

The logo consists of two overlapping, curved, magenta-colored shapes that form a stylized 'S' or a continuous loop.

Sonoma County Job Link



County of Sonoma Integrated Service Delivery Initiative Local Plan

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The logo features a stylized blue and green circular emblem to the left of the text.

SONOMA COUNTY
**WORKFORCE
INVESTMENT BOARD**

Sonoma County’s Local Integration Plan

Table of Contents

Local Boards	pg 1
<i>Local Boards will adopt, implement, and continuously improve a demand-driven, skill based, integrated services plan for the local One-Stop Career Center system. This plan will be developed with significant partner participation.</i>	
Memoranda of Understanding & Agreements	pg 4
<i>As applicable, the local plan will be embedded in all related One-Stop Career Center system documents, including Memoranda of Understanding, One-Stop Operator agreements, and contracts for service providers.</i>	
Workforce Intelligence	pg 5
<i>One-Stop Career Center service design will be driven by the local economy and employer needs, and draw on quality workforce intelligence, local labor market information, and local employer validation of data.</i>	
Service Design	pg 6
<i>One-Stop Career Center service design will emphasize skill assessment, skill enhancement, and skill based labor market attachment for all Center customers, with the goal of transforming job seekers into even more competitive job candidates.</i>	
Accessibility	pg. 7
<i>This service design and all services will be available at all locations within the local One-Stop Career Center system.</i>	
Integrated Services	pg 8
<i>Integrated service delivery has the following three major components which are to be incorporated into each locally developed plan.</i>	
Customer Pool	pg 8
<i>A commitment to and a process for an integrated customer pool, so that all One-Stop Career Center customers (whenever eligibility permits) are registered simultaneously in the performance measure calculation of the Workforce Investment Act, Wagner-Peyser Act, Trade Adjustment Assistance, and Veterans Employment and Training programs.</i>	
Customer Flow	pg 9
<i>An integrated customer flow that clearly defines a service delivery process with a sequence of demand driven, universal services that focuses less on specific program eligibility and participation.</i>	
Staffing	pg 10
<i>An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow. Include in this discussion your considerations for continuous quality improvement for this flow to reflect the changing needs of your customers based on ongoing workforce intelligence.</i>	
Employer Services	pg 11
<i>All local One-Stop Career Center systems will have an integrated, employer services team that has responsibility for connecting local employers to the local One-Stop system. This team also has a major function ensuring that all One-Stop services continuously improve and respond to the needs of local employers and the local economy.</i>	
Success Indicators	pg 12
<i>Local Boards will identify clear success indicators to evaluate the shift to a demand driven, skill based integrated service delivery system and include those metrics in their local plan.</i>	
Attachment 1	pg 14
Attachment 2	pg.15

Sonoma County's Integrated Service Delivery Initiative Local Plan

State Policy Framework Elements 1-8

- 1. Local Boards will adopt, implement, and continuously improve a demand-driven, skill based, integrated services plan for the local One-Stop Career Center system. This plan will be developed with significant partner participation.**

Plan Components:

Briefly describe how the integration initiative was introduced to your Local board and provide information on the questions, concerns, and discussions held. Provide background information on how your Local Board approved/approached moving forward with the design of an integrated service delivery system. Discuss the degree of interest and support provided by the Local Board, and whenever possible, share plans for keeping the Local Board apprised of the progress made on the local integration efforts. Descriptions of actions that have/will be taken by the Local Board to implement a demand-driven, skill-based, integrated service model from the local One-Stop Career Center system should be provided whenever possible as these practices will provide the information needed to identify best practices for replication.

From 2006-2007, through Sonoma County Workforce Investment Board Director Jerry Dunn's tenure as Chair of the California Workforce Association (CWA), the County of Sonoma has been involved in an on-going discussion with the state regarding the development and implementation of an integrated services delivery model throughout California's One-Stop system. This ongoing discussion has been conducted with Sonoma County's Workforce Investment Board's (WIB) Job Link Steering Committee (see Attachment I). Also, the concept of an integrated services delivery model and updates on its progress have been reported to the WIB at various times since 2006.

Since its inception in January of 2007, Sonoma County's One-Stop manager, Kathy Young, has participated in the state workgroup for the planning and development of the local plan framework. In June 2007, with the support of Sonoma County's WIB, the County of Sonoma's local One-Stop, Job Link, volunteered to become one of twelve learning labs located throughout California to implement an integrated services delivery model. During their monthly meetings, the WIB is apprised of the One-Stop's progress in planning and implementation of integrated services scheduled to begin on July 1, 2008.

Provide information on how the One-Stop Career Center partners (i.e. Workforce Investment Act (WIA) Adult, WIA Dislocated Worker, Wagner-Peyser, Trade Act, and Veterans) have been included in the planning process, and how they are represented on any locally established integration (s).

To continue to meet the challenges of the shifting economy, the workforce investment system creates an atmosphere that fosters collaboration between all One-Stop stakeholders. The One-Stop partners are intimately involved in the planning and implementation process for integrated services. Many partners are members of the various workgroups which include

the Leadership Team, the Welcome Workgroup, the Skills Development Team & Employment Workgroup, as well as on-going One-Stop committees: Softek, Marketing, and Staff Development. Members include representation not only from WIA, EDD, but also the strong involvement of other One-Stop partners such as Goodwill Industries of the Redwood Empire, SonomaWORKS, California Human Development, and Department of Rehabilitation, Santa Rosa Junior College, North Bay Veterans Resource Center, and Experience Works.

Describe the leadership teams that were developed to support the change effort, their charters, and the information on how the membership of those teams was determined.

The Leadership Team (see Attachment 1) consists of the members of the Job Link Steering Committee, the management of the Employer Resource Center, committee heads and workgroup heads. Several workgroups and task groups were formed to develop the planning and implementation processes for the new Integrated Services model. These groups include the Integrated Services Welcome Team, the Integrated Services Employment Team, the Integrated Services Skills Development Team, and a task group which planned the transition of customers from the current system to the Integrated Services model.

The Integrated Services Welcome Team was charged with developing a service strategy to shape the initial experience of customers of Sonoma County's One-Stop, Job Link, a group that includes special needs populations, such as clients with disabilities, veterans, and those to whom English is a second language. The initial service strategy will include developing a process for moving clients to the Employment or Skills Development teams. Additionally, all customers will receive skill enhancement to improve their employability. Customer service for job seekers and employers will be at the forefront of Sonoma County's system design.

The Welcome Team is working on a number of recommendations for the operation of the new Integrated Services system. These recommendations will include the development of an initial service delivery system, the structuring of initial client flow, the handling of referrals, data collection, and general logistics. The welcoming process will include enrollment into WIA and Wagner-Peyser and a suggested menu of up-front services, including assessment tools and workshops, as well as tools for measuring this initial processes success and a process for moving customers to Employment and Skills Development teams.

The Integrated Services Employment and Skills Development teams are charged with making recommendations as to what services they will provide to clients referred by the Welcome Team, including a menu of services to assist job seekers in finding employment, a process for accessing these services, and a tool for measuring the success of this team's services and delivery model. The Employment function will focus on services for clients who are requesting assistance in finding employment and are either referred directly from the Welcome Team or referred after participating in Skills Development.

The Skills Development team will focus on offering occupational skills development for clients assessed during the Welcome process and transferred to Skills Development, including possible referral to training providers. The Skills Development team is developing

a process for client training assistance, recommendations for assessment tools, and a method for measuring the effectiveness of the team's process and services.

Another workgroup that has been formed to assist in the implementation of Integrated Services will make recommendations on how to best transition current One-Stop clients, including self service and partner clients, into the new Integrated Services system.

To oversee the various workgroups and their planning processes, Sonoma County formed a Leadership Team (see Attachment 1) comprising Job Link Steering Committee members, managers of the Job Search Center and Employer Resource Center, the chairs of the various workgroup and chairs of on-going committees. The Leadership Team's main function is to provide oversight for the other workgroups, as well as providing a forum for discussion of the other workgroups' questions. The workgroups will make recommendations to the Leadership Team for policies and procedures for the implementation of Integrated Services. The Leadership Team will then review and discuss the recommendations in order to determine the final process for integrated services implementation. The Leadership Team will report to the Job Link Steering Committee and the Workforce Investment Board.

Indicate any techniques you identified which enhanced the level of support and cooperation provided by the One-Stop partners (as described above)

The strength of Sonoma County's One-Stop has always been its commitment to collaboration among its One-Stop stake-holders. From the beginning, the discussion of the need to move to an integrated service delivery model to better serve the One-Stop clients and the community's local employers has always included the One-Stop partners and the Workforce Investment Board. When the Integrated Services planning process began, it was assumed that the One-Stop partners would be an integral part of the planning, development and implementation. Partners were given many opportunities to participate in the process -- included as members of workgroups, invited to meetings, and asked to participate in a "Launch Meeting" held last October and a "Town Hall" meeting in January 2008. Santa Rosa Junior College and Goodwill Industries will participate in the Welcome process, the Department of Rehabilitation will supply One Stop information, Experience Works staff will act as workshop facilitators, and California Human Development will facilitate workshops in Spanish.

Provide information as to how the teams will be used in the learning lab implementation

When developing the various teams' membership, it was decided that line staff who would be responsible for the various duties and functions of the teams should be intimately involved in the planning. When Integrated Services begins its implementation in July 2008, management will have made assignments to teams. Many members of the teams will be providing the direct services which they helped develop. Not only will their participation in the various teams make for a smoother transition, it will also provide a context for the intent of the various functions in order to determine if the process is operating as it was intended. The team members who were involved in the development of the teams function and service will be in a unique position to evaluate its success.

2. **As applicable, the local plan will be embedded in all related One-Stop Career Center system documents, including Memoranda of Understanding, One-Stop Operator agreements, and contracts for service providers.**

Plan Components:

- **How will you anticipate incorporating the language of the integrated service delivery model policy framework into your existing agreement?**

Memorandums of Understanding

In April 2008 all partners with a WIA Memorandum of Understanding for services through Job Link will be sent a notice explaining the need to amend their MOUs to reflect the integrated service policy. A copy of this draft Local Plan will be enclosed for their information.

Follow up discussions and negotiations will establish partners specific roles and responsibilities on the various customer flow teams, how partners are expected to report and record using the common data base, and specify the partners commitment to the initiative to fully integrate services. These agreements will then be documented in the amendments to the partners MOU.

One-Stop Operator Agreement

The One-Stop Operator Agreement between the Job Link Steering Committee and the Workforce Investment Board will be amended to specify that the parties will commit and support the integration activities as specified in this plan.

Contracts for Service Providers

At present all adult services are provided through individual referral from Job Link. Sonoma County only has WIA contracts for youth services, not immediately affected by the integrated services initiative. If adult services are contracted for in the future, contracts will include provisions similar to the WIA MOUs, outlining the contractors' responsibilities under the integrated services initiative.

- **Indicate whether you will revise existing agreements or create addendums to agreements for meeting this requirement. To the extent possible, identify which agreements will require revisions to incorporate integrated service delivery system language.**

Incorporation of the integrated services policy framework will be done through amendments to the existing WIA MOUs. It is expected that all WIA MOUs will be amended to reflect the integrated services policy framework. Since Sonoma County has eighteen separate MOUs with partner agencies, and some amendments will be more critical in implementing the integrated services policy than others, the following sequence of amendments will be followed.

1. Mandated, co-located partners
2. Non-mandated, co-located partners
3. Mandated, non-collocated partners

- **Where do you foresee challenges that may delay the timely execution of these agreements?**

The biggest challenge will be getting sign-off on MOUs with Job Link partners who serve primarily as individual referral training agencies, such as adult schools, since they are often less directly involved in One-Stop operations, have minimal staff and some are in more remote areas of the county .

- **Include an estimated timeline for agreement approvals**

The target date for completion of the first phase of amendments is July 2008. All other amendments will be completed by September 2008.

- 3. One-Stop Career Center service design will be driven by the local economy and employer needs, and draw on quality workforce intelligence, local labor market information, and local employer validation of data.**

Plan Components:

Describe what methods you will employ to assess the local economy and employer needs.

Outreach, including surveys of local businesses, will be a part of the One-Stop's strategy for determining the needs of local employers, especially their need for a trained workforce. Also, through research conducted by the Sonoma County Economic Development Board (EDB), local industry sector information regarding employer needs, training opportunities, wage and future growth will be collected. The Employment Development Department's Labor Market Information Division collects, analyzes, and disseminates labor market information for Sonoma County, while the Workforce Investment Board's strategic plan calls for an analysis of Sonoma County's labor market, the local economy, and employer needs. EDD's new Workforce Intelligence Workgroup is developing a Workforce Intelligence data base for job seekers, counselors, and business, which will be updated regularly. We will also work with in developing labor market information that is timely and user-friendly, especially for end users, including job seekers, employers, administrators and counselors.

The Employer Account Representatives program, funded by the Human Services Department, using funds from CalWORKS, through a contract with Goodwill Industries of the Redwood Empire, serves Job Link, SonomaWORKS and all other partners, mandated or not. In partnership with EDD, the Employer Account Representatives survey businesses about their needs and workforce requirements. The information, gathered through personal interviews and surveys, provides real-time data about training and job opportunities. The information is used to provide direction and input for training programs and in forecasting future requirements for employers. The Job Link Marketing team will continue to work with employer organizations, such as chambers of commerce, North Coast Builders Exchange, and the Employer Advisory Council to gather data on local needs.

How will you validate the information gathered in this process, (e.g., workforce intelligence and related labor market information)?

As stated above, various local partners such as the EDB, EDD, the Job Link Marketing Committee, and the Employer Account Representatives conduct employer surveys to ensure that the services provided to our One-Stop job-seeking clients are aligned with the local employer needs. Not only is local employer information verified by local employer self-reporting, it is also verified using published labor market publications produced by organizations such as the EDB, EDD, Beacon Economics, and Moody's Economy.com.

Once you have completed the data collection and the information gathering process, how do you anticipate your discoveries will influence your approach to system integration and service delivery?

The labor market information that is collected will inform the process of assisting One-Stop clients with making job-seeking, skill enhancement and training decisions. The information will be used to ensure that the One-Stop is allocating resources towards the needs of the local employers, including ensuring the availability of a trained workforce. This information will be made available to job-seekers so they are better informed as to the viable employment opportunities in the community and what skills and training are required to be competitive in the local job market. The One Stop may establish or help to coordinate needed training in the business community, including services to incumbent workers.

- 4. One-Stop Career Center service design will emphasize skill assessment, skill enhancement, and skill based labor market attachment for all Center customers, with the goal of transforming job seekers into even more competitive job candidates.**

Plan Components:

How will the One-Stop Career Center service design enhance your local system's ability to effectively link qualified job seekers with employment opportunities that best match their skills?

Sonoma County Job Link aims to effectively link our local job seekers to local employment opportunities by designing and implementing a system that addresses specific local employer needs and assists job-seekers in making informed decisions about needed training and skill enhancement. Labor market information will be a key component in guiding the One-Stop clients. Using labor market data and information culled from the assessment process, we will assist the clients with matching their skills with local employment opportunities. Each client will be assessed at Welcome to identify skill enhancement needed to make them a better candidate.

If you have made or intend to make changes to the design of office space and/or your policy and procedure manuals, please provide information on the nature of the changes and how you believe they will improve the delivery of services or integration of staff.

Sonoma County is planning to remodel its Job Link offices to accommodate the anticipated influx of clients to the One-Stop, as well as making the One-Stop center more conducive to the newly designed integrated services delivery model by enlarging the lobby, expanding the resource center, and creating additional meeting and workshop space. If, due to budget

constraints, remodeling is not feasible, we will reorganize and rearrange the Job Link facilities to accommodate the increase in One-Stop clients as satisfactorily as possible. At a minimum, more computers for self-assessment tests will be added and changes will be made in the outreach script used for marketing.

It will be necessary to make changes to the local policy and procedures manuals to align with the new process and include a step-by-step description of new services and processes, including a menu of services. EDD and WIA staff will work in functional units.

How will you assess the skills needed of job seekers? Where will this occur and what staff will be tasked with this function?

All clients utilizing the One-Stop will be assessed. When clients first come into the One-Stop they will have their initial interview, data collection and assessment at the Welcome step using tools such as Prove It!, CASAS and O*NET. Clients who are referred on to the Skills Development and Employment Teams will participate in a more in-depth assessment with current assessment tools such as Skills Scan, MBTI, Strong, SDS, COPS, CAPS, and COPES Battery.

If new tools and systems are being introduced, describe your plan for training functional teams in the use of the tools/systems.

Sonoma County Job Link is surveying various assessments tools to use in the implementation of Integrated Services. Once the decision has been made, all staff will be trained to use the assessment tools and decipher their results. Due to budget constraints, Sonoma County will use a “train the trainer” model whenever possible. The Employment Development Department is helping to set up training in CalJobs/PASS for initial data collection. WIA staff will train in JTA. Staff will be trained in partner eligibility and services, and training in dealing with change and transition will be provided.

- 5. This service design and all services will be available at all locations within the local One-Stop Career Center system.**

Plan Components:

Describe your strategy for ensuring that the integrated service delivery model you have designed will be consistently implemented throughout the local area.

Sonoma County has only one One-Stop. All services will be available at this location.

Provide a list of One-Stop Career Center locations and other service points in your area where the integrated service model will be implemented. If you are phasing in implementation, please provide a timeline?

As previously stated, Sonoma County has only one One-Stop and Integrated Services implementation is planned to be fully implemented beginning July 1, 2008.

- 6. Integrated service delivery has the following three major components which are to be incorporated into each locally developed plan.**

- a. **A commitment to and a process for an integrated customer pool, so that all One-Stop Career Center customers (whenever eligibility permits) are registered simultaneously in the performance measure calculation of the Workforce Investment Act, Wagner-Peyser Act, Trade Adjustment Assistance, and Veterans Employment and Training programs.**

Plan Components:

Implementation of an integrated customer pool requires an automated reporting system. This system must provide for a single participant record that can be accessed and updated by staff with the required customer information and services provided, regardless of the funding stream supporting the activity. Duplicate data entry should be avoided and data must be transmitted to the EDD Workforce Services Division in compliance with federal and state reporting requirements.

It is the decision of the local level to decide which of the following three automated case management systems to use to meet the requirements.

1. **A combination of CalJOBSSM (and the associated subsystems) and the Job Training Automation (JTA) System.**
2. **A locally developed system that will upload data to JTA in accordance with federal and state reporting requirements. This local reporting system must provide for collection of the full range of data required across all the integrated programs.**
3. **A combination of CalJOBSSM and a locally developed client management system. This local reporting system will provide for collection of the full range of data required across all the integrated programs. Data will be uploaded to the JTA system for reporting in compliance with federal and state reporting requirements.**

In order to assure an accurate unique count of customers entering the One-Stop, a single reporting option must be selected by the local partnership. Please indicate the option your local partnership has selected and describe how it will be implemented throughout the One-Stop Career Center system.

The County of Sonoma will be using Option 1: a combination of CalJOBS (and the associated subsystems) and the Job Training Automation (JTA) system for registering its One-Stop participants.

Line staff from both WIA and Wagner-Peyser will be trained on the CalJOBS system. Staff will enter client information into CalJOBS at registration. This information will be uploaded into the JTA system. For those clients who progress through Integrated Services beyond registration, WIA and EDD staff (and, possibly, other partners) will complete the appropriate JTA screens.

How have you designed the flow of customers through your One-Stop Career Center system to assure that all clients will be reported? In order to ensure reliability of the data collected under universal reporting requirements, all One-Stop Career Center customers (self-service and staff-assisted) must be captured through the identified reporting option.

All One-Stop participants will be registered into the new reporting system at the clients' first point of entry by the Welcome team and will have staff-assisted services. If clients are working primarily on their own job search in the Resource Center will be staffed for immediate client services, questions, and computer help.

Adult Common Measures outcome goals will be negotiated for the integrated customer pool. Although negotiations are not required at this phase of the planning process, if your partnership has discussed expected entered employment, retention, and average wage levels for the common customer pool please provide some background on that discussion, and what the partnership's recommendation was for performance levels.

The County of Sonoma is in the beginning phase of discussing performance goals for program year 2008-2009, its first year of Integrated Services Implementation. The conversation has included comparing previous years' performance as well as the current significant changing economic conditions in Sonoma County and how that would potentially impact performance. However, recommended performance goals have yet to be determined.

Federal Regulations describe when and under what circumstances a Governor may request revisions to negotiated levels. For the Learning Labs it is important to note that these circumstances include significant changes in economic conditions, in the characteristics of participants entering the program, or in the services to be provided from when the initial plan was submitted and approved.

If recommended performance goals have been developed, please describe the method used for determining these levels and any historical data used to evaluate performance expectations for the common customer pool.

As stated above, in collaboration with our Local Workforce Investment Board, the County of Sonoma is in its beginning phase of discussing performance goals for both program years 2007/2008 and 2008/2009. With the recent notification of Common Measures Performance officially beginning in 2007/2008, we anticipate we will base 2008/2009 performance on the results of the first year of Common Measures performance measure implementation on 2007/2008 as well as consider the ever-changing factors of our local economy.

- b. An integrated customer flow that clearly defines a service delivery process with a sequence of demand driven, universal services that focuses less on specific program eligibility and participation.**

Plan Components:

Describe the integrated customer flow you have designed and provide information on how it will offer all customers three types of services, including (1) an initial, standardized skill assessment from which an initial service plan is designed; (2) a robust menu of demand-driven, skill enhancement products (including, but not limited to, occupational training); and, (3) a method for attaching center customers to the labor market by responding to employer qualifications and, whenever possible, verifying skills prior to referral of job candidates to employers.

Please discuss which skill assessment tool(s) the learning lab will use, how and why the tools were selected and what skill enhancement products that the learning lab will offer. How will your system approach determining employer skill requirements and preparing job candidates for referrals based on those requirements?

Sonoma County is still planning the process of client flow through the One-Stop. The process currently being discussed is outlined below; however, the process is subject to change.

Clients using the One-Stop will begin with the “Welcome” process, where they will first meet with members of the Welcome Team, to determine their reason for visiting the center and what services they are seeking. These services may include a referral to one of the partner organizations’ services, such as a referral to Veterans’ Services, Department of Rehabilitation Services, the Migrant Seasonal Farm Worker Program, or the Trade Adjustment Act. More commonly, clients are looking for assistance with job search, a new career, or training. After the initial need is determined, clients will engage in a brief one-on-one interview with staff and complete a standardized skill assessment tool, such as Prove It!, CASAS, or O*NET. Given the results from the interview and assessment, an initial service plan will be developed which will direct the client to a partner agency or to either the Employment or Skills Development teams. The service plan may include one or more skill enhancements from the One-Stop’s menu of services and may also include occupation skills training. The menu of skill enhancement services includes a workshop on current labor market needs in the community as well as skills that are in high demand, as reported by the local employers. Our preference is that CalJOBS/JTA will have a case notes section to note recommended services on computer so paper file is not generated until further assessment by the Employment Team or the Skills Development Team.

- c. An integrated staffing chart to lead and provide services to the integrated customer pool as they are served through the adopted, integrated customer flow. Include in this discussion your considerations for continuous quality improvement for this flow to reflect the changing needs of your customers based on ongoing workforce intelligence.**

Plan Component:

Describe how you approached the creation of cross-functional service delivery teams. Indicate who has responsibility for functional supervision, management and staffing functions for the new service delivery model.

EDD/WIA staff will be assigned to teams, taking individual expertise and preference into consideration. Staff workgroups gave recommendations for process and service delivery, as well as determining the resources needed for the new Integrated Services delivery model. All recommendations are sent to the Leadership Committee, comprising management from EDD & WIA, which is responsible for the final system to be implemented in July 2008. The workgroups were also charged with developing guidelines for measuring the success of the processes to be implemented. After implementation, the processes and procedures will be regularly evaluated by the leadership team to review their effectiveness and adjustments will be made if necessary. Each team will evaluate progress and suggest changes to on-site site managers and leadership.

What challenges were encountered during the planning process?

Because Integrated Services is a new concept and has not been previously implemented anywhere in California, there are many questions and unknowns. We are doing our best to think through our processes and test them in many different scenarios, but we know that we will encounter situations that we have not thought of. One issue is the ability to sustain partner involvement in the One-Stop and changing the One-Stop from an individual agency culture to an integrated services culture. Lack of funding is also a problem, which, from the point of view of staff does not appear to support the move to an integrated environment or the needed reporting and technology structure. Other challenges include information flow and hand-offs between teams, client data collection, and confidentiality, to avoid soft exits.

What mechanisms have been implemented to encourage early identification of ineffective practices, problem resolution and continuous improvement based on the intent of this initiative to support learning as the model evolves?

To ensure the continued improvement of Integrated Services delivery we have made it a priority to build feed-back loops into our process so we can review our practices on an ongoing basis and make adjustments as needed. Initially, regular calls and meetings with leadership will be initiated, possibly daily or weekly during the first month, bi-weekly thereafter.

How will the functional teams provide services under the adopted customer flow, with affiliation by team and not by program funding? How were the managers and team leaders of this effort named? Note: The managers and team leaders should be named without regard to funding source and should coordinate the functional teams in the implementation of the integrated flow.

Making the WIA funding source issue invisible to the client has always been a priority for our One-Stop. To that end, we dissolved a previously employed approach that differentiated staff by funding source and served only those clients eligible for the funding that the particular team administered. Now we operate with all staff serving all clients. This practice gives us a head start in making our fiscal considerations invisible to the client, leaving those matters to staff behind the scenes.

With regard to partner staff, we have made it a priority to understand each other's eligibility criteria, and to make referrals when appropriate, but to always strive to serve clients with collaborative funding sources. This has worked well up to now. However, Integrated Services demands that we go even further in the collaborative effort. We are in the process of working with our partner agencies and, when necessary, are prepared to put new policies in place regarding confidentiality and client tracking. EDD and WIA managers will assign members to functional teams.

7. All local One-Stop Career Center systems will have an integrated, employer services team that has responsibility for connecting local employers to the local One-Stop system. This team also has a major function ensuring that all One-Stop services continuously improve and respond to the needs of local employers and the local economy.

Plan Component:

What is the composition of your employer services team? Describe the methodology used in building teams to promote the services of the One-Stop Career Centers in the local community.

In Sonoma County, local employer services are provided through the One-Stop Center's Employment Account Representatives and Marketing Team. The Marketing Team is responsible for outreach to local employers, and engaging in activities with the Employer Advisory Counsel (EAC) and various Chambers of Commerce, as well as other employer groups, such as North Coast Builders Exchange.

The One-Stop's Marketing Team's membership includes representation from WIA and EDD staff, as well as various One-Stop partner staff, including Santa Rosa Junior College, Goodwill Industries, North Bay Veterans and the Department of Rehabilitation.

What will be done to build relationships with the local business community for the purpose of establishing ongoing employment opportunities for One-Stop customers? Whenever possible, please provide some examples of actual activities that are representative of the tactics used in serving the business customer.

In an effort to continuously improve our services and respond to the needs of our local employers, the Marketing Committee and Employer Account Representatives survey the membership of the EAC, which includes representation from a variety of industries, such as wine, manufacturing, service and hospitality, and healthcare, to measure the success of the One-Stop's efforts. The EAC provides information on One-Stop performance and effectiveness, as well as providing the One-Stop the opportunity to evaluate their effectiveness in responding to the needs of the local employers.

8. Local Boards will identify clear success indicators to evaluate the shift to a demand driven, skill based integrated service delivery system and include those metrics in their local plan.

Plan Components:

How do you propose to document the success of your integration effort? What indicators will you use to communicate to your Board, staff and customers the effectiveness of your model? Describe the benchmarks that will be used to validate the level in which the leaning lab has successfully shifted to the integrated service delivery model and describe the methodology you will use to calculate your results.

Sonoma County's Workforce Investment Board is very interested in data collection and letting the data lead service delivery. To that end, a "dashboard" of performance indicators was developed at the direction of the WIB. It comprises key indicators that the WIB wanted measured on a quarterly basis to establish success of the One-Stop and the WIA program. With the implementations of Common Measures in combination with Integrated Services, the WIB plans to adjust their dashboard to measure more relevant indicators. This tool will be reviewed by the board and will be one of the tools used to help direct the ongoing adjustments that we anticipate will need to be made as we progress further into the implementation phase of integrated services.

What indicators will you compare as you evaluate your new model against past practice? Items that you may consider including are impact on service quality, ease of data collection, increased efficiencies and effectiveness, impact on performance outcomes, sufficiency and identification of resources to meet the responsibility, increase in the number of customers receiving skills and other training, impact on cost per customers served, and the impact on duration of unemployment. How will these indicators assist you in evaluating your new model?

The number of registered clients will be one indicator that will be used to evaluate the effect of Integrated Services model compared to past practices. Another indicator will be the comparison of Common Measures and our performance in program year 2007-2008 versus 2008-2009.

Job Link Steering Committee Members

Debbie Antonsen
EDD/Job Service
Brenda Christian
Experience Works, Inc
Jerry Dunn
Sonoma County Human Services
Department
Loraine DuVernay
Director, Redwood Empire Small Business
Development Center
Peter Harsch
Department of Rehabilitation
Caroline Mercer
Santa Rosa Junior College
Marcy Orosco
North Bay Veterans Resource Ctr., VVC
Laurie Petta (Chair)
Goodwill Industries of the Redwood Empire
Carol Waxman
Petaluma Adult School
Kathy Young
Sonoma County Job Link

One-Stop Partners

AARP
Adult Schools
California Human Development
California Indian Manpower Consortiium
Community Action Partnership
Community Development
Department of Rehabilitation
Employment Development Department
Experience Works
North Bay Veterans Resource Center
Santa Rosa Junior College
Sonoma County Human Services
Department
Regional Occupational Programs
Ya-Ka-Ama Indian Education

Leadership Team

Kathy Young, WIA/Job Link Manager
Debbie Antonsen, EDD/Job Link Manager
Laurie Petta (Goodwill), Chair – Job Link
Steering Committee
Peter Harsch (DOR), Member - Job Link
Steering Committee
Patti Andrews, WIA Planning Analyst
Nancy Ruud, SRJC – Partner Staff

Co-Chairs of workgroups

Alix Shor – WIA
Diane Reavis – EDD
Antonio Vigil – WIA
Abby Galvez – WIA
Ulla Mast – WIA
Peggy Parlee – GIRE
David Wayte – DOR
Lois Torgerson – WIA

Welcome Team Flow Chart

