

WIOA

Strategic Workforce Development Plan Update

for the Sacramento Area

2017 – 2021

Approved by the California Workforce Development Board
July 24, 2019



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Sacramento Strategic Workforce Development Plan - UPDATE PYs 2018-2019

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PROGRAM ADMINISTRATION DESIGNEE AND PLAN MODIFICATION SIGNATURES

This local plan modification represents the Sacramento Works, Inc. Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act.

This local plan modification is submitted for the period of July 1, 2018 through June 30, 2019 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair



Signature

Gary King

Name

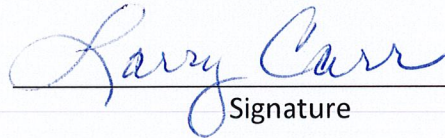
Chair, Sacramento Works, Inc.

Title

2-27-19

Date

Chief Elected Official



Signature

Larry Carr

Name

Chair, SETA Governing Board

Title

3-7-19

Date

SETA/SACRAMENTO WORKS, INC.
PROGRAM YEAR 2018-19 LOCAL PLAN UPDATE

Introduction

The Sacramento Works, Inc. Board (SWI), through the Sacramento Employment and Training Agency (SETA), has prepared this two year modification to its four year workforce development plan (local plan) in partnership with regional and local partners. These partners have either been identified through the Workforce Innovation and Opportunity Act (WIOA) or through long standing local partnerships. By engaging partners in local stakeholder meetings, individually as well as a through the development of a robust community engagement process, SETA has collected data that defines how the local workforce development system will integrate services for the required plan elements as defined in Workforce Services Directive (WSD) 18-01.

A. New Partnership Agreement with CalFresh and Strengthened Partnerships with Human Services Agencies

SETA will braid resources and coordinate workforce service delivery for CalFresh recipients in Sacramento County through integrating and aligning services and resources available through the Sacramento Works America's Job Center of California (SWAJCC) system, including Workforce Innovation and Opportunity Act (WIOA) Title I-IV programs, the County of Sacramento CalFresh E&T program and other Department of Human Assistance (DHA) programs, through community and state college partners, and through regional Community Based Organizations (CBOs). Several of SETA's WIOA-funded subgrantees also provide CalFresh E&T services, are co-located at SWAJCCs, and coordinate services with SWAJCC partners. In addition, SETA and DHA worked together to plan and create the current CalFresh E&T partnership. Future plans include targeted outreach and recruitment to CalFresh recipients, the development of a formal referral process, and cross-training with the County CalFresh partners to develop staff capacity and ensure high-quality, coordinated service delivery.

SETA has established formal Memoranda of Understanding (MOU) with all required core program partners, as well as voluntary partners, and maintains cooperative working relationships with them and others, including those targeting services to special populations. Through the MOUs SETA has developed a comprehensive matrix of services and service locations throughout the area. These MOUs ensure system coordination for the provision of employment, education, training, and job placement and retention services. Clearly delineated common goals and strategies, commitment to leverage resources and services, partner meetings, and coordinated professional development activities assist with leveraging existing resources. These organizations include, the State of California's Employment Development Department (EDD), Sacramento County DHA, the California Human Development (CHD), the State of California-Department of Rehabilitation (DOR), Crossroads Diversified Services, Inc., AARP, Vietnam Veterans of California, California Indian Manpower Consortium, Alta Regional, the Los Rios Community College District, and the Capital Adult Education Regional Consortium (CAERC), to name a few.

SETA ensures services are targeted, coordinated and provided to specific types of individuals including formerly incarcerated, non-custodial parents, public assistance, limited English

proficient, immigrant, migrant and seasonal farm workers, individuals with disabilities, older individuals, veterans, as well as Native Americans through thorough assessments and the development of an Individual Employment Plan (IEP) for each client. Many of these organizations have co-located staff throughout the SWAJCC system to assist with outreach efforts and to further ensure that all populations have access to employment, education and training opportunities available through the system.

SWAJCC Job Coaches conduct assessments to identify education and skills levels, work experience, and current financial status and, if deemed appropriate, additional, alternative assessments are administered to assess a client's food and housing securities, health vulnerabilities, as well as friends and family support systems. The overall results of the assessment(s) assist Job Coaches in identifying partner services that may be needed.

CalFresh customers have access to a comprehensive range of workforce development activities, strategic partnerships, and services. Depending on a client's individual eligibility and established IEP, services available include assessments, career exploration, labor market information, job search assistance, adult education and literacy, vocational training, or subsidized employment opportunities, such as OJTs. On average, CalFresh recipients make up approximately 30 percent of the customers served in the SWAJCC system under both self-assisted and staff-directed services. As a result of the increased partnership with the County's CalFresh team, SETA anticipates an increase in the number of CalFresh recipients accessing services within the SWAJCC system.

The SWAJCC system serves as an on-ramp for sector pathways by offering a progressive continuum strategy that aligns career services, education, job training, counseling, and support services to create pathways to postsecondary credentials and employment. For low-skilled adults, including CalFresh recipients, career pathways allows for individuals to enter at any skill level, to stop when the need arises and to re-enter without having to repeat what has already been learned. Each step on the pathway is designed to prepare customers to progress to the next level of employment and education, and it is expected that individuals will experience labor market payoffs along the way. Pathways within the system weave together SWAJCCs, adult education, community college programs, CBOs, and employers. Pathways may begin with adult basic education programs where basic education effectively serves as a bridge program that prepares low-skilled adults to enter and succeed in postsecondary education; oftentimes integrating adult education with occupational skills training in the same class, thereby providing an occupational context for education.

An example of the sequence of "on-ramp" services provided through the SWAJCC system is:

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

- Attainment of industry-recognized occupational certificates
- Placement in employment

Throughout the SWAJCC system, clients pursuing a career pathway are assigned a Job Coach who facilitates an Integrated Resource Team (IRT) approach that develops an IEP outlining the short-, mid-, and long-term goals and the plan to attain those goals including addressing any barriers to successful outcomes. Financial needs assessments are conducted with customers to determine the appropriate level of support needed to ensure success, and to identify partner services or resources that may be available to support that success. Support services include social service supports such as transportation, childcare and housing assistance. Other support includes training, work clothing and boots, tools, equipment, union dues and employment-related fees. Support services are provided during training and upon attainment of employment, and may be provided to assist in the retention of employment for a short period of time.

B. Partnerships with Local Child Support Agencies

Currently Child Support Program participants seeking employment are referred to SETA's Job Centers by the Sacramento County Department of Child Support Services (SCDCSS) staff, and/or links to employment resources, including SETA and CalJOBS. Links to SETA's website (SacramentoWorks.org) are posted on the SCDCSS's Resources and Links webpage. SETA is exploring ways to strengthen the coordination of services including developing a formal referral process and information sharing.

Financial needs assessments are conducted by job coaches for non-custodial parents to determine the appropriate level of support needed to ensure their success and to identify partner services or resources that may be needed to support that success, and coaches check-in monthly/regularly to monitor progress

Steps to ensure the comprehensive provision of services to non-custodial parents include referral/outreach, thorough needs assessment, case management, client tracking, and referrals to resources or ancillary support services that may be needed to alleviate barriers to employment, and follow up. Through the IRT approach, Job Coaches and partners, including SCDCSS, will assist non-custodial parents in identifying short-mid-long-term goals, and create an IEP. Services provided may include: job search, resume preparation, application/interview workshops, skills/interest assessment testing, career research, vocational training, misdemeanor conviction expungement, reduction of felony conviction to misdemeanor, driver's license reinstatement, education, literacy programs, etc. Career pathway exploration provides the opportunity for the client to identify on-ramps and off-ramps for a particular career and where the labor market payoffs exist within a pathway. If identified as the primary lead in an IRT, the Job Coach maintains contact with the client to collect information related to the client's progress toward attaining his/her goals and to assist in addressing unforeseen obstacles. The Job Coach keeps IRT members informed and issues alerts to team members when challenges need to be addressed and accompanying support services provided, as well as shares information on goals achieved and other successes.

Obstacles to providing services to the Child Support Program population include mental health, substance abuse, transportation challenges, client involvement in the justice system, etc.

Transportation challenges for Child Support Program participants can be unique in that drivers' licenses may be suspended for nonpayment of Child Support, making transportation to a workplace or training more difficult. Communication between the Job Coach and SCDCSS can work to alleviate this barrier by releasing driver's license holds for non-custodial parents who are actively participating in Job Center programs and services. SCDCSS reports that the lack of knowledge and education within its agency regarding the services offered by the local workforce area pose an obstacle. This can be alleviated by strengthening the partnership through cross-training of workforce and Child Support Program staff and the development of a service delivery process for planned integration of services for Child Support Program participants. Cross-training between workforce and Child Support Program staff will encourage participation among Child Support Program participants who may be hesitant or unwilling to participate in workforce programs due to distrust of governmental services or lack of knowledge about services offered.

Local Child Support Agency (LCSA) partners report that high child support can be prohibitive for non-custodial parents to participate in education, training, and/or employment. SETA will enter into discussions with Sacramento County regarding decreasing child support for participants who are attending/participating in workforce or education programs, but this may require a court order. SETA is also exploring workshops with success stories from past participants that will motivate and increase participation.

Obstacles to meaningfully engaging in local partnerships include bureaucratic challenges dealing with public agencies and the family court system, as well as limited resources to provide coordination and follow up with Child Support Program participants. LCSA partners report extremely high caseloads which impact the ability to tailor and coordinate services.

Steps to ensure comprehensive provision of services to non-custodial parents include referral/outreach, thorough needs assessment, case management, client tracking, and referrals to resources or other ancillary support services that may be needed to alleviate barriers to employment, and follow up. Services provided may include: job search, resume preparation, application/interview workshops, skills/interest assessment testing, career research, vocational training, misdemeanor conviction expungement, reduction of felony conviction to misdemeanor, driver's license reinstatement, education, literacy programs, etc. SETA and LCSA partners will continue to meet and strategize methods that can incentivize participation among customers.

SETA will braid resources and coordinate workforce service delivery for non-custodial parents of SCDCSS through integrating and aligning services and resources available through the Sacramento Works America's Job Center of California (SWAJCC) system, including Workforce Innovation and Opportunity Act (WIOA) Titles I-IV, the County of Sacramento CalFresh E&T program and other Department of Human Assistance (DHA) programs, through community and state college partners, and through regional Community Based Organizations (CBOs). SETA will increase outreach and recruitment to non-custodial parents, and explore the development of a formal referral process with the SCDCSS team. In addition, SETA will pursue cross-training with the SCDCSS partner staff to develop the capacity and ensure high-quality, coordinated service delivery.

SETA intends to establish a strong partnership with SCDCSS to ensure services are targeted, coordinated, and provided to non-custodial parents, similar to other customers like individuals on public assistance, limited English proficient, immigrant, migrant and seasonal farm workers, individuals with disabilities, older individuals, veterans, as well as Native Americans. SETA will explore options for potential co-location of SCDCSS staff in a SWAJCC or the provision of mobile services at external locations.

SETA has a long history of partnering with many CBOs to provide workforce services via the grants that are administered by SETA, such as WIOA, Title I, Adult and Youth services, CSBG Safety Net and Family Self Sufficiency services for numerous low- and no-income clients, Refugee Support Services for newly arriving refugees, as well as through a multitude of discretionary grants, including the Veterans Employment Assistance Program (VEAP), Assembly Bill 2060 Program and former California Department of Corrections and Rehabilitation (CDCR) funded programs. Several of the SWAJCCs are hosted by CBOs and all of SETA's programs rely on CBOs to connect with targeted communities.

SETA recognizes that partnering with CBOs can be key in helping to connect with targeted populations, such as LCSA customers, in learning challenges of populations, in leveraging resources, and in harnessing best practices on how to better engage and better serve a particular population. It makes sense to draw on the expertise and years of experience in serving a particular population. As such, SETA will use CBOs in the delivery of services to LCSA customers. Many CBOs serving LCSA customers have established relationships with SETA and SETA will take inventory of other potential CBO partners to increase service levels. Leveraging these strong relationships and extensive experience in serving the target populations will help provide a more seamless and coordinated delivery system.

Under the past Welfare-to-Work initiative, SETA had a formal referral process in place, and SETA will be reviewing and re-establishing a similar formal referral process and developing tracking forms to support coordinated and integrated service delivery with SCDCSS and the Sacramento County Family Court, including exploring electronic communication options, common intake forms and assessments. Additionally, SETA will explore coordinated service delivery with SCDCSS utilizing the IRT model to ensure the provision of comprehensive wrap around services.

Public input sessions reported that decreases or special arrangements in child support amounts would help. In some cases, SCDCSS can decrease the amount of child support the participant is required to pay while attending/participating in a workforce or education program, but this may require a court order. Driver's license or professional license reinstatement are also powerful incentives used to facilitate a successful referral and participation in the Job Center System.

C. Competitive Integrated Employment

The SETA Disability Employment Initiative (DEI) and Disability Employment Accelerator (DEA) grant initiatives have allowed SETA to build the capacity of AJCC staff to serve individuals with disabilities (IWDs) through specialized training opportunities for staff and reviews of physical

and programmatic access. The program and system staff formed a Disability Services Workgroup, whose participants are known as Disability Services Navigators, and is led by a Disability Resource Coordinator. The workgroup meets at least quarterly to discuss challenges, strategies, and best practices, and to receive specialized training. Key strategies utilized by Disability Services staff and the workgroup include developing partnerships with local and regional service providers as well as creating IRTs to coordinate service delivery with partners. SETA works closely with partners such as the California Department of Rehabilitation (DOR), the Alta Regional Center, Crossroads Diversified Inc., Adult Education, Independent Living Centers, Supported Employment service providers including In-Alliance, Goodwill, PRIDE Industries, the Los Rios Community College District, Sacramento City College Disability Students Program Services center (DOR, Workability, College2Career), and Meristem. SETA works with all partners to provide cross trainings to staff, specifically focusing on eligibility, enrollment, available resources, concurrent services, and IRTs.

SETA has received training from the Alta Regional Center on regional center eligibility and enrollment, and disability etiquette specific to working with individuals with ID/DDs. Disability Services Navigators and the Disability Resource Coordinator continue to expand knowledge of working with individuals with ID/DDs through co-enrollment and collaboration with Alta Regional, In-Alliance, PRIDE, DOR, College2Career, and Meristem.

SETA collaborates with the DOR at all levels. SWAJCC staff reach out to DOR counselors that are working with their clients concurrently to coordinate services. SETA Management and the Disability Resource Coordinator work with the DOR Regional Administrator and DOR Site Managers to align policies and procedures. Through coordinated service delivery, SETA and DOR staff have received cross-training in eligibility, enrollment, and service delivery. SETA and DOR have coordinated services for many individuals with ID/DDs, including those that have accessed job coaching and supported employment. SETA will work with the DOR to facilitate formal cross training for AJCC staff and DOR counselors to expand the capacity of both departments

Additionally, through IRTs, SETA seeks opportunities for work-based learning, training, and wraparound services through resources leveraged through its WIOA Title I, II, CalWORKs and other partners, to name a few. The Disability Services Job Coaches incorporate resource and service leveraging into all IEPs not only to leverage funding, but also to ensure targeted expertise is accessible to participants. Partner services and resources are accessed as the participant engages in the IRT process. Also, as an Employment Network contracted with the Social Security Administration under its Ticket to Work (TTW) program since 2006, revenue generated by SETA's program continues to increase annually and is utilized to leverage earn-and-learn and vocational training opportunities, supportive services, and professional development for coaches serving IWDs.

The DOR District Administrator has worked with SETA to facilitate collaboration in the following ways:

- Invited SETA management and the Disability Resource Coordinator to DOR management meetings in order to facilitate the relationships between SETA Disability Services and DOR local branches
- Ongoing facilitation of communication with branch managers

- Attended partner meetings with SETA and the team at the Sacramento City College Disability Students Program Services center
- Discussed the potential co-location of a SETA Disability Services Job Coach at one of DOR's local branch offices to facilitate further integration and coordination of services, as well as to support comprehensive cross-training between SETA and DOR staff
- Provided access for SETA staff to DOR's Talent Acquisition Portal (TAP)
- Provided training on the TAP

SETA has also attended trainings and had discussions with DORs Employer Outreach team to identify strategies for the outreach and recruitment of employers that are directly contracting with the federal government and are required to employ IWDs as a condition of their federal contract under Section 503 placement requirements.

Furthermore, recognizing the importance of meaningful employer engagement, specifically for the ID/DD population, SETA, through its disability initiatives, has dedicated a significant amount of resources in this area to promote the successful transition of IWDs into employment. Through these initiatives, employer engagement has included training to destigmatize the inclusion of IWDs in the workforce. Employers oftentimes are hesitant to hire IWDs because of perceived costs of accommodations, or of risks related to Worker's Compensation, over-use of sick time, lawsuits, or decreased performance. Training has focused on dispelling these myths. Also, because many IWDs, especially those with IDs or DDs, experience long-term work interruption, the SETA Job coaches within the Disability Services team can work closely with employers to negotiate reasonable accommodations and task reassignments, as well as to coordinate on-site job coaching to ensure the successful integration of clients into the workplace while reinforcing employer trainings.

SETA has established relationships with employers in high demand sectors/clusters through the Sacramento Works, Inc. (SWI) Employer Outreach Committee, SETA's Employer Services Unit, and through collaboration with local chambers of commerce and economic development partners. SETA continues to expand and seek opportunities to work with new employers, oftentimes engaging new businesses through partner agencies.

Occupations of interest identified by SETA customers with disabilities reveal that roughly half have skills and/or interests in administrative and/or office occupations, which cross all industry sectors. Other positions identified include manufacturing and production, nursing, customer service, entry-level healthcare positions, human services, and public sector employment, including Limited Examination and Appointment Program (LEAP) and Schedule A positions designated by the State of California. As a result, increased focus has been placed on job development and employer outreach to public sector employers, including the City of Sacramento and County of Sacramento, where job placement oftentimes begins with entry-level, administrative support occupations.

SETA's Employer Services Unit continues to play a significant role in employment opportunities for IWDs as SETA's primary linkage to the employer community. It has strong partnerships with chambers of commerce, the Greater Sacramento Economic Council (GSEC), EDD, local employers and educational/job training entities. SETA's Disability Services team continues to work with the Employer Services Unit to provide technical assistance and support to employers

from high-demand industry sectors to educate and raise awareness of job seekers with disabilities. The Employer Services Unit provides outreach, recruitment, applicant screening, job posting services, career fairs, referrals for earn and learn opportunities and ongoing assessment of employer needs.

SETA also participates on the Northern California Business Advisory Council (BAC). The BAC was developed in 2015 to promote partnership between local employers and employment/training programs in order to promote employment of PWDs. The BAC provides business partners with guidance and support and holds collaborative events to enable businesses to learn about resources, discuss workforce needs, and share expertise about the industry sectors they represent. SETA continues to work to strengthen the BAC to enhance its ability to engage and educate employers.

Additionally, as important as employer engagement for job placement opportunities are job retention strategies. SETA continues to build and enhance job retention service strategies, and to seek innovative strategies for ensuring the retention of employment. SETA has found that oftentimes “getting” the job is the “easy part” for individuals with IDs or DDs. Through recent and current initiatives, SETA continues to explore alternative, creative, and innovative job retention strategies, many of which are extremely unique in the general workforce world. As is as important as the retention strategy, is the buy-in at all levels of business, including the training of direct supervisors. Retention services provided to IWDs and employers, at a minimum, includes ongoing case management, conflict resolution, identification and coordination of accommodations, as well as additional supportive services.

Finally, with the passing of SB866, Breaking Barriers in Employment for Adults with Autism Pilot Program, SETA is working with Meristem, the California Workforce Association, and other partners within the network of organizations serving individuals with Autism Spectrum Disorder (ASD), including DOR, to increase long-term employment opportunities for individuals with autism. This will be accomplished through the following:

- The development of an employer training manual, in collaboration with stakeholders, including employers and employer groups, that includes curriculum and best practices to assist employers in building workplace capacity for individuals with autism
- The recruitment and participation of, as well as compensation to, young adults with ASD for their engagement in the development of the training manual, and the facilitation of the “free” trainings to employers
- The testing and implementation of “free” employer trainings in Sacramento and Los Angeles counties utilizing the developed training manual, which will include the participation and personal testimony from young adults selected and trained, as indicated above

This initiative will result in a solid foundation for employers to succeed in employing individuals with autism by providing specific techniques and strategies that can be instituted to help them take affirmative action to recruit, hire, promote, and retain ASDs. The initiative will also assist in maximizing the productivity of individuals with autism, as well as increase their opportunities for sustained employment.

What is learned under the Breaking Barriers for Employment to Adults with Autism Pilot will be tested within all of SETA's disability initiatives, and final results scaled within the SWAJCC system, the Capital Region Planning Unit (RPU), and statewide.

D. English Language Learners, Foreign Born, and Refugees

Through recent initiatives, such as the English Language Learner (ELL) Workforce Navigator pilot, SETA has expanded access points for ELLs within the workforce system. This was accomplished through the building and strengthening of partnerships between WIOA Title I, II, and AEBG providers, refugee resettlement and employment providers, and CBOs. Access points were further expanded through bridges with partners such as DHA, as well as other programs such as Head Start, which offers childcare and pre-school services to low-income families, and the Community Services Block Grant (CSBG), which offers safety net and other family self-sufficiency services.

In addition to aligning program services, the ELL Navigator pilot partnerships assisted in identifying best practices in aligning policies, program reporting, and identifying common performance outcomes. Rubrics were used to measure systems and services changes and the requisite funding alignment. System changes achieved include improved alignment of intake, assessment and referral processes among partners, as well as increased integration of job training, counseling, and support services thereby creating seamless pathways to postsecondary credentials and employment for ELLs. The career pathway model implemented allows ELLs progressive skills development through education and training programs, allows the use of multiple entry and exit points, and ensures that at each level of skills development there is a corresponding labor market payoff. Pathways offered to ELLs weave together SWAJCCs, adult education, community college programs, CBOs, and employers. Pathways may begin with ABE programs, such as English language instruction, as well as address basic skills deficiencies. ABE education effectively serves as a bridge program that prepares low-skilled adults to enter and succeed in postsecondary education, often integrating adult education with occupational skills training in the same class, thereby providing an occupational context for education. ELLs are provided English language instruction to increase proficiency levels sufficient to succeed in courses and programs requiring a certain level of proficiency for participation.

In serving ELLs that are assessed in need of adult literacy, SETA continues to identify and seek Integrated Education and Trainings (IETs) opportunities within our adult educational system to ELLs to fast-track learning. IETs are different from traditional, sequential participation in adult literacy and vocational trainings. IETs integrate and embed Adult Basic Education (ABE) and Adult Secondary Education (ASE) with vocational skills training to accelerate client success. SETA continues to seek new IET adult education partners and the development and expansion of IET offerings in our region.

ELL Navigators assist ELLs in navigating the road to success through advanced coordination in the delivery of workforce services. ELL Navigators utilize the IRT model to expand career pathway opportunities through aligning partner services and resources to meet the needs of ELLs. IRTs include ELL Workforce Navigators, other WIOA Title I and Title II staff, refugee resettlement and Refugee Support Service (RSS) funded refugee employment service provider staff, DHA caseworkers, VESL instructors, and CBO staff ensuring competent, coordinated

wraparound services to support ELLs through program participation to success. ELL Navigators are able to assume the lead case manager role, ensuring that ELLs achieve success at each step.

SETA has increased multilingual outreach, including disseminating information to the community about the language capacities of WIOA Title I, Title II, and AEBG partners, and further partnering with refugee resettlement and employment providers to reach traditionally underserved populations such as Afghan refugee and SIV women who have frequently arrived in the U.S. and are basic skills deficient in their native language. English-language and basic skills proficiencies can lead to empowering Afghan SIV and refugee women to seek education, employment, and improve their social adjustment and acculturation. Current SWAJCC language capacity includes Arabic, Chinese, French, Hmong, Lao, Mandarin, Mien, Portuguese, Punjabi, Spanish, Thai, Ukrainian, Vietnamese, Russian, and American Sign Language (by appointment).

SETA ensures a comprehensive, coordinated, service delivery to ELLs through ELL Workforce Navigators. At a minimum, this includes outreach and recruitment, thorough needs assessment, case management, client tracking, and referrals to resources or other ancillary support services that may be needed to alleviate barriers to employment and the retention of employment. Through the IRT model, job coaches and partners assist ELLs in identifying short-, mid-, and long-term goals, and creating individual employment plans (IEPs). Services provided include: job search, resume preparation, application/interview workshops, skills/interest assessment testing, career research, vocational training, misdemeanor conviction expungement, reduction of felony conviction to misdemeanor, driver's license reinstatement, education, literacy programs, etc. Career pathway exploration provides the opportunity for clients to identify the on-ramps and off-ramps for a particular career, and to identify where the labor market payoffs exist within a pathway. If identified as the primary lead in an IRT, the Navigator maintains contact with the client to collect information related to the progress toward attaining his/her goals, and to provide assistance when unforeseen obstacles arise. The Navigator is typically the lead, and keeps IRT members informed through mutually agreed upon "alert" measures to ensure timely intervention of team members when challenges arise.

A very small percentile of migrant seasonal farmworkers access SWAJCC services on an annual basis, however, SETA continues to collaborate with the California Human Development (CHD), a recipient of WIOA National Farmworker Jobs Program grant funds, to ensure access to unduplicated WIOA Adult and Dislocated Worker Employment and Training program services offered to migrant seasonal farmworkers, when needed. SETA has a WIOA MOU with CHD as a required partner within the Workforce Development Area (WDA), and CHD recently became the host for the SWAJCC located in Galt, thereby expanding opportunities to coordinate services within the system for the migrant and seasonal farmworker population.

Local Board Assurances

Through Program Year 2017-21, the Local Workforce Development Board (Local Board) assures the following:

- A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act* (WIOA) Section 184(a)(3).
- B. The Local Board assures that no funds received under the WIOA will be used to assist, promote, or deter union organizing (WIOA Section 181[b][7]).
- C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.
- D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.
- E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.
- F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.
- G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for Individualized Career services and training services. (WIOA Section 134[c][3][E], and California Unemployment Insurance Code [CUIC] Section 14230[a][6])
- H. The Local Board certifies that its America's Job Center of CaliforniaSM (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIC Section 14233).
- I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the

purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.

- J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.
- K. The Local Board assures that it will select the One-Stop Operator with the agreement of the Chief Elected Official (CEO), through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

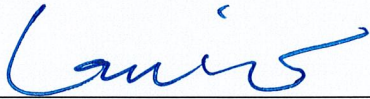
SIGNATURE PAGE

Instructions

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

**Local Workforce Development Board
Chair**



Signature

Gary King

Name

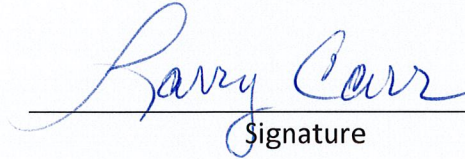
Chair, Sacramento Works, Inc.

Title

2-27-19

Date

Local Chief Elected Official



Signature

Larry Carr

Name

Chair, SETA Governing Board

Title

3-7-19

Date

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Attachment 2 - CalFresh

There are currently 196,706 individuals receiving CalFresh assistance in Sacramento, including 7,503 individuals participating in the CalFresh Employment and Training program (CFET). According to the California Department of Social Services (CDSS) CalFresh Dashboard, in 2017, about 57,865 or 28 percent of persons receiving CalFresh were classified as English Language Learners. Current data provided by the Sacramento County Department of Human Assistance (DHA) indicates that approximately 19 percent of current program participants are English Language Learners. Major languages spoken by participants include Spanish, Russian, Vietnamese, Farsi, and Arabic. Approximately 82.57 percent of participants are US born, with the remaining 17.43 percent consisting of refugees, asylees, naturalized citizens and other foreign born. Ethnic and racial identification of CalFresh participants in Sacramento County are reported as 23.14 percent White, 22.83 percent Black or African American, 27.53 percent Asian and Pacific Islander, 6.32 percent Middle Eastern, 2.88 percent Eastern European, .96 percent American Indian or Alaskan Native, .64 percent Mixed Race or Other, 23.14 percent Hispanic, Latino, or Spanish, and 11.89 percent No Response or Unknown. Sacramento CalFresh participants are 54.09 percent female and 45.91 percent male. Publicly available CalFresh data does not include information on formerly incarcerated participants.

CalFresh customers will have access to a comprehensive range of workforce development activities, strategic partnerships, and services. Depending on a client's individual eligibility and established Individual Employment Plan (IEP), services available include assessments, career exploration, labor market information, job search assistance, adult education and literacy, and vocational training, or subsidized employment opportunities, such as On-the-Job Training (OJT).

Barriers to obtaining employment for this population include lack of high school diploma or its equivalent, limited or spotty work history, limited English proficiency, lack of transportation, as well as physical and/or mental disabilities.

Information sharing will be initiated through formal referral processes. SETA and partners will identify areas of alignment in assessments, intake and plan development processes to support the development of a formal service delivery structure, which will ensure information sharing from "cradle to grave" when working with shared customers. In addition, SETA and partners will identify areas where alignment doesn't currently exist and explore the potential for alignment where possible. SETA and partners will also explore the use of the Integrated Resource Team (IRT) model, which includes determining the preferred method and tools of communication and information sharing for the service delivery and shared case management of a customer, as well as mutually agreed upon "alert" measures to ensure timely interventions will occur. Also, in an IRT, it is extremely important to identify partner roles and responsibilities, as well as discuss expectations, and agreed upon outcomes. In some instances, MOUs may be required to ensure information sharing, and those will be developed and executed, as needed.

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Attachment 3 - Child Support Agency Partnerships

In FY 2017, approximately 64 percent of all child support cases (51,002 cases) in Sacramento County were in collections or arrears. This means that nearly 2/3 of all identified noncustodial parents failed to support their children at the levels set by the courts. About 36 percent of these (18,342 cases) pay nothing at all. As of 2017, 80 percent of Sacramento County child support cases are in collections on current support orders. Most noncustodial parents who are out of compliance with their child support order(s) report to the courts that they are unemployed or under-employed.

Data provided by the Sacramento County Department of Child Support Services through 12/31/18 indicates the following:

Non-custodial Parents

GENDER	
MALE	51,645 - 84.59%
FEMALE	9,073 - 14.86%
UNKNOWN	236 - 0.39%
BLANK	99 - 0.16%

RACE			
African	57 - 0.09%	Korean	29 - 0.05%
Alaskan Native	43 - 0.07%	Laotian	270 - 0.44%
Armenian	12 - 0.02%	Multi-racial	163 - 0.27%
Asian Indian	238 - 0.39%	Native American	414 - 0.68%
Asian	710 - 1.16%	No Race Given	17 - 0.03%
Black	19,419 - 31.81%	Other	809 - 1.33%
Cambodian	76 - 0.12%	Pacific Islander	419 - 0.69%
Chinese	171 - 0.28%	Samoan	124 - 0.20%
Filipino	521 - 0.85%	Unknown	1,478 - 2.42%
Guamanian	45 - 0.07%	Vietnamese	263 - 0.43%
Hawaiian	170 - 0.28%	White	16,160 - 26.47%
Hispanic	11,510 - 18.85%	Blank	7,888 - 12.92%
Japanese	47 - 0.08%		

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ETHNICITY			
Asian Indian	73 - 0.12%	Korean	5 - 0.01%
Black	2,622 - 4.29%	Laotian	40 - 0.07%
Cambodian	31 - 0.05%	Native American	95 - 0.16%
Chinese	39 - 0.06%	Pacific Islander	223 - 0.37%
Filipino	105 - 0.17%	Samoan	27 - 0.04%
Guamanian	11 - 0.02%	Vietnamese	92 - 0.15%
Hawaiian	34 - 0.06%	White	2,979 - 4.88%
Hispanic	2,609 - 4.27%	Blank	52,055 - 85.26%
Japanese	13 - 0.02%		

EMPLOYMENT STATS	
# with No Active Employment	25,453 41.69%

INCARCERATION STATS		
# with an active incarceration record with NO former records	1,911	3.13%
# with an active incarceration record with former records	5,318	8.71%
total # with an active incarceration record:	7,229	11.84%
# with former incarcerated records but not incarcerated now	16,842	27.59%
# with incarceration records (active or former)	24,071	39.43%

Child Support Participant Numbers by Sacramento County District

District	Zip Codes	# of parents receiving support	# of parents paying support	% of parents paying support actively employed
1	95838 95837 95836 95835 95834 95833 95652 95820 95819 95818 95817 95816 95815 95814 95811 95673 95660 95826 95828 95824 95626	21,095	15,832	54.00%

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2	95818 95822 95824 95828 95829 95823 95758 95832 95831	16,952	11,187	57.00%
3	95843 95621 95842 95660 95841 95628 95608 95821 95670 95825 95864 95826 95818	16,737	10,925	58.00%
4	95626 95673 95843 95621 95841 95610 95628 95662 95671 95630 95683	8,145	5,050	59.00%
5	95670 95655 95742 95630 95683 95827 95830 95829 95823 95624 95693 95638 95758 95832 95639 95757 95615 95632 95680 95641 94571	16,941	10,660	59.00%

Services needed for individuals involved in the Sacramento County Department of Child Support Services (SCDCSS) Child Support Program include assistance with housing and food insecurities, transportation, including coordination for release of California Driver's License (CDL), if appropriate, or bus passes, mental health, GED completion, job readiness/soft skills training, vocational training, interview/work appropriate clothing, Job Center services tailored to the needs of noncustodial parents, relationships with felony-friendly employers, resources for expungement, and employment services for undocumented participants. A full needs assessment will identify individual participant barriers and need for services and supports to be successful.

SETA will also focus on the following support elements in order to effectively serve the Local Child Support Agency (LCSA) population:

- Motivate and nurture the commitment to change
- Offer support and access to resources when needed as early as possible
- Identify opportunities to provide stipends so that participants have income while in training to ensure persistence, or identify "earn and learn" opportunities when immediate income is needed
- Provide non-punitive, problem solving assistance
- Provide access to concrete supports such as interview and work clothes, housing and food
- Create a well-developed network of potential employers
- Coordinate employment and SCDCSS commitments to provide as little disruption to training and job responsibilities as possible
- Focus on job retention

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Family courts currently require enrollment with Sacramento Works on a case-by-case basis. SCDCSS dispenses Sacramento Works brochures in their lobby, and provides a list of felon-friendly employers to participants. There are community resources available through local community based organizations, education partners, and the workforce system. By strengthening the partnerships between these service providers and implementing a formal referral and case management system, a more integrated service delivery will be achieved, with better information sharing, follow-up, and monitoring of client progression.

Barriers experienced by LCSA program participants include professional and drivers' license revocations, inability to pay current or back child support, lack of visitation with their children, unemployment or underemployment, wage garnishment, program understanding, mental health or substance abuse issues, or disabilities. LCSA program participants with disabilities may be receiving needs based SSI or SSP benefits, in which case SCDCSS is unable to collect child support. If the noncustodial parent is receiving SDI, the children may be eligible for derivative benefits, and the family may need assistance navigating this. Existing resources that may be used to alleviate these barriers include education and outreach, GED and vocational training programs, Job Center services including workshops and job readiness training, and referral (warm handoff) to other community resources and information. A partnership between SETA and SCDCSS expands access to workforce services in a coordinated manner, thereby, effectively assisting LCSA program participants in overcoming barriers to gainful employment.

Information sharing and needs assessments can be best achieved by established points of contact between program partners, including SCDCSS, workforce, education, Health and Human Services Agencies (HHSAs), and other community based organizations providing services to the clients. A full needs assessment must be conducted and shared among program partners. SETA and partners will also explore the use of the IRT model, which includes determining the preferred method and tools of communication and information sharing for the service delivery and shared case management of a customer, as well as mutually agreed upon "alert" measures to ensure timely interventions will occur. Frequent communication is crucial to the successful integrated service delivery model needed for clients. Also, in an IRT, it is extremely important to identify partner roles and responsibilities, as well as discuss expectations, and agreed upon outcomes. In some instances, MOUs may be required to ensure information sharing, and those will be developed and executed, as needed.

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Attachment 4 - Competitive Integrated Employment

According to the 2017 American Community Survey, 167,683 Sacramento County residents over the age of 16 have a disability. Of those individuals, 19.1 percent are employed and 76.9 percent are considered “not in the labor force”. The remaining four percent are unemployed and are considered “in the labor force.” These statistics demonstrate that individuals with disabilities (IWDs) are more likely to be unemployed or underemployed than people without disabilities in the Sacramento area, and are less likely to be following a career pathway to long-term, gainful employment.

According to the American Community Survey, there are 91,046 IWDs in Sacramento County that are between the ages of 18 to 64. Of those individuals, 41,564 (45.6 percent) have a cognitive difficulty, making it the most common disability classification amongst Sacramento County residents. Individuals with a cognitive difficulty, or developmental disability, such as Autism Spectrum Disorder (ASD) is the fastest growing developmental disability in the United States. It is a life-long disability that can cause developmental problems in the areas of social interaction, speech, language, communication, and behavioral functions. Seventeen years ago, one in 150 children were born with ASD; today it’s one in 68. As young adults with ASD age out of K-12 education systems, they find that access to support services begins to dwindle. Many are forced to live with their parents, never reaching full independence. According to a 2013 report published in the Journal of the American Academy of Child and Adolescent Psychiatry, unemployment and underemployment for ASDs is estimated at 90 percent nationwide.

While multiple factors can be attributed to the low employment numbers for ASDs, a fundamental component is a lack of understanding of ASD. For instance, many employers, and society at large, have misperceptions that individuals with ASD are not able to hold careers, focusing on their social disabilities, and not their abilities. Most employers are unfamiliar with the specific characteristics associated with autism and, therefore, unaware of specific employment techniques and strategies that can be instituted with employees to maximize productivity and increase opportunities for sustained employment.

As a result of the above, individuals with autism may experience additional social and behavioral barriers while transitioning from academic life to Competitive Integrated Employment (CIE). Job retention assistance is critical for this population, which includes assisting the employer and their employees in understanding unique social or behavioral traits, assisting individuals with autism in understanding workplace culture and expectations, and including the entire family unit in the development and implementation of the employment plan through to job placement and retention.

To respond to the above, and under its recent Disability Employment Accelerator funded program, SETA has partnered with Goodwill Sacramento Valley & Northern Nevada to provide career pathways for individuals with Intellectual Disabilities and Developmental Disabilities (ID/DD) that have limited education, little to no work experience, and are low skilled. Under

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the latest initiative, individuals with IDs or DDs volunteered with Goodwill for a work based learning opportunity, supported by an IRT comprised of SETA and Los Rios Community College District's College2Career staff, working together to assist participants in gaining real world of work experience, and in building technical job skills. The next phase of this model is the transition of the participants from volunteers to hired employees through OJT opportunities once the volunteer participants reach a certain level of productivity. Once a participant is hired, he or she may become eligible for supported employment through DOR, and may receive additional assistance from the IRT and DOR to support continued skills development.

In addition, SETA is partnering with PRIDE Industries to provide transitional employment for individuals with ID/DDs that have little or no work experience. Participants are hired by PRIDE to work at Apple, and receive on-site group job coaching for 3 months. After 3 months, successful participants are hired into temporary positions at Apple through Volt, and work for up to 9 more months. While the participants are gaining work experience and work maturity at Apple, SETA assists with refining their resumes, working on interview skills, and continued job search until a permanent job placement can be obtained.

These two service delivery strategies have been utilized and are effective in helping build participant resumes, improve work maturity and soft skills, and provide work experience that will help to transition a participant used to sheltered employment into competitive Integrated Employment. Both strategies utilize the IRT, or multi-disciplinary, coordinated case management model.

In addition to SWAJCC and SETA Disability Services staff coordinating services under SETA's WIOA Title I funding, SETA continues to apply for targeted funding, such as WIOA discretionary, to provide additional services to IWDs, such as OJTs. Case management for individuals with ID/DDs is often more intensive, and requires flexibility in the determination of suitability and in service provision. While SETA relies heavily on resources and services available through partners and leveraged resources, SWAJCC staff often serve as the primary case manager and lead IRTs in order to better coordinate all resources and services, including those that are leveraged.

Partners engaged with SETA in providing services to IWDs, specifically those with an ID or a DD include, but are not limited to:

- California Department of Rehabilitation (DOR)
- Alta Regional Center
- California Department of Development Services (DDS)
- Crossroads Diversified Inc.
- Adult Education (members and partners of Capital Adult Education and Regional Consortium-CAERC)
- Independent Living Centers

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- Supported Employment service providers, including In-Alliance
- Goodwill
- PRIDE Industries
- Los Rios Community College District (Sacramento City College Disability Students Program Services center and College2Career, and DORs Workability Programs)
- Meristem

In all instances of partnership and collaboration, SETA seeks new and ongoing opportunities for cross-training to facilitate cross-system professional development in serving IWDs, specifically those with IDs and DDs.

Over the last four years, SETA has effectively built upon the existing relationships of the partners listed above, and has also cultivated relationships with new partner agencies serving IWDs; however, SETA has not yet utilized the Local Partnership Agreement (LPA) template developed by DOR, DDS and the California Department of Education (CDE). SETA intends to utilize the template as a tool to facilitate further conversations with new and existing partners, and to explore the use of the tool in enhancing partner service strategies, specifically those surrounding coordinated case management utilizing the IRT strategy.

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Attachment 5 - English Language Learners, Foreign Born, Refugees

Since the mid and late 1980s, SETA has administered the U.S. Department of Health and Human Services (HHS), Administration for Children and Families (ACF)--Office of Refugee Resettlement (ORR) Targeted Assistance (TA) and Refugee Support Services (RSS) grants intended to assist newly arriving refugees, asylees, individuals holding Special Immigrant Visas (SIVs), Cuban/Haitian entrants, and federally-certified victims of trafficking resettling in Sacramento County to achieve economic self-sufficiency through employment, education and training programs. Services are delivered consistent with SETA's State-certified 3-year Refugee Employment Services Plan. The service delivery structure of SETA's refugee program ensures effective integration of the SWAJCC system and refugee resettlement systems resulting in expanded opportunities, resources, and services critical to assisting refugees increase their employability and competitiveness in the U.S. workforce.

Eligibility for the refugee program extends to refugee adults, asylees, Cuban and Haitian Entrants, federally-certified victims of human trafficking, and SIVs. Services are provided through adult education partners and local CBOs, including Asian Resources Inc. (ARI), Bach Viet Association, International Rescue Committee (IRC), Lao Family Community Development (LFCD), Twin Rivers Unified School District (TRUSD), Slavic Assistance Center (SAC), Folsom Cordova Community Partnership (FCCP), Sacramento City Unified School District, Elk Grove Unified School District, and Folsom Cordova Unified School District. Services are intended to assist refugees in achieving economic self-sufficiency and reduced dependency on public assistance through employment and acculturation services. RSS providers currently coordinate with SWAJCCs to access additional services and training. Several RSS providers also operate work based learning programs, co-enrolling participants in training subsidized employment opportunities.

SETA also coordinates with five local refugee resettlement agencies, including the International Rescue Committee (IRC), the Sacramento Food Bank, World Relief, Opening Doors, Inc. (ODI), and LFCD, providing information and referrals to RSS funded providers to support the employment and educational needs of newly arriving refugees. Also, SETA actively participates in the Sacramento Refugee Forum meetings facilitated by the local resettlement agencies, where challenges facing the newly arriving populations are discussed and addressed.

SETA also partners with ARI and La Familia Counseling Center, Inc., who each host SWAJCCs. ARI and La Familia serve large populations of ELLs. ARI provides social services to low income and ELL, immigrant, and refugee communities in Sacramento. ARI also offers ESL and citizenship classes, tax preparation, translation/interpretation, and other community programs. La Familia provides multi-cultural counseling, outreach, VESL, subsidized employment, and support services to low income adults in Sacramento County.

The integration of refugee, employment, and support services in the SWAJCC system has provided a comprehensive roadmap and approach for refugees being resettled in Sacramento

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

Sacramento is well known as being one of the most diverse cities in the United States, and has long been a destination for immigrants, or ELLs. Sacramento County is home to immigrants from around the world, as well as a high number of refugees, asylees, Special Immigrant Visa (SIV) holders, and foreign-born victims of human trafficking. According to the 2017 American Community Survey, Sacramento County is home to 327,990 foreign born residents, 52.2 percent of which report that they "speak English less than very well". An additional 2.1 percent of native born Sacramento County residents also report speaking English "less than very well". 26.8 percent of foreign born Sacramento County residents that are 25 years of age or older are lacking a high school diploma, or equivalent. 16.8 percent of foreign born Sacramento County residents live at or below 100 percent of the poverty level compared to 13.4 percent for native born residents.

Additionally, according to the California Department of Social Services (CDSS) Refugee Programs Bureau (RPB), between October of 1994 and September of 2015, Sacramento became home to over 30,151 refugees. Since 2015, Sacramento has experienced an unprecedented spike in SIV arrivals as a result of the withdrawing of U.S. troops from Iraq and Afghanistan. Due to this spike, refugee/SIV arrivals over that period total approximately 7,000, undoubtedly the largest county resettlement numbers in California. This number doubles over the same period of time when including the secondary migrants that move to Sacramento following their initial resettlement in another county or state.

With high numbers of refugee/SIV arrivals and a large immigrant population, English language classes offered in the region have been significantly impacted. Many English-as-a-Second Language (ESL), specifically, Vocational ESL (VESL) providers, including adult schools, community colleges and refugee resettlement and employment program providers, are struggling to meet the demand. VESL classes have seen extremely high enrollments, with many ELLs being placed on waiting lists while employment and education providers are forced to hire new teachers and expand course offerings to secure more class seats. Case management for ELLs participating in VESL classes is also significantly impacted, with staffing and current funding levels unable to meet the increasingly high demand.

Also, there exists a separation between language learning from vocational skills training. As a result, client progress and success through education, training and job placement plans can be significantly delayed. SETA has and continues to identify Integrated Education and Trainings

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(IETs) within our adult educational system. IETs are different from traditional, sequential participation in adult literacy and vocational trainings. IETs integrate and embed Adult Basic Education (ABE) and Adult Secondary Education (ASE) with vocational skills training to accelerate client success. SETA continues to discuss with its adult education partners the development and expansion of IET offerings in our region.

Job Center services identified for ELLs are marketed across the local workforce and educational systems via the SWAJCCs and CAERC. SETA staff and ELL Navigators inform system partners of specialized services, information on the ELL population, eligibility, enrollment procedures, locations, allowable activities, mandates, service delivery structures, available resources, and staff language capacities. SETA coordinates additional outreach, recruitment, and referral efforts with SWAJCCs throughout the system, targeting centers in the areas of Sacramento with large concentrations of ELLs, such as La Familia SWAJCC, Asian Resources SWAJCC, and Galt SWAJCC, CSBG providers, refugee resettlement and employment agencies, Sacramento Refugee Forum member organizations, and other community collaboratives.

ELL Navigators attend Adult Education ESL orientations and job fairs to inform students about services available through the ELL Pilot. Navigators visit local community centers, schools, churches, and mosques to post multi-lingual fliers and reach out to ELLs directly. Information is also included on School District web pages and in Adult Education course catalogs.

SETA also recognizes that CBOs are key in helping to assist in locating immigrants. Oftentimes, ELLs aren't walking in the door of traditional workforce providers. SETA will continue to build upon current partnerships, such as those within the refugee resettlement network, as well as expand outreach to organizations working with or serving the ELL community, such as faith based organizations to promote and increase service coordination. SETA will continue to explore ways to streamline referrals, such as through the use of ELL Navigators, in connecting to partner services and resources. CBOs serving ELL populations, such as refugees, have co-located at Job Centers within the SWAJCC, further expanding the reach and integration of services to this population. Additionally, California Human Development (CHD) has recently become host to one of the SWAJCC system Job Centers, expanding services within the system to the Migrant Farm Worker ELLs.

Finally, as the administrator of ORR RSS funds for the County of Sacramento, SETA recently integrated two new components into its Refugee Employment Services Program: VESL/OJT and ELL Workforce Navigator. Funds for the VESL/OJT are targeted to refugee population ELLs providing a great incentive to local employers to make a commitment to hire, while also providing an opportunity for occupational skills development and earnings to ELL participants. The funds for the ELL Workforce Navigator activity are intended to be utilized to establish ELL Navigators to assist ELLs with navigating education and workforce systems, and to assist them in utilizing the IRT model in providing coordinated case management with partner agencies, which includes identifying opportunities for co-enrollment in other education and workforce programs, and in maximizing the services and resources of all available IRT members.

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Through established MOUs with core program and other partner agencies, SETA ensures services are targeted, coordinated and provided to individuals on public assistance, limited English proficient, immigrant, migrant and seasonal farm workers, individuals with disabilities, ex-offenders, older individuals, veterans, homeless, as well as Native Americans. Many of these organizations have co-located staff throughout the local workforce system to assist with outreach efforts and to further ensure that all populations have access to employment, education and training opportunities. Additionally, partners will continue to be identified through the numerous discretionary and other grants that target special populations that are administered by SETA, such as Head Start, Community Services Block Grant (CSBG), Veterans' Employment Assistance Program (VEAP), and RSS, to name a few, and resources and services will be coordinated through initiating meetings with new and old partners, taking inventory of services and resources, identifying alignment in serving the ELL population, such as in assessment, eligibility, intake, and goals/outcomes, and then developing service delivery models with each partner, including establishing formal referral processes where none exist.

SETA continues to strive for improvement in service delivery resulting from the cross-training of partner and SETA staff in order to increase the level and quality of service received by ELLs, to increase access to education and workforce system services, and to increase the outcomes of this population. Strategies and best practices learned through SETA's ELL Workforce Navigator pilot, as well as the ORR-funded refugee program, such as the provision of coordinated, multi-disciplinary case management through an IRT model at the most basic educational levels of an ELL's career pathway, are scaled through the application of those strategies and best practices in other programs within the SWAJCC system.

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Attachment 6 - Summary of Stakeholder and Community Engagement -

1. Outreach Efforts

The four (4) workforce areas facilitated four (4) Public Input Meetings throughout our 9-county Capital Region, including one after regular business hours, to solicit input from local workforce development stakeholders (education, labor, business, economic development and community based organizations) on the WIOA Local and Regional Plan Modifications. Attendees were informed that the plan modification to be developed would be intended to respond to current and foreseen challenges faced by the local workforce system, that it would provide a framework for continued regional cooperation and investment, that it would encourage continuous improvement of integrated services to clients, and finally that it would respond to policy direction in workforce legislation.

North Central Counties Consortium	950 Tharp Rd., Bldg. 1100 Yuba City, CA 95991	Nov. 1, 2018 9:30 a.m. -11:30 a.m.
Golden Sierra Job Training Agency	1536 Eureka Road Roseville, CA 95661	Nov. 8, 2018 10:30 a.m. – 12:30 p.m.
Yolo County Workforce Innovation Board	25 N. Cottonwood St. Woodland, CA 95695	Nov. 15, 2018 9:30 a.m. – 11:30 a.m.
Sacramento Employment and Training Agency	925 Del Paso Blvd., Suite 100 Sacramento, CA 95815	Nov. 29, 2018 5:00 p.m. – 7:00 p.m.

Public Notices were posted in local and regional publications, including the Sacramento Bee and published on SETA's website. In addition, an email notification was 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 the Sacramento County Department of Human Assistance, the California Human Development, Department of Rehabilitation, Crossroads Diversified Services, Inc., 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 a notification of the postings. Partners were also invited to submit written comments via a fill-in enabled form regarding the Public Input Meeting Questions.

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2. Public Input Meetings

Each of the four (4) Public Input Meetings brought a unique regional perspective and focus to the conversation. Attendees included stakeholders and partners from education, labor, business, economic development and community based organizations, including those serving specialized populations such as the Sacramento County Department of Child Support Services (SCDCSS), and Alta Regional. The overarching input indicates a need for increased and ongoing communication among service partners and improved integration of services to meet all the needs of participants. A re-occurring barrier for participants included in each population is transportation to and between service providers where paperwork must be completed, causing frustration and fatigue with the process of obtaining job seeker and support services needed to obtain and retain meaningful employment. Through the development and strengthening of local partnerships, and utilizing an integrated resource team approach with frequent communication among service providers, we are better able to serve the participants and address barriers to success.

Public input indicated the following needs and challenges, by targeted population:

CalFresh E&T Participants

Needs:

- Felon friendly employers
- Job Search assistance/follow up
- Job Readiness including resumes, job interview skills, locating prospective employers
- Resources for expungement
- Transportation supports/Drivers' Licenses
- Financial education

Challenges/Barriers:

- Lack of Education
- Transportation/Drivers' Licenses
- Substance Abuse
- Mental Health
- Homelessness
- Felony Record
- Lack of work history
- Fragmented services, multiple steps and doors to accessing services/frustration with process

Local Child Support Program Participants

Needs:

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- Felon friendly employers
- Job Search assistance/follow up
- Job Readiness including resumes, job interview skills, locating prospective employers
- Resources for expungement
- Transportation supports/Drivers' Licenses
- Employment services for undocumented participants
- Financial education

Challenges/Barriers:

- Lack of Education
- Transportation/suspended Drivers' Licenses
- Suspended professional licenses
- Substance Abuse
- Mental Health
- Homelessness
- Felony Record
- Lack of work history
- Fragmented services, multiple steps and doors to accessing services/frustration with process

Individuals with ID/DD

Needs:

- Transportation Supports
- Financial education
- Job Search assistance/follow up
- Job Readiness including resumes, job interview skills, locating prospective employers

Challenges/Barriers:

- Fear of discrimination
- Fear of losing disability benefits if employed
- Need for extensive wrap-around services
- Job Readiness including resumes, job interview skills, locating prospective employers
- Lack of, disrupted, or spotty work history
- Fragmented services, multiple steps and doors to accessing services/frustration with process
- Difficult transition from sheltered employment
- Misplaced belief by employers of high costs to accommodate disabilities

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English Language Learners

Needs:

- Job Readiness including resumes, job interview skills, locating prospective employers
- Transportation supports/Drivers' License
- Employment services for undocumented participants
- Child Care
- Forms assistance/Translation services
- Financial education

Challenges/Barriers:

- Separation of language learning from vocational skills learning
- Limited employer engagement with employers that are attuned providing opportunities to ELLs
- Fragmented services, multiple steps and doors to accessing services/frustration with process
- Lack of work history
- Validating foreign credentials and degrees

In addition, attendees expressed the following needs:

- Increased services to disadvantaged youth and high poverty neighborhoods/areas
- Increased focus on minorities, particularly Black and Hispanic/Latino
- Increased focus on entrepreneurship and innovation
- Improved performance measures and accountability
- Industry/Sector focus

3. Documentation:

- Public Notice, Planning Calendar, and In-put Questions – Copy Attached (Exhibit 1)

The Public Notices were emailed to the Capital Region Planning Unit's (RPU's) applicable stakeholders and partners included in the State Board's "Directory of Planning Partners", as well as the applicable stakeholders and partners included in the State Board's Interactive Corrections Map. Additionally, SETA emailed the Public Notices to stakeholders and partners on its internal "Public Notice" mailing list. The draft local plan was posted on the SETA website on January 18, 2019, and the draft regional plan was posted on February 15, 2019. The links to both the regional and local plan updates were posted on SETA's website and made available to all of the required stakeholders identified in the policy guidance, as well as to over 400 partners, stakeholders and other interested parties for comment. Finally, a public notice was published in the Sacramento Bee, and SETA will be receiving public comments through March 15, 2019. Documentation of outreach efforts to all required planning partners shall be sent under separate cover.

Local Board Record of Comments

Section 108 of the Workforce Innovation and Opportunity Act requires the Local Boards to publish the local plan modification for public comment. The Local Workforce Development Board (Local Board) should include with their local plan modification submittal, all comments that have been received that disagree with the local plan modification, how the Local Board considered that input and its impact on the narrative in the local plan modification.

Please provide these comments in the following format:

Local Plan Section	Comment/Response
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:



NOTICE OF PUBLIC INPUT MEETINGS

The Capital Region's Workforce Boards are soliciting public input on modifications to the Workforce Innovation and Opportunity Act (WIOA) Regional/Local Plans.

Dates and locations of Public Input Meetings are as follows:

November 1, 2018 (Thursday) - 9:30 a.m.-11:30 a.m.
North Central Counties Consortium
950 Tharp Rd., Bldg. 1100, Rm. 311, Yuba City, CA 95991 (Garden Room)

November 8, 2018 (Thursday) – 10:30 a.m.-12:30 p.m.
Golden Sierra Job Training Agency
1536 Eureka Rd., Roseville, CA 95661

November 15, 2018 (Thursday) – 9:30 a.m.-11:30 a.m.
Yolo County Workforce Innovation Board
25 N. Cottonwood St., Woodland, CA 95695 (Clarksburg Room)

November 29, 2018 (Thursday) – 5:00 p.m.-7:00 p.m.
Sacramento Employment and Training Agency
925 Del Paso Blvd., Sacramento, CA 95815 (Board Room)

Members of the community wishing to submit written input may email it to the attention of Heather Luke at Heather.Luke@seta.net.

**Auxiliary aids, interpreting services, and other reasonable accommodations are available upon request. Please contact Heather Luke at 916-263-4072 or Heather.Luke@seta.net no later than 5 days in advance. CA relay services are available by dialing 711 and referencing the host agency's phone number.

CAPITAL Region Workforce Boards

EXHIBIT 1

(Golden Sierra, North Central Counties, Sacramento County and Yolo County)

Workforce Innovation and Opportunity Act (WIOA)

PLAN MODIFICATION

CALENDAR-REVISED (Dates and

Times are subject to change)

EVENT

DATE

Thursday, November 1, 2018 9:30 a.m. – 11:30 a.m.	Planning/Public Input Meeting #1 – North Central Counties Location: 950 Tharp Rd., Bldg. 1100, Rm. 311, Yuba City, CA 95991
Thursday, November 8, 2018 10:30 a.m. – 12:30 p.m.	Planning/Public Input Meeting #2 – Golden Sierra Location: 1536 Eureka Rd., Roseville, CA 95661
Thursday, November 15, 2018 9:30 a.m. – 11:30 a.m.	Planning/Public Input Meeting #3 – Yolo County Location: 25 N. Cottonwood St., Woodland, CA 95695
Thursday, November 29, 2018 5:00 p.m. – 7:00 p.m.	Planning/Public Input Meeting #4 – Sacramento County Location: 925 Del Paso Blvd., Sacramento, CA 95815
Friday, January 18, 2019, 5:00 p.m.	Release of WIOA Draft Local Plan Modifications
Friday, February 15, 2019, 5:00 p.m.	Release of WIOA Draft Regional Plan Modification
Thursday, February 21, 2019, 2:00 p.m.	Approval of WIOA Draft Local Plan Modification – North Central Counties Workforce Development Board
Wednesday, February 27, 2019, 8:00 a.m.	Approval of WIOA Draft Regional/Local Plan Modification – Sacramento Workforce Development Board
Thursday, March 7, 2019, 10:00 a.m.	Approval of WIOA Draft Regional/Local Plan Modification – SETA Governing Board
Friday, March 15, 2019	Deadline to Submit Regional/Local Plan Modification – Unsigned
Thursday, March 21, 2019, 1:00 p.m.	Approval of WIOA Draft Regional/Local Plan Modification – Golden Sierra Workforce Development Board
Wednesday, April 10, 2019, 8:30 a.m.	Approval of WIOA Draft Regional/Local Plan Modification – Yolo County Workforce Innovation Board
Thursday, May 16, 2019, 2:00 p.m.	Approval of WIOA Draft Regional Plan Modification – North Central Counties Workforce Development Board
Thursday, August 1, 2019	Deadline to Submit Regional/Local Plan Modification – Signed

WIOA PLANNING/PUBLIC INPUT MEETING QUESTIONS

Public Input on all relevant topics is welcome; however, the Local Boards are particularly interested in information on the following topics:

A. Workforce Corrections Partnerships (Regional)

- How can program partners best facilitate information sharing to evaluate the needs of formerly incarcerated individuals and justice involved individuals?
- What are strategies for offering services that are accessible to formerly incarcerated or justice-involved people who are likely to face the greatest challenges in the labor market such as persons with disabilities facing barriers to employment or low-income disconnected women and men with little to no previous work experience or education and who require immediate income assistance?
- What are potential barriers to successful participation and completion of workforce education and training among the region's re-entry population and what support services are needed (such as transportation, housing, child care, etc.)
- What are the best outreach and recruitment strategies to ensure services are provided to those individuals who need services the most?
- What case management and intake needs exist for serving the justice-involved population?
- What staff training is needed to adequately serve this population?

B. CalFresh/Human Services Agencies Partnerships (Local)

- What types of workforce services are needed to help people receiving CalFresh succeed in the labor market?
- What employment barriers are experienced by people receiving CalFresh, including those with disabilities and what resources are needed to help them?
- What local partnerships exist to support CalFresh recipients with education and workforce services, and what potential partnerships can be developed? What services and intensity of service are being provided by these partners?
- How can we as a system best facilitate information sharing among partners to evaluate need?
- How can we as a system coordinate service delivery to people receiving CalFresh?
- What roles do partners play in helping provide services and integrating CalFresh recipients into pathway programs, including program development, outreach, and provision of specialized support services?
- What specialized supportive services are needed to facilitate program completion?

C. Child Support Services Agencies Partnerships (Local)

- What types of services are needed for each targeted group challenged with meeting their parental responsibilities (e.g., noncustodial parents who are unemployed, ex-offenders, disabled, etc.)?
- What baseline services are already being provided in the local area to individuals from the Child Support Program population?

- What barriers are experienced by Child Support Program participants, including those faced by people with disabilities?
- What existing resources can be utilized to assist with overcoming the barriers identified?
- How can program partners best facilitate information sharing to evaluate participants needs?
- What steps should be taken to ensure that comprehensive provision of services is provided to noncustodial parents to facilitate successful labor market outcomes and progression into livable wage jobs and careers?
- What obstacles are there to providing services to the Child Support Program population?
- What additional tools can be explored to motivate and support participation and any legal or regulatory barriers to using these tools?

D. Competitive Integrated Employment (Local)

- What are the barriers to employment facing individuals with intellectual disabilities and developmental disabilities (ID/DD)?
- How can program partners best facilitate information sharing to evaluate needs of participants with ID/DD?
- How can we as a system coordinate service delivery to this population?
- What types of services are needed for this population?
- What specialized support or staff training is needed to serve this population?

E. English Language Learners/Refugees (Local)

- What barriers to employment exist for the English Language Learner, foreign born, and refugee populations?
- What gaps in services currently exist within the workforce system for this population?
- What services are needed to retain this population in regional sector pathway programs as they progress into livable wage jobs and careers?
- How can we as a system coordinate service delivery to this population?
- What specialized support or staff training is needed to serve this population?

