



Photo by [Trent Erwin](#) on [Unsplash](#)

# North Bay Employment Connection

WIOA Regional Plan  
Program Years 2025-2028



# North Bay Employment Connection (NBEC)

WIOA Regional Plan, PY 2025-28

## **Sonoma County Workforce Investment Board**

Charity Doronila, Director

## **Workforce Development Board of Solano County**

Heather Henry, Executive Director

## **Workforce Alliance of the North Bay**

Bruce Wilson, Director



## **NBEC, Regional Organizer**

### Primary Contact:

Courtney Chapple, Consulting Manager  
RDA Consulting, SPC  
cchapple@rdaconsulting.com

### Fiduciary Contact:

Heather Henry, Executive Director  
Workforce Development Board of Solano County  
hhenry@solanowdb.org

*This report was developed by RDA Consulting under contract with the North Bay Employment Connection (NBEC).*

RDA Consulting, 2025





## Table of Contents

I.	Introduction .....	1
II.	Analytical Overview .....	2
	Demographic Overview of the Region .....	2
	Workforce and Economic Analysis .....	5
III.	Regional Indicators .....	17
	Regional Indicators & Metrics.....	17
IV.	Fostering Demand-Driven Skills Attainment .....	19
	Regional Sector Pathways.....	19
V.	Enabling Upward Mobility .....	26
	High Road Workforce System .....	26
	Climate and Environmental Sustainability.....	28
	Equity & Economic Justice .....	29
VI.	Aligning, Integrating, and Coordinating Programs and Services .....	32
VII.	Appendices .....	33
	Appendix A. Stakeholder and Community Engagement Summary .....	33
	Appendix B: Public comments received that disagree with the Regional Plan .....	34
	Appendix C: Signature Pages .....	35



# I. Introduction

The North Bay Employment Connection (NBEC), one of 15 regional planning units in California, serves the counties of Lake, Marin, Mendocino, Napa, Solano, and Sonoma. The workforce development boards (WDBs) in these counties include the Workforce Development Board of Solano County, the Sonoma County Workforce Investment Board, and the Workforce Alliance of the North Bay (WANB). As the Regional Planning Unit (RPU), NBEC collaborates and builds partnership to improve the region's ability to address labor market needs and strategic priorities on a broad scale.

The geographic spread of the RPU is vast, covering 9,498 square miles and stretching from Marin County just north of the Golden Gate Bridge northward over 180 miles through Sonoma and Mendocino Counties on the Pacific Coast, and through Solano, Napa, and Lake Counties on the eastern border of the RPU. These six counties are home to approximate 1,475,639<sup>1</sup> people and a labor force of over 700,000<sup>2</sup>.

The NBEC presents the Regional Plan for the program years from July 1, 2025, through June 30, 2029, as required by the Workforce Innovation and Opportunity Act (WIOA)<sup>3</sup> and in alignment with requirements set by the California Workforce Development Board. The Regional Plan unifies, supports, and complements the Local Plans, established by each of the NBEC member workforce development boards. Regional Plans, as outlined under WIOA Section 106<sup>4</sup>, provide a roadmap for aligning resources and investments that lead to development and improvement across industry sector engagement, innovative workforce development programming and outcomes, and an expansion of partners and pathways for community members with barriers to find, maintain, and better their employment.

---

<sup>1</sup> United States Census Bureau. Population estimates. (2023).

<sup>2</sup> Labor Market Information Resources and Data. State of California Employment Development Department. Local Area Profiles. (December 2024).

<sup>3</sup> Workforce Innovation and Opportunity Act. (2014). <https://www.dol.gov/agencies/eta/wioa>

<sup>4</sup> Workforce Innovation and Opportunity Act, Public Law Sections 106 – 108 and 121

## II. Analytical Overview

### Demographic Overview of the Region

The North Bay Region and the six counties it spans supports a diversity of economic and demographic profiles. As such, there are variances in the median income across the North Bay Region. As shown in Table 1, Lake County has the lowest at \$59,444, while Marin County, the highest of the region at \$139,644, is more than double that of Mendocino County. Mendocino County is second lowest at \$67,454, while Napa (\$104,686), Solano (\$100,027), and Sonoma Counties (\$100,707) all hover just above the state median of \$95,521. The region's rural areas continue to experience greater poverty and lower median household incomes than their more urban and suburban neighbors as they did in 2023.

Lake County has the highest percentage of its population living below the poverty line at 17.0%, with Mendocino in second (12.3%). However, Mendocino's proportion of the county living below poverty decreased by 3.6 percentage points since 2023, while Lake County has seen an increase during this time of approximately 4 percentage points. The only other county to see a decrease was Sonoma, which only decreased its proportion living below poverty by 0.1 percentage point. The required annual income for a family of four is listed in the rightmost column. This data, while from 2025 and likely a slight increase from 2023, provides a comparison to the reported median household income. The differences may demonstrate how unemployment, underemployment, and a concentration of low wage jobs impact the region.

**Table 1. Income and Poverty**

Geographic Locations	Population <sup>5</sup>	Median Household Income	Percent Below Poverty	Required Annual Income <sup>6</sup>
Lake	68,163	\$59,444	17.0%	\$115,134
Marin	262,321	\$139,644	9.0%	\$189,710
Mendocino	91,601	\$67,454	12.3%	\$119,674
Napa	138,019	\$104,686	9.0%	\$156,828
Solano	453,491	\$100,027	10.4%	\$143,037
Sonoma	488,863	\$100,707	8.9%	\$136,534
California	39,538,223	\$95,521	12.0%	\$143,735

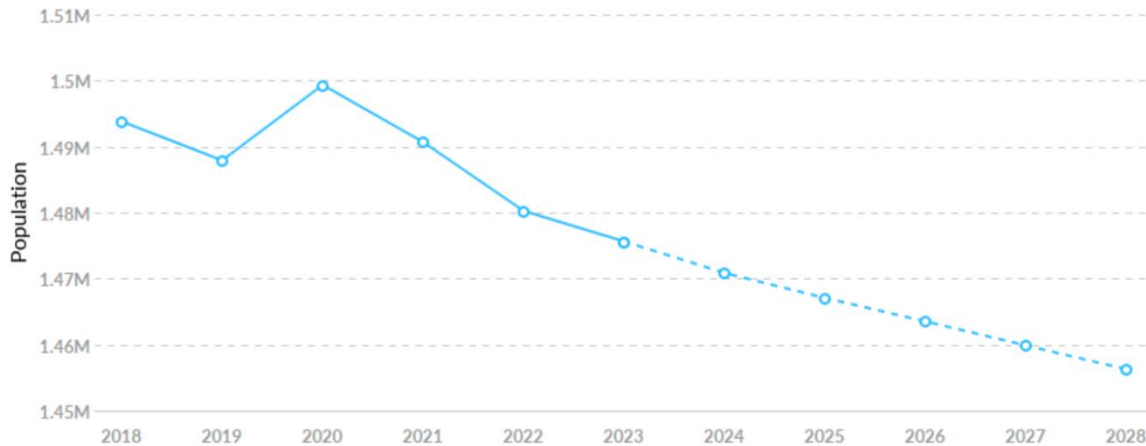
Source: 2023 American Community Survey, 1 Year Estimates; MIT. Living Wage Calculator. 2025.

<sup>5</sup>Population data is from 2020. All other data in **Error! Reference source not found.** is from 2023.

<sup>6</sup> MIT. Living Wage Calculator. 2025. <https://livingwage.mit.edu/states/06/locations>. Accessed Feb 12, 2025. *Required Annual Income* is defined as the annual income necessary for a family with two working adults and two children to meet their basic needs while working full time and before taxes.

Since 2018 the North Bay's population declined by 1.2% (18,167 people). Between 2023 and 2028 the population is expected to decrease by 1.3% (19,388 people). If this trend continues the total regional population is projected to decline by at least 37,000 residents by 2028. This projected decline could impact the region's labor pool by reducing its numbers in future years.

**Figure 1. North Bay Population Trends and Projection, 2018-2028**



Source: Lightcast Q4 2024

### Race & Ethnicity

As outlined in Table 2 (see next page), North Bay counties all have a greater proportion of residents who identify as white; the highest being in Lake County at 37% to the lowest in Solano County (24%). Napa and Solano counties have the highest proportion of individuals who identify as Hispanic or Latino (19% and 17%, respectively) while Marin County has the lowest at 10%. Compared to other North Bay counties, Solano also has the greatest population of Asian and Black/African American individuals, 10% and 8% respectively.

Most counties in the North Bay have a greater proportion of white individuals (30% white or above) compared to California overall (24% white). Solano is the exception, with the same proportion as California. All counties also have a smaller Hispanic/Latino population than California as a whole. As of 2020, 23% of the state identified as Hispanic/Latino, whereas less than 20% of every county in the North Bay identified as such.

**Table 2. Race/Ethnicity by County<sup>7</sup>**

	Lake	Marin	Mendocino	Napa	Solano	Sonoma	California
White	69%	68%	65%	55%	39%	63%	41%
Two or More Races	13%	11%	13%	15%	15%	14%	15%
Some Other Race	11%	10%	14%	19%	15%	15%	21%
Not Hispanic or Latino	65%	66%	61%	50%	34%	58%	35%
Native Hawaiian or other Pacific Islander	0%	0%	0%	0%	1%	0%	0%
Hispanic or Latino	23%	19%	26%	35%	28%	29%	39%
Black or African American	2%	2%	1%	2%	14%	2%	6%
Asian	1%	6%	2%	8%	16%	5%	15%
American Indian and Alaska Native	3%	2%	5%	2%	1%	2%	2%

### Educational Attainment

The educational attainment rates by county, in Table 3, show that counties with higher median income are correlated with higher educational attainment rates. The highest median income county, Marin, for example, is the only county in which over half (59.9%) of the population obtained a bachelor's degree, graduate, professional degree, or higher. Napa and Sonoma Counties follow with 39.6% and 37.4% earning a bachelor's degree, graduate, professional degree, or higher, respectively.

**Table 3. Educational Attainment, Age 25+<sup>8</sup>**

Geographic Locations	High School Graduation or Equivalent	Some College, No Degree	Associate's Degree	Bachelor's Degree or Higher	Graduate or Professional Degree
Lake	30.3%	30.8%	9.5%	9.1%	7.7%
Marin	11.8%	14.9%	6.3%	30.6%	29.3%
Mendocino	26.2%	24.5%	9.5%	19.0%	9.4%
Napa	17.1%	21.4%	9.5%	25.3%	14.3%
Solano	25.7%	24.4%	10.5%	19.4%	9.7%
Sonoma	20.2%	20.5%	9.3%	24.0%	13.4%
California	20.4%	19.1%	7.8%	22.8%	14.7%

Source: 2023 American Community Survey, 1 Year Estimates

### Language

Table 4 (below) summarizes language and English proficiency across the North Bay. All counties had a considerably lower proportion of individuals that report speaking English less than "very well" compared to the state (17.3%). The highest

<sup>7</sup>U.S. Census Bureau. "County Profiles." American Community Survey. Accessed on January 29, 2025.

<sup>8</sup>Percent of population age 25+ without a high school degree was not available in the 2023 data, though it was reported in the prior WIOA plan.

is Napa (14.9%), followed by Solano (11.8%), Sonoma (11.2%), Marin (9.6%), Mendocino (8.2%), and Lake (5.5%).

Napa has the greatest proportion of Spanish speaking individuals, totaling 27% of the population. This is close to the statewide proportion of 28.2%. Following Napa is Sonoma (20.7%), Mendocino (18.4%), Solano (17.6%), Lake (16.8%), and lastly Marin (13.3%).

Solano County leads with the highest proportion of individuals who speak languages other than Spanish or English, at 13.1%, almost three percentage points lower than the statewide proportion (15.9%). Solano is followed by Marin (9.8%), Napa (6.9%), Sonoma (6.1%), Mendocino (3.2%), and lastly Lake (2.1%).

**Table 4. Language & English Proficiency**

<b>Geographic Locations</b>	<b>Spanish Speaking</b>	<b>Other Language</b>	<b>Individuals that speak English less than “very well”<sup>9</sup></b>
Lake	10,825 (16.8%)	1,350 (2.1%)	3,544 (5.5%)
Marin	32,885 (13.3%)	24,273 (9.8%)	23,639 (9.6%)
Mendocino	15,785 (18.4%)	2,724 (3.2%)	7,067 (8.2%)
Napa	35,028 (27%)	9,009 (6.9%)	19,385 (14.9%)
Solano	74,826 (17.6%)	55,692 (13.1%)	50,047 (11.8%)
Sonoma	96,014 (20.7%)	28,117 (6.1%)	51,616 (11.2%)
California	10,446,277 (28.2%)	5,869,076 (15.9%)	6,400,397 (17.3%)

Source: 2023 American Community Survey, 5 Year Estimates

## Workforce and Economic Analysis

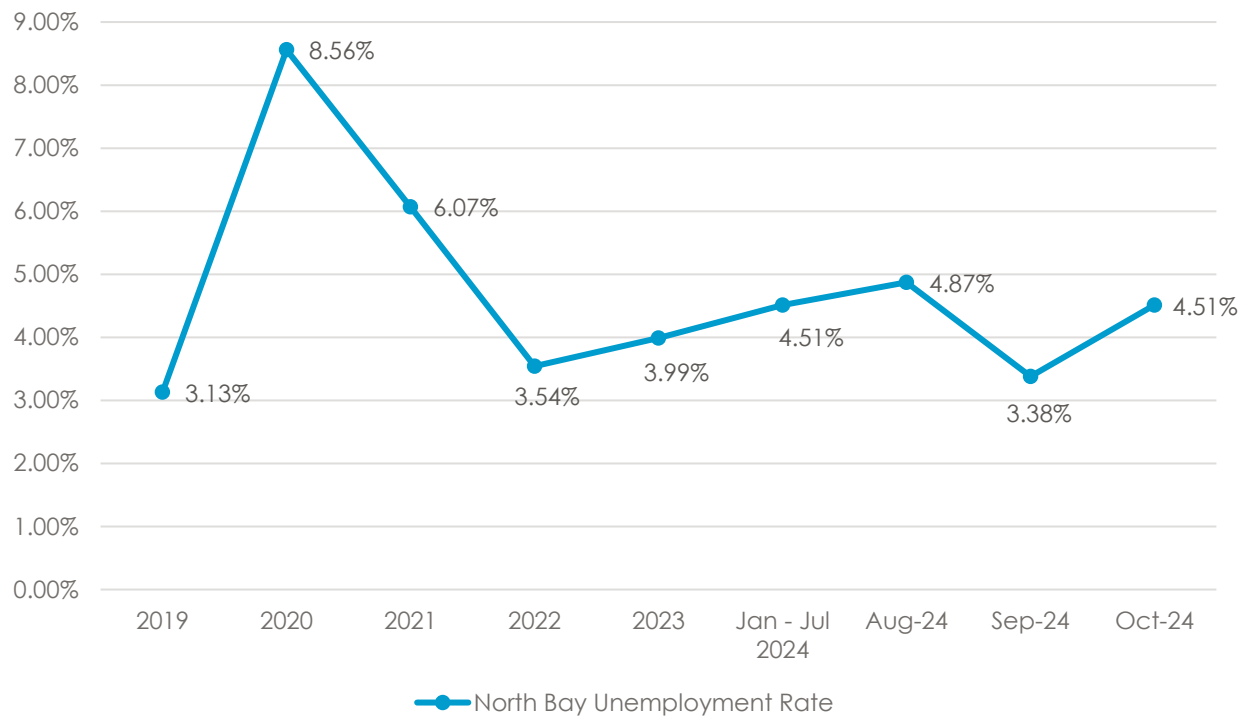
### Labor Force & Unemployment

The unemployment rate in the North Bay region is about 4.5%. This is more than one percentage point above pre-pandemic levels; however, it is about four percentage points better than the 8.56% unemployment rate at the height of the pandemic in 2020. This is shown in Figure 2 (see following page).

<sup>9</sup> For community members age 5 years and older.



**Figure 2. North Bay Unemployment Rate 2019 - 2024**



Source: Lightcast Q4 2024

The median unemployment rate in the North Bay Region of 4.51% is lower than California's rate overall (5.3%). Among the North Bay counties, the unemployment rate has a range of 2.5% with a low of 3.7% in Marin and a high of 6.2% in Lake as detailed in Table 5.

**Table 5. Employment and Unemployment<sup>10</sup>**

Geographic Locations	Labor Force	Employment	Unemployment Count	Unemployment Rate
Lake	28,770	26,990	1,770	6.2%
Marin	131,000	126,200	4,800	3.7%
Mendocino	37,340	35,420	1,920	5.10%
Napa	70,100	67,000	3,000	4.3%
Solano	204,300	193,600	10,700	5.3%
Sonoma	246,900	236,800	10,100	4.10%
California	19,337,200	18,313,500	1,023,700	5.3%

Source: California Employment Development Department, Labor Market Information Division

<sup>10</sup> Employment and Unemployment count and rates are reported as of November 2024; this is Monthly Labor Force Data for Counties; data is not seasonally adjusted.

## Commuting

Housing and transportation infrastructure play an important role in demonstrating how individuals move across the region for employment and living needs. For example, Sonoma, Marin, Solano, and Napa Counties are all relatively well-connected by various freeways and highways. Mendocino and Lake Counties are more challenged in terms of access to major labor markets and employers, outside of government or retail, due to distance. On average, workers in the North Bay commute a similar amount of time to the State's overall average of 29.0 minutes.

**Table 6. Commuting Statistics by County (2023)**

<b>Geographic Locations</b>	<b>Average Commute Time</b>	<b>Percent of Workers Who Used Public Transport</b>	<b>Percent of Workers Who Worked From Home</b>
Lake	30.3 minutes	0.8%	15.8%
Marin	28.3 minutes	4.9%	27.9%
Mendocino	22.3 minutes	0.4%	11.7%
Napa	24.9 minutes	1.2%	12.5%
Solano	31.8 minutes	1.9%	10.9%
Sonoma	25.3 minutes	1.0%	14.4%
California	29.0 minutes	3.2%	15.5%

Source: American Community Survey, 5 Year Estimates

The majority of workers across counties work within their county of residence, with larger majorities in Mendocino (94.5%), Marin (93.7%), and Sonoma (90.6%) followed by Napa (85.8%) and Solano (68.6%). Table 7, on the following page, shows the estimated number of workers who commute between counties and further details place of residence to place of work commute patterns.

**Table 7. Top 5 Commute Destinations for Work, by County of Residence**

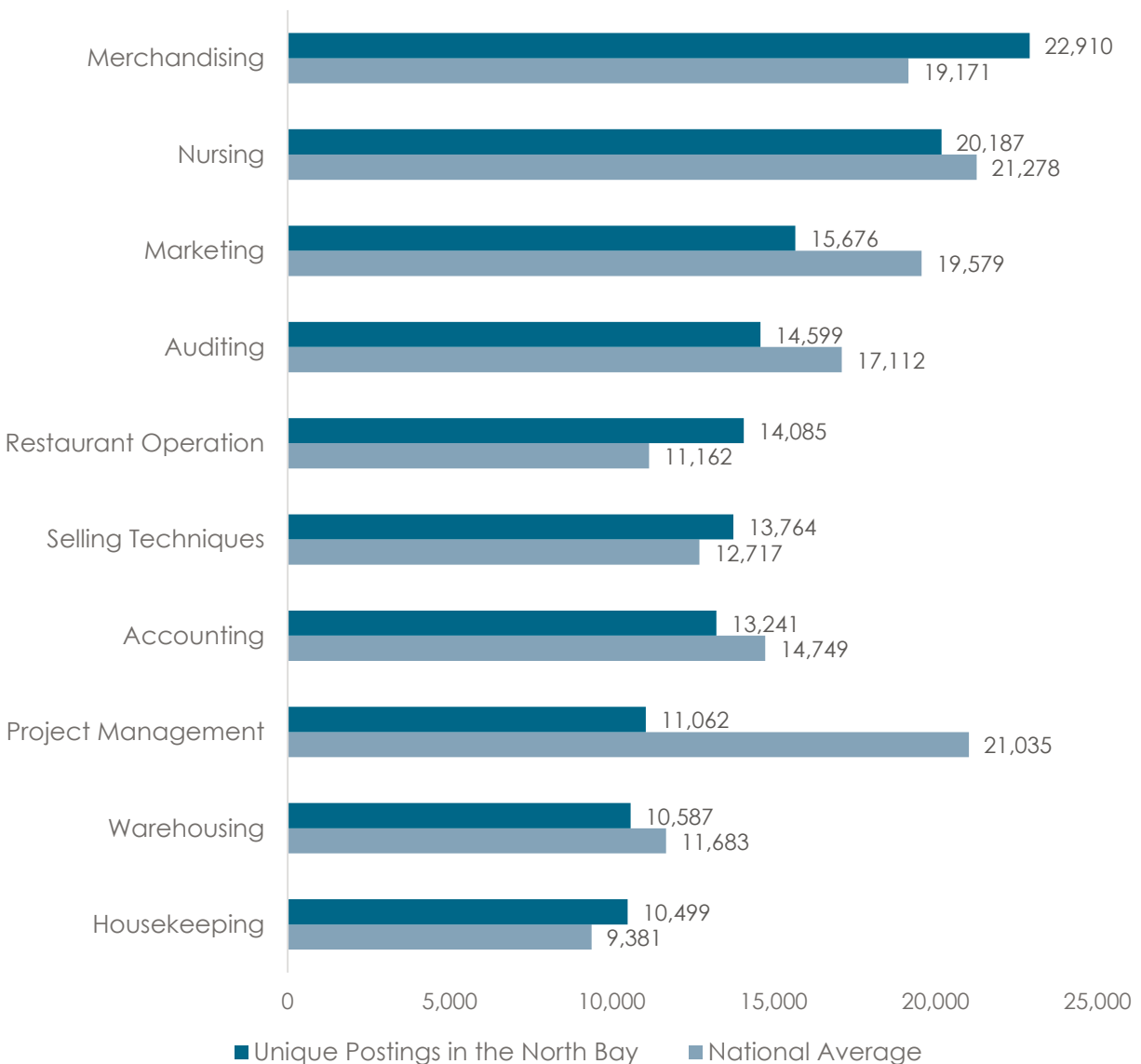
County of Residence	County of Work	Number of Commuters
<b>Lake County</b>	Lake County	17460
	Sonoma County	1811
	Mendocino County	1518
	Napa County	1126
	Sacramento County	288
<b>Marin County</b>	Marin County	84000
	San Francisco County	26654
	Sonoma County	4554
	Alameda County	4022
	Contra Costa County	2406
<b>Mendocino County</b>	Mendocino County	33599
	Sonoma County	1629
	Lake County	283
	San Francisco County	105
	Humboldt County	85
<b>Napa County</b>	Napa County	54465
	Solano County	4737
	Sonoma County	3035
	San Francisco County	1503
	Contra Costa County	1496
<b>Solano County</b>	Solano County	121957
	Contra Costa County	22164
	Napa County	13163
	Alameda County	12117
	San Francisco County	11529
<b>Sonoma County</b>	Sonoma County	211846
	Marin County	14705
	San Francisco County	7187
	Napa County	4993
	Alameda County	1682

Source: American Community Survey 5-Year Estimates, 2016-2020

## Skills Needed

Figure 4 shows the number of unique industry job postings in the North Bay and nationally (on average) that request a specific skill or skillset. Compared to the national average, a greater number of jobs in the North Bay are currently seeking individuals with skills in Merchandising, Restaurant Operation, Selling Techniques, and Housekeeping. While project management is one of the top ten skills sought after in the region, the number of job postings is just over half that of the national average.

**Figure 4. Unique Postings for Specialized Skills in the North Bay and Nationally (2024)**



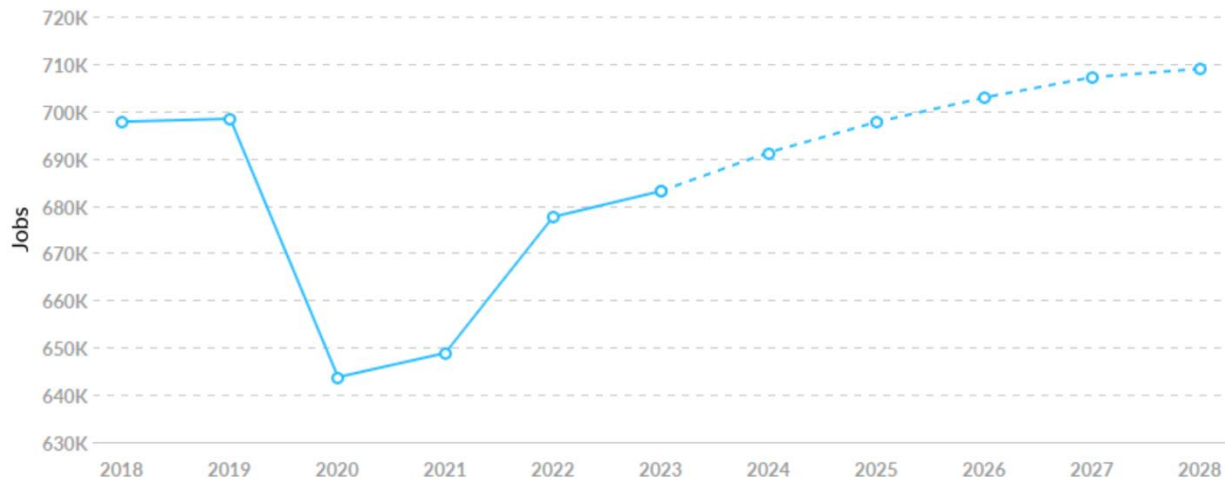
Source: Lightcast Q4 2024



### Changes in Industry Employment

While projections show that jobs are currently increasing (Figure 5), they have not yet recovered from pre-pandemic levels and are not projected to do so until at least 2025. From 2018 to 2023, jobs in the North Bay region declined by 2.1% (697,755 to 683,087), falling short of the national growth rate of 4.5% to 6.6%.

**Figure 5. North Bay Job Trends 2018 - 2028**



Source: Lightcast, Q4 2024

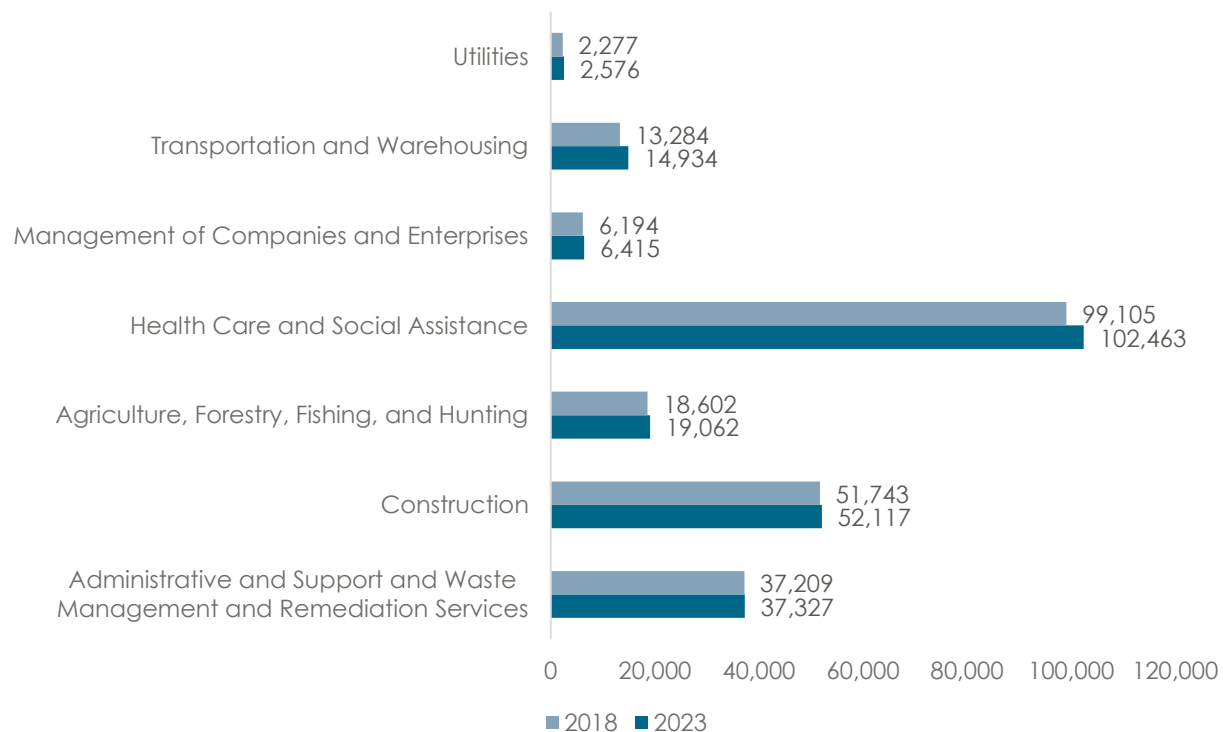
### Top Growth Industries

Between 2018 and 2023 the top growing industries in the North Bay were Utilities and Transportation and Warehousing, which increased by 13% and 12%, respectively. The next top growing industries grew less than 5% each. This is shown in Table 8 and Figure 6 (shown on follow page).

**Table 8. Increase in Jobs by Industry 2018 to 2023**

Industry	Change in Jobs between 2018 and 2023	% Change from 2018 to 2023	2023 Earnings per Worker	2023 Gross Regional Product
Utilities	299	13%	\$228,220	\$1.97 Billion
Transportation and Warehousing	1,650	12%	\$73,745	\$1.97 Billion
Management of Companies and Enterprises	221	4%	\$166,380	\$1.39 Billion
Healthcare And Social Assistance	3,358	3%	\$87,786	10.86 Billion
Agriculture, Forestry, Fishing, and Hunting	460	2%	\$65,060	\$2.39 Billion
Construction	374	1%	\$96,076	\$7.0 Billion
Administrative and Support and Waste Management and Remediation Services	118	0%	\$62,985	\$3.4 Billion

Source: Lightcast Q4 2024

**Figure 6. Top Growing Industries Change from 2018 to 2023**

Source: Lightcast Q4 2024

**Largest Industries**

The largest industries in the region included Health Care and Social Assistance, Government (Public Sector), Retail Trade, Accommodation and Food Services,

and Manufacturing. Each of these industries experienced a decline by less than ten percent in the number of jobs between 2018 and 2023. Health Care and Social Assistance was the exception to this and experienced a three percent increase (putting it as the fourth top growing industry in the region).

**Table 9. Largest Industries by Number of Jobs, Percent Change, and Earnings**

Industry	2018 Jobs	2023 Jobs	Percent (%) change	2023 Earnings per Worker	2023 Gross Regional Product
Health Care and Social Assistance	99,105	102,463	3%	\$87,786	\$10.86 Billion
Government	100,230	97,997	-2%	\$104,976	\$13.02 Billion
Retail Trade	75,796	70,098	-8%	\$55,460	\$8.37 Billion
Accommodation and Food Service	67,474	65,620	-3%	\$40,247	\$4.94 Billion
Manufacturing	59,183	57,869	-2%	\$114,910	\$14.68 Billion

Source: Lightcast, Q4 2024

### Top Growing Occupations

The top growing occupations differ across the North Bay counties as shown by Table 10 through Table 14. The category “Cooks, Restaurant” is the top growing industry for Napa and Lake/Mendocino/Humboldt/Del Norte. Of note, the fastest growing occupations also earn a lower wage, on average, than the median hourly living wage in California. The median hourly living wage for an adult with no children is \$28.72 an hour; while the average minimum wage is \$16.50 an hour.<sup>11</sup> Many of the growing occupations have a wage that is approximately half to less than half of the median hourly living wage and that is closer to the identified minimum wage.

**Table 10. 2020-2030 Fastest Growing Occupations: Lake, Mendocino, Humboldt, and Del Norte<sup>12</sup>**

2020-2030 Fastest Growing Occupations						
Standard Occupational Classification	Occupational Title	Base Year Employment Estimate	Projected Year Employment Estimate	Percentage Change	Median Hourly Wage	Median Annual Wage
35-2014	Cooks, Restaurant	710	1,080	52.1%	\$18.47	\$38,421
39-9031	Fitness Trainers and Aerobics Instructors	150	200	33.3%	\$24.59	\$51,149
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	150	200	33.3%	\$15.29	\$31,811
35-3011	Bartenders	370	490	32.4%	\$15.35	\$31,939
11-9111	Medical and Health Services Managers	350	460	31.4%	\$50.38	\$104,782
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	220	280	27.3%	\$15.46	\$32,152
35-1011	Chefs and Head Cooks	150	190	26.7%	\$24.90	\$51,810
39-2021	Nonfarm Animal Caretakers	230	290	26.1%	\$15.38	\$32,003
39-3011	Gaming Dealers	120	150	25.0%	\$15.00	\$31,200
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	640	790	23.4%	\$19.04	\$39,604

Fastest growing occupations are ranked by projected percentage change growth between 2020 and 2030.

Wages are from the 2022 first quarter and do not include self-employed or unpaid family workers. An estimate could not be provided for wages listed as \$0. Wages below \$15.00 have been rounded up to reflect the state minimum wage laws as of January 1, 2022.

Excludes “All Other” categories. These are residual codes that do not represent a detailed occupation.

Occupations with employment below 120 in 2020 are excluded.

<sup>11</sup> MIT. Living Wage Calculator. 2025. <https://livingwage.mit.edu/states/06>. Accessed Feb 12, 2025.

<sup>12</sup> Individual data on Lake and Mendocino was not available and was grouped with counties Humboldt and Del Norte as presented here.

**Table 11. 2020-2030 Fastest Growing Occupations: Marin**

2020-2030 Fastest Growing Occupations						
Standard Occupational Classification	Occupational Title	Base Year Employment Estimate	Projected Year Employment Estimate	Percentage Change	Median Hourly Wage	Median Annual Wage
39-3091	Amusement and Recreation Attendants	7,310	14,110	93.0%	\$15.99	\$33,261
27-2090	Miscellaneous Entertainers and Performers, Sports and Related Workers	1,060	2,000	88.7%	\$0.00	\$0
35-2014	Cooks, Restaurant	14,060	24,470	74.0%	\$18.71	\$38,906
39-3031	Ushers, Lobby Attendants, and Ticket Takers	690	1,190	72.5%	\$15.99	\$33,261
39-5092	Manicurists and Pedicurists	3,830	6,120	59.8%	\$15.99	\$33,261
35-3011	Bartenders	3,700	5,890	59.2%	\$15.99	\$33,261
39-9031	Fitness Trainers and Aerobics Instructors	3,320	5,250	58.1%	\$24.99	\$51,983
29-1171	Nurse Practitioners	1,640	2,570	56.7%	\$64.80	\$134,792
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	4,440	6,870	54.7%	\$15.99	\$33,261
35-1011	Chefs and Head Cooks	1,510	2,280	51.0%	\$32.12	\$66,811

Fastest growing occupations are ranked by projected percentage change growth between 2020 and 2030.

Wages are from the 2022 first quarter and do not include self-employed or unpaid family workers. An estimate could not be provided for wages listed as \$0. Wages below \$15.00 have been rounded up to reflect the state minimum wage laws as of January 1, 2022.

Excludes "All Other" categories. These are residual codes that do not represent a detailed occupation.

Occupations with employment below 400 in 2020 are excluded.

**Table 12. 2020-2030 Fastest Growing Occupations: Napa**

2020-2030 Fastest Growing Occupations						
Standard Occupational Classification	Occupational Title	Base Year Employment Estimate	Projected Year Employment Estimate	Percentage Change	Median Hourly Wage	Median Annual Wage
35-2014	Cooks, Restaurant	780	1,500	92.3%	\$19.43	\$40,425
39-5092	Manicurists and Pedicurists	150	280	86.7%	\$16.84	\$35,041
31-9011	Massage Therapists	190	350	84.2%	\$18.38	\$38,229
39-3091	Amusement and Recreation Attendants	150	260	73.3%	\$16.24	\$33,773
35-3011	Bartenders	290	490	69.0%	\$17.12	\$35,606
35-1011	Chefs and Head Cooks	220	360	63.6%	\$30.76	\$63,963
43-4081	Hotel, Motel, and Resort Desk Clerks	300	490	63.3%	\$18.01	\$37,451
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	440	710	61.4%	\$17.14	\$35,660
39-2021	Nonfarm Animal Caretakers	120	190	58.3%	\$17.44	\$36,278
13-1081	Logisticians	120	190	58.3%	\$38.35	\$79,758

Fastest growing occupations are ranked by projected percentage change growth between 2020 and 2030.

Wages are from the 2022 first quarter and do not include self-employed or unpaid family workers. An estimate could not be provided for wages listed as \$0. Wages below \$15.00 have been rounded up to reflect the state minimum wage laws as of January 1, 2022.

Excludes "All Other" categories. These are residual codes that do not represent a detailed occupation.

Occupations with employment below 120 in 2020 are excluded.

**Table 13. 2020-2030 Fastest Growing Occupations: Solano**

2020-2030 Fastest Growing Occupations						
Standard Occupational Classification	Occupational Title	Base Year Employment Estimate	Projected Year Employment Estimate	Percentage Change	Median Hourly Wage	Median Annual Wage
39-3091	Amusement and Recreation Attendants	390	900	130.8%	\$17.75	\$36,918
39-9031	Fitness Trainers and Aerobics Instructors	200	390	95.0%	\$25.85	\$53,772
29-1171	Nurse Practitioners	130	220	69.2%	\$87.91	\$182,853
39-5092	Manicurists and Pedicurists	420	710	69.0%	\$15.67	\$32,589
35-2014	Cooks, Restaurant	740	1,210	63.5%	\$18.77	\$39,050
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	540	860	59.3%	\$0.00	\$0
39-1098	First-Line Supervisors of Personal Service & Entertainment and Recreation Workers, ..	160	250	56.3%	\$0.00	\$0
39-5012	Hairdressers, Hairstylists, and Cosmetologists	220	330	50.0%	\$15.27	\$31,758
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	140	210	50.0%	\$19.06	\$39,647
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	330	480	45.5%	\$16.13	\$33,538

Fastest growing occupations are ranked by projected percentage change growth between 2020 and 2030.

Wages are from the 2022 first quarter and do not include self-employed or unpaid family workers. An estimate could not be provided for wages listed as \$0. Wages below \$15.00 have been rounded up to reflect the state minimum wage laws as of January 1, 2022.

Excludes "All Other" categories. These are residual codes that do not represent a detailed occupation.

Occupations with employment below 120 in 2020 are excluded.



**Table 14. 2020-2030 Fastest Growing Occupations: Sonoma**

2020-2030 Fastest Growing Occupations						
Standard Occupational Classification	Occupational Title	Base Year Employment Estimate	Projected Year Employment Estimate	Percentage Change	Median Hourly Wage	Median Annual Wage
39-9031	Fitness Trainers and Aerobics Instructors	490	820	67.3%	\$26.49	\$55,104
35-2014	Cooks, Restaurant	1,890	3,110	64.6%	\$19.63	\$40,819
39-5092	Manicurists and Pedicurists	360	580	61.1%	\$17.00	\$35,372
39-3091	Amusement and Recreation Attendants	400	620	55.0%	\$16.20	\$33,698
39-1098	First-Line Supervisors of Personal Service & Entertainment and Recreation Workers, ..	250	360	44.0%	\$0.00	\$0
35-1011	Chefs and Head Cooks	370	530	43.2%	\$25.55	\$53,154
39-2021	Nonfarm Animal Caretakers	610	870	42.6%	\$17.75	\$36,918
39-5012	Hairdressers, Hairstylists, and Cosmetologists	310	440	41.9%	\$17.89	\$37,195
35-3011	Bartenders	630	880	39.7%	\$17.10	\$35,553
11-9111	Medical and Health Services Managers	670	930	38.8%	\$66.86	\$139,064

Fastest growing occupations are ranked by projected percentage change growth between 2020 and 2030.

Wages are from the 2022 first quarter and do not include self-employed or unpaid family workers. An estimate could not be provided for wages listed as \$0. Wages below \$15.00 have been rounded up to reflect the state minimum wage laws as of January 1, 2022.

Excludes "All Other" categories. These are residual codes that do not represent a detailed occupation.

Occupations with employment below 200 in 2020 are excluded.

### Top Occupation Employment Concentration

The top occupation concentration in the North Bay (Table 15) is Farming, Fishing, and Forestry (with an employment concentration of 3.17), which is also the industry with the highest employment concentration in the region and 2.41. This is expected as the region is defined by its large presence of rural farming and its wine industry. Healthcare Support is next identified, followed by Military-only due to the presence of Travis Air Force Base.

**Table 15. Top Occupation Concentrations in the North Bay**

Occupation	Employment Concentration	2023 Jobs	Median Hourly Earnings
Farming, Fishing, and Forestry	3.15	14,437	\$17.66
Healthcare Support	1.45	45,337	\$17.93
Military-only	1.39	5,335	\$19.27
Building & Grounds Cleaning and Maintenance	1.34	31,590	\$19.32
Personal Care and Service	1.32	24,630	\$18.28
Life, Physical, and Social Science	1.28	8,259	\$41.71
Construction and Extraction	1.25	38,334	\$31.74
Food Preparation and Serving Related	1.18	64,023	\$17.86
Community and Social Service	1.15	14,000	\$28.93
Arts, Design, Entertainment, Sports, and Media	1.11	13,979	\$27.95

Source: Lightcast Q4 2024

### Top Industry Employment Concentration

The top industry employment concentration is listed in Table 16 (see following page). Some industries identified align with those noted as top growth industries predicted through 2030 (e.g. Agriculture, Construction, Health Care and Social Assistance, Utilities). Others continue to differ and provide less alignment

(Accommodation and Food Services, Retail Trade, Real Estate and Rental Leasing).

**Table 16. Top Industry by Employment Concentration, 2018-2023**

Industry	Employment Concentration	2023 Jobs	Ave Annual Earnings
Agriculture, Forestry, Fishing and Hunting	2.38	19,062	\$65,948
Construction	1.33	52,117	\$97,432
Arts, Entertainments, and Recreation	1.23	14,933	\$41,375
Other Services (Except Public Administration)	1.23	41,566	\$47,302
Accommodation and Food Services	1.16	65,620	\$40,682
Health Care and Social Assistance	1.15	102,463	\$88,278
Utilities	1.11	2,576	\$229,407
Manufacturing	1.10	57,869	\$115,313
Retail Trade	1.09	70,098	\$55,387
Real Estate and Rental Leasing	1.06	57,869	\$85,130

Source: Lightcast Q4 2024

### Top Industry Earnings

The Top Industry Earnings are shown in Table 17 (see following page) by occupation and county. Legal and Computer and Mathematical occupations, which are not listed as top industries or occupational concentrations, produce the greatest earnings in multiple counties. Healthcare and Management occupations also produce top earnings in multiple counties and are listed as top growing industries through 2030.

**Table 17. Top Industry Earnings in the North Bay RPU, 2024**

County	SOC Code	Occupational Title	Employment Estimates <sup>13</sup>	Mean Hourly Wage	Mean Annual Wage	Mean Relative Standard Error (1)	50 <sup>th</sup> Percentile (Median) Hourly Wage
Marin	23-0000	<b>Legal Occupations</b>	950	\$89.30	\$185,740	2.9	\$71.38
Marin	11-2000	<b>Management Occupations</b>	9,650	\$79.88	\$166,132	0.5	\$67.63
Marin	29-0000	<b>Healthcare Practitioners and Technical Occupations</b>	5,990	\$72.73	\$151,290	1.1	\$66.62
Napa	29-0000	<b>Healthcare Practitioners and Technical Occupations</b>	4,420	\$71.16	\$147,999	1.6	\$61.95
Sonoma	23-0000	<b>Legal Occupations</b>	930	\$70.69	\$147,052	2.9	\$51.84
Napa	11-2000	<b>Management Occupations</b>	5,170	\$69.68	\$144,950	2.3	\$60.87
Solano	29-0000	<b>Healthcare Practitioners and Technical Occupations</b>	9,780	\$69.60	\$144,764	0.7	\$65.28
Marin	15-0000	<b>Computer and Mathematical Occupations</b>	3,160	\$67.84	\$141,114	0.8	\$66.43
Solano	11-2000	<b>Management Occupations</b>	7,840	\$67.46	\$140,310	0.6	\$60.50
Sonoma	11-2000	<b>Management Occupations</b>	14,030	\$67.24	\$139,849	1.5	\$58.76

Source: EDD, OEWS Employment and Wage Statistics, 2024 1<sup>st</sup> Quarter

<sup>13</sup> Employment estimates taken from May 2023

### III. Regional Indicators

#### Regional Indicators & Metrics

The NBEC assesses its work and partnership across metrics that align under all four unifying regional indicators. These regional indicators are:

- A regional process to communicate industry workforce needs to supply-side partners;
- Regional wide policies supporting equity and that strive to improve job quality;
- Shared target populations of emphasis; and
- Shared/pooled resources for the provision of services, training, and education for the purpose of meeting the target populations' needs.

#### Regional Metrics

Initial region-based metrics are included in the following tables. The NBEC will continue to assess work and update metrics from which to evaluate progress, success, and improvement throughout the program years.

<b>Regional Indicator:</b> A regional process to communicate industry workforce needs to supply-side partners.
<b>Metrics</b>
<ul style="list-style-type: none"><li>• Business &amp; Employer Engagements*</li><li>• Business &amp; Employer Focused Trainings Hosted</li><li>• Improved knowledge and awareness of supply-side partners to industry workforce needs (measured through annual region-wide assessment)</li></ul>

*\*Denotes metrics that are ongoing from the previous WIOA regional planning periods.*

<b>Regional Indicator:</b> Region-wide policies supporting equity and that strive to improve job quality.
<b>Metrics</b>
<ul style="list-style-type: none"><li>• Regional trainings, with focus towards serving target populations, provided for WDB staff &amp; partners*</li></ul>

*\*Denotes metrics that are ongoing from the previous WIOA regional planning periods.*

<b>Regional Indicator:</b> Shared target populations of emphasis
<b>Metrics</b>
<ul style="list-style-type: none"><li>• Target populations identified &amp; adopted across the region* Target populations identified include <i>English language learners, Immigrants, Justice-Involved populations, Transition Age Youth, Single head of households, Veterans, People with Disabilities, LGBTQ+ individuals, and Disadvantages/vulnerable communities</i></li><li>• Grant funding regionally acquired to support targeted outreach, training, and career pathway development.*</li></ul>

*\*Denotes metrics that are ongoing from the previous WIOA regional planning periods.*



<b>Regional Indicator:</b> Shared/pooled resources for the provision of services, training, and education for the purpose of meeting the target population's needs.
<b>Metrics</b>
<ul style="list-style-type: none"> <li>• Number of RPU sustained collaboration spaces and meetings held (i.e., Director's Collaboration meetings, Community of Practice meetings)*</li> </ul>
<ul style="list-style-type: none"> <li>• Develop Regional Dashboard and establish maintenance schedule</li> </ul>
<ul style="list-style-type: none"> <li>• Establish regionwide eligible training provider list (ETPL)</li> </ul>

*\*Denotes metrics that are ongoing from the previous WIOA regional planning periods.*

### Impact, Lessons Learned, & Progress

Workforce and economic development are not bound by county borders. Each county and WDB within the North Bay region offer unique strengths and experience varying challenges. As such, there continues to be benefit and success in leveraging those strengths and challenges across the region. There are many overlapping interactions across the region. Individuals live in one county, but then work in another. There is a natural and necessary intertwining of individual and community lives present.

To this end, the NBEC acknowledges the importance of a collaborative and quality improvement approach to its work. One such success has been establishing communities of practice for regional WDB staff in both Business/Employer Services and Job Seeker Services in 2024. These groups provide a platform for sharing best and promising practices, addressing challenges and service gaps, and building staff networks and connections across the region. These communities of practice will continue to be coordinated and provided facilitation support by the NBEC into upcoming program years. The NBEC will further explore establishing a new community of practice for AJCC staff in 2025.

Additionally, focused indicators and points of measurement allow the region to secure and administer grants to further support WDB members. Grants include Prison to Employment (P2E), the Regional Equity and Recovery Partnerships (RERP), and the Regional Plan Implementation (RPI) 5.0 program. These grants will continue into the initial year to two-years of the four-year program period; the NBEC will continue to identify and support application for future grant opportunities in alignment with regional strategies and indicators identified.

Finally, during the upcoming program years, the NBEC will support the development of regional workforce development dashboards. These dashboards will increase internal accountability across metrics, and serve as a communication tool with businesses, employers, partners, and jobseekers across the region.

## IV. Fostering Demand-Driven Skills Attainment

The NBEC values and prioritizes efforts that drive measurable progress in workforce outcomes across the region. To support these efforts, in-demand industry sectors have been identified and NBEC will develop effective communication pathways to regional jobseekers and employers alike.

### Regional Sector Pathways

The NBEC identified the in-demand industry sectors based on a variety of factors, including size, growth, and job quality factors.

#### In-Demand Industry Sectors

The largest industries in the North Bay RPU are:

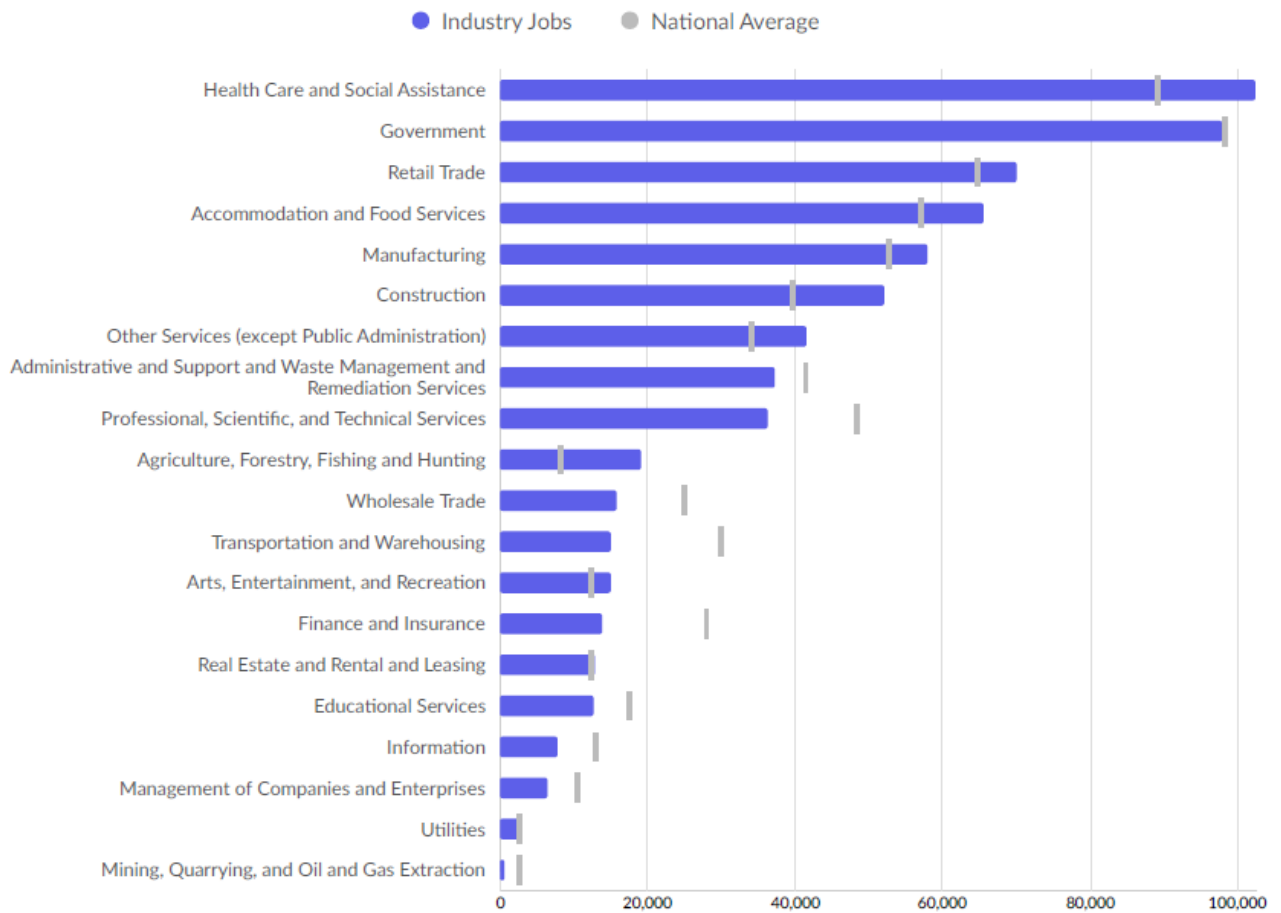
- 1) Health Care and Social Assistance
- 2) Government/Public Sector
- 3) Retail Trade
- 4) Accommodation and Food Services
- 5) Manufacturing
- 6) Construction
- 7) Other (except Public Administration)

These seven industries are those with the highest volume of individuals employed across the region (see Figure 7 on the next page).<sup>14</sup>

---

<sup>14</sup> Identified by Lightcast in the 2024 Q4 Data Set (update Citation)

**Figure 7. Largest Industries in the RPU**



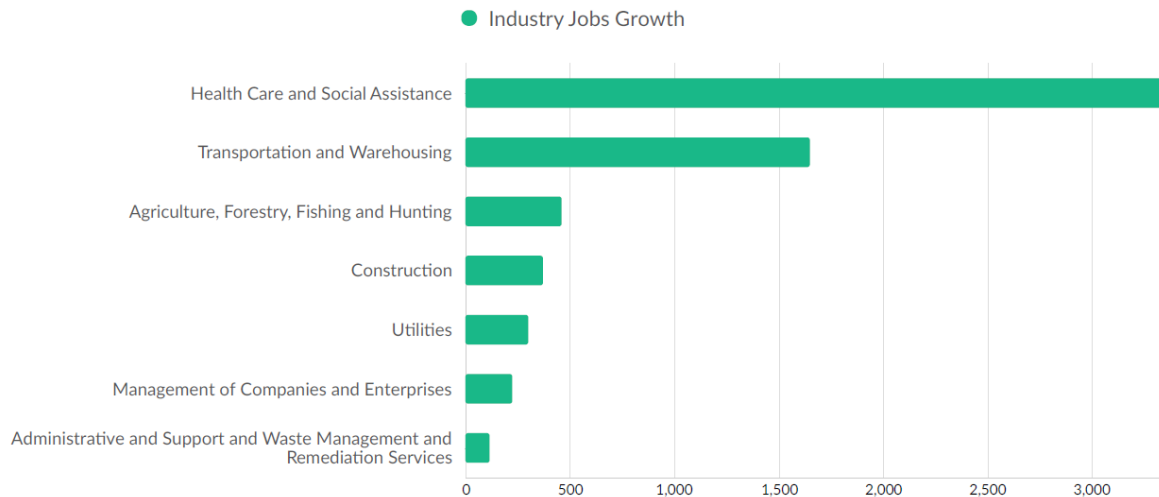
Source: Lightcast, 2024 Q4 Data Set

Further, considering industries with the most growth, the following are identified for the North Bay region:

- 1) Health Care and Social Assistance
- 2) Transportation and Warehousing
- 3) Agriculture, Forestry, Fishing and Hunting
- 4) Construction
- 5) Utilities
- 6) Management of Companies and Enterprises
- 7) Administrative and Support and Waste Management and Remediation Services<sup>15</sup>

<sup>15</sup>Identified by Lightcast in the 2024 Q4 Data Set (update Citation)

**Figure 8. Top Growth Industries in the RPU**



Source: Lightcast, 2024 Q4 Data Set

### **Priority & Emerging Sectors**

In planning and preparations for the 2025 - 2029 Program Years, the North Bay region identified the following as **Priority Sectors** for the regional plan and for its continued focus across regional initiatives and partnership:

- 1) Healthcare and Social Assistance**
- 2) Manufacturing**
- 3) Public Sector/Government**
- 4) Transportation**

Additionally, the North Bay RPU identified two **Emerging Sectors**:

- 1) Climate & Sustainability**
- 2) Life Sciences and Biotechnology**

The Priority Sectors and Emerging Sectors each align with regional commitments to strategically focus on sectors that are *good for workers*, demonstrative of *positive regional growth*, are supported by a *critical mass of resources*, and address *future readiness* needs in the region and on behalf of the region's workforce.

Finally, the following priority sectors were identified for NBEC's local Workforce Development Boards in addition to the regional ones:

#### **Sonoma Workforce Investment Board**

- Construction

#### **Workforce Alliance of the North Bay**

- Administrative and Support and Waste Management and Remediation Services
- Agriculture, Forestry, Fishing, and Hunting

Each local WDB addresses strategies for their unique priority sector additions within WIOA local plans.

### **Sector-based Initiatives**

To continue building accessible and barrier free pathways to employment across the region, the NBEC identified the following strategies to achieve measurable improvements for employers and jobseekers. Strategies identified will continue to be reviewed and assessed throughout the four-year plan period. New strategies will be identified as community needs continue to evolve. Additionally, each WDB supports county and community specific strategies and initiatives; the regional plan provides focus to the initiatives that have multi-county involvement and/or have strong indication of need across regional communities.

### **Healthcare and Social Assistance**

Healthcare and Social Assistance includes entities that provide medical care only, medical care and social assistance together, and those only providing social assistance. A unique mix of practitioners, social workers, and other trained professionals work across these sector jobs and organizations.<sup>16</sup>

Regional initiatives include:

- **Certified Nursing Assistance (CNA) Training and Development.** Regional WDBs have and will continue to support critical worker training and development to ensure there is a pathway for gainful employment for individuals as well as a pipeline for recruitment and hiring of highly trained and certified employees on behalf of employers. Over the past years this has included NBEC participation on the CNA Upskilling Program (CUSP), led by Solano County. The CUSP program was designed to address the low wages among CNAs by establishing pathways to micro-credentials tied to increased earnings. Regionally and within local WDBs, new funding to support and build off initial successes will continue to be prioritized in upcoming years.
- **Sustain and Foster WDB and Healthcare Partnerships.** NBEC member, WANB hosted the Lake County Healthcare Education & Workforce Summit in April 2024<sup>17</sup>. The summit convened educators, industry leaders, and policymakers to learn about workforce gaps that are affecting local healthcare employers and to work toward local solutions. Building from the success of this event, the region will look to replicate this summit in other counties and communities. Learnings and information gathered during summits will support development of additional focused initiatives

---

<sup>16</sup> U.S. Bureau of Labor Statistics, Industry at a Glance. Accessed from <https://www.bls.gov/iag/tgs/iag62.htm>

<sup>17</sup> WANB. (2024, April). *Lake County Healthcare Education & Workforce Summit*. [workforcealliancenorthbay.org](https://www.workforcealliancenorthbay.org). [https://www.workforcealliancenorthbay.org/wp-content/uploads/2023/11/Lake-County-Healthcare-Education-Workforce-Summit\\_4.18.2024.pdf](https://www.workforcealliancenorthbay.org/wp-content/uploads/2023/11/Lake-County-Healthcare-Education-Workforce-Summit_4.18.2024.pdf)

throughout the upcoming program years to effectively meeting industry needs.

### **Manufacturing**

Manufacturing is comprised of businesses and professions across mechanical, physical, or chemical transformation of materials, substances, or other components into new products. It also includes both durable goods and non-durable goods manufacturers as well as businesses engaged in the manufacturing and selling of products to the public (e.g., wines).<sup>18</sup> This sector further includes Advanced Manufacturing.

Regional initiatives include:

- **Assess, Monitor, & Strategize.** The region boasts a strong representation of jobs within beer and wine manufacturing. The RPU commits to continued assessment of industry related trends and potential impacts to the region, and to actively collaborate to support industry partners, current workforce, and jobseekers as needed.
- **Training & Certification Assistance.** The region will continue to develop strong partnership between WDBs and community college partners sustaining training and certification programs for jobseekers. Ongoing collaborative discussions of highest need certification programs, referral and linkage relationships with community-based organizations and community colleges to ensure community job seekers are aware of certification programs available, and provision of financial and wrap around support assistance to community members for certification completion will be prioritized. This continues to build from work begun under the Regional Equity and Recovery Partnership (RERP) grant.

### **Public Sector/Government**

Public Sector/Government includes employers such as government agencies that provide services at the local, state, and federal levels. Agencies are tax-dollar funded and include employment such as police, fire, and other emergency services, public education, public health and behavioral health clinics, administrative and clerical services, and military.

Regional initiatives include:

- **Apprenticeship Coordination & Support.** The region will develop and build partnerships that support the development of public sector apprenticeships for young adults and jobseekers. Apprenticeships provide opportunities for individuals to engage in applied and hands-on learning across public sector worksites and roles. In particular, the region will emphasize investment in apprenticeships within IT and finance occupations due to job shortages in these occupations in local governments.

---

<sup>18</sup> U.S. Bureau of Labor Statistics, Industry at a Glance. Accessed from: <https://www.bls.gov/iag/tgs/iag31-33.htm>



- **Partnership with CalBright College.**<sup>19</sup> The region will support individual connections and awareness to opportunities for career and technical training and development programs. Additionally, the region will focus efforts to support regional jobseekers to successfully identify and secure positions in local public sector offices following program and certification completion. Programs may include Information Technology Support, Cybersecurity, CRM Platform Administration, Data Analysis, Project Management, Network Technology, Medical Coding, etc.
- **Training, Development, & Certification Connections.** Through the America's Job Center of California (AJCC), the region will continue to provide services to support jobseekers including connections for jobseekers to veterans' representatives, employment coaches, and career navigators.

### **Transportation**

Transportation includes entities that provide transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and other support activities related to modes of transportation.<sup>20</sup>

Regional initiatives include:

- **Partnership & Coalition Building.** The region will continue partnerships with other local and regional collaboratives to support and expand talent pipelines and opportunities for employment across transportation sector employers and industries (e.g., waterfront and maritime occupations, tourism related transport, etc.). One example is the region's involvement in the Working Waterfront Coalition (WWC) to train workers for Bay Area maritime occupations.
- **Training and Licensure Connections.** The region will continue collaborative efforts with local and employer-based training providers to provide training and licensure programs for those interested in transportation careers.

### **Emerging Sectors**

The NBEC invests in learning, assessment, and regional planning for emerging sectors. Sectors provide new opportunities for investment of WDB resources to support training and development of the future workforce and to build a sustainable pipeline of workers for sector employers and businesses. Investment in these sectors will establish sustainable career pathways that improves local infrastructure and builds equitable and sustainable practices for years to come.

### **Climate & Sustainability**

Early initiatives include:

---

<sup>19</sup> Calbright College. <https://www.calbright.edu/>

<sup>20</sup> U.S. Bureau of Labor Statistics, Industry at a Glance. Accessed from: <https://www.bls.gov/iag/tgs/iag48-49.htm>

- Partnership, Collaboration, and Investment in California Jobs First<sup>21</sup> Initiatives. This includes, but is not limited to:
  - Building labor market knowledge and industry understanding of climate sustainability needs and efforts in the region.
  - Engaging in climate-related coalitions to discuss potential worker impacts and workforce opportunities
- Young Adult Work Experience Programs. Both Sonoma and Solano Counties operate youth work experience programs related to outdoors and environmental occupations. These programs allow young adults to learn about their environment and the impacts of a changing climate, as well as learn valuable work skills in emerging industries.

### **Life Sciences and Biotechnology**

Early initiatives include

- Jobs For the Future's Workforce Communities of Action Cohort. This began with the Solano WDB through partnership with Solano College, the City of Vacaville, and Solano Economic Development Corporation to develop a talent pipeline strategy for the bioeconomy sector. Out of this work, the Solano WDB published a report on *The Bioeconomy in Solano County*. Now, Solano County WDB and WANB (with a biotechnology cluster in Marin County) are building from this initial foundation setting work to develop sector pathways in life sciences and biotechnology.

While preliminary initiatives and strategies have been identified, the NBEC acknowledges the need for ongoing assessment and new strategy development to ensure responsiveness to these emerging industries. NBEC and its WDB partners will actively monitor regional trends and use this knowledge to identify new funding sources and grant opportunities to provide focused sector-based strategies across the region.

### **Communication Processes and Strategies**

Regional communication strategies focus on priorities that help to identify best practices in engaging and serving regional employers, and that equip WDB teams to develop and sustain effective employer communications and employee pipeline training and career pathways. Communication processes and strategies may include the coordination of webinars, learning sessions, and trainings for regional employers; convening and support of regional learning collaboratives and communities of practices for cross regional sharing and decision making; and ongoing employer assessment and engagement through interviews, surveys and other feedback opportunities.

---

<sup>21</sup> California Jobs First (Formerly CERF). The Bay Area Jobs First Collaborative is convened and led by All Home and the Bay Area Good Jobs Partnership for Equity. Website: <https://www.allhomeca.org/california-jobs-first/>

## V. Enabling Upward Mobility

### High Road Workforce System

#### Job Quality & Access to Jobs

The NBEC approaches job quality and access to jobs through the elevation of the identified priority sectors. Previously detailed, these include Healthcare & Social Assistance, Manufacturing, Government, and Transportation as well as emerging sectors of Climate & Sustainability and Life Sciences & Biotechnology.

Each was identified through local job growth data and for their alignment with the region's commitment to equity, access and job quality. Each sector provides pathways to livable wages, benefits, professional advancement opportunities for individuals at all education ranges, regional job growth indications, and a regional capability to train and support jobseekers entering these industries.

The NBEC focuses on an impact that is both good for jobseekers as well as businesses and employers; support across all aspects is essential to sustainability in both job quality and access. This focus is furthered by the North Bay Job Quality Framework, developed collaboratively across the regional WDBs. In the upcoming year, the Solano County WDB will pilot a job quality benchmarking tool. Following initial learnings and successes observed, the RPU will support expanded use of the tool to improve measurement of regional efforts.

To that end, the NBEC continually looks for ways to align work, share best practices and resources, support cohesive policy, and develop broad cross sector partnerships to sustain referral points, training centers and opportunities, and expand community awareness to the role and benefits of having an effective workforce development system locally. Finally, the NBEC seeks to leverage these partnerships to identify, apply for, and administer new funding streams and grant opportunities to the benefit of regional employers and jobseekers. Over the past years this has included grants such as Regional Equity and Recovery Partnerships, Prison to Employment, and Regional Implementation Plan program.

#### Regional Equity and Recovery Partnerships

The Regional Equity and Recovery Partnerships (RERP) grant is designed to bolster regional plan implementation efforts and support the development of partnerships that incorporate High Road approaches to existing sector strategies and career pathway programs. This program supports the region's approach to supporting jobseekers with not only training and certification access, but with broader wraparound supports and services necessary for them to fully succeed and secure sustainable employment. Successes in this work over the past program years has included partnerships with community colleges for training and certification for jobs such as Certified Nursing Assistants (CNAs), early childhood educators, and roles within manufacturing. Needed wraparound

support has included purchasing of uniforms and role appropriate clothing, as well as tools of the trade needed for both completion of certification as well as employment following.

### **Targeted Service Strategies for Unserved and Underserved Communities**

The RPU has successfully managed the implementation of numerous grant funded programs that specifically promote access to quality jobs, and support the region's underserved communities with education, workforce training, and family resources.

### **Prison to Employment**

The Prison to Employment (P2E) grant program provides funding for workforce development, reentry services, and supportive services, paving a pathway towards employment and away from recidivism for the formerly incarcerated and justice involved population. Approximately 83 individuals, across the region, have received support and connection to training and/or apprenticeships for job placements and career development.

In addition to directly connecting individuals to training, employment, and the necessary support services, the NBEC hosted a collaborative session between workforce development boards and justice partners in March 2024. Justice involved partners included representatives from Probation, Sheriff's departments, and Collaborative Courts across the region. The session provided an opportunity for building and strengthening local referral and partnership relationships and engaged those in attendance to map the local process that justice involved individuals moved through in pre and post release periods. Through these activities each WDB and justice partner grouping identified system strengths, challenges, and opportunities for improvement on both county and regional levels.

Collaborations have continued from this joint work and relationship building, allowing deeper partnerships that have improved services for justice-involved individuals across the region. In June 2024, the Sonoma County Workforce Investment Board coordinated a job & resource fair directly within the Sonoma County Jail. The job & resource fair, a collaborative partnership between the Sonoma County Job Link and the Sonoma County Sheriff's Department, had over 50 incarcerated individuals in attendance. Successes from the event included the creation of 25 resumes and the participation of 25 vendors inclusive of second chance employers, community-based organizations, and training providers. The common goal of this partnership is to reduce recidivism in Sonoma County.

Moving into the next four program years, the region will continue to support collaborative opportunities to develop new and sustain current relationships between the two systems.

## Climate and Environmental Sustainability

As California's industries shift to greater sustainability and become more responsive to the impact of climate change, the NBEC will support its regional workforce to take on roles in a climate-neutral economy. Work to support a climate-neutral transition will evolve over the upcoming four years, but each WDB is having discussions and piloting projects within climate careers.

Current regional efforts and investments include:

- Beginning in 2021, the **Workforce Development Board of Solano County** convened and led a 5-week summer youth program to engage young adults in efforts to mitigate the impacts of climate change and learn more about climate careers. This work and program expose young adults to professions that are connected to their personal passions, familiarizes participants with how climate change impacts a wide variety of industries, and provides young adults with opportunities to directly connect with industry leaders.

In the most recent summer program (2024), young adults participated in a wide variety of worksite learning activities, including touring water treatment facilities, planting trees while learning about irrigation and erosion protection, and harvesting and cooking organic vegetables in a farm-to-table exercise. In future summer programs, the Solano WDB hopes to work with training providers to embed skills needed for a neutral-carbon economy, support high school career technical education (CTE) programs, partner closely with California Jobs First initiatives, and launch a year-round WIOA Climate Career Ready youth program.

- The **Sonoma County Workforce Investment Board** is actively working with the Sonoma County Youth Ecology Corp and the Conservation Corp of the North Bay to help support young people develop workforce skills and education to succeed in the green industry sector. Further, the My Pathway Program, run through the Sonoma County Job Link, provides individualized career pathway advice and preparation activities for youth ages 14-24. The Sonoma Youth Ecology Corp provides short-term employment opportunities and workforce training and ecosystem education for young adults between 18 and 24 years.
- Through partnership and engagement with California Jobs First initiatives, the **Workforce Alliance of the North Bay**, is engaged in numerous climate and green energy initiatives. Additionally, WANB has recently been awarded a Community Development Block Grant to increase workforce training and development for fire management and related industries. This work is responsive to the devastating wildfires that have impacted the region, particularly Lake County in previous years. Funding awarded will



foster community development and economic recovery<sup>22</sup> and pave a pathway for the development of a job training site. Further, fire management training and career development will incorporate and honor indigenous traditions for fire management.

## Equity & Economic Justice

The region commits to develop a workforce system that ensures unserved and underserved communities have access to workforce, education, and career development services. This commitment extends to both jobseekers and to the businesses that employ local community members.

Regional efforts will continue to focus on supporting vulnerable households, defined as:

- Single head of household (HH); or
- Household income of less than 200% of the federal poverty level; or
- At least one person in the household has no health insurance.

Further, the NBEC prioritizes seeking of grants, building of partnerships, and coordinating of resources that address the needs of identified target populations to support local WDB efforts. At the local level, WDBs then promote equitable access to career pathways, training and development, apprenticeships and like opportunities, and support services focused on individualized needs for success. Target populations include:

- English language learners
- Immigrants
- Justice-Involved populations
- Transition Age Youth
- Single head of households
- Veterans
- People with Disabilities
- LGBTQ+ populations
- Disadvantaged/vulnerable communities

Several major industries were particularly impacted by the pandemic; these fields also have a majority of BIPOC representation. These industries include healthcare support, food preparation and service, building and grounds cleaning and maintenance, construction and extraction, production, transportation and material moving. To support jobseekers and workers movement from low wage to higher earning jobs, the region has benefitted

---

<sup>22</sup> Lake County News. (2024, November 15). *Lake County News, California - California ramps up wildfire prevention work; Lake County Projects Receive Grant Funds*. Lake County News. <https://lakeconews.com/news/76320-california-ramps-up-wildfire-prevention-work-lake-county-projects-receive-grant-funds>



from the CUSP Program, which aids CNAs to develop their career pathway to nursing. Additionally, regional WDBs continue to support Incumbent Worker Training to increase the economic mobility of low-wage workers. While recovery has begun, the NBEC continues to focus energy and resources on continuing post-COVID recovery in upcoming program years.

The development of regional data dashboards in the upcoming program years will support the tracking of disaggregated WIOA outcomes and allow for a more intentional development and review of regional measures. The NBEC will use the MIT living wage calculator<sup>23</sup> as the benchmark for measuring success in regard to program and strategy evaluation as well.

Finally, the NBEC, through its member WDBs, continues to partner with several employers and training providers, particularly trade groups and unions, that serve historically unserved and underserved communities. Representative partners and partnerships include:

#### Workforce Development Board of Solano County

- **Buttons:** Provides transportation of agribusiness products
- **County and Cities** as employers
- **Factory OS:** Builds lower cost multifamily modular housing.
- **Goodwill Industries:** Provides job training programs. (Serves all WDBs)
- **Michaels' Transportation:** Providing school bus transportation, charter bus rentals, shuttles and limousine service. (Serves Solano WDB and WANB)
- **Napa-Solano Building Trades Council:** Supports building and construction trades councils and unions in Napa and Solano. (Serves Solano WDB and WANB)
- **Napa-Solano Central Labor Council:** Supports 50 union affiliates in Napa and Solano Counties. (Serves Solano WDB and WANB)
- **Paradise Valley Estates:** key employer partner on the CNA Upskilling Program

#### Sonoma County Workforce Investment Board

- **Blentech Corporation:** Develops food processing equipment.
- **Goodwill Industries:** Provides job training programs. (Serves all WDBs)
- **Keen Garage Door:** Provides garage door services.
- **MOGA Transport:** Provides truck transportation.
- **North Bay Labor Council:** Represented some 70 union affiliates in Sonoma, Lake, Mendocino and Marin Counties. (Serves Sonoma WDB and WANB)
- **North Bay Building Trades:** Supports building and construction trades in Marin, Sonoma, Lake and Mendocino Counties. (Serves Sonoma WDB and WANB)

---

<sup>23</sup> Living Wage Calculator. A resource to help individuals, communities, and workforce partners estimate the living wage in a local county, region, or state. Website: <https://livingwage.mit.edu/>

- **Petaluma Health Center:** Provides health centers and clinics in Sonoma County.
- **Pauline's Automotive:** Provides auto-repair and maintenance services.
- **Sonoma Family Meals:** Meal support to those in need.
- **Wine Country Computers & Technology Inc.:** Provides network management and consulting services.

#### Workforce Alliance of the North Bay

- **Adventist Health:** Provides healthcare services
- **Canal Alliance:** Workforce partner and employer
- **Chambers**
- **Community Action Marin:** Workforce partner and employer
- **County and Cities** as employers
- **Goodwill Industries:** Provides job training programs. (Serves all WDBs)
- **Michaels' Transportation:** Providing school bus transportation, charter bus rentals, shuttles and limousine service. (Serves Solano WDB and WANB)
- **Napa-Solano Building Trades Council:** Supports building and construction trades councils and unions in Napa and Solano. (Serves Solano WDB and WANB)
- **North Bay Building Trades:** Supports building and construction trades in Marin, Sonoma, Lake and Mendocino Counties. (Serves Sonoma WDB and WANB)
- **Napa -Solano Central Labor Council:** Supports 50 union affiliates in Napa and Solano Counties. (Serves Solano WDB and WANB)
- **North Bay Labor Council:** Represented some 70 union affiliates in Sonoma, Lake, Mendocino and Marin Counties. (Serves Sonoma WDB and WANB)
- **Salvation Army:** Provides job training programs.
- **School Districts:** Workforce partner and employer

## VI. Aligning, Integrating, and Coordinating Programs and Services

Each of the North Bay RPU local workforce boards highlight alignment and collaboration for NBEC through a regional memorandum of understanding (MOU). The Workforce Development Board of Solano County serves as the fiscal agent, and contracts with RDA Consulting, SPC to serve in the role of Regional Organizer (RO). As regional grants are acquired, non-fiscal WDBs are aligned as subrecipients for distribution of funds and implementation of regional initiatives.

The NBEC direction and decision-making authority is sustained through representation of each WDB at the Director/Administrator level. The RO provides coordination and convening support for Directors, hosting monthly collaborative calls. These monthly meetings also include representation from the Department of Rehabilitation (DOR) and the Employment Development Department (EDD). In addition, and complement to the monthly Director meetings, NBEC convenes communities of practice to foster and build greater connection, cohesion, and information sharing across regional workforce development programs, services, and staff. All strategies require that the NBEC invest in and commit to a robust use of data, a focus on strategies within the selected priority sectors, and active engagement of current and new regional partners.

In summary, NBEC continues to meet and exceed the federal requirements for regional planning. The WDBs of the North Bay will continue to work together to meet the needs of its quickly evolving labor market, and will strive to provide responsive, equitable, and quality services in their communities.

## VII. Appendices

### Appendix A. Stakeholder and Community Engagement Summary

Development of comprehensive plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community-based organizations as well as WIOA core, required, and strategic program partners. This will ensure the inclusion of person-centered approaches to addressing multifaceted barriers to employment by utilizing input from the communities themselves.

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

Community engagement summary:

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Community Survey	General Community Members & Jobseekers	57 responses	Administered Electronically in December 2024; distributed by member WDBs
Employer/ Partner Surveys	Regional Employers & Community Partner Organizations	Business/Employer: 36 Responses Partners: 27 Responses	Administered Electronically in December 2024; distributed by member WDBs
Stakeholder Interviews	WDB Governance Board Members	8 Board Interviews Conducted	Completed in January 2025; Conducted by Solano WDB
Forums/ Discussion Groups	<ul style="list-style-type: none"><li>Individuals &amp; Organizations serving Youth</li><li>One Stop Operator Stakeholders</li><li>Job Training Stakeholders</li><li>Community Stakeholders</li></ul>	4 forums hosted  36 entities represented	Completed in December 2024 and January 2025; Conducted by Solano WDB

## **Appendix B: Public comments received that disagree with the Regional Plan**

To be included within Finalized Plan and following Public Comment Period.

DRAFT

## **Appendix C: Signature Pages**

To be included within the Finalized Plan and following presentation to governing boards for each member workforce development board.

DRAFT