affordable Connectivity Program that helps families access affordable broadband.

Successful models of serving youth with barriers include:

The Transitional Partnership Program (TPP) is designed to enhance collaboration between the State Department of Rehabilitation (DOR) and Sutter County Superintendent of Schools/One Stop and is established as a cooperative program between these two agencies. The goal of the program is to provide a blending of employment services to youth and adults who meet eligibility requirements. There are many projects operating statewide from a combined funding base provided through the State Department of Rehabilitation and local educational agencies. Our local program has been in operation since 1991. TPP provides coordinated services through a partnership with the Workforce Innovation & Opportunity Act (WIOA), Workability I, Adult Education Regional Occupational Programs (ROP), and the California Department of

Rehabilitation (DOR) for youth & adults to reach self-sufficiency and attain employment. Follow-up services are also provided to ensure that a successful relationship exists between our agency and the employee, and the employer.

**6. *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.***

NCCC WDB, Governing Board and the CEO distributes the grant funds for WIOA Title I programs and all special projects.

NCCC WDB uses a competitive process to award the subgrants and contracts for WIOA Title I Adult, Dislocated Worker and Youth activities through the AJCC/One Stop system in the consortium.

The purpose of the Request for Proposal (RFP) is to solicit proposals from qualified bidders to manage and operate the AJCC local area system; to provide comprehensive employment and training services to adults, dislocated workers, in-school and out-of-school youth; provide comprehensive Rapid Response activities; and to conduct business services.

On February 26, 2024 a North Central Counties RFP was released for the operations and service provision of the WIOA services for adults and youth in the counties of Colusa, Glenn, Sutter and Yuba. The release included public notice of the RFP. The process included electronic question/answer system and a mandatory notice of intent to submit proposals. Proposals were due to the NCCC administrative office on March 29, 2024 and formal review and scoring of the submitted proposals was conducted by reviewers and completed by April 19, 2024. At the May 16, 2024 NCCC WDB and Governing Board meeting successful bidders were approved.

**7. *A description about how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in Selection of AJCC Operators and Career Services Providers (WSD19-13). This includes the name(s) and role(s) of all entities the Local Board contracts with.***

NCCC WDB uses a competitive Request for Proposal process to award the subgrants and contracts for the AJCC Operator and/or the Career Services Provider to operate WIOA Title I Adult, Dislocated Worker and Youth activities through the AJCC/One Stop system in the consortium.

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<b>AJCC/Operator/Service Provider</b>
Colusa One Stop Partnership
Glenn County Community Action Agency
Sutter County Superintendent of Schools/Sutter County One Stop
Yuba County Office of Education/Yuba County One Stop

### **III. Appendices**

- A. Stakeholder and Community Engagement Summary**
- B. Local Board Record of Comments**
- C. Signature Page**

## A. Stakeholder and Community Engagement Summary

- 1. Developing comprehensive plans entails broad, inclusive, and representative partnerships with regional and local entities in various sectors. This includes engaging with employers and worker representatives and WIOA core, required, and strategic state program partners. Additionally, establishing and fostering meaningful partnerships with worker centers, worker rights groups, and CBOs that work closely with a variety of populations, including immigrants, refugees, undocumented workers, and English-language learners, will ensure a person-centered approach to addressing multiple and/or intersecting barriers to employment by incorporating input from directly affected communities.***

***Individuals and other interested parties participating in the planning processes should include, but are not limited to, employers, labor organizations, education partners, human services and affordable housing partners, as well as CBOs that provide a variety of services to specific populations such as justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, BIPOC, Latin, LGBTQ+, and other historically unserved or underserved communities.***

NCCC has broad, inclusive, and representative partnerships with regional and local entities in various sectors. This includes strategic state program partners such as the Employment Development Department (EDD) and the Department of Rehabilitation (DOR) as well as engagement with WIOA core and required partnerships secured by memorandum of understanding (MOU) ensures that our agencies continue to work together to promote WIOA services to our community.

NCCC has built robust partnerships with the local Homeless Consortium and Hands of Hope (local community-based organizations [CBOs]), Yuba College, Woodland Community College, county Offices of Education, the Employment Development Department (EDD), Department of Rehabilitation (DOR), county Probation, Parole, county Health and Human Services Agencies, Regional Housing Authority, local construction trades and county libraries. NCCC has adopted an Integrated Resource Team approach with these partners to offer integrated holistic services to participants. By coordinating with multiple agencies and offering wrap around services to participants we have been successful in blending/braiding funds and services to leverage resources to offer multi-level services to participants. Job referrals/placement/development are provided by AJCC staff. Customers are provided services in the AJCC Resource Centers and access to CalJOBS and One Stop job seeker services. Occupational Skills Training are provided by the AJCCs via Transitional Jobs, Work Experience and On-the-Job Training (OJT). NCCC is operating a pre-apprenticeship program in partnership with the local building trades and apprenticeship programs. Apprenticeship programs are provided by the local building trades; however, NCCC AJCCs/One Stops provide recruitment, case management, assistance with initial fees/union dues required for entry.



NCCC has cultivated successful partnerships with local employers over the course of many years. These partnerships have allowed staff to provide participants with Paid Work Experience, Transitional Jobs, On-the-Job Training, and other work-based learning opportunities. These opportunities lead to significant employment with a career pathway for special populations to encourage workplace inclusion as well as business and stakeholder engagement.

In addition, NCCC is a member of several organizations and committees in the local area such as the Yuba Sutter Economic Development Corporation Business Consortium, Chamber of Commerce, as well as several committees convened by Yuba College which provide industry-based input on curricula, career pathways, program delivery and employment opportunities: automotive, business, culinary, early childhood education, healthcare and welding. Membership in these organizations allows NCCC to collaborate with partners to formulate sector strategy and gather input on project plans.

NCCC has been able to increase services to English language learners, homeless, people with disabilities, justice involved and veterans through the EDD and State Workforce Development Board grant opportunities. These grants have enabled us to afford the opportunity for more individuals in special populations to participate in earn and learn opportunities and vocational training, in addition to enhancing partnerships with veterans' organizations, EDD Jobs for Veteran's staff, adult education, community college, probation, parole, hands of hope (serving the homeless), farm worker programs and Department of Rehabilitation. NCCC will build upon these successes by providing the following services:

- Coordination with HRCC and other Pre-Apprenticeships and Apprenticeships
- English Language Learner Navigation to services
- AJCC staffing at homeless and transitional housing centers
- AJCC staffing at county probation departments
- Community College and Adult Education wrap around services for participants including coordination with disabled student services and veterans' services.

***2. Using the Stakeholder and Community Engagement Summary Template (Attachment 2), RPUs and Local Boards should describe, in detail, how meaningful stakeholder involvement and community engagement were achieved and whether meetings were hosted in person or through a virtual platform when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans. A list of potential Regional and Local Planning Partners (Attachment 3) is included as a tool to assist with identifying stakeholders for the planning process.***

The development of comprehensive 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 WIOA core, required, and strategic program partners. These partnerships will ensure the inclusion of person-centered approaches to addressing multifaceted barriers to employment by utilizing input from the communities themselves.

Stakeholders participating in the planning processes 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 Plan Updates. This summary should be included as an attachment to both the Regional and Local Plan Updates.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email blasts, announcements at relevant local and regional stakeholder and community meetings, and posting on SETA's website.	<b>See Summary of Stakeholder and Community Engagement below.</b>		

**Summary of Stakeholder and Community Engagement -**

**Outreach Efforts**

The Capital Region Workforce Boards facilitated two Public Input Meetings to solicit input from local workforce development stakeholders (education, labor, business, economic development and community-based organizations) on the new Workforce Innovation and Opportunity Act (WIOA) Local and Regional Plans. Attendees were informed that the plans to be developed would respond to current

and foreseen challenges faced by the local workforce system, provide a framework for continued regional cooperation and investment, encourage continuous improvement of integrated services to clients, and respond to policy direction in workforce legislation.

The Public Input Meetings were facilitated via joint hybrid meetings (zoom and in-person options) and were held on the dates and times as follows:

- Wednesday, December 4, 2024 (5:00 p.m., PST)
- Wednesday, December 11, 2024 (4:30 p.m., PST)

Public Notices were posted in local and regional publications, including publication on Local Board's websites. In addition, email notifications were widely disseminated to local area stakeholders, including the required list as mandated by the state's policy guidance, and other 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 County Human Services Departments, the California Human Development, Department of Rehabilitation, PRIDE Industries, the local American Association of Retired Persons, Vietnam Veterans of California, the California Indian Manpower Consortium, Alta Regional, NorCal Center on Deafness, to name a few, received notifications. Partners were also invited to submit written comments regarding the Public Input Meeting questions.

### **Public Input Meetings**

The meetings included a presentation on economic landscapes, an overview of the workforce development system, current state and regional plans, goals and priorities, and offered questions designed to solicit input from the attendees on how to improve services to job seeker and business communities.

Attendees included stakeholders and partners from education, labor, business, economic development and community-based organizations, including those focused on serving low-income and other vulnerable populations. The overarching input indicated a need for increased and ongoing communication among service partners and improved alignment of services to meet the needs of all customers. Recurring issues expressed by attendees included transportation, the need for wrap-around supports, mitigating lengthy/cumbersome processes and paperwork to access services, and increasing access to job readiness and career pathway programs for vulnerable populations.

### **Specific, detailed areas of input included:**

#### ***Engagement and Outreach for Job Seekers***

- Prioritizing proactive, in-person interactions over passive approaches like booths or presentations.
- Genuine, heartfelt conversations with job seekers to build trust and awareness of opportunities.

- Emphasized the effectiveness of physical outreach through flyers posted in high-traffic, low-income areas such as grocery stores.
- Conducting digital campaigns and physical outreach, including Google ads, social media, and flyers in high-traffic areas, to connect with diverse job-seeking audiences.
- Organizing events in community hubs like churches, parks, or local centers to address transportation challenges for job seekers.
- Providing small incentives, e.g., food vouchers, to encourage participation in workforce services.
- Attendance at outreach events to assess attendees' needs and connect them to relevant programs, services, and supports.

### ***Strengthening Employer Relationships***

- Build trust-based partnerships with employers to better understand their workforce needs and to facilitate placements.
- Use sector-specific orientations, trade group involvement, and employer education on trauma-informed, culturally competent practices with sessions tailored to industries like healthcare, construction, and manufacturing.
- Encourage case managers to act as liaisons between employers and employees to address workplace challenges.
- Address the challenge of maintaining continuity when employer contacts leave, requiring the cultivation of new relationships.

### ***Employer Education and Awareness***

- Conduct trauma-informed training on hiring practices and culturally competent communication to educate them on workforce diversity needs since employers often struggle when working with employees from underrepresented or diverse backgrounds.
- Offer programs providing employer training on navigating challenges with new generations entering the workforce.

### ***Enhancing Service Delivery***

- Implement real-time connections ("warm hand-offs") for immediate access to resources.
- Highlight word-of-mouth referrals as an effective method for increasing program visibility.
- Address challenges of fragmented service systems, where job seekers must repeatedly enter their information across various platforms.
- Align programs to integrate education, skills training, and job readiness effectively for improved user experiences.
- Address the need to balance efforts between preparing job seekers for employment and educating employers to adapt to modern workforce needs.
- Creating a centralized resource directory that can be shared with workforce services stakeholders and partners, including colleges and community-based organizations.
- Strengthen partnerships between community colleges, the workforce board, and local community groups.

### ***Addressing Housing and Homelessness***

- Strengthen collaborations with housing providers to tailor programs for transitioning individuals.
- Highlight housing as foundational to job stability and employment readiness, noting that lack of housing complicates other essential processes like opening a bank account.

### ***Youth and Community Support***

- Provide collaboration with youth, LGBTQ+ centers, drop-in locations, and programs, such as “Street Leaders” from Waking the Village.
- Highlight the importance of tailored outreach to unhoused youth and underrepresented populations.
- Focus on challenges faced by youth entering the workforce for the first time, including the need for on-the-job training and better alignment of expectations between employers and young employees.

### ***Economic Mobility and Poverty Alleviation***

- Differentiate between individual and community-level strategies, focusing on systemic solutions like homeownership and local micro-enterprises, and a self-sustaining economy.
- Emphasize key areas such as affordable housing, transportation, childcare, and mental health services as vital components to lift individuals and communities out of poverty.
- Advocate for engaging community members in assessing their assets and opportunities for local development.

### ***Technology Integration***

- Develop user-friendly, mobile-accessible platforms to reduce barriers for all demographics.

### ***Literacy and Education***

- Focus on integrated education and training (IET) programs that combine basic education with job-specific skills training.
- Promote dual-instructor models that teach language and technical skills simultaneously to accelerate successes.
- Address the need for digital literacy training to ensure all job seekers, especially underrepresented populations, can effectively navigate and engage in an increasingly digital world.

### ***Mental Health and Confidence Building***

- Address the mental health crisis, especially among younger generations and its impact on workforce participation.
- Create programs to boost self-esteem, improve self-image, address mental health challenges, and cultivate confidence to help job seekers overcome systemic barriers.

### ***Justice-Involved Reentry Programs***

- Address the unique barriers faced by formerly incarcerated individuals, including employer hesitation and systemic funding limitations.
- Increase advocacy and collaboration with city and regional partners to better serve justice-involved populations.

## **Accessibility and Inclusivity**

In accordance with WIOA Section 188, public meetings and publicly disbursed information about Regional and Local Plan content must be made fully accessible to individuals with disabilities, as well as to individuals who require additional language options. The Department of Rehabilitation's [How to Create Accessible Content](#) webpage can assist with preparing accessible documents. Reasonable accommodations and alternative formats or languages must be provided upon request to ensure an opportunity for full and equal participation in the planning process.