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## Section 1: Consortium Information

# Sonoma County Adult Education Consortium

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## Table of Contents

|  |           |
|--|-----------|
| <b>Section 1: Consortium Information .....</b>                   | <b>i</b>  |
| <b>Section 2: Comprehensive Regional Three-Year Plan .....</b>   | <b>1</b>  |
| <b>2.1 Executive Summary.....</b>                                | <b>1</b>  |
| <b>2.2 Pre-Planning Assessment .....</b>                         | <b>4</b>  |
| Table 1. Regional Service Providers .....                        | 6         |
| Table 2. Funding for Adult Education Programs and Services ..... | 8         |
| <b>2.3 Community Need and Customers .....</b>                    | <b>9</b>  |
| <b>2.4 Identifying Goals and Strategies.....</b>                 | <b>12</b> |
| Figure 1. Logic Model .....                                      | 13        |
| Table 3. Progress Indicators .....                               | 14        |
| <b>2.5 Piloting and Implementation.....</b>                      | <b>15</b> |

## Section 2: Comprehensive Regional Three-Year Plan

### 2.1 Executive Summary

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#### **Impact of Consortium on Adult Education Programs and Services in Sonoma County for years 2016-2018**

The Sonoma County Adult Education Consortium has six member agencies, but only three are service providers. During the first three years of the new California Adult Education Programs funding, the consortium focused on restoring services provided through the Petaluma Adult School, and developing new non-credit certificate programs through Santa Rosa Junior College and the Sonoma County Office of Education that were focused on Workforce Training and short-term Career Skill Training. Courses were offered in a bilingual format and placed at auxiliary sites identified as areas of need in the original needs assessment.

During this time Petaluma Adult School expanded the high school diploma program to two additional sites; Sonoma Valley and Santa Rosa. This increased the number of adults without a high school diploma or equivalent served through our programs by over 45 students. Initially the Santa Rosa site was colocated with a community based organization serving foster youth over the age of eighteen, but that site was too small and remote, so the HSD/HSE program was moved closer to the downtown corridor, where it doubled in size to almost forty students. This also increased the number of graduates and equivalency recipients to over sixty for the 2019 school year.

In addition to the HSD/HSE program, Petaluma Adult School added a level of ESL to better serve students who wanted to transition to post-secondary education programs, either in credit courses at SRJC, or non-credit career skill programs through Adult Education. The annual cohorts serve approximately twenty students who also participate in a transition activity with SRJC, where they tour the Petaluma Campus, speak to current students in the ESL program, meet with counselors and learn about the steps to enroll in the credit programs at the college.

Finally, Petaluma Adult School runs one of the fastest growing parent education programs in collaboration with a local CBO, Petaluma People Services, to offer Pasitos and Avance which prepare children to enter public school and help parents understand what to expect as their child enters kindergarten. This has also been a very successful feeder program into the ESL classes.

The Sonoma County Office of Education was a crucial partner to getting the Career Skill Training programs off the ground. With their expertise in running Workforce Training Programs (ROP) through the local high schools that articulated with Career Certificate and Degree programs at SRJC, SCOE was easily able to employ local instructors to launch a six step digital literacy program, as well as some small business classes. The curriculum was designed in concert with SRJC so that programs were aligned and could be articulated once the SRJC had non-credit courses and certificates approved.

In the meantime, SRJC in their 99<sup>th</sup> year of operation approved the establishment of a new non-credit Adult Education Department that was to house and run the new non-credit career certificate programs. In just over fifteen months, the college was able to get seventy-five courses and fifteen new certificates approved through the Chancellor's Office. Since July 2018, SRJC has added fifty new courses and another ten certificates to the career education portfolio.

Working at such a furious pace to establish new programs was not without challenges. One of the first programs to be developed for the new department was a corrections education series of certificates designed to provide fifty four hours of instruction in nine weeks in one of five testing areas for the HiSet Equivalency Exam. The program was designed to maximize the time on task for inmates at the County Detention Facilities who averaged three months for their stay. This proved to be a challenging pace for students who had learning gaps to overcome, as well as mandatory activities associated with their detention. Ultimately, the college decided to pursue a less structured option of credit based developmental education to allow more flexibility to the participants.

Not deterred, the SRJC Adult Education Department moved forward with establishing community, governmental and business partners to support the growing variety of Career Skill Training options in the portfolio. Classes started with an integrated model for landscaping and ESL, followed by two levels of basic computer skills for the workplace, financial literacy and finally small business development and management.

In less than fifteen months, SRJC hired a Director, Administrative Assistant, and three Outreach Specialists to serve the Consortium. We have since added a Data and Accountability Office that includes a Manager, Assessment Specialist and Assessment Technician to support data collection, analysis and distribution.

Everything was going as planned until October 8, 2017, when at that time the most destructive fire in California history changed the landscape and needs of our community. The Tubbs and Atlas fires burned for over three weeks taking over 5,700 homes, 600 businesses, and close to 1,000 other structures. This singular event changed the focus of the economic and workforce need of Sonoma County. It also changed the needs for students and programs in Adult Education. Close to 1,000 instructors and students at SRJC lost homes, either directly through the fires, or by displacement as rental owners needed to occupy the dwellings.

The Sonoma County Office of Education sprang into action utilizing newly approved construction curriculum to establish partnerships with local CBO's and the North Coast Builder's Exchange. Since spring 2018 the Consortium has trained over 150 students in construction and building trades, with thirty students set to earn their career certificates through SRJC in summer 2019. The fires also highlighted the need to diversify the local economy so that it would not be as dependent upon agriculture and the associated tourism trades. The Consortium was at the table with the Economic Development Board as it came up with the recovery plan for the County.

In the past twelve months, during the 2018-19 academic year, SRJC has focused on stabilizing enrollment, assisting students with support services for retention and informing them of the many certificate opportunities to enhance completion rates. The services were mainly offered to Career Education students during the initial recovery efforts, but will expand into ESL and ASE, as those areas are also identified as a critical need for the local workforce.

The Consortium has also concentrated on developing the many partnership opportunities that emerged after the fires. Partnerships include area for expansion in Integrated Education and Training programs both for high school diploma/equivalency and for English language development. Local businesses are interested in retaining and growing capacity in the local workforce, which includes developing leadership potential and specific industry skills in the employees they already have. In the new Sonoma County economy, transitional skills that apply to more than one industry sector have also been identified as an area of need to provide flexibility and nimbleness for local employers in the event of another natural disaster.

## Consortium Vision

During the Strategic Planning Session for the Oversight Committee and Consortium staff members held in June 2018, the group was able to establish as its vision to provide instructional and support services for all students who seek academic and career training programs to increase employment opportunities and to support the growth of the local economy. Instruction and support services will be offered in a variety of locations throughout the County so as to reduce or eliminate the barriers of transportation and child care. Additionally, students will receive information about continuing educational and employment opportunities through the Consortium members and partner agencies.

## Consortium Goals

The Sonoma County Adult Education Consortium established seven key goals for the new three-year cycle.

1. Coordinate communication about and sharing of resources and information regarding adult education programs and student services
2. Increase access to courses and materials for Adult Education students
3. Better understand barriers to student retention in order to provide services and supports to students to increase student success
4. Increase awareness and completion of non-credit certificate programs, as well as transition students into credit Career Education programs
5. Establish a learning center in Windsor to serve a growing population and target audience during fire recovery
6. Research and access funding to provide digital learning centers in several locations throughout Sonoma County that will establish open community computer labs for students to utilize computers and other technology for academic, workforce and community engagement purposes
7. Establish a system to regularly provide professional development on and distribution of student achievement data to better inform instructional practice and student supports

## Key Indicators of Progress for years 2019-2022

1. Student Enrollment
2. Student Retention
3. Student Completion
4. Student Transition
5. Community Awareness
6. Community Participation

## 2.2 Pre-Planning Assessment

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### Consortium Member's Capacity

#### 1. Current levels and types of academic programs

Adult Secondary Education is provided by both Petaluma Adult School and Santa Rosa Junior College.

Petaluma Adult School provides instruction in both high school diploma and high school equivalency at three sites in Sonoma County. They can serve up to 75 students at a time.

Santa Rosa Junior College offers high school equivalency courses in English and Spanish at twelve locations throughout Sonoma County. They also offer an open, independent study computer lab for high school equivalency preparation at the Petaluma Campus. This semester, the Santa Rosa Campus transitioned to managed enrollment sections for high school equivalency. They can serve up to 500 students at all sites.

English language acquisition (ESL)

Petaluma Adult School offers four levels of ESL at their Petaluma Campus. Courses are offered both day and evening with the capacity to serve about 100 students at a time.

Santa Rosa Junior College offers seven levels of non-credit ESL classes including an Introduction to Literacy course for students who need assistance with reading and writing in their heritage language before learning English. Courses are offered at sixteen different locations throughout Sonoma County in both OE/OE and managed enrollment format. Approximately fifty sections are offered each semester, which can serve up to 1,750 students at a time.

#### 2. Current levels and types of workforce programs

Short Term Career Skill Training

Sonoma County Office of Education is focusing its efforts on Construction and Building Trades Training programs running six courses each year. Each section can accommodate 25 students for up to 150 students each year. They also offer one section of computer skills in Sonoma Valley that serves 25 students.

Santa Rosa Junior College has rapidly expanded its capacity to offer career training programs. With twenty-two certificates and over one-hundred courses, the college is poised to offer thirty-seven sections of career training in seven different industry sectors in fall 2019 that can accommodate about 1,000 students. As the college exits fire funding, there are plans to expand partnerships that may increase capacity by another 250 students each semester. In addition, the college is partnering with key community organizations to expand construction and trades offerings at the Petaluma Campus. This could increase enrollment capacity by another 100 students each semester.

There are opportunities to provide workforce preparation/21<sup>st</sup> Century Skills training, as well as pre-apprenticeship programs as we hire new instructors to expand capacity.

### 3. Current levels and types of workforce services

Santa Rosa Junior College provides a full range of workforce preparation services such as resume writing, interview practice, job applications, and a free interview wardrobe closet for students. The college offers job fairs several times each year.

### 4. Funding Available

The main sources of funding for Adult Education Programs are California Adult Education Programs funding and Workforce Innovation Opportunity Act. In addition, the Sonoma County Consortium is fortunate to have private donations and grants, federal grants, Strong Workforce Programs and Community College apportionment to support our programs. Funding from grants and donations fluctuates each year, so cannot be relied upon to support Consortium staff or instructors.

## Key Partners

### 1. Current levels and types of academic programs

English Language acquisition programs are offered by the Santa Rosa Metro Chamber of Commerce and the Sonoma County Library system. Catholic Charities offers courses on citizenship preparation. It is unknown how many students they serve each semester.

### 2. Current levels and types of workforce programs

The Empire College offers workforce training programs in Allied Health and Administrative Assistance. They serve about 200 students each year. Although Empire College offers training programs, they are not an Adult Education network partner.

### 3. Current levels and types of workforce services

Job Link of Sonoma County offers clinics on preparing to enter the workforce through job search, job application, resume, interview skills and follow up training.

## Alignment of Services

For the mostpart, services are not duplicated amongst agencies unless it is necessary to increase capacity in a specific area in order to serve community needs.



**Table 1. Regional Service Providers**

| Provider Name                        | Provider Type     | Address or location(s) where AE services are provided | Program Areas                       |                                     |                                     |                                     |                                     |                                     |                                     |                                     | If other, provide a brief description of services provided                               |
|--------------------------------------|-------------------|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--|
|                                      |                   |   | ABE                                 | ASE                                 | ESL                                 | CTE                                 | AWD                                 | WR                                  | PA                                  | ACS                                 |  |
| Petaluma Adult School                | LEA               | 200 Douglas Street<br>Petaluma, CA 954952             | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | courses provided in multiple locations   |
| Sonoma County Office of Education    | LEA               | 5340 Skylane Blvd.<br>Santa Rosa, CA 95403            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | courses provided in multiple locations   |
| Santa Rosa Junior College            | Community College | 1501 Mendocino Avenue<br>Santa Rosa, CA 95401         | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | courses provided in multiple locations   |
| Gateway to College                   | LEA/CC charter    | 680 Sonoma Mountain<br>Pkwy, Petaluma, CA 94954       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | middle college charter for high school diploma students age 16-22                        |
| Sonoma County Library                | Government        | 211 E Street<br>Santa Rosa, CA 95404                  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | Alternate online HSD and ESL tutoring  |
| Catholic Charities                   | CBO               | 987 Airway Ct, Santa Rosa,<br>CA 95403                | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | ESL basics and citizenship preparation   |
| Santa Rosa Metro Chamber of Commerce | Business Support  | 50 Old Courthouse Square,<br>Santa Rosa, CA 95404     | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | worksite based ESL programs  |
| Job Link                             | Government        | 2227 Capricorn Way #100,<br>Santa Rosa, CA 95407      | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | pre apprentice workshops and job fairs   |
| North Coast Builder’s Exchange       | Business/Industry | 1030 Apollo Way, Santa<br>Rosa, CA 95407              | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | Construction feeder program to SRJC, job placement, scholarships                         |
| Habitat for Humanity                 | Business/Industry | 1500 Valley House Drive<br>Rohnert Park CA 94928      | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | Workshop space and opportunities for students to work on realistic construction projects |
| Corazon Healdsburg                   | CBO               | 1557 Healdsburg Ave,<br>Healdsburg, CA 95448          | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Childcare and other wrap around services for AE students in Healdsburg                   |
| La Luz                               | CBO               | 17560 Greger St, Sonoma,<br>CA 95476                  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | Provides childcare, entry CTE and other wrap around services                             |

| Provider Name                              | Provider Type | Address or location(s) where AE services are provided | Program Areas            |                          |                          |                          |                                     |                                     |                          |                                     | If other, provide a brief description of services provided                      |
|--|---------------|---|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|-------------------------------------|--------------------------|-------------------------------------|---|
|  |               |   | ABE                      | ASE                      | ESL                      | CTE                      | AWD                                 | WR                                  | PA                       | ACS                                 |   |
| Community Action Partnership Sonoma County | CBO           | 141 Stony Cir #210, Santa Rosa, CA 95401              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Provides childcare, Positas and Avance programs, and other wrap around services |
| Economic Development Board                 | Government    | 141 Stony Cir, Santa Rosa, CA 95401                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | Small business development support for certificate completers                   |
| Becoming Independent                       | CBO           | 1425 Corporate Center Pkwy, Santa Rosa, CA 95407      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | job training and placement  |
| Goodwill Industries                        | CBO           | 2007 Sebastopol Rd, Santa Rosa, CA 95407              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | job training and placement  |
| United Cerebral Palsy North Bay            | CBO           | 3835 Cypress Dr #103, Petaluma, CA 94954              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | job training and placement  |

Table 2. Funding for Adult Education Programs and Services

| Source and Type of Funds       | Funding Estimates<br>FY2019-20 | Funding Estimates<br>FY2020-21 | Funding Estimates<br>FY2021-22 |
|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>State / Federal Funding</b> |                                |                                |                                |
| AEP                            | \$2,513,000                    | \$2,575,825                    | \$2,575,825                    |
| CalWORKs                       | \$0                            | \$0                            | \$0                            |
| CCD Apportionment              | \$2,500,000                    | \$2,550,000                    | \$2,700,000                    |
| Corrections                    | \$0                            | \$0                            | \$0                            |
| LCFF / District Funds          | \$0                            | \$0                            | \$0                            |
| Perkins V                      | \$0                            | \$0                            | \$0                            |
| WIOA II                        | \$380,000                      | \$400,000                      | \$425,000                      |
| <b>Other</b>                   |                                |                                |                                |
| Fees - Adult School CTE        | \$5,500                        | \$5,600                        | \$5,700                        |
| Strong Workforce Programs      | \$0                            | \$25,000                       | \$50,000                       |
| Private Grants                 | \$550,000                      | \$550,000                      | \$0                            |
| Federal Grants                 | \$4,000,000                    | \$3,800,000                    | \$0                            |
| Donations                      | \$25,000                       | \$25,000                       | \$25,000                       |
|                                | \$0                            | \$0                            | \$0                            |
| <b>Total</b>                   | <b>\$9,973,500</b>             | <b>\$9,931,425</b>             | <b>\$5,781,525</b>             |

## 2.3 Community Need and Customers

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### Regional Need for Adult Education and Workforce Services

#### 1. Current Customers

The Consortium serves a variety of divergent populations ranging in age from 18 to over 70 years of age. The majority of the students served live in the city of Santa Rosa and surrounding unincorporated areas (60%) with a growing population being served in outlying cities.

Of the non-native English speakers, over seventy-five percent speak Spanish as their home language. Spanish speaking students are increasingly seeking career training opportunities to support their families and stay in Sonoma County.

While the number of residents who indicate they are not comfortable speaking English has decreased in the past three years (12%), the number of residents who do not have a high school diploma or equivalent has remained stagnant at 13%. This limits earning potential and job growth for residents without a high school education.

#### 2. Regional Community

Located sixty miles north of San Francisco on Highway 101, Sonoma County is a community of just over 500,000 residents. Sonoma County is a roughly 1,700 square mile region, and home to about 500,000 residents. Population density is clustered north/south along the California U.S. Route 101 corridor and east/west along the California Highway 12 corridor. With more than 425 wineries, miles of rugged Pacific coastline, towering redwood forests, and its close proximity to San Francisco's Golden Gate Bridge, Sonoma County is known as a traveler's dream vacation spot in California for its premium wines, farm-to-table dining, unique resorts and spas, and over 50 state and regional parks.

Employment increased in all industries except for Farm, in which a slight decrease occurred from the 2015 annual average compared to the 2016 average. In the last 5 years, Construction (34%), Education and Health Services (31%), and Leisure and Hospitality (25%) experienced the strongest growth. Sonoma County's major industries by employment are *Trade, Transportation and Utilities* (17%), *Educational and Health Services* (15%), *Government* (13%), *Leisure and Hospitality* (12%), and *Professional and Business Services* (12%).

Since the Sonoma-Mendocino *Comprehensive Economic Development Strategy* (CEDS) was completed and during the development of Strategic Sonoma the October 2017 wildfires struck Northern California. The fires were some of the deadliest in California history disrupting hundreds of businesses, and impacting the lives of countless residents – especially those most economically and socially vulnerable. In Sonoma County, the wildfires burned 110,720 acres, destroyed 5,319 homes, 1,100 nonresidential structures, and approximately 600 businesses. Business losses included three shopping centers, two major retail stores, two grocery stores, three schools, two large hotel/resorts with conference centers, a golf and country club, two wineries with venue space, dozens of restaurants, and hundreds of small businesses. This does not include businesses that were not destroyed, but were closed for repairs.

The fires forced the evacuation of 86,286 residents, and caused 23 fatalities. There were 21,286 insurance claims filed, accounting for \$7.8 billion in direct incurred losses. These fires burned much of the northern section of Santa Rosa and the southeast area of the County including towns surrounding Sonoma, such as Glen Ellen and Kenwood.

#### 3. Regional Labor Market

The fires brought some perennial issues into sharp focus. Particularly, a pre-existing lack of housing to support residents was severely compounded by the significant loss of homes to the fires. In February 2018,

Avalanche Consulting assisted the Sonoma County EDB in preparing an Economic Recovery Plan in response to the fires. That Plan focuses on immediate needs to help existing residents and businesses recuperate in Sonoma County. The greatest immediate need remains constructing housing – both rebuilding homes destroyed by the fires and creating enough housing to match additional unmet need. All told, this number totals 30,000 or more housing units. Until this challenge is met, Sonoma County remains at risk of losing residents who cannot find or afford a place to live. In turn, it will be difficult for businesses and other organizations to operate – from manufacturers and growers to nonprofits, hospitals, government agencies, and schools.

Before the October 2017 fires, Sonoma County did not have enough housing to support existing residents. Many middle-class and lower-income families are unable to afford housing and live in overcrowded units. The fires destroyed 5,300 homes – making the need for housing even more acute. A Housing and Fiscal Impact Report prepared by Beacon Economics estimated that Sonoma County needs to construct at least 30,000 housing units over the next five years to account for employment growth, fire losses, and overcrowding. This number appears daunting considering only 2,680 units were permitted in Sonoma County between 2011 and 2016.

i. Sonoma County is renowned for its hospitality industry, providing 12% of the county's jobs and increasing personal income flow directly into the community from the hospitality industry. The 2017 October wildfires burned more than 100,000 acres, which dramatically reduced hospitality value by damaging the County's scenic beauty and outdoor recreation offerings. Sonoma County receives approximately \$1.9 billion in visitor spending each year; this revenue multiplies through the local economy by both indirect and induced spending from businesses in the hospitality industry's local supply chain and workers. The hospitality industry has suffered not only from physical damage, but also from psychological damage. Through media reports and world-wide news coverage, many tourists have been dissuaded from visiting Sonoma County due to a perception that the region is still "tainted" by the effects of the fires, and subject to subsequent natural disasters. It is therefore necessary that the County economically diversify its goods, services, and employment in non-hospitality industries to better mitigate the effects of future disasters.

The construction industry accounts for just 6.3% of the county's total employment. Assisted by an EDA grant, the county can direct efforts to expand this industry and increase economic diversification. As a secondary, longer-term goal, the Center will be designed to accommodate courses in manufacturing for both the construction industry and other local applications, such as the food and technology industries. As Reghi Iyengar explains in a February 2018 article for *Connect and Construct*, "Integrating manufacturing processes into the construction workflow provides forward-thinking companies with the ability to gain the cost, efficiency, and quality benefits of prefabrication, on a much larger and more integrated scale than ever before." Teaching students to use manufacturing principles in the construction process can be transitioned into other local business applications in farming and food production, when construction projects in the County have peaked. The facility's physical space will be designed to be flexible enough to continuously adapt to new courses and trainings as economic demand shifts, in order to efficiently respond to the needs of the community and continue to diversify the economy.

ii. Promoting employment in the construction industry will increase residents' financial wellbeing and security through sustainable wage jobs, as well as by reducing reliance on visitor spending. In Sonoma County, *Construction Occupations* earn an annual median wage of \$56,790, with occupations such as Drywallers (\$79,510), Plumbers (\$67,040), Electricians (\$66,490), Tapers (\$66,090), and Carpenters (\$64,230) earning much more. In Sonoma County, *Construction Occupations* earn a higher median wage than *All Occupations* (\$40,630), as well as significantly more than the Hospitality industry (\$26,707). Employing job seekers in higher-wage jobs, often with health care benefits, will better position them for a future natural disaster, when workers incur unexpected and often significant expenses caused by wage disruption, being under insured, loss of property, and medical treatment. These jobs will be open to workers without college degrees, allowing a larger segment of the community to secure high-wage jobs, who might otherwise be denied the opportunity.

iii. Developing a robust construction industry will also allow for faster and more cost-effective physical rebuilding now, and in the inevitable event of another wildfire or major natural disaster. In Sonoma County, the ratio of

construction workers to residential units under construction is at an historic low. A low supply of construction workers is increasing the cost of rebuilding the 5,300 homes and hundreds of commercial structures lost in the fires, as well as slowing the rate at which these properties can be erected. This exacerbates the lack of affordable housing to support the economic infrastructure of our community.

#### Define Shared and Unique Clients

1. Shared Clients
2. Unique Clients
3. Service Priorities
4. Communities of Need

#### Evaluate Alignment between Needs and Available Services

## 2.4 Identifying Goals and Strategies

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Identify Activities and Goals to address Community Needs and Improve Student Outcomes

1. Activities for community needs
2. Activities for improving student outcomes
3. Measurable goals

Strategies to improve integration of services

1. Intake and placement
2. program mapping
3. alignment of curriculum and standards

Strategies to improve transitions

1. Transition to post-secondary education programs
2. Transition to workforce

How will consortium ensure access to all adults needing services

How will members coordinate programs to eliminate duplication and maximize program potential

How will members ensure that adult transition from program or service to PS or WF

How will consortium identify or quantify outputs? (new program development, number of new programs, increase outreach, increase student engagement)

How will data be used to evaluate effectiveness

How will members be held accountable for effective services?

### Figure 1. Logic Model

**Goal Statement:**

*Our overall direction and focus for the program cycle relative to the target populations and problems we seek to address*

| Inputs  | Activities   | Outputs  | Immediate (Short-Term) Outcomes  | Intermediate Outcomes  | Long-Term Outcomes / Impact  |
|---|--|--|--|--|--|
| <i>In order to accomplish our set of activities we will need the following:</i> | <i>In order to address our problem or asset we will accomplish the following activities:</i> | <i>We expect that once accomplished, these activities will produce the following evidence or service delivery:</i> | <i>We expect that if accomplished these activities will lead to the following changes in the next year</i> | <i>We expect that if accomplished these activities will lead to the following changes in 1-3 years</i> | <i>We expect that if accomplished these activities will lead to the following changes in 3-5 years</i> |
| Assumptions   |  |  | External Factors   |  |  |
|   |  |  |  |  |  |



### Table 3. Progress Indicators

*Provide three to five SMART (Specific, Measurable, Attainable, Realistic, and Time-bound) objectives by which your consortium will assess progress and impact during the next three-year cycle. These objectives should map directly to your Logic Model activities, outputs, and / or outcomes, as these will be a driving factor for annual plans throughout the funding period.*

*Example: By May 2019, increase the number of agencies that have aligned CTE pathways and developed comprehensive program maps from 2 to 10.*

1. The consortium will increase program enrollment by one percent each year (50 students per year, each of the three years for a total of 150 new students).
2. The consortium will increase student retention by two percent each year across all program areas, for a total of six percent retention increase over the three year period.
3. The consortium will increase the number of students completing non-credit certificates by fifty each year for a total increase of 150 certificates in three years over the baseline of sixty certificates in 2019.
4. The consortium will increase the number of students transitioning between Adult Education programs and into credit programs at the college by one percent each year.
5. The consortium will participate in a minimum of four community events each year to increase awareness of adult education programs. In addition, the consortium will launch and train at least six student ambassadors to reach out to new community members about adult education programs.

## 2.5 Piloting and Implementation

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There are four major initiatives of the Sonoma County Consortium for the 2019 – 2022 funding cycle.

1. Student Ambassadors – The Consortium will undergo training for students, staff, Board members, and instructors on how to implement and support a student ambassador program. We plan to start slowly, training up to six students each year. The students will attend special events, such as community organization luncheons, planning meetings, new student orientation, and regional conferences to learn about the community, the broader student population, and the objectives of the adult education program. Students will conduct at least one outreach event in the first year, and two each subsequent year.
2. Virtual Classroom – SRJC will offer at least one class each semester with a virtual classroom option. Sections will have an in-person location with the instructor with at least one virtual site that is staffed with a bilingual instructional assistant, to increase accessibility for remote locations that may not be able to meet the minimum student enrollment requirement.
3. Establish HSD/HSE and parent education programs in Windsor – Windsor has consistently high enrollment in career education and ESL courses. The LEA has requested services in the two new areas. The Consortium will provide HSE/HSD classes in year one, with parent education launched by the end of year two in partnership with a local CBO.
4. Integrated Education Training Programs – the Consortium would like to provide fully integrated ESL and/or HSE programs with Career Training programs. By fall 2020, the consortium will launch one new IET program.