

SECTION 1/STANDARD 1 **VISION**

Business and Industry Goals:

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.

In accordance with the California State Governor's vision, NCCC's vision and goals calls for continuous skills attainment focusing on regional growth industry sectors and clusters. Workforce development is strongly tied to education and economic development. By braiding education, training and employment services together to support region sectors, the workforce system can both effectively address employers' needs for high-quality, appropriately skilled workforce and support workers for needed work to strengthen the economy and fill the skills gap of the retiring Baby Boomer Generation.

NCCC's strategy is to build and expand partnerships with business and industry with a dual-focus that addresses both the employment need and the skills and resource needs of NCCC's region and businesses. To continue to partnership with other workforce areas to build and strengthen regional collaboration and adapt to the changing demand driven job market.

NCCC will continue to strategize with all partners in understanding the regional economy to better serve businesses and individuals. (See attached ECONOMIC AND WORKFORCE INFORMATION ANALYSIS).

Job demand across the NCCC priority areas equates to over 163,000 with roughly 57 percent generated through worker replacement. The 12 categories corresponding to the NCCC priority areas are split equally across the three wage levels, but a large portion of the expected demand is within categories that support a medium wage level.

1. Healthcare Practitioner and Technical
2. Healthcare Support
3. Life, Physical, and Social Science
4. Food Preparation and Serving Related
5. Farming, Fishing and Forestry
6. Arts, Design, Entertainment, Sports, and Media

7. Personal Care and Services
8. Sales and Related
9. Business and Financial Operations
10. Office and Administrative Support
11. Computer and Mathematical
12. Production

NCCC must provide services and partnerships with education and economic environment to ensure participants can meet required basic workplace skills. Also transfer skills that make them competitive in the high demand emerging jobs.

NCCC Background

North Central Counties Consortium has been a workforce service area since 1983, at that time serving customers through the Job Training Partnership Act. In 1998 NCCC was designated by the Governor of the State of California to be a Local Workforce Investment Area (LWIA) and awarded WIA funding. NCCC's current structure and spear of influence was 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 acts as the Workforce Investment Act grant recipient, fiscal agency and administrative entity in the four counties.

NCCC is overseen by a Governing Board, of an elected official from each of the member counties, and by a Workforce Investment Board of individuals representing private business (in a majority), education, labor, community organizations, economic development, small businesses, CalWORKs, other providers of WIA services and veteran groups.

NCCC is one of 49 Local Workforce Investment Areas (LWIA) in California, and one of over 400 nationwide that were created by the Workforce Investment Act which was passed by Congress in 1998. The local workforce investment areas are key players in the nation's workforce investment system and are responsible for providing workforce activities and are funded with federal funds from the U.S. Department of Labor.

Through a competitive process the Workforce Investment Act (WIA) funding NCCC receives is awarded to entities in Colusa, Glenn, Sutter and Yuba counties to provide WIA program operations and services.

North Central Counties Consortium counties of Colusa, Glenn, Sutter and Yuba have unique demographic sets and unique problems. NCCC has a total land area of 3,698.93 square miles. The eight incorporated cities of Colusa, Williams, Orland, Willows, Yuba City, Live Oak, Marysville and Wheatland range in population from 5,123 to 64,925. A number of small unincorporated communities are spread throughout the region. County wide population dispersion is in Figure #1. Total population for the NCCC region is 217,351 (see Figure 1 for additional population information). Population estimates for annual percent change through 2012 from the California Department of Finance show all counties will have population growth, but under the 0.7% growth rate for the State of California.

The largest age cohort in NCCC counties is the under 18 age group. Of those 18 years and older 26% are in the 35-49 year-olds age group, the next highest group is 50-64 year olds. These numbers closely follow State age groupings. High number of “older” workers can be a predictor of job replacement openings in the next decade. Ethnic/Racial composition of NCCC counties show that Non-Hispanic Whites and Hispanics make up the largest ethnic/racial groups in the region. See below.

Figure 1: POPULATION AND SUB-POPULATION GROUPS

US Census 2010

	COLUSA	GLENN	SUTTER	YUBA
Population	21,419	28,122	94,737	72,155
Population diversity				
African American/Black	1.1%	1.2%	2.4%	3.9%
American Indian or Alaska Native	2.7%	3.1%	2.3%	3.1%
Asian	1.6%	2.9%	15.5%	7.2%
Native Hawaiian or Pacific Islander	.05%	.2%	.4%	.5%
Hispanic or Latino	56.1%	38.4%	29.4%	25.9%
White not Hispanic	39%	55%	49.7%	57.9%

The language, other than English, spoken in homes is shown in Figure 2. NCCC used information from the U.S. Censuses’ American Fact Finder in developing a Limited English Proficiency (LEP) plan for the area. Statistical self-reporting shows that in the counties of Colusa, Glenn, Sutter and Yuba individuals reported a range of 2.9% to 10.5% that their ability to speak English was less than “very well”. Further research of the NCCC area determined that the highest number of limited English speaking individuals identified Spanish as their primary language. Other languages spoken in the NCCC region are Punjabi and Hmong. NCCC One Stop/America’s Job Center system includes staff with these language skills to help reach a wide variety of area job seekers and employers.

Figure 2: LINGUISTIC GROUPS

US Census 2010

	COLUSA	GLENN	SUTTER	YUBA
Language other than English spoken in the home	45.7%	34%	35.9%	24.9%

North Central Counties Consortium prioritizes services to the veteran population in the region. NCCC counties range in population of veterans from 6% to 8%. See Figure #3. Report data from the NorthCentralWorks Virtual One Stop system shows 315 services were given to veterans.

Figure 3: VETERAN POPULATION

US Census Quick Facts

	COLUSA	GLENN	SUTTER	YUBA	CALIFORNIA TOTALS
Population (total)	21,419	28,122	94,737	72,155	37,253,956
Veterans	1,201	1,926	7,188	6,089	1,997,566
% of Total Population	6%	7%	8%	8%	5%

Labor force information from the Employment Development Department’s (EDD) LMI March 2013 data shows NCCC has a labor force of 93,600. Current unemployment rates for the NCCC region are 15.5% (April 2013), the second highest rate for all California’s LWIAs. NCCC counties

of Colusa, Glenn, Sutter and Yuba have a range of unemployment rate from 13.7% to a high of 23.9%. State of California's total for this period was at 9.4%. The Yuba City Metropolitan Statistical Area (counties of Yuba and Sutter) have an unemployment rate of 16.9%, this is the 5th highest nationwide rate for Metropolitan Statistical Areas. While each county differs, all NCCC counties are among the highest rate for unemployment in the state.

EDD LMI division reports that there are 6,855 businesses in the counties of Colusa, Glenn, Sutter and Yuba. The majority of these businesses have an employee pool of 0-4 (70%); this number of employees dramatically reduces to 12% for 5-9 employees. Additional numbers: 10-19 (9%), 20-49 (6%), 50-99 (2%), businesses employing between 100-499 employ less than 64 people.

SECTION 2/STANDARD 1 **ECONOMIC and WORKFORCE INFORMATION ANALYSIS**

System Alignment and Accountability Goal:

Support system alignment, service integration and continuous improvement, using data to support evidence-based policy making

North Central Counties Consortium sector strategy, for this area must take into account the area's large geographic mass, industry differences, high unemployment, demographic differences and the area's combination of rural and urban areas. NCCC contracted a labor market analysis in a collaborative effort with SETA/Sacramento Works, Inc., Golden Sierra WIB and NCCC (See attached ECONOMIC AND WORKFORCE INFORMATION ANALYSIS). We requested a focus on 12 of the 23 Standard Occupational Classification (SOC) major occupation categories to prioritize training opportunities. *The analysis was conducted through a contract with the Center for Strategic Economic Research (CSER) to complete an economic and workforce information analysis in order to assemble a set of actionable labor market information data that shows regional industry and occupational trends and identifies job demand and related training and skill sets. The data sets cover six counties in the region including El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba. The analysis will be used to support planning for the additional counties of Alpine, Colusa and Glenn. CSER and the contracting WIBs feel that the trends reflected in the analysis are representative of the aggregate of all nine counties; including the three small counties of Alpine, Colusa and Glenn would not significantly change the findings.*

The analysis in this report focuses primarily on five-year job demand forecasts (2012 – 2017) in order to inform planning for the expected workforce and training needs in the region. The total job demand estimates consist of two separate factors: (1) The expected change in the number of jobs within specific occupations resulting from growth or contraction of industry sectors; and (2) The anticipated replacement needs within the economy due to workers retiring or permanently leaving specific occupations.

The research is broken down into three main sections:

- 1. Industry and Occupational Employment Trends** *provides information on major industry sectors, major occupational categories, and specific occupations with the greatest anticipated demand in the region.*

2. **SETA Critical Occupational Cluster Trends** looks at job demand specifically within the nine areas that SETA identified in 2007 as critical to the regional economy and targets WIA funds to train workers in related occupations.
3. **Next Economy Core Business Cluster Trends** examines workforce demand forecasts associated with five of the core business clusters selected in 2012 as targets for regional economic development efforts in the Next Economy Capital Region Prosperity Plan.

*Data gathering and the method of analysis/review is described by CSER as: data provided directly by Economic Modeling Solutions, Inc. (EMSI) which were incorporated in the CareerGPS website and database and provided in the form of spreadsheets extracts. All models and assumptions used to derive the estimates and forecasts were developed by EMSI. The EMSI data sets covered all core data on employment, wages, and training levels with the CSER analysis focused on calculating growth factors, ranking industries and occupations, and splitting wage and training levels into three groupings (low, medium, high). CSER gathered and analyzed an additional data set from the O*Net database specifically for importance rankings of knowledge and skills associated with the measured occupations. Throughout the report low, medium and high groupings were provided for wages, preparation, and multiplier effects. Please see page 2 of the document for the ranges of low to high.*

Five-year total job demand for these priority areas show growth with the exception of Farming, Fishing, Forestry (please see discussion below). Figure 4, includes data from the EDD LMI 2008-2018 Occupational Employment Projections. The North Central Counties Consortium counties of Colusa and Glenn are in the North Valley Region (Employment Development Department LMI identification). These rural counties are not considered to be a part of the regional Sacramento area (although commute patterns do show 153 commuters from Colusa County and 38 commuters from Glenn County travel to the Sacramento area to jobs).

Figure 4: OCCUPATION GROWTH

Major Industry Priority Sector in the Standard Occupations Classification (SOC) System	2012-17 Growth Rate (CSER Data)	2008-2018 Projections for North Valley Region (Colusa and Glenn Counties) (EDD LMI Division)
29 Healthcare Practitioners and Technical	12.0%	17.6%
31 Health Care Support	15.3%	19%
19 Life, Physical, Social Science	9.5%	12.5%

Major Industry Priority Sector in the Standard Occupations Classification (SOC) System	2012-17 Growth Rate (CSER Data)	2008-2018 Projections for North Valley Region (Colusa and Glenn Counties) (EDD LMI Division)
35 Food Preparation & Serving Related	14.5%	7.2%
45 Farming, Fishing, Forestry	-2.0%*	5.7%
27 Arts, Design, Entertainment, Sports, Media	8.5%	15.4%
39 Personal Care	12.2%	19.3%
41 Sales and Related	8.2%	11.3%
13 Business & Financial Operations	10.6%	22.2%
43 Office & Administrative Support	5.3%	7.5%
15 Computer & Mathematical	7.1%	No growth
51 Production	3.9%	-5.2%

**Farming, Fishing, Forestry Discussion: while the major occupational cluster shows a negative growth rate for this study North Central Counties Consortium believes that agriculture is a priority in our rural counties. Agriculture is responsible for the largest share of private sector jobs with 17.5% of all non-governmental jobs. Colusa and Glenn counties are more rural in character with farming as the dominant industry. Agriculture employment makes up a significantly greater share of the region's economic base than the State level. It is clear to NCCC that the agriculture sector is a leading component of the regional economy and generates revenues. Income generated from farming operations is a multiplier effect on employment in other industry sectors of the regional economy. Agriculture tourism, technology advances and training for replacement jobs is a training priority in the area.*

Skill Gap Strategies

Understanding the skills participants have and what skills employers need to fill jobs is an area NCCC will continue to expand. Skills gaps and labor shortages in some industries and occupations threaten the region's economic recovery. The assessment of participant skills is well developed in the NCCC One Stop/America's Job Center system. The next step is to understand the skill gaps employers are finding when looking for appropriate candidates to fill positions and retain employees.

NCCC is committed to develop strategies with local education entities, businesses, partners, pre-apprenticeship programs and service providers to use data to understand and remove skill gaps through training. To better understand regional skill gaps NCCC has taken the following steps:

- North Central Counties Consortium has conducted two strategy sessions (most recent was November 2012) that involved private business, union representation and the local community college to discuss what employers need. It is interesting that the majority of employers discussed the soft skills were the biggest barrier in retaining new hires and the lack of basic workplace skills was reported to be high. Next they identified the lack of licensing, degrees and certificates related to specific occupations.
- In early 2011 NCCC released an Economic Trends & Workforce Opportunities Study (prepared by Craft Consulting Group). The survey conducted resulted in 107 responses by employers in Colusa, Glenn, Lake, Sutter and Yuba counties. Industry sectors included Healthcare, Hospitality, Transportation & Warehousing, Business Support, Wholesale Trade, Manufacturing, Leisure, Agriculture and Educational Services. Employers reported varying levels of difficulty in finding qualified workers with basic skills, workplace and job skills they desired. Math and computer skill gaps were also identified. Only 13% of responding employers listed job specific skill deficiencies that could be addressed by new training programs. Employers also cited problem solving as a skill gap.
- NCCC rapid response and business services staff work directly with businesses to understand skills needed for a prepared workforce. Strategies to overcome individual skill gap needs is addressed through on-the-job designed opportunities, training elements are designed in collaboration with staff and businesses.
- NCCC participates in a semi-annual “Business Walk” through the local Yuba-Sutter Business Consortium to assess specific business needs in the area. Strategies and connections are developed through this event.

While the need for soft skills has been consistently identified, training of the labor force is crucial in a strong economic structure. NCCC will continue to prioritize funding levels for training and focus trainings on the priority sectors. Below is basic information on skills/abilities needed for some of the priority industries and also the education required by most employers.

The above Standard Occupational Classification Major Industry Sector occupations can be found across some occupational clusters. Jobs within the following clusters are the fastest growing in the region. Most of these occupations require a minimum of licensing, certificates or degrees. Top growth sectors are analyzed below with the knowledge and skills needed for these careers:

Occupational Cluster	Knowledge	Skills
<i>Healthcare and Support Services</i>	<ul style="list-style-type: none"> • Customer and Personal Service • English Language • Medicine Dentistry • Psychology • Administration Management 	<ul style="list-style-type: none"> • Active Listening • Communication • Social Perceptiveness • Service Orientation • Critical Thinking
<i>Administrative and Support Services</i>	<ul style="list-style-type: none"> • English Language • Psychology • Education and Training • Customer and Personal Service • Communication and Media 	<ul style="list-style-type: none"> • Communication • Instructing • Learning Strategies • Reading Comprehension • Active Listening • Critical Thinking
<i>Human Services</i>	<ul style="list-style-type: none"> • Customer and Personal Service • Clerical • English Language • Computer Electronics 	<ul style="list-style-type: none"> • Active Listening • Speaking • Service Orientation • Coordination • Social Perceptiveness • Writing • Time Management
<i>Tourism and Hospitality</i>	<ul style="list-style-type: none"> • Customer and Personal Service • Clerical • Computer Electronics 	<ul style="list-style-type: none"> • Speaking • Active Listening • Service Orientation • Writing • Critical Thinking
<i>Transportation and Production</i>	<ul style="list-style-type: none"> • Production and Processing • Customer and Personal Service • Computer and Electronic • Administration and Management • Mathematics 	<ul style="list-style-type: none"> • Reading Comprehension • Critical Twining • Time Management • Coordination • Judgment and Decision Making
<i>Agriculture</i>	<ul style="list-style-type: none"> • Computer and Electronic • Customer and Person Services • Food Production • Clerical 	<ul style="list-style-type: none"> • Critical Thinking • Reading Comprehension • Speaking • Judgment and Decision Making • Coordination • Monitoring

NCCC is regionally engaged in understanding economic factors and leveraging resources to overcome skill gaps by participating in innovative partnering opportunities.

Collaboration efforts will include:

- Working with Yuba Community College in their development of career pathways and vocational programs;
- Working with local adult education programs and Regional Occupational Programs, refer individuals in need of basic skills for education opportunities, refer individuals to entry level training in the first step of a career pathway;
- Partner in a NorCal Workforce Partnership and Northern California Apprenticeship Training Coordinators Memorandum of Understanding to develop understanding and referrals to pre-apprenticeship programs and to develop locally recognized programs for pre-apprenticeship training;
- Participating member of the Regional Workforce Investment Board Strategic Plan in developing criteria and collaboration on a wide range of issues to better meet the needs of individuals in need of training and the needs of the business community, in building a regional strong economy and workforce;
- North Central Counties Consortium (NCCC), SETA/Sacramento Works and the Golden Sierra Workforce Investment Board contracted with the Center for Strategic Economic Research (CSER) to complete an economic and workforce analysis;
- Working with local Regional Occupational Programs, Adult Education and vocational schools to design specific programs around skills gap needs of local industry;
- Partner in the Northern California Innovation Strategies Memorandum of Understanding with seven Northern California Workforce Investment Boards, SETA/Sacramento Works, Inc., Golden Sierra Job Training Agency, Yolo County Department of Employment and Social Services, Northern Rural Training Employment Consortium, Humboldt County Workforce Investment Board and Mendocino County Workforce Investment Board. Focus of this MOU is to establish a regional collaboration to build better working relationships, create common policies/practices, share best practices, align/leverage and share strategic business plans and resources and to identify industry sectors to focus training funds.

SECTION 3/STANDARD 2 **BUSINESS SERVICE PLAN**

Business and Industry Goal:

Meet the Workforce needs of high demand sectors of the regional economies.

The **vision** of the NCCC is to support economic vitality in the consortium through the NCCC Business Services Plan and guidance from the WIB and the Business Services sub-committee of the WIB. Priority is to partnership to assure that comprehensive integrated services are accessible to the business community.

STRATEGIES:

- Comprehensive Business Services Plan with business environment
- Conduct labor market research to determine high demand/priority sectors in the local economy and focus training options on these sectors
- Innovative training strategies

The NCCC Boards have set a priority to understand the local economy, engage businesses and provide the tools to train a highly qualified employment ready job pool. The NCCC Boards have designed sub-committees to help design services that will support the vision and strategies.

The *NCCC Business Services sub-committee's* function is to work in partnership with business and industry to identify job opportunities and business needs. Members of the sub-committee are representatives of growth industry private businesses, county economic development entities, elected officials and social services. The committee's function is to partnership with business and industry to identify job opportunities and business needs in our communities.

Some accomplishments of this sub-committee:

- Oversight of the NCCC Business Services Plan;
- Initiation of economic analysis of the local area;
- Completed a survey of local service providers on their outreach efforts, what is successful, what is needed; this information was collected and will be used to set some priorities.

Short and longer term goals:

- Continued targeted information dissemination to business regarding services;

- Strategize how to work closer with industry organizations and labor representatives;
- Strategize training to include service providers including cross training;
- Continue to advance the NCCC Business Services Plan to include aversion activities;
- Continue to encourage staff to participate with other shareholders in identifying and working with businesses in need of aversion activities;
- Develop and align strategies and resources to meet regional challenges.

Another sub-committee the Boards designed is the *NCCC Community Outreach sub-committee*, formed to develop creative outreach strategies to ensure a strong awareness in NCCC of the presence of the consortium and services provided through workforce funding. Building relationships to meet the needs of “our constituents” is primary focus. Membership represents private business, adult education, WIA Title I Migrant Seasonal staff and others as needed.

Accomplishments of this sub-committee:

- Developed and disseminated guide to local businesses on available services in the region
- Completed a survey of local service providers on their outreach efforts, what is successful, what is needed; this information was collected and will be used to set some priorities;

Short and longer term goals:

- Continue to outreach to the business community to educate and update on services within the NCCC One Stop/America’s Job Center system and other services.

NCCC Business Services Plan

The NCCC local board offers business services through a One Stop/America’s Job Center network. For over 10 years NCCC has been working with a formalized Business Services Plan to offer minimum expectation services in the One Stops/America’s Job Centers. NCCC Workforce Investment Act One Stop/America’s Job Center Operators and the Employment Development Department Employment Services (and Trade Adjustment Assistance staff) work as an integrated service model. EDD and WIA staffs work together on seamless services to the business community.

The minimum level of core business services include –

All phases of recruitment services, from general opening posting to referring prescreened candidates.

NCCC staff is trained on the New CalJOBS Virtual One Stop system to enter job orders, prescreening and referrals to all business requests;

NCCC hosts the NorthCentralWorks Virtual One Stop (VOS), which is a comprehensive labor exchange system that includes job postings. Since PY 2011 NCCC One Stop/America's Job Center network staffs have entered 341 employers onto the VOS system and provided 2,643 services including 4,127 job referrals. This system is used by NCCC and employers to search for candidates with the experience that is needed for the job;

NCCC One Stop/America's Job Center network staffs have agreements with employers to conduct prescreening of job candidates. These agreements are with existing employers and new businesses that are opening in the area. Pre-screening assessments include pen and paper and on-line skill assessments;

NCCC Business Services staff act as single points of contact for employer needs and work with new and existing employers to conduct new position analysis to determine the skills needed to perform the job and what training may be needed;

NCCC also coordinates with local economic development entities in the recruitment of employers to the area.

Participant with Small Business Development Centers, Economic Development Organizations, Chambers of Commerce and other business organizations

NCCC has a Memorandum of Understanding with Yuba College Small Business Development Centers and presented a workshop on "Technology Made Simple" introducing business resources in software, social networking, email marketing and web site creation. NCCC is an active member of local area Chambers of Commerce; has board representation of economic development entities and participates in activities with the Yuba-Sutter Business Consortium.

Interview and meeting facilities are available at the One Stop/America's Job Centers

All NCCC One Stops/America's Job Centers offer interview and meeting rooms for employers to conduct labor exchange activities. On a limited base, teleconferencing sites can be used by entrepreneurs.

Offer comprehensive Rapid Response assistance

NCCC One Stops/America's Job Centers have comprehensive Rapid Response teams that include the Employment Development Department/Wagner Peyser and Trade Adjustment Assistance (TAA) (when applicable) staff. All activities are reported to the NCCC Boards and when 10 or more individuals are impacted by a layoff event, a 121 form is submitted for State review. The NCCC Boards require that all Rapid Response activities are reported to Board staff.

NCCC has taken a lead in the Northern California Rapid Response Roundtable. This leadership includes seeking funding for staff trainings, *Contemporary Strategies for Job Readiness Training* and *Re-Tooling the System*. Sharing Rapid Response best practices is the focus of this roundtable with members from all Northern California workforce areas.

Work with employers to avert or minimize layoffs (Layoff Aversion)

NCCC is working with partners on developing strategies to identify early warning signs that businesses are in trouble. Shifting thinking to becoming proactive is the goal. With increased communication with businesses (and services offered) we are building gateways into early intervention to solve possible problems. Partner agency referrals for funding or other types of additional "help" must be communicated to proactively work with businesses. Aversion efforts revolve around referrals to business loan programs (many are housed within the One Stops/America's Job Centers), city/county economic development departments, local Chamber of Commerce and SBDC. Continue working with and build networks for business resources including business relocated within the county to smaller/bigger facilities; business plan development or modification; direction on inventory help; accounting practices; and not least is education on using the internet and social media to expand the business's outreach efforts.

Offer on-the-job and customized training to overcome barriers to skill achievement

NCCC One Stop/America's Job Center staffs have developed 122 OJT activities since PY 2011. Current year OJT activities are at 90. NCCC is very active in marketing this training option for businesses and works with businesses in analyzing new position training criteria. NCCC selects participants, identifies strengths and the skill gaps for successful completion of training. Customized training for business's specific and unique training needs are also developed.

Job Fairs sponsorship and participation to facilitate labor exchange opportunities

NCCC co-hosts a large regional job fair annually, targeting at least 30 employers in industries with job openings and growth projections. Employer specific job fairs are held as needed including targeted industries and new employers in the area.

Providing information on human resource issues, labor laws, licensing, permitting and economic development

Each NCCC One Stop/America's Job Center has staff that reach out to business and disseminates resources. Self-help information on the One Stop/America's Job Center web sites and the NorthCentralWorks site are resources for businesses.

NCCC Business Services Plan is an ever expanding and changing document. NCCC will strategize to increase the relevance of this plan including meetings in PY 2013-2014 with One Stops/America's Job Centers to analyze what is working and what needs to be altered and strengthened. Input from major sector partners, workforce service providers, board members, Employment Development Department and partner agencies will be sought. One focus area that will be strengthened is focusing resources on business engagement and business loss aversion.

NCCC Boards and the Business Services sub-committee are committed to increase training to individuals for occupations that show growth and replacement potential in the region. As discussed in Section 2 of this document, NCCC participated in an Economic and Workforce Information Analysis conducted through a contract with the Center for Strategic Economic Research (CSER). The study was to assemble a set of actionable labor market information that shows regional industry and occupational trends, identifies job demand and training needs. The data sets cover six counties in the region including El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba. The analysis will be used to support planning for the additional counties of Alpine, Colusa and Glenn. CSER and the contracting WIBs feel that the trends reflected in the analysis are representative of the aggregate of all nine counties; including the three small counties of Alpine, Colusa and Glenn would not significantly change the findings.

In addition to the Economic and Workforce Information Analysis discussed in Section 2, NCCC conducted a local labor market analysis in 2011 that was specific to Colusa, Glenn, Sutter and Yuba counties. This was to identify sectors trends, research career pathways and the occupational outlook for the area. Published in 2011 this has been used to determine sector priorities and as a research tool for partners (see links below).

NCCC Economic Trends and Workforce Opportunities
Occupational Outlook Report for the North Central Counties
Career Pathway for the North Central Counties

Local Business Needs

NCCC strategies to understand the needs of local businesses must move beyond labor market analysis to discussions and dialog with local businesses and organizations that represent the businesses and economic development experts in the area. NCCC's Business Services and Community Outreach sub-committees will also work to increase employer involvement in workforce activities and awareness of workforce issues within the area.

NCCC Boards and sub-committees have also hosted two strategy sessions, inviting priority sector employers from manufacturing and medical industries and community college and labor organization apprenticeship programs to participate in discussions. Successful dialog took place on labor needs, skill gaps, training needs, and obstacles to finding qualified employees. This event was very successful in refocusing workforce representatives in what is needed by employers and to begin focusing trainings on the needs of local industries.

NCCC is focused on training individuals in areas to fill skill gaps identified by business communications and by occupational licensing/certification requirements. Skill gaps identified by employers:

- *Language Skills*
- *Soft employment skills including communications, customer service and basic work readiness*
- *Industry specific training and obtaining certifications/licensing requirements*
- *Advanced technical skills*

NCCC will continue to use innovative training strategies to fill skills gaps through partnerships with business, education, economic development agencies, and industry associations. Encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training

NCCC Boards, sub-committees, staff and One Stop/America's Job Center service providers take an active role in regional and local efforts to bring together all parties to understand business needs, skill gaps, business resources and changing labor market needs through participation and leadership in:

Yuba-Sutter Business Consortium – Membership includes Yuba-Sutter Chamber of Commerce, North Valley Hispanic Chamber of Commerce, Yuba Community College SBDC, Yuba City EDC, Yuba County EDC, Yuba-Sutter Enterprise Zone and WIA service providers. This group brings together expertise that offer local businesses access to business assistance and workforce intelligence. NCCC Boards participate in the focused “Business Walk” to actually visit with employers in the area to engage in conversation, which is used to design services.

NorCal Workforce Partnership and Northern California Apprenticeship Training Coordinators – NCCC is participant in a Memorandum of Understanding between regional Local Workforce Investment Areas, Sacramento Valley Joint Apprenticeship Coordinators and CA Department of Industrial Relations. This MOU is a blue print for how Joint Apprenticeship Training Councils and WIBs work together to align operating policies and improve coordination of training programs. In line with this MOU the NCCC Boards have approved an administrative policy which states: NCCC’s Workforce Investment Act One Stop/America’s Job Center operators and service providers are encouraged to develop and enhance partnerships and resource leveraging efforts with registered apprenticeship programs where feasible to improve job placement, increase “earn and learn” options and to promote career ladders and pathways for job seekers. NCCC’s Workforce Investment Board and Governing Board shall increase pre-apprenticeship training opportunities in NCCC through developing relationships and collaboration with Joint Apprenticeship Training Councils and Community Colleges that offer pre-apprenticeship training to increase pre-apprenticeship training programs in NCCC where feasible.

Yuba-Sutter-Colusa Employer Advisory Council – The YSCEAC is an association between the Employment Development Department (EDD) and the local employer community. Our purpose is to establish a working relationship between the two and to provide education to employers on various business related issues.

Yuba-Sutter Healthcare Council – The Yuba-Sutter Healthcare Council is a non-profit consortium of healthcare providers and others interested in promoting healthcare as a viable industry in the Yuba-Sutter region. The Council is planning a multi-cultural health fair to significant cultures represented in our communities.

Regional Workforce Investment Board Strategic Plan – This collaboration of the Workforce Investment Boards of Sacramento, Yolo, Golden Sierra and NCCC is designed to develop regional strategies for continued improvement of services. An area of this strategic planning is to develop regional outreach to employers.

NCCC continues to work with current and new employers in developing training opportunities that meet their employment needs. NCCC works closely with local Chambers of Commerce, economic development agencies, labor organizations, education entities to assess the skills needed for employment, and strategize on training people to eliminate skill gap deficiencies.

In the past NCCC has developed and partnered with trainers and employers to train participants in emerging and growing occupations in the area. These include:

Hybrid Car Mechanic – This project was designed by NCCC and Yuba College with partners from the private sector, Automotive Advisory and Public Safety Advisory Committees. Twofold goal was to train automotive technicians, with emphases on hybrid technology and to train first responder in hybrid safety.

Water Treatment Plant Operator, Green Jobs – Project was a partnership with Yuba Community College, Sierra College, Cities of Yuba City and Marysville, county public utilities departments and private employers to train individuals in the water and wastewater industry.

Northern California Teamsters Apprenticeship Training – leveraged funded training for transportation skill gaps.

SECTION 4/STANDARD 3 **ADULT STRATEGIES**

Adult Goal:

NCCC shares the State goal to increase the number of participants who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations. Strategizing to assure that the employment and training needs of youth and adults are being met is a key goal of the NCCC Workforce Investment Board.

NCCC will build upon the success of the integrated service delivery system that provides workforce development services to the area. In partnership with the Employment Development Department (EDD), NCCC services to individuals are a seamless delivery that enhances the success of the job seeker.

NCCC conducts outreach in each county to the general adult population and targeted outreach to specific groups. Targeting efforts include all forms of media, social networking, the *North Central Works Virtual One Stop*, job fairs, seminars and trainings.

NCCC is committed to increase services in the system to reach increased numbers each year. To expand this success our goals are to continue to increase numbers of adults who receive training, increase pathway opportunities and utilize creative methods of training and collaboration to insure a well prepared workforce.

There is at least one comprehensive One Stop/America's Job Center in each for the four counties that make up NCCC. To assure quality services to adults the NCCC WIB conduct competitive Request for Proposals for Workforce Investment Act One Stop/America's Job Center Operations and Service Provision. Current RFP process results will be announced prior to the beginning of program year 2013-2014.

Proposals are evaluated on overall plan and ability to run quality/innovative programs. Proposals are also reviewed for past and planned performance and cost per enrollment. Competitive bids are only accepted for qualified bidders who will provide One Stop/America's Job Center operations functions and all services (adult, dislocated worker, youth and rapid response) within a county. With the exception of a small in-school youth special project, the same entities will run the operations of the One Stops/America's Job Centers and provide all services to WIA participants. This insures a continuity of services with leveraging resources.

Yearly contracts are also integral to continuous service improvement with One Stop/America's Job Center operators and service providers. Contracted numbers of each funding source are in these contracts as is expected performance.

Colusa County is served by the Colusa County One Stop Partnership. Glenn County is served by the Glenn County Human Resource Agency. The Sutter County Superintendent of Schools/Sutter County One Stop serves Sutter County, and Yuba County is served by the Yuba County Office of Education/Yuba County One Stop. A wide variety of services are available to help the job seeker and employer with their needs in all counties. As an Integrated Service Delivery model NCCC One Stop/America's Job Center WIA staff and EDD Wagner Peyser and veterans staff work together to provide a wide variety of services and referrals to non-registered individuals. Core services are available to all individuals regardless of enrollment into partner programs. Core services include the labor market exchange electronic systems *the New CalJOBS and the North Central Works* Virtual One Stop systems. Labor market information is also in pen/paper form with job boards and job descriptions flyers. Information regarding self-referrals to needed services is also available. Customers may use phone banks, computers, media centers, fax machines and scanning/emailing option for their job search. The system also makes training provider information available to customers. Many online tools are available for assessments; career guidance, LMI research etc. are also available. NCCC reviews services in the system to constantly improve services to help customers become empowered with knowledge on the local labor market, job seeking skills, and access to employer.

For more staff directed services customers are given information on program eligibility and the intake process begins. Integrated Service Delivery staff-help the customer develop plans to meet employment goals. Steps include assessment of skills and comprehensive case management. All allowable activities are available to participants on an individual customer strategy basis.

NCCC has strategies in motion through NCCC administrative WIB procedures and policies to increase the numbers of individuals who receive training in preparing the workforce for today's and tomorrow's economy and business needs. Service providers are held to funding percentages to be concentrated on training in the WIA adult and dislocated worker programs. In the first 3 quarters of program year 2012-2013 NCCC has enrolled 64% of all formula program adult enrollees into training activities.

To increase training levels in NCCC, strategies are being promoted to encourage and promote training to WIA participants.

NCCC WIB Administrative Policy #16, Apprenticeship Coordination, was written to encourage and develop enhanced partnerships and resource leveraging with registered apprenticeship programs where feasible. NCCC is taking a lead in discussion with local community colleges and adult education programs to develop pre-apprentice programs in the local area that are in line with available apprenticeship program. This guidance sets out the framework to improve job placement, increase “earn and learn” options and to promote career ladders and pathways for job seekers.

NCCC WIB Administrative Procedure #22, WIA Training Expenditure Requirements, requires expenditure levels for training services are met, per SB 734. NCCC is strategizing with service providers how to accomplish a 25% funding level to go towards direct training costs for participants. Innovative strategies and funding leveraging will be a priority to accomplish training of participants with limited funding. Expanding approved vendor lists and courses to assure participant choice in training options will continue.

Pre-Apprenticeship and Apprenticeship options will be expanding in the next year. NCCC is working with regional LWIAs and the Sacramento Valley Joint Apprenticeship Coordinators and California Department of Industrial Relations (Division of Apprenticeship Standards) through a Memorandum of Understanding to building better working relationship to prepare workers for employment in Northern California. NCCC is committed to expand recruitment to and development of pre-apprenticeship programs for individuals to be prepared to enter “earn and learn” occupations options through apprenticeship programs. Continued leadership in the development of pre-apprenticeship programs is a planned goal for NCCC.

Vocational Educational Opportunities are being coordinated with local providers of approved training programs. NCCC One Stop/America’s Job Center staffs are proactive in working with participant and training providers to explore all options of funding to support individuals in training. During program year 2012, three hundred forty-nine (349) individual training accounts were developed for participants enrolled in occupational skills training. The majority of these trainings occurred at Butte and Yuba Community Colleges, Glenn County and Tri-Counties Regional Occupational Programs (ROP) and the California Human Development Corporation (CHDC) training site in Marysville.

Trainings at these sites are focused on growth industries within NCCC and the surrounding area. NCCC will continue to coordinate with the largest local trainers, to assess training needs and coordinate training strategies where possible. NCCC has taken the step to include representatives from CHDC, Yuba College and ROP onto NCCC’s Workforce Investment Board.

Yuba College is the largest trainer in our area. Approximately 83% of the individuals NCCC supports at Yuba College are being trained in healthcare certificated and/or Associate of Science programs. NCCC will increase the development of individual training accounts in these occupations. An additional goal is to expand courses including career pathway courses that support local businesses and move individuals to occupational/career goals.

Earn and Learn options. Tools used to train individuals in an “*earn and learn*” environment include the development of pre-apprenticeship programs and On-the-Job training (OJT) activities. NCCC believes the OJT option, as well as other *earn and learn* training choices, are essential to training individuals and to help sustain the business climate. In the first 3 quarters of program year 2012-2013, approximately 10% of all training activities were in OJT activities. NCCC plans to increase the number of OJTs that are developed with local employers through continued and expanded communication with businesses. One Stop/America’s Job Center staffs work closely with local businesses for their labor exchange needs and this option is marketed. Procedural guidance for the development of OJT is consistent throughout NCCC, to save confusion to the business community.

NCCC will continue to target employers in growth occupational clusters for outreach and the development of OJTs. OJT developed in the past have been in health care, building maintenance, office administration, production and sales clusters.

Innovative sector strategies will continue to help adults to overcome skill gaps and obtain needed training for growth sector employment.

Water Treatment Operations Project – Lead by NCCC in partnership with Yuba College. Train individuals to fill needed employment of water and liquid waste treatment plants, systems, and water districts. Trainings lead to certification. NCCC worked with local city, county and utilities to place individuals on site for work experience needed for employment as water treatment operators.

Regional Automotive Technician and Hybrid Technology Project – Lead by NCCC in partnership with Yuba College, Automotive Advisory and Public Safety Advisory Committee, Caltrans District 3 and local private businesses including auto repairs, auto parts and car dealerships. NCCC supported a training cohort at Yuba College in their innovative hybrid automotive technician training program. This project also trained first responders in the Northern California area on hybrid safety procedures when responding to accidents.

Northern California Teamsters Apprenticeship Training – NCCC partnered in the Northern California Teamsters Apprenticeship Training and Education Trust Fund to provide commercial driver’s licenses and construction equipment training to women, minorities and disadvantaged individuals. Recruitment and support during training helped individuals with union membership and training in high demand occupations.

NCCC also feels that services to adults must include early intervention when layoffs occur. NCCC One Stop/America’s Job Center business services staffs have developed, and continues to expand, communications with employers. This communication will allow staff to provide Rapid Response activities to individuals impacted by a closure or layoff as soon as possible. NCCC strategy is to start working with laid-off individuals as soon as possible to limit the time of unemployment. Assessment of needs, skills and start developing a plan of service are essential to success. Reducing the time of unemployed is a factor in re-employment. NCCC is being proactive with our other partners who serve businesses by identify early warning signs that businesses may lay off employees. Referrals to resources, business loans and retraining of workforce are all areas that we are expanding.

SECTION 5/STANDARD 4 **YOUTH STRATEGIES**

Youth Goal:

Increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and/or a career.

Local Youth Population

NCCC ranks 17th among the Local Workforce Investment Areas at 22.9% for the “High Concentration of Eligible Youth in Poverty Age 14-21” NCCC’s youth population has multiple barriers to employment. Of those youth served in WIA in PY 11-12 59% were minorities, 32% were out of school, 54% of the out of school youth were basic skills deficient, 17% were TANF recipients, 32% were receiving food stamps, 3% were offenders, 5% were school dropouts, 8% were disabled, 5% were single parents and 7% were pregnant/parenting youth.

Local Youth Activities in the Region

NCCC youth services providers have been providing quality youth activities to local eligible youth for many years. Successful youth services providers within NCCC are: Colusa One Stop Partnership, Glenn County Human Resource Agency, Sutter County Superintendent of Schools/Sutter County One Stop, Yuba County Office of Education/Yuba County One Stop and California State University, Chico/Upward Bound. Two of the One Stops/America’s Job Centers represent K-12.

Currently four of NCCC’s five youth providers are also One Stop/America’s Job Center operators. Services made available to One Stop/America’s Job Center customers also include youth participants. Services include but are not limited to: job search assistance both in the classroom setting and via the internet, basic skills classes, work readiness classes, work experience, on-the job training, vocational classroom training, child care, transportation, parenting classes, etc.

The fifth provider of youth services is California State University, Chico/Upward Bound Program and serves in-school youth participants in all four of NCCC’s counties. This provider works very closely with all One Stop/America’s Job Center operators, jointly serving participants. Upward Bound youth participants are also made aware of services afforded to them by the One Stop/America’s Job Center operators. Upward Bound also operates a STEM program serving six

local high schools. This program provides services to youth interested in math, science, engineering and information technology. Students must have a goal of attending college. Students receive academic tutoring, test preparation workshops, summer residential program, leadership development college visitation trips, etc.

There is not a Job Corps program operating in any of NCCC's four counties. However, participants are made aware of services provided by the Job Corps. If youth are interested in these services transportation is offered to them to tour the facility and staff will assist them if needed to enroll in the program.

The types of youth activities available to NCCC youth participants include: basic skills, GED preparation, ESL, remediation, tutoring, work readiness training, work experience (including summer employment opportunities), vocational classroom training, on-the-job training, leadership development, and adult mentoring services, independent living skills and parenting skills classes. These activities have proven over time to be valuable services to the participants in assisting them to reach their academic and occupational career goals.

Collaboration and Organizations Serving Youth

NCCC's youth services are driven by the Youth Council. NCCC's Youth Council members include: current WIB members with special interest or expertise in youth policy, business (private sector) and education (K-12 and post-secondary); WIB members which represent youth service agencies, pre-apprenticeship and apprenticeship training, juvenile justice and local law enforcement agencies, and local public housing agencies. Other members include parents of eligible youth seeking assistance; former participants and representatives of organizations that have experience relating to youth activities.

The role of the Youth Council includes the following:

- Recommend eligible providers of youth activities, to be awarded grants or contracts on a competitive basis, by the WIB, to carry out the youth activities
- Conduct oversight with respect to the eligible providers of youth activities in our local area
- Coordinate youth activities
- Other duties as determined by agreement between Governing Board and the WIB

Priorities, Goals and Strategies

The NCCC Youth Council priorities and goals include the following:

- Increase the basic literacy and math skills of out of school youth
- Increase the number of dropouts to be served
- Increase opportunities for high school students and disconnected youth to transition into postsecondary education and careers
- Development of a Work-Readiness Certificate

These goals will be accomplished through the following strategies:

1. Preparation for post-secondary educational opportunities

Assist youth with basic skills, English as a Second Language, GED preparation, tutoring, etc. These services will be provided at local high schools, community colleges, vocational schools, One Stops/America's Job Centers and CSU, Chico/Upward Bound and the CSU Chico/Upward Bound STEM program.

2. Strong linkages between academic and occupational learning

Academic enrichment within an occupational context is provided to youth through both classroom and work based activities. Such activities include basic skills, English as a Second Language, summer employment activities and work readiness classes. These services will be provided at local high schools (K-12), adult education, community college, vocational schools, One Stops/America's Job Centers and CSU Chico/Upward Bound.

3. Preparation for unsubsidized employment opportunities

Activities such as work experience, job shadowing, mentoring, summer employment activities, vocational classroom training, etc. These services will be provided at local high schools (K-12), adult education, community college, vocational schools, One Stops/America's Job Centers and CSU Chico/Upward Bound.

4. Effective linkages with intermediaries with strong employer connections

Tutoring programs, service clubs, local businesses, mentoring programs, Big Brothers/Big Sisters, Friday Night Live, Jr. Chamber Program, etc.

5. Alternative secondary school services

Alternative secondary school services will include: research projects, basic education skills, dropout prevention, ESL, and GED preparation. These services will be provided on-site at alternative school locations by youth service provider staff, One Stop/America's Job Centers, Charter Schools (K-12), Adult Education, local high schools (K-12), continuation high schools, community college and CSU, Chico/Upward Bound.

6. Summer employment opportunities

Youth service provider staff placing participants at both public and private sector work experience worksites.

7. Paid and unpaid work experience

In conjunction with partnering agencies, youth service provider staff will provide these services by placing participants at both public and private sector worksites. In addition we will utilize community work projects, job shadowing, planned volunteerism through non-profit agencies, and Regional Occupational Program community classroom worksites.

8. Occupational skills training

Youth service provider staffs provide work experience, on the job training, job shadowing, internships, planned volunteerism through non-profit agencies, Regional Occupational Program community classroom worksites, community college, trade schools and Job Corps, etc.

9. Leadership development opportunities

Activities provided by youth service provider staff such as: leadership classes, mentoring, fund raising, community projects, and work experience and summer employment opportunities. Other youth agencies include: YMCA, civic organizations, non-profit agencies, public and private worksites, community college and local high

schools, Shady Creek, Friday Night Live, Key Club, school clubs, and church youth groups, etc.

10. Comprehensive guidance and counseling

Youth service provider staff, guidance counselors, substance abuse counselors, mentors, peer advisors, and tutors, etc. will provide these services. They will be provided at One Stop/America's Job Centers, local high schools, community college, CSU, Chico/Upward Bound, and non-profit agencies with expertise in the specific area of need of the participant.

11. Supportive services

These services may include: transportation, childcare, medical, clothing, immediate housing or utility needs, food, drug, alcohol, domestic violence and financial counseling, etc. They will be provided through programs such as: WIA, department of social services, county health departments, Planned Parenthood, Intertribal Council, Children's Home Society, Pathways, mental health, etc.

12. Follow-up services

Follow up services will be provided for up to twelve months upon exit from the WIA Youth Program.

Demand-Driven Models with Business and Industry Collaboration

Expanding involvement of business, employers, and individuals will be realized by (1) promoting membership of employers, participants and others on the WIB Board and Youth Council; (2) obtaining input from employers and business people through their participation in Work Experience, On-the-Job Training, Internships and other skills training programs; (3) utilizing the expertise of employers, business people and other members of the community by involving them in pre-employment workshops, industry tours, job shadowing, mentoring, work experience, vocational education and other activities.

NCCC has year round Earn and Learn projects and been involved in several grants and special projects:

- High Risk Youth Grant: targeted youth in foster care, with gang affiliations, dropouts, limited English speakers and out-of-school youth for workforce services. Services

included: work readiness training, independent living skills, basic skills training and occupational skills training including paid work experience. Planned to serve 240; served 347 youth.

- Foster Care Pilot Project: targeted former foster youth and youth transitioning out of foster care for workforce services. Services included: work readiness training, independent living skills, basic skills training and occupational skills training including paid work experience. Planned to serve 20; served 69.
- High Concentration of Youth/Migrant Seasonal Farm Worker Youth Project: targeted youth who are from families of Migrant or Seasonal Farm Workers to help them break the cycle of seasonal agriculture work. Services included: work readiness training, independent living skills, basic skills training and occupational skills training including paid work experience. Planned to serve 24; served 25.
- High Concentration of Youth/Offender Project: targeted youth offenders age 14-21 for workforce services. Services included: work readiness training, independent living skills, basic skills training and occupational skills training including paid work experience. Planned to serve 18; served 23.
- CalGRIP: targeted youth offenders age 14-21 for workforce services. Services included: work readiness training, independent living skills, basic skills training and occupational skills training including paid work experience. Planned to serve 100; served 159.
- NCCC was a partner in a Green Corp Project within the Greater Sacramento Region (Yuba and Sutter Counties) and the Northern Sacramento Valley Region (Colusa and Glenn Counties). This program trained at-risk youth for technical, construction and other skilled jobs in eco-friendly industries that were expected to help fuel economic recovery. Green Corps recruits were expected to continue their education and contribute to their communities through community service activities while receiving job training and assistance with job placement and or continuing their education.
- The NCCC High Concentration of Eligible Youth Additional Assistance to Youth with Disabilities Project was designed to increase the enrollments and services to youth with disabilities in the counties of Colusa and Glenn. This project increased work readiness skills, independent living skills and work experience hours to youth with disabilities.

Ongoing Earn and Learn Projects include:

- CSU, Chico/Upward Bound Project: Upward Bound is one of NCCC's youth service providers and provides academic enrichment, work readiness skills and paid work experience in a college setting to at risk/low income youth. These youth receive tutoring and assistance while preparing for post-secondary education. During the summer they attend college preparation courses at CSU, Chico including math and science for six weeks and participate in work readiness and paid work experience.
- The B.E.S.T. (Blood, Energy, Sweat & Talent) Program is a partnership between the Colusa One Stop Partnership (NCCC's youth service provider & One Stop/America's Job Center operator), the Colusa Regional Medical Center and the Sutter Health Foundation. This program provides exposure to the medical field for youth age 16-21 in both a classroom environment and paid work experience. Students receive training in medical terminology, health occupational research and hospital tours. 150-200 hours of paid work experience includes: medical records, medical clerical, physical therapy, laboratory assistant and medical assistant. Job shadowing has been provided in actual surgeries such as; open heart surgery, cesarean-section and child birth.
- The YES (Youth Employment Services) Collaborative is a partnership between Glenn County Human Resource Agency (NCCC's youth service provider & One Stop/America's Job Center operator) and Glenn County Office of Education/ROP/Workability I. This program provides a school semester of work readiness activities which includes career assessment and 100 hours of paid work experience.
- YouthBuild funded by the Department of Labor is operated by Yuba County Office of Education/Yuba County One Stop (NCCC's youth service provider & One Stop/America's Job Center operator) and is a pre-apprenticeship program for approximately 30 youth dropouts age 18-24. YouthBuild provides two school semesters of GED preparation or instruction leading to a high school diploma and paid work experience in Construction Technology. This program is a partnership between Yuba County Office of Education, Tri-County Regional Occupational Program and various other partners. Many of the graduates from the YouthBuild Program interview with the NorCal Laborers Joint Apprenticeship Program.
- Sutter County Superintendent of Schools/Sutter County One Stop (NCCC's youth service provider & One Stop/America's Job Center operator) operates WIA, WorkAbility I and

the Transition Partnership Program (TPP). TPP builds partnerships between local education agencies and the Department of Rehabilitation (DOR) for the purposes of successfully transitioning high school students with disabilities into meaningful employment and/or post-secondary education. WorkAbility I programs created by the California State Department of Education focuses on ensuring that all students with Individual Educational Plans have access to career information, career assessment, awareness of classes that support a student's career field and possible paid work experience. Private sector worksites are primarily used.

Continuous Quality Improvement in the Youth Program

Improving youth access to services and training is the goal of the Youth Council. Bringing in youth service providers from the community, who may or may not have had a connection to the local workforce services system, ultimately expands and improves services to youth. The involvement of these youth service providers in program design facilitates creation of a unified vision for serving youth, strengthens relationships and linkages between youth providers, and allow for a more holistic approach in meeting youths' service and training needs. At each Youth Council meeting, each provider of youth services reports on updated services and activities for youth.

NCCC also has quarterly meetings with the One Stop/America's Job Centers and Youth Service Providers. Program issues and program performance for youth are reviewed. A representative from each One Stop/America's Job Center and youth provider are members of the Youth Council. NCCC staff also provides technical assistance and training to the youth service providers.

Strategy, Goals and Objectives for Providing Youth Opportunity for Ensuring Every Youth has the Opportunity for Developing and Achieving Career Goals

To ensure that every youth has the opportunity for developing and achieving career goals through education and/or workforce training NCCC has established a comprehensive package of services to be afforded to all NCCC youth participants. These services include: Basic skills remediation, GED preparation, ESL, remediation, tutoring, work readiness training, work experience (including summer employment opportunities), vocational classroom training, on-the-job training, leadership development, adult mentoring services, parenting skills classes, child care, transportation, medical, clothing, immediate housing or utility needs, food, drug, alcohol, domestic violence and financial counseling.

Special consideration is given to youth with special needs and coordination of services has been developed and refined with a variety of local agencies. These specific groups and the delivery of these services are listed below:

1. Basic Skills Deficient, Limited English Speaking, At Risk Of Dropping Out, Alternative School Students and School Dropouts

Individuals who are basic skills deficient, limited English speaking at risk of dropping out, alternative school students, high school dropouts are provided adult education or remediation through public education (traditional or alternative school programs). Services are coordinated with the Student Attendance Review Board (SARB).

2. Foster Care and Recipients of Cash Welfare

All One Stop/America's Job Center operators have been working with each local county social service departments to provide a comprehensive training program and services to foster care recipients and CalWORKs participants to help them become self-sufficient. This includes the Independent Living Skills Programs for foster children. CalWORKs and WIA staffs are also co-located.

3. Offenders

NCCC's One Stop/America's Job Center operators and service providers have been extending services to individuals who are currently on probation. Sutter County One Stop currently has a contract with Probation and one staff member is housed there. NCCC participated in State CalGRIP funding. This funding provided additional partnerships with County Probation Departments and local law enforcement agencies serving youth.

4. Homeless or Runaway

NCCC coordinates with local homeless shelters and programs to provide training to shelter residents in meeting the special needs of homeless individuals. Each One Stop/America's Job Center operator works closely with local providers to ensure the special needs of these individuals are met.

5. Pregnant or Parenting

NCCC's One Stop/America's Job Center operators and service providers coordinate with local health departments, teen parent programs and CalWORKs to serve pregnant or

parenting youth at their facilities or through local county or school district programs. Basic skills, ESL, work readiness, work experience and childcare are all vital services for these participants.

6. Migrant Seasonal Farmworker Youth

NCCC One Stop/America's Job Center operators and service providers work with Migrant Education to serve migrant seasonal farmworker youth. These youth are assisted with tutoring, basic skills, work experience, work readiness and vocational education.

7. Youth with Disabilities

NCCC youth service providers and One Stop/America's Job Centers work with the local school districts and Workability I programs to serve youth with disabilities. These youth receive the full array of youth services including work readiness training and work experience either through WIA or Workability I. NCCC has also participated in the State funded grant for "High Concentration of Eligible Youth" and in the past dedicated these monies to youth with disabilities.

SECTION 6/STANDARD 5 **ADMINISTRATION OF THE LOCAL BOARD**

System Alignment and Accountability Goal:

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

Community Leader on Workforce Issues

NCCC is a community leader on workforce issues through the following committees, councils and partnerships:

Yuba-Sutter Business Consortium – membership includes Yuba-Sutter Chamber of Commerce, North Valley Hispanic Chamber of Commerce, Yuba Community College SBDC, Yuba City EDC, Yuba County EDC, Yuba-Sutter Enterprise Zone and WIA Service Providers. This group brings together expertise that offer local businesses access to business assistance and workforce intelligence. NCCC Boards participate in the focused “Business Walk” to actually visit with employers in the area to engage in conversation, which is used to design services.

NorCal Workforce Partnership and Northern California Apprenticeship Training Coordinators – NCCC is participant to a Memorandum of Understanding between regional Local Workforce Investment Areas, Sacramento Valley Joint Apprenticeship Coordinators and CA Department of Industrial Relations. This MOU is a blue print for how Joint Apprenticeship Training Councils and WIBs work together to align operating policies and improve coordination of training programs. In line with this MOU the NCCC Boards have approved an administrative policy which states: NCCC’s Workforce Investment Act One Stop/America’s Job Center operators and service providers are encouraged to develop and enhance partnerships and resource leveraging efforts with registered apprenticeship programs where feasible to improve job placement, increase “earn and learn” options and to promote career ladders and pathways for job seekers. NCCC’s Workforce Investment Board and Governing Board shall increase pre-apprenticeship training opportunities in NCCC through developing relationships and collaboration with Joint Apprenticeship Training Councils and Community Colleges that offer pre-apprenticeship training to increase pre-apprenticeship training programs in NCCC where feasible.

Yuba-Sutter-Colusa Employer Advisory Council – The YSCEAC is an association between the Employment Development Department (EDD) and the local employer community. Our purpose is to establish a working relationship between the two and to provide education to employers on various business related issues.

Yuba-Sutter HealthCare Council – The Yuba-Sutter Healthcare Council is a non-profit consortium of healthcare providers and others interested in promoting healthcare as a viable industry in the Yuba-Sutter region. Planning a multi-cultural health fair to significant cultures represented in our communities.

Regional Workforce Investment Board Strategic Plan – collaboration of the Workforce Investment Boards of Sacramento, Yolo, Golden Sierra and North Central Counties Consortium to develop regional strategies for continued improvement of services. An area of this strategic planning is to develop regional outreach to employers.

NCCC continues to work with current and new employers in developing training opportunities that meet their employment needs. NCCC works closely with local Chambers of Commerce, economic development agencies, labor organizations, education entities to assess the skills needed for employment and strategize on training people to eliminate skill gap deficiencies.

Regional Training and Education Pipeline Plan Process

NCCC's WIB includes representatives from K-12 education, Career Technical Education (CTE) and vocational education and the community college system. Two of NCCC's One Stops/America's Job Centers are operated by Superintendents of Schools. NCCC's Youth Council includes representatives from K-12, apprenticeship programs and post-secondary education. The WIB, the One Stops/America's Job Centers and the Youth Council have all been involved in the local planning process through WIB committees, Youth Council meetings and One Stop/America's Job Center operator meetings.

NCCC has partnered with SETA, Golden Sierra and Yolo on the economic and workforce analysis.

Key Stakeholder Involvement

NCCC Boards and sub-committees have hosted two strategy sessions, inviting priority sector employers from manufacturing and medical industries and community college and labor organization apprenticeship programs to participate in discussions. Successful dialog took place on labor needs; skill gaps; training needs; and obstacles to finding qualified employees. These events were very successful in refocusing workforce representatives in what is needed by employers and to begin focusing trainings on the needs of local industry (see attachments for written documentation).

Through strategic planning, the NCCC WIB and Governing Board sub-committees meet quarterly to address regional issues:

- **Finance Committee:** this committee is responsible for budget evaluations and strategic planning for each fiscal year. The committee will evaluate budgets, set goals and develop consistent cost pers on participant costs and determine indirect costs as associated with operating the One Stop/America’s Job Centers. In addition to evaluating NCCC’s yearly budget, the committee will be responsible for directing staff to secure additional funding sources from which to operate. In terms of evaluating strategic direction, at least once a year the committee will be charged with examining the previous year’s work plan and making adjustments as necessary to allow the Workforce Investment Board and One Stops/America’s Job Centers to continue to work towards reaching its strategic goals.
- **Community Outreach:** this committee’s function is to create outreach strategies to ensure a strong awareness of NCCC and to build relationships with business and other shareholders to best service the needs of the area. One of the goals was the development of a Business Outreach Brochure which was accomplished in 2011.
- **Business Services:** this committee’s function is to work in partnership with local businesses and industry to identify job opportunities and business needs in our communities. Goals include: One Stop/America’s Job Center staffs increasing efforts to pursue employers to become potential on-the-job training sites.

NCCC and the program operators and service providers are committed to outreach to local employers through membership on the Workforce Investment Board, partnership with economic development organizations and recruitment of potential employers.

NCCC Local Board Public Comment Process

A plan summary was published in the local newspapers of four different counties that represent NCCC. The plan was released and a 30-day public comment period commenced. Additionally, the plan was posted on the NCCC website for comment and input and was available for review at each of NCCC’s One Stops/America’s Job Centers. Any comments received are attached to this plan document.

LWIA's Designation and Certification of One Stop/America's Job Center Operators Process

The designation and certification of the One Stop/America's Job Center operators was conducted with a Request for Proposal process.

NCCC's Administrative Entity is responsible for the disbursement of grant funds to each One Stop/America's Job Center operator/provider and one special youth provider, CSUC Upward Bound.

The Governing Board and the Workforce Investment Board (WIB) of the NCCC issued a Request for Proposals (RFP) for the management and operation of One Stops/America's Job Centers in the counties of Colusa, Glenn, Sutter and Yuba; and youth provider(s) to target at risk and low income youth. One Stops/America's Job Centers provide comprehensive services to adults, dislocated workers, youth and businesses.

NCCC invited bidders from for-profit organizations, non-profit organizations, public agencies, community based organizations and educational institutions to apply for Title I funds pursuant to the Workforce Investment Act (WIA) of 1998 Public Law 105-220.

The RFP was released on February 27, 2013. A Bidder's Electronic Q&A Forum was open on February 27, 2013 through March 19, 2013 for RFP questions. RFP packets could be downloaded from the NCCC website at www.northcentralcounties.org.

All bidders interested in submitting a proposal had to submit a Notice of Intent by March 13, 2013. Completed RFPs were due March 27, 2013 at the NCCC Administrative Office, 422 Century Park Drive, Suite B, Yuba City, CA 95991.

Proposals were reviewed and scored; the Executive Committee of the Workforce Investment Board recommended the awards at the WIB/Governing Board meeting on May 16, 2013 and action/approval for awards were made.

The contract period for this solicitation is from July 1, 2013 through June 30, 2014 with the possibility of a second and third year contract extension based on successful performance and available funds.

NCCC One Stop/America's Job Center System

The One Stop/America's Job Center delivery system is a network of One Stops/America's Job Centers in each of our four counties providing a seamless system of service delivery designed to

enhance access to program services for both job seekers and employers. Information and assistance are provided to interested persons through this delivery system and customer friendly referrals are made for other services through related locations. A copy of the memorandum of understanding is included describing the operation of the One Stop/America’s Job Center delivery system.

Other service points include Yuba Community College in Marysville and the Upward Bound Program at California State University, Chico. In addition, self-service internet based technology centers are available at the One Stops/America’s Job Centers to allow walk-ins to access information.

The Workforce Investment Act emphasizes the goals of informed customer choice, performance accountability and continuous improvement. Each eligible training provider must submit verifiable information about the effectiveness of each of its training programs in preparing students for employment. NCCC’s One Stop/America’s Job Center operators and locations are listed below:

NCCC One Stop/America’s Job Centers	Address
Colusa County One Stop Partnership	146 Market St Colusa 95932
Glenn County Human Resource Agency (HRA)	420 Laurel Street Willows, CA 95988 604 E. Walker Street, Suite Orland, CA 95963
Sutter County Superintendent of Schools Sutter County One Stop	950 Tharp Road Yuba City, CA 95993
Yuba County Office of Education Yuba County One Stop	1114 Yuba Street Marysville, CA 95901

One Stop Services List

WIA CORE SERVICES	WIA INTENSIVE SERVICES	WIA 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)	Customized Training

Full Range of Employment and Training Services for Target Populations

NCCC One Stops/America’s Job Centers offer a myriad of services listed above. Many services are offered electronically or through referral arrangements with other agencies not located at the One Stops/America’s Job Centers. Partnerships have already been established with agencies/programs that are designed to meet the needs of special target groups such as: dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans,

public assistance recipients, and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and persons with disabilities). Priority of services is provided to eligible veterans. Intensive and training services are tailored to fit each participant's need and will be determined by in-depth objective assessment and a thorough Individual Service Strategy. Participants are provided the services and training necessary to overcome any obstacles they might face including assessment, career and personal counseling, support services, job search preparation including job clubs, ESL, basic skills, GED preparation, on-the-job training, entrepreneurship, and vocational classroom training.

NCCC Board Strategies to Support the Creation, Sustainability, and Growth of Small Businesses

- Economic Development Linkages

The Business Expansion and Retention Program is a local economic development program designed to keep businesses from relocating, to help them survive economic difficulties, assist them with expansion projects and increase their competitiveness in the marketplace. This program is implemented through the Business Consortium team described below.

- Broad Coordination and Collaboration

The Yuba-Sutter Business Consortium consists of twelve agencies that have collaborated to provide resources, information and training to assist each and every existing and new business, maximize its ability to increase profitability, expand its facilities and operations, hire more employees and lead dynamic economic growth for the region.

1. Employer Advisory Council
2. Employment Development Department
3. North Central Counties Consortium
4. Small Business Development Center
5. Sutter County One Stop
6. Yuba City Economic Development
7. Yuba Community College District
8. Yuba County Economic Development
9. Yuba County One Stop

10. Yuba-Sutter Chamber of Commerce
11. Yuba-Sutter Economic Development Corporation
12. Yuba-Sutter Enterprise Zone

- Monitoring Economic Trends and Possible Aversion Events
- Monitoring sources such as U.S. Industrial Outlook, to state, university and non-profit labor market research programs, to private research sources such as Dun and Bradstreet.
- Early Notification and Access through the Worker Adjustment and Retraining Notification Act (WARN).

Training Resources In Priority Sectors

SB 734 requires that beginning program year 2012 (7/2012 – 6/2013) NCCC subgrantees are required to spend at least 25% of a combined total of their adult and dislocated formula funds on workforce training services. This percentage will increase to 30% for program year 2016 (July 1, 2016 – June 30, 2017).

NCCC's Workforce Investment Board may adopt additional requirements on the minimum expenditure levels on workforce training services for formula funding (including youth program) and other WIA funding contracted to subgrantees. Additional levels (if applicable) and SB 734 incremental increases will be discussed during contract negotiations each program year.

NCCC's recent Request for Proposal Process for One Stop/America's Job Centers and Youth Service Providers included a requirement to address priority sectors for training individuals. The priority sectors are specified in NCCC's One Stop/America's Job Center Contract with its subgrantees. This requirement is also verified through monitoring and performance evaluation. NCCC also employs a staff member to work with Yuba College students that are sponsored by WIA. Recruitment is only conducted in the industry priority sectors.

Leveraged and Braided Funding

Federal, state, local and private resources will be leveraged through the MOU development process, co-location of partnering agencies and employer and community services. Expanding involvement of business, employers, and individuals will be realized by (1) promoting membership of employers, participants and others on the WIB and Youth Council; (2) obtaining

input from employers and business people through their participation in work experience, on-the-job training, internships and other skills training programs; (3) utilizing the expertise of employers, business people and other members of the community by involving them in job clubs, pre-employment workshops, industry tours, job shadowing, mentoring, and other activities; and (4) by encouraging customer feedback that provides information leading to positive systemic change.

Continuous Improvement of Training Providers listed on the Eligible Training Provider List (ETPL)

NCCC maintains and manages, along with the NoRTEC LWIA, an Eligible Training Provider List (ETPL) that identifies providers who have been approved and forwards to the State of California's ETPL from this region. It is important to note that service providers may use approved vendors directly off the State's ETPL, but must receive approval from the NCCC administrative office prior to the development of an Individual Training Account (ITA). The development of ITAs is not exclusive to training in the occupations identified by the NCCC Workforce Investment Board as growing in the area. It is a requirement in the development of a training plan that labor market research is completed to determine demand and job availability in the occupation. These providers are reviewed yearly to determine all documentation is current. Although the State of California is not requiring subsequent eligibility on approved vendors' performance this information has been collected locally.

NCCC WIB conducted a study that included employer surveys on training needs. This information is being analyzed to determine training needs for participants to become competitive in the local labor market.

Services to Unemployment Insurance Claimants and Trade Adjustment Assistance Service Recipients

Wagner-Peyser and unemployment insurance services are already integrated into the local system. EDD staff delivering these services are co-located at most of NCCC One Stops/America's Job Centers. Although unemployment insurance services have been centralized with telephone claim filing and authorization centers, local EDD staff can help with access and problem resolution.

EDD staff deliver services funded by the Trade Adjustment Assistance program. EDD and WIA staffs co-enroll and co-case manage participants. Each provider coordinates services to ensure that the participant is successful and no duplication of services occurs.

Green Job Opportunities

North Central Counties Consortium continues to explore training capacity for participants in emerging “green jobs” through participation in the California Green Jobs Corps programs; developing regional strategies with Yuba College, Shasta College and Sacramento Employment Training Agency (SETA). NCCC is involved in two of California’s economic regions: Greater Sacramento Region (Yuba and Sutter Counties) and the Northern Sacramento Valley Region (Colusa and Glenn Counties). This program trained at-risk youth for technical, construction and other skilled jobs in eco-friendly industries that are expected to help fuel economic recovery. Green Jobs Corps recruits contributed to their communities through community service activities while receiving job training and assistance with job placement and or continuing their education. This project was funded by California Green Jobs Corps and the American Recovery and Reinvestment Act.

Strategies include: Working with higher education entities to develop trainings for potential green occupations. This includes Yuba College and the hybrid automotive training and water treatment operator trainings.

Integrating Apprenticeship Programs and the Job Corps in the local One Stop/America’s Job Center System

To establish a North Central Counties Consortium (NCCC) policy to insure that programs funded by the Workforce Investment Act within NCCC are in compliance with California Assembly Bill 554.

SB 554 requires Local Workforce Investment Boards to insure that programs and services funded by the Workforce Investment Act of 1998 are conducted in coordination with one or more apprenticeship programs approved by the Division of Apprenticeship Standards for the occupation and geographic area. The bill requires each Local Board to develop a policy of fostering collaboration between community colleges and approved apprenticeship programs in the geographic area to provide preapprenticeship training, apprenticeship training, and continuing education in apprenticeable occupations through the approved apprenticeship programs.

NCCC's Workforce Investment Act One Stop/America's Job Center operators and service providers are encouraged to develop and enhance partnerships and resource leveraging efforts with registered apprenticeship programs where feasible to improve job placement, increase "earn and learn" options and to promote career ladders and pathways for job seekers.

NCCC's Workforce Investment Board and Governing Board shall increase pre-apprenticeship training opportunities in NCCC through developing relationships and collaboration with Joint Apprenticeship Training Councils and community colleges that offer pre-apprenticeship training to increase pre-apprenticeship training programs in NCCC where feasible.

Job Corps is not located within NCCC.

Local Board Bylaws

Attached

Local Plan Update

NCCC's Local Strategic Plan is reviewed and updated annually. This process is conducted through sub-committees of the WIB, One Stop/America's Job Center Director meetings and Program Manager/Service Provider meetings

Integrated Service Delivery

In PY 2008-2009, NCCC was one of twelve learning labs involved with the pilot Learning Labs coordinated by the State EDD. NCCC enrolled almost every customer entering the doors of the One Stops/America's Job Centers. The numbers of enrollments increased for adults/dislocated workers in PY 07-08 from 1,605 to 5,788 in PY 08-09.

The effects of enrolling everyone impacted staff by way of spending more time on the enrollment process and less intensive staff time assisting customers. NCCC's Common Measure performance was also impacted by the Learning Lab model. NCCC did not exceed its performance standard by 100% but did pass them within the 80% margin. While NCCC One Stop/America's Job Center WIA and EDD staff that are co-located still conduct integrated delivery of service to customers, not everyone who walks through the door is enrolled. This has resulted in more staff time devoted to intensive services for those customers that need it and improved Common Measure performance.

Most of the mandatory partners are co-located at NCCC's One Stops/America's Job Centers or are participating through other linkage/referral agreements and delivery of service is integrated for job seekers and employers and is working well.

SECTION 8 LOCAL WIA COMMON MEASURE PERFORMANCE GOALS (UI Code 14221(c))

WIA SECTION 136(b) COMMON MEASURES	2012/13 STATE GOAL	2012/13 LWIA GOAL	2013/14 LWIA PROPOSED GOAL
ADULT			
Entered Employment	59.0%	62.0%	62.0%
Employment Retention	81.0%	76.5%	76.5%
Average Six-Months Earnings	\$13,700	\$11,500	\$11,500
DISLOCATED WORKER			
Entered Employment	64.5%	66.5%	66.5%
Employment Retention	84.0%	80%	78%
Average Six-Months Earnings	\$18,543	\$14,500	\$14,500
YOUTH COMMON MEASURES			
Placement in Employment or Education	72.0%	72%	72%
Attainment of a Degree or Certificate	60.0%	60%	60%
Literacy and Numeracy	54.0%	54%	54%

North Central Counties Consortium is ranked the 2nd highest in unemployment for Local Workforce Investment Areas (LWIA) in the State of California, yet the State has set NCCC performance standards higher than many LWIAs with lower unemployment rates. NCCC deals with many participants that may be laid off during a portion of the year due to the agricultural base of our counties. This cyclical unemployment impacts the Dislocated Worker Retention Rates within NCCC. NCCC is requesting to lower the DW Retention Rate by 2 percentage points, from 80% to 78%.

Using the Program Year (PY) 2012/13 performance goals as a benchmark, local boards are asked to propose their PY 2013/14 WIA common measure performance goals. The local boards should also include a brief narrative description supporting each proposed goal. This is especially critical for any significant increase or decrease in a proposed goal.

The State Board intends to use the PY 2013/14 proposed local performance goals in its negotiations with the U.S Department of Labor Employment Training Administration (DOLETA) on the 2013/14 State performance goals. The State Board will work with DOLETA to make the WIA regression tables available to local board staff.