

## **WIOA LOCAL STRATEGIC PLAN 2017-2020**

### **GOLDEN SIERRA WORKFORCE DEVELOPMENT AREA**

#### **Introduction:**

In July of 2014 Congress passed the Workforce Innovation and Opportunities Act also known as WIOA. WIOA Section 108 and California UI Code Sections 14221-22 require the Local Workforce Development Area (LWDOA) to submit a comprehensive local plan to the State Workforce Development Board every 4 years. This document represents the Strategic Local Plan for the ***Golden Sierra Workforce Development Area***, which consists of Alpine, El Dorado and Placer Counties. This plan builds on previous work and is jointly submitted by the Chief Local Elected Official (CLEO), the Golden Sierra Governing Body and the Local Board, the Golden Sierra Workforce Development Board (GSWDB). The administrative entity for the area is the Golden Sierra Job Training Agency (GSJTA). The Golden Sierra Local Plan outlines strategies that assist youth and individuals with barriers gain access to employment opportunities, including career pathways, within critical industry sectors identified within the greater Capital Area Regional Planning Unit (RPU). The ultimate goal of these strategies is to support economic prosperity and income mobility. This will be completed through aligning the local plan objectives in support of sector strategies that enhance WIOA outcomes and the State Workforce Development Plan Goals. These goals include producing a million “Middle Skill” industry valued and recognized postsecondary credentials while doubling the number of apprenticeships statewide between the years of 2017 and 2027 (CDWB State Plan page 12). Strategic areas of focus include:

- Development of the partner network
- Identification of Sector Partnerships & LMI/Workforce Analysis
- Development of Career Pathway Programs (Youth & Adult)
- Service Alignment/Resource Braiding
- Increase of Employer Work-Based Training
- Continuous System Performance Review

#### **A. Vision, Goals and Strategic Planning**

In preparation for WIOA implementation the Golden Sierra Workforce Development Board (GSWDB) reviewed the Act and the subsequent regulations. Based on these documents the GSWDB create a matrix of items requiring completion in order to successfully transition from the Workforce Investment Act (WIA) to WIOA. One critical task identified was a review of the current vision and mission to ensure that the Board’s strategy and tactics would be in alignment with the goals of the new legislation and the revised State plan. Through a series of system

inclusive partner meetings which began in April of 2015 a new vision and mission were developed and proposed to the board. In November of 2015 the GSWDB adopted the following:

**Vision:**

A fully integrated workforce system that capitalizes on the expertise of industry and workforce partners to continuously meet the needs of business, and facilitate pathways to success for students, workers and job seekers.

**Mission:**

The Golden Sierra Workforce Board convenes industry leaders and key partners to identify workforce initiatives, create innovative solutions, and measure the success of systems' ability to meet industry and workforce needs.

This new vision clearly reflects the principles of WIOA as well as the Board's intent to build a collaborative system that integrates the services of the independent partners for the greater good which includes meeting the needs of business and targeted populations, therefore, leading to regional economic growth and self-sufficiency.

The Board's mission outlines its systems building strategy concisely and includes meeting its goals by working regionally to convene key industry leaders, identifying differences unique to the Golden Sierra sub-region, braiding system services then measuring the effectiveness of those services for the purposes of continuous improvement.

In addition to adopting new vision and mission statements the GSWDB transition plan included holding a planning retreat. This retreat took place in September of 2016. The retreat resulted in the adoption of a local framework supporting the local vision and mission. The GSWDB framework includes 5 strategic areas in which to apply practical actions over the next year toward reaching State and local outcomes. The actions will be evaluated annually and modified as necessary to ensure the local plan aligns with the RPU and the state plan.

The GSWDB framework ensures action by marking each quarter with specific tasks that meet defined outcomes verifying the Board's progress toward meeting its success measures annually. These measures build the local system while ultimately assisting the partners in meeting the goals relating to the WIOA performance accountability indicators described in 20 *Code of Federal Regulations* Notice of Proposed Rulemaking 677.155(a)(1).

Though the framework is a living document (Exhibit 1) it includes the following categories and some examples of their current deliverables:

Strategic Areas of Oversight	Examples of Deliverables
Leadership and Strategy	<ul style="list-style-type: none"> <li>• Meeting with Chief Local Elected Officials (CLEOs) and other stakeholders including Economic development in order to determine and aggregate workforce priorities.</li> <li>• Create clear, concise, value added proposition</li> <li>• Create success measures for partnership</li> <li>• Choose priorities and ensure other groups remain on task with framework goals</li> <li>• Provide direction to and oversight of One-Stop Operator</li> </ul>
Business Engagement	<ul style="list-style-type: none"> <li>• Engage other areas in RPU for the purposes of building a regional business engagement strategy</li> <li>• Hold sector engagement meetings to determine needs and develop service plans</li> <li>• Implement coordinated service strategy braiding partner services to meet needs</li> <li>• Develop further measures to gage success</li> </ul>
Training	<ul style="list-style-type: none"> <li>• Meet and coordinate efforts with groups including strong workforce, Adult Ed Block Grant, Sector Navigators, Labor Unions and other key stakeholders</li> <li>• Meet with training providers to share findings from sector partnerships</li> <li>• Reach agreements with training providers to ensure relevant and timely training offered within sectors.</li> <li>• Get feedback from sector partners</li> </ul>
Best Practices	<ul style="list-style-type: none"> <li>• Connect with the California State Workforce Development Board (CDWB), the National Association of Workforce Boards (NAWB) and the California Workforce Association (CWA) to identify promising practices within each of the strategic areas</li> <li>• Identify businesses and job seekers who have used the system to gain insights from their experiences</li> <li>• Ensure private sector membership of the GSWDB uses the system first and can provide feedback</li> </ul>
Outreach	<ul style="list-style-type: none"> <li>• Develop message for various audiences using value added proposition and focus group input</li> <li>• Communicate system successes that leverage partnership best practices</li> <li>• Empower board members as a “speaker bureau” using the message</li> </ul>

The GSWDB plan vision, goals and strategy rely on strong analytical background information. Consistent with the state policy framework, the GSWDB adopts a regional approach to the identification of priority economic and occupational sectors. It begins this process by utilizing the following historical evidence driven data sources in addition to those referenced in the Capital Region's regional plan document:

1. ***The Golden Sierra Area Labor Market Analysis.*** (Exhibit 2) which identifies promising high wage jobs, high growth industry clusters and local resources to meet workforce challenges. (2011-12 work product).
2. ***The NEXT Economy Prosperity Plan 2013-18 for the Capital Region.*** (Exhibit 3) This covers the counties of Yuba, Yolo, Sutter, El Dorado, Placer and Sacramento. The Golden Sierra WDB is a partner in Next Economy and the Golden Sierra Job Training Agency (GSJTA) Executive Director sits on the Steering Committee. (2012-13 work product)
3. ***The Northern California Innovation Strategies (NCIS).*** (Exhibit 4) The NCIS is the workforce innovation response for the WIOA workforce areas of Sacramento, Yolo, Golden Sierra, North Central Counties, Mendocino and NoRTEC. (2012 work product)
4. ***The Economic and Workforce Analysis prepared by the Center for Strategic Economic Research (CSER).*** (Exhibit 5) This 2013 work product is a joint effort between four neighboring Local Workforce Development Areas including the Sacramento Employment and Training Agency, Golden Sierra Job Training Agency, Yolo and The North Central Counties Consortium. Though these four local areas have worked together for many years the agreement became formalized on February 24, 2016 when the Governor designated the partnership as the Capital Region Regional Planning Unit or RPU.

In addition to these recent historical data products the GSWDB and its RPU utilize:

1. ***JP Morgan Chase funded cluster update to the Next Economy Cluster Workforce Action Plan.*** (Exhibit 6) A region-wide economic analysis that turned attention to six promising business clusters that the Sacramento region could tap for job creation and growth opportunity. Advanced Manufacturing, Education and Knowledge Creation, Clean Energy Technology, Information and Communications Technology, Health Care and Life Sciences, and Food and Agriculture.
2. ***Capital Region Industry Clusters of Opportunity 2010-2015.*** (Exhibit 7) The Capital Region Industry Clusters of Opportunity report prepared by LMID (June 2016) includes labor and economic data from the nine county region comprising the Capital Region RPU and identifies 10 industry clusters including: Healthcare and Social Assistance, Arts, Entertainment, and Recreation, Business Management and Support, Building and Systems Construction, Investment Support, Information Technology and Telecommunications, Agribusiness, Food and Beverage Production, Transportation, Warehousing, and Logistics, Manufacturing, Energy and Utilities.

3. ***Golden Sierra Workforce Board Industry Clusters of Opportunity 2010-2015.*** (Exhibit 8)

The Golden Sierra Workforce Board Industry Clusters of Opportunity Report also procured June of 2016 is a subset of the Capital Region Report specifically targeting labor and economic data for the three counties within the Golden Sierra Consortium. Each local area within the RPU received a similar report. The Golden Sierra report identifies nine target clusters including:

Based on the Labor Market Analysis described above and included in Exhibit 8, the Board has identified nine target industry sectors and occupational clusters within the region that are currently high wage, high demand and that are vital to both the local and regional economy.

- Healthcare and Social Assistance;
- Arts, Entertainment, and Recreation;
- Building and Systems Construction,
- Business Management and Support,
- Investment Support,
- Information Technology and Telecommunications,
- Manufacturing,
- Transportation, Warehousing, and Logistics,
- Agribusiness, Food and Beverage Production

These current and recent work products provide the data necessary for the system partners to develop a strategic plan that meets the vision of a state-wide workforce strategy based on:

- Demand Driven Skills Attainment
- Enabling upward mobility
- Aligning, coordinating and integrating programs and services.

The intent is to build coordination and alignment within the Capital Area Regional Planning Unit Workforce system partnership and to further develop Sector Partnerships and onramps to career pathways in priority industries fostering upward mobility. In this local plan document, the GSWDB provides a strategy to work with the entities that carry out the core programs and other required partners to align resources available within the local area, to achieve the strategic vision of the local plan.

## B. Program Alignment to implement state plan policy strategies

The workforce development system within the Golden Sierra Region is a diverse partnership of subject matter experts and service providers committed toward a common goal – economic opportunity. The partner system is necessarily as diversified as its member counties which include California’s least populous county as well as one of California’s fastest growing counties. Two of these counties share global destinations for both winter and summer seasons (Lake Tahoe). All three counties border an additional state (Nevada) and two border the state capital. The region houses more than 50% of California’s winter sports destinations and maintains more than 20,000 small businesses while also neighboring the state capital and therefore, a large Government Sector as is indicated in (Exhibit 7) the ***Capital Region Industry Clusters of Opportunity 2010-2015***.

All local partners and stakeholders in the Golden Sierra region have been invited to be actively engaged in the planning process and to continue that engagement during service implementation and on-going performance reviews. This includes employers, labor, education partners, CBOs and the local political jurisdictions. Many of these stakeholders are already active at the Capital Region level, such as the Community College Districts, Labor and the Chambers of Commerce. As noted throughout this Local Plan, the framework does, and will continue to, foster collaboration among the region’s workforce development system and these plans will be modified as needs and economic conditions change.

Currently, work is underway within a number of system stakeholders such as the community colleges toward building comprehensive services to businesses and Jobseekers. These planning initiatives include Adult Education Block Grants, Strong Workforce Initiatives, WIOA Title II, Doing What Matters, Align Capital Region, Career Technical Education Incentive Grants (CTEIG) and others. .

The Golden Sierra workforce partnership has exhibited a significant potential for providing the workforce required within the RPU. It begins by assessing the hiring needs of the employer community. The GSWDB collaborates with businesses to identify skill gaps that are reducing local competitiveness. Regional feedback (based, in part, on Next Economy research) from employers and businesses, identified an insufficient skilled technical workforce as an impediment inhibiting business innovation and growth. However, it has also been determined by the Local Board that with increased focus and system alignment, the local/regional workforce development system can address current and anticipated gaps in labor supply and demand within the core clusters. This effort towards alignment starts with an overarching state policy framework, is guided by regional planning and coordination that assists the local board in the development of practices that provide on-ramps to success within key sectors for system participants.

## **The State Policy Framework**

The GSWDB and the Capital Region RPU have developed their local and regional plans with a clear understanding of the State Policy Framework and its objectives. The State Policy Framework includes three policy objectives:

1. Demand Driven Skills Attainment
2. Enabling upward mobility, and
3. Aligning, coordinating and integrating programs and services

Seven strategies:

1. sector strategies
2. career pathways
3. organizing regionally
4. earn and learn models
5. supportive services
6. building cross system data capacity
7. integrating services and braiding resources

And two primary goals:

1. Producing a million “Middle Skill” industry valued and recognized postsecondary credentials
2. Doubling the number of apprenticeships statewide (between the years of 2017 and 2027)

The local system is informed by collaborative regional planning and coordination that is formalized through the implementation of a Regional Planning Unit (RPU)

## **The RPU**

The WIOA (Section 106) includes a requirement that the Governor identify planning regions in the state and enumerates specific elements that must be considered as part of this process. The purpose of identifying regions is to align workforce development activities and resources with larger regional economic development areas and available resources to provide coordinated and efficient services to job seekers and employers. WSD15-17 identifies these local areas and names the following four local areas as the Capital Region Regional Planning Unit (RPU)

1. Golden Sierra Job Training Agency (Golden Sierra or GSJTA)
2. Sacramento Employment and Training Agency (SETA)
3. North Central Counties Consortium (NCCC)
4. Yolo County

In August and September of 2016, the RPU solidified its agreement for WIOA systems alignment through the signing of the “Memorandum of Understanding for the Capital Area Regional Planning Unit” or Cap Region MOU (Exhibit 9). The purpose of the Cap Region MOU is to establish mutually beneficial relationships in regards to regional coordination and systems alignment including the regional planning items outlined in WIOA Section 106 commonly referred to as the A-H requirements. The RPU further agreed to work towards meeting the objectives in the state plan as indicated above. The RPU expanded the agreement to include the following seven additional elements of alignment:

1. Review and align local policies and procedures
2. Investigate cobranding of initiatives
3. Coordinate outreach and business engagement strategies
4. Coordinate capacity building for Workforce Board Members, Chief Local Elected Officials, Partners and staff
5. Coordinate Staff and system partners' development activities
6. Coordinate regional business advisory groups and employer engagement strategies
7. Continuous planning in response to state and federal requirements

Specific detail on the MOU can be found in (Exhibit 9). Representatives from the RPU membership meet to discuss these issues on a monthly basis. Further detail on the coordinated efforts of the parties to the MOU and the efforts of the RPU are expanded within the RPU’s regional plan.

Some examples of coordination include the collection of the regional and local Labor Market Data described in the previous section. Additional examples include Slingshot, Rapid Response, Proposition 39, NEG Sector partnership and others.

### **The Local System**

As noted, the local system adopts the State policy framework informed by the efforts of the RPU. The GSWDB, whose members are selected carefully to represent key industries and small business, guides its practices through the use of the local framework discussed in Section A. Furthermore, the GSWDB membership is set with clear expectations as to their Workforce System and Title I responsibilities as is indicated by the Board Expectations document (Exhibit 10). This document is presented to, and discussed with, new members as a part of the new member orientation process. The Board Expectations document is also revisited annually at public board meetings ensuring the membership is clear regarding its responsibilities.

Each of the partners required in WIOA section 121(b) have completed Phase I MOUs for their respective programs (Attachment O). These MOUs describe the partner contributions and commitments to the local workforce development system. Physical access to the system attempts to create a no wrong door approach that includes one comprehensive America's Job Center of California (AJCC), two Affiliate AJCCs and multiple partner access points. Each member county houses at least one AJCC as well as various access points. Partners to the system and their services are identified in the MOUs. The Golden Sierra region's AJCCs carry a unified brand "Connections" while utilizing the AJCC Tagline. However, the GSWDB is considering the full adoption of the AJCC moniker.

The comprehensive AJCC is located in the region's most populous city, Roseville in Placer County. This center offers a full array of services listed in WIOA section 134(c)2 commonly referred to Basic and Individualized Career Services. Furthermore, WIOA funded Training activities are available. Additionally, the Comprehensive AJCC houses either colocated partner services, real-time access to partner services or cross-trained staff access to partner services.

The system also includes two recognized Affiliate AJCCs one in Placerville and one in Markleeville. Though these AJCCs may not meet all the requirements to be considered comprehensive by WIOA definition they do offer a nearly complete list of Career and Training services as well as access to partner services though those services may not be colocated or considered real-time.

The "cloud" of workforce services wouldn't be complete without the region's access points. These access points include partner locations outside of the Comprehensive and Affiliate AJCC designations. Examples include Community Colleges, County Health and Human Service Agencies, Adult School locations, Department of Rehabilitation site offices, Partner Community Based Organizations such as Placer Independent Resource Services, County Probation, libraries and others.

### **Service Alignment**

The Local Board, through its administrative entity GSJTA, contracts with the WIOA Title I Career and Youth Service providers. Through the contracting process specific deliverables are required which include the negotiated WIOA accountability measures; direct training expenditure requirements; minimum enrollment and work based training requirements as well as system branding requirements. In order to ensure that these deliverables are met, GSJTA provides an ongoing professional development series which includes discussions on the day-to-day use of the CalJOBS systems and how to best meet the WIOA performance. Additionally, GSJTA provides on-site and desk reviews of the contractors for quality assurance and continuous improvement purposes.

Further coordination occurs through a series of regular partner meetings. These meetings include the Career Service providers as well as the required WIOA partners and other important system stakeholders. As discussed in Section A these partner meetings produced a new Vision and Mission for the system and supported the completion of the Phase I MOUs. Currently, meetings are being coordinated for the purposes of completing MOU Phase II. These meetings provide an opportunity for those partners providing direct services receive up to date labor market information in addition to discussions on maximizing the efficiency of the local system by eliminating duplication, leveraging program funding and improving referrals and meeting state goals. Furthermore, joint staff development occurs including topics such as the use of the CalJOBS system and various partner program offerings.

### **Additional Partners**

The local system includes the available required partners identified in WIOA. These partners are represented in the required MOU documentation provided in Attachment O and identified in WSD15-12. The Golden Sierra regional partnership is robust, and though not all additional partners are mentioned here, also includes:

- 3 community College Districts (Two of which span regions outside the Golden Sierra boundaries)
- 3 Adult Ed Block Grant consortiums
- 5 Adult Education providers
- 2 Sector Navigators (Advance Manufacturing and Information and Communications Technologies / Digital Media)
- 2 County Economic Development Departments
- 2 City Economic Development Departments
- 3 County offices of Education
- 3 Health and Human Service Agencies
- County Probation Offices
- Multiple Chambers of Commerce and business associations
- And a number of community based organizations who serve various populations including Foster youth, Veterans, the homeless and persons with disabilities.

## **The One-Stop Operator**

The GSWDB plan assigns many of the critical functions of systems alignment to the One-Stop Operator. The One-Stop Operator was not contracted with each of the Career Services providers, however, this procurement is underway. It began in October (2016) with the release of a Request For Information (RFI) intended to inform the procurement process, reducing the chance of a failed procurement, by identifying interested parties as well as provide data on current market rates. Rather than thinking in local silos, the GSWDB strategy includes real system change and thoughtful construction of the greater system. Realizing that a neutral third party would be key to facilitating these discussions the GSWDB approved the release of an RFQ that defines the role of the One-Stop Operator as follows:

- In conjunction with Workforce Board oversight and designated administrative staff, the One-Stop Operator will coordinate the implementation of negotiated Memorandums of Understanding (MOUs) and Cost Sharing Agreements (CSA) with all mandated partners.
- The convening and facilitation of quarterly WIOA partner meetings that focus on systems alignment, process improvement and building value added collaboration amongst system partners.
- The One-Stop Operator will act as a liaison between the workforce board and the system partners and as such will be required to attend meetings of workforce board or its Executive Committee to receive direction and to report on progress no less than three times annually.

In the Golden Sierra region the one-stop operator will facilitate value added, collaborative partner meetings compelling the partners toward the seven policy strategies identified in the state plan. The Operator is expected to assume a leadership role in the quarterly partner meetings discussed previously while identifying work assignments that should occur between the quarterly meetings. They will play an integral role in how the GSWDB oversees the systems alignment and integration movement. Furthermore, the Operator will assist the board in providing oversight to the local service providers while monitoring the partners' commitments as identified in the MOUs.

### **C. Required detail on specified services and service delivery strategies**

As is reflected in the GSWDB vision and mission statements the board strategy includes facilitating pathways to success for students, workers and job seekers. This includes expanding access to employment, training, education and support services to eligible individuals and the target populations identified in WIOA Section 3(24)(A)-(M)

The Golden Sierra Governing Body as the Chief Local Elected Official (CLEO) and the GSWDB bring together key players in workforce development, locally and regionally. The CLEO and the GSWDB continue to collaborate with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment in part by stressing the following State workforce priorities:

- A. Preparing skilled workers for employment in competitive and emergent regional sectors
- B. Participating in the development of regional coordination through active participation in the RPU
- C. Systems alignment through co-enrollment and braided funding models

The GSWDB has adopted the State's proven strategy to meet businesses workforce and other need through effective sector strategies. Sector strategies are partnerships of employers within an industry that bring government, education, training, economic development, labor and the community together to focus on the workforce and other needs of an industry within a regional labor market. Within the Capital Region, GSJTA and the Sacramento Employment and Training Agency (SETA) have pioneered this approach by jointly sponsoring the "Clean-Green" industry forums in Sacramento and Placer Counties.

Through the application of past successful sector techniques such as the "Clean-Green" forums the local areas are able to apply similar constructs to other programs. One recent example of how the board facilitates the development of career pathways and co-enrollment can be found under funding received via Proposition 39 (Prop 39). Under Prop 39 the region worked on a joint application for funding that resulted in GSJTA and SETA receiving funding to provide Multi-craft Core Curriculum (MC3) training to young adults with barriers to employment. For this initiative, SETA and GSJTA worked with local contractor associations including the North State Building Industry Association and local trade apprenticeship programs to identify labor needs and career pathways. Locally, GSJTA worked with Sierra College to develop an approved MC3 curriculum. GSJTA also worked with the local California Conservation Corp (CCC) to identify eligible Corp members. The members were then enrolled in both the Prop 39 initiative and received training in construction methodologies that included green techniques. The training was provided by Sierra College and participants earned MC3 certificates that opens the door to the apprenticeship programs statewide. Participants in the MC3 training were also enrolled in WIOA and received additional employment assistance where necessary. The Prop 39 grant is a prime example of a region coming together with sector and training partners while aligning systems to integrate services using braided funding. Furthermore, the Prop 39 partnership provided industry recognized certificates that are portable and stackable in sector identified career pathways. Finally, the ability to offer the MC3 curriculum now exists within the region where it did not previously. Therefore, the partnership enhanced the capacity of the system to meet future industry needs.

The GSWDB coordinates efforts with economic development in many ways. For example, GSTJA was a primary contributor to the Next Economy Capital Region. The Next Economy partnership developed a regional Comprehensive Economic Development Strategy (CEDS) and assisted in identifying the key core business clusters with potential for growth in the Capital Region. This CEDS has been adopted by many local jurisdictions in the region and the Golden Sierra CLEO. The GSWDB will work with workforce partners and the business community to identify skill gaps, training barriers and highlight high growth and high paying jobs that align with the aforementioned CEDS. The Next Economy partnership will continue to work towards identifying training & educational barriers to attracting jobs in the core clusters; identifying the existing skills gaps that are reducing local competitiveness of local business; and, provide an on-going review of core sector priorities.

This partnership not only includes the workforce partners, but also the local chambers, California Employers Association, North State Building Industry Association and various regional labor groups. This partnership will conduct further outreach to companies in critical sectors to further identify skill gaps and what competency and curriculum development is needed to fill these gaps. Throughout the 2013-14 program year eight sector based industry forums were conducted to keep the partnership abreast of industry needs and to assist with the development of early warning systems for layoff aversion.

The Next Economy partnership is one example of how the GSWDB supports the state policy framework by acting as a convener, therefore, bringing business, labor, education and economic development together as a neutral broker to address local workforce needs. It is also an example of how the board enhances system coordination through aligning the various service providers in the local workforce system. And, it exhibits how the board acts as a collaborator by initiating, or joining in, local and regional initiatives.

California LMID data shows that 50% plus of the new jobs needed in the 2010-2020 time period need less than a 4-year degree. The goal of the GSWDB is to move adults and youth with low job skills into middle skill jobs that require 1 or 2 years of certified or credentialed training. The idea is to move target populations who have had lower paying jobs into better paying occupations. This can be done through bridge programs in the community colleges and pre-apprenticeship career pathway programs.

As discussed previously, the Next Economy work identified careers critical to regional economic objectives for growth. Just as the State Workforce Development Board has done, employers in priority industry sectors have been engaged to ascertain what degrees and credentials are of value to them.

Career pathways are being established for key regional sectors. By reverse engineering each career, identifying required skills and knowledge, postsecondary degree and career pathway entry points are established. These entry points will increase the number of adult basic education students, postsecondary education and/or training participants needed for industry. Underprepared job seekers, all along the age spectrum, will be guided into education and training programs in demand occupations and growth industry sectors. Increased emphasis on these education and training programs will stress “earn and learn” models.

These “earn and learn” models include Work Experience (WEX), Transitional Jobs, On-the Job Training (OJT) and apprenticeship. In these models, workforce partner’s monies will be leveraged with employer resources and funds. This braided funding model insures all have ‘skin in the game’. The local vision is to not only increase the amount of funds expended on WIOA training but also to increase the total number of WIOA participants participating in training, especially in braided arrangements with workforce partners.

As a result of the passage of California’s Assembly Bill 554, five local boards (Golden Sierra, SETA, NORTEC, NCCC and Yolo) initiated a Memorandum of Understanding (MOU) with the Division of Apprenticeship Standards and the Sacramento Valley Joint Apprenticeship Council. The intent of the MOU is to enhance collaboration, create common policies and practices, share best practices and focus training funds to prepare job seekers for high-demand jobs in Northern California which include expanding apprenticeship models. (Exhibit 11).

### **Business Services:**

The GSWDB local framework, discussed in Section A, has made business services a prime priority. As noted in the prior discussion on the Next Economy, Golden Sierra and its partners actively engage employers from the priority industry sectors. This is reflected in the GSWDB membership through its Bylaws and in the development of the Golden Sierra business services plan. Though currently under review, the business services plan was initiated under WIA by an engaged Business Services Committee (BSC). It includes outreach to employers to identify business service needs; identification of workforce issues (including skill gaps); and an outreach and branding approach for the local business service system. The BSC was especially active in the program years prior to WIOA. Its membership represented both small and larger employers relevant to the regional economy. It also included leading economic development staff from Placer and El Dorado Counties and the region wide Sierra Economic Development Corporation (SEDCorp). Many of its efforts were built upon the Golden Sierra Vital Assets Initiative (VA) conducted from 2009 to 2011.

The VA network engaged local government and economic development staff (Placer, El Dorado County, City of Roseville, & SEDCorp) to conduct some 2,000 on-site visits to employers/businesses in the tri-county LWIA. The VA asked businesses what their business and workforce needs were. They also inquired what business services were lacking (legal, finance/accounting, HR, planning, etc.) and how the local workforce system can help them and the local economy. The VA has helped the local workforce partners to focus on what services can be provided by the partnership and which ones can be a referral function.

The GSWDB brand for the region's business services is "NEXT". The GSWDB is also working on adopting metrics for its business services and business service strategies which will be informed by developing State and Federal policy.

The local services provided to business include the following:

1. Employee recruitment and screening;
2. Interview and meeting rooms;
3. Job and position listings
4. "Job Connections" business forums;
5. Subsidized and non-subsidized work-based training;
6. Apprenticeship development;
7. Referral to other business services.
8. Layoff aversion and early warning systems
9. Response to layoff events

The GSJTA and the partner stakeholders, (EDD, Economic Development), have also established the Rapid Response activity as a partner operation with a two-fold mission:

1. Respond to business closures and worker layoffs;
2. Be a proactive partner with business by maintaining an ongoing relationship with employers during all aspects of the business cycle. In this manner, an 'early warning system' to be able to provide layoff aversion strategies and services is in place.

### **Rapid Response:**

Rapid Response Activities are a critical component of any comprehensive business services strategy. The GSWDB has been constructing and refining its strategy for many years. For example, between 2009 and 2011 GSJTA coordinated the Vital Assets (VA) initiative. This braided funded initiative was proactive in executing an on-going connection between the business/employer communities with the Workforce & Economic Development system. Layoff aversion activities were conducted and tracked by the Workforce Investment Board. These reports also included numerical metrics. The framework established by the VA is still operational.

In terms of Rapid Response activities, since EDD is part of the Rapid Response teams, all closures are assessed to determine if Trade Adjustment Assistance (TAA) services are appropriate for the affected dislocated workers as well as the appropriateness for Unemployment Insurance (UI).

Golden Sierra has the aspiration to take these local and regional business services to the point where there is a regional unified employer services strategy some of which will be referenced in the Cap Region regional plan.

To assist in the continuous improvement process, the GSWDB has considered the following metrics to gauge the effectiveness of services provided to businesses and employers:

- Number of employers/firms contacted
- Number of employers/firms requesting services
- Number of services provided directly or referred
- Number of job orders taken/filled
- Number of contracts/agreements for work-based training
- Development of Business Services Dashboard

In addition to these on-going services, the Golden Sierra Governing Body and GSWDB intend to build upon alignment of the system through building of the RPU.

The RPU present a regional approach with other Local Boards and other partners to align services to business which include:

1. Determining employer needs;
2. Integrating workforce services through the One-Stop Delivery System;
3. Leveraging and braiding resources.
4. Ongoing staff development

For more than 15 years Golden Sierra, in partnership with SETA, has participated in a capacity building and system alignment initiative known as the Capital Area Investment Zone (CAIZ). Staff from both agencies meet regularly identifying critical areas for staff development within the region. Once issues are identified a subject matter expert is acquired. Costs for the training are shared by the Agencies and participating partners. Until recently, the shared costs were offset by Employment Training Network (ETN) assistance. This funding is no longer available but costs may still be offset by use of the California Workforce Association's (CWA) California Workforce Development Board (CWDB) sponsored California Training Institute (CTI).

In addition to the CAIZ partnership, staff from Golden Sierra, SETA, Yolo and the North Central Counties Consortium (NCCC) meet regularly to identify areas for regional collaboration and improvement.

The GSWDB along with approximately five other local areas participates in the Northern California Rapid Response Roundtable. The Roundtable meetings are centered on promoting collaboration to enhance layoff aversion strategies throughout Northern California. Best practices are shared and the collaboration works to coordinate activities when a layoff affects multiple regions. Furthermore, the Roundtable group attempts to create effective early alert systems.

In late 2012 and early 2013, seven Northern California Local WIBs entered into an MOU (Exhibit 12) which solidifies the commitment of Northern California's WDBs to improve the workforce development system and refine labor market information within the region. The Cap Region MOU discussed in Section A (Exhibit 9) reaffirms the commitments of the parties and realigns the goals with the state policy framework and WIOA.

Examples of these collaborative efforts can be found throughout GSWDB's history. Ultimately, GSWDB works towards braiding funding, seeking efficiencies and system alignment at every turn. This is clearly evidenced by the partnerships developed throughout Northern California. However, these are just a few of the ways that the GSWDB supports system alignment, service integration and continuous improvement.

**D. Required Information Pertaining to America's Job Centers of California<sup>SM</sup> (AJCC), including the following State Plan requirements for local plans:**

GSWDB is also emphasizing the training activity of the WIOA service menu for the 2017-2020 local strategic plan. Through the identification of key training career clusters within priority sectors the local AJCC system is promoting and informing One-Stop customers of the viability and benefits of the key career clusters in the region. As mentioned previously, WIOA funding will be directed toward training employees for these key industries with an emphasis on "earn and learn" workplace based initiatives. In addition, the Local Board is coordinating with other local providers of training to promote these key clusters. This would include the community colleges (Lake Tahoe, Folsom, El Dorado Center and Sierra); CTEworks and Central Sierra ROP and the various private postsecondary training institutions and local apprenticeship programs. Coordination with these training providers is ongoing

Golden Sierra tracks the performance of eligible providers of training services through the CalJOBS Eligible Training Provider List (ETPL), published performance from the Bureau of Private Post-Secondary Education (BPPE), GSJTA's Training Contract Compliance Review form, compliance and monitoring of contract statements of work, regular contact with the participant, and review of training comments on timesheets.

GSJTA provides technical assistance to new and established providers to meet and exceed federal, State, and local requirements. GSJTA ensures compliance and strives to improve performance with providers and recommends updates to programs so that they meet the needs of local employers, workers, and jobseekers.

Much of the Golden Sierra region is rural in nature. Limited broadband availability, especially when considering today's heavy bandwidth virtual tools, presents unique challenges when attempting to provide services virtually within those outlying areas. Currently, the majority of the region's broadband access is expanding under the direction of the Gold Country Broadband Consortium (GCBC). The GCBC is public-private partnership aimed at increasing digital access and use in Nevada, Placer, El Dorado, Sierra and eastern Alpine counties. The GCBC is one of 14 regional consortia in the State funded by the California Advanced Services Fund Rural and Urban Regional Broadband Consortia grant program. The Consortium was formed to leverage regional, state and national resources as an investment in improving and expanding broadband access. In recent years The GCBC initiative was managed by Sierra Economic Development Corporation (SedCorp). During this time, SedCorp remained an active member of the GSWDB. Recent developments have resulted in a transition for SedCorp. This transition involves a change in the management structure for the GCBC. As of November 21, 2016 the GCBC will be managed by the Sierra Business Council (SBC). SBC staff attend GSWDB meetings when available.

The primary tool available region wide providing virtual access to job seekers and employers is the CalJOBS (CJ) system. The CJ system includes a multitude of useful tools that can be universally accessed by both audiences through a simple online registration process. This process can be completed at home, in the business, at a library or through the mobile application. The CJ system includes tools for job seekers such as resume builders, career explorers, career assessments, job search listings, alerts, labor market information and unemployment services and makes these tools available in formats useful to person with disabilities. Though not all Core partners have direct access to managed services via CJ all partners have received training on the availability of services through the CJ system. Furthermore, the partners are encouraged to register their appropriate clients, students and consumers. Ongoing training opportunities will continue to be provided as necessary.

Though the Core partnership statewide has not transitioned to a common system there are pilot activities underway that attempt to create effective inter-agency networks. In the GS region, one such initiative is being spearheaded by the Adult Education Block Grant (AEBG) consortium in South Lake Tahoe known as “Advance”. The Advance consortium partners are piloting “CommunityPro Suite”. The CommunityPro will not replace current required information systems but it will allow for more effective collaboration for its users by lowering barriers to access across all users. Additionally, the CommunityPro system will build on improvement efforts by providing more holistic data aggregated across system partners.

The GSWDB understands that there are multiple obstacles faced by individuals with significant barriers to employment in rural and urban areas. To that end, GSWDB partners provide workshops outside of the physical AJCC locations. These workshops act as extended arm of the AJCCs therefore, reaching far more individuals than would otherwise be possible. Additionally, through the use of mobile tools such as tablets and laptops, service providers are encouraged to meet their audience where they are as rural regions require mobile service connections.

Entities within the AJCC delivery system are subject to the Governor’s Methods of Administration (MOA). The MOA is a state-level document that reflects the Governor’s commitment to the nondiscrimination and equal opportunity provision of WIOA. The MOA contains nine distinct elements.

#### Designation of an Equal Opportunity Officer

Consistent with WSD15-24, the local area has designated an EO officer who is responsible for coordinating its obligations under these regulations. The local area is committed to assigning sufficient staff and resources to the EO Officer to ensure compliance with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

#### Notice and Communication

The local area provides initial and continuing notice of nondiscriminatory practices and the right to file a complaint by posting information (posters) in prominent locations within the AJCC. These notices are also made available to each participant; a copy of an acknowledgement of receipt is signed by the participant and included in the case file (see GSC 01-05 and GSC 01-06). Alternative formats are provided upon request to people with disabilities.

The local area ensures media and other communications which promote WIOA programs or activities include the following tagline: “This WIOA Title I financially assisted program or activity is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.” In instances where materials indicate the local area may be reached by telephone, the California Relay Service number is provided. In instances where persons with limited English proficiency are served, the local area takes reasonable steps to ensure individuals receive the language assistance necessary to afford them meaningful access to programs, services, and information (see Limited English Proficiency policy).

### Assurances

The local area has implemented policies and procedures to ensure that all contracts, cooperative agreements, and job training plans contain a nondiscrimination assurance statement.

### Universal Access

As required in Title 29 CFR Section 38.42, the local area ensures universal access to WIOA Title I financially assisted programs and activities by doing the following:

- Implementing an outreach and recruitment plan to solicit participation of all potentially WIOA Title I eligible reportable individuals in the entire locale.
- Creating an outreach and recruitment plan that will reach specific target populations through media, schools, and community services groups.
- Considering a pool of individuals for participation that includes members of both sexes, various racial and ethnic age groups, and individuals with disabilities.
- Establishing a hiring and eligibility process that is accessible to qualified individuals with disabilities.
- Utilizing facilities designed to provide reasonable access to individuals with disabilities in the following areas: training, job structure, work schedule, work procedure, and work equipment and auxiliary aids accommodations.

### Obligation Not To Discriminate On The Basis Of Disability

The local area has established a reasonable accommodation policy and procedure guide. In addition, the local area actively participates in biennial compliance monitoring to ensure physical and programmatic accessibility. The local area provides the following:

- Designated parking for the disabled that is accessible to the building entrance, free of any barriers.
- Signage at a primary entrance to each of the inaccessible facilities, directing users to a location at which they can obtain information about accessible facilities.
- The international symbol for accessibility at each primary entrance of an accessible facility.
- Building entrance doors that can be opened with one hand.
- Accessible information at public counter or reception areas.
- At least one accessible public telephone per floor.
- Accessible meeting rooms with Braille symbols at an accessible height.
- Accessible restrooms.
- Alternative methods to ensure that training, job structure, work schedule, work procedure, and work equipment are available to individuals with disabilities when the facilities are not physically accessible to individuals with disabilities.

### Data and Information Collection and Maintenance

The local area complies with WIOA Section 188 by collecting and maintaining demographic data in CalJOBS, the statewide labor exchange system. Confidential information is safeguarded from improper use, disclosure, or transmission. For example, a participant's health/medical information is retained in a separate case file. Any complaints alleging discrimination are maintained in a log and shared with the EEO Office each calendar year.

### Monitor for Compliance

As required by law and related regulations, the local area participates in on-site reviews and other forms of monitoring to ensure compliance.

### Complaint Processing Procedures

The local area has established procedures for resolving allegations of noncompliance with applicable nondiscrimination and equal opportunity provisions. The complaint processing procedures are consistent with the guidance found in WSD 15-24.

Neither GSWDB nor its Administrative Entity GSJTA has received notice of corrective actions or sanctions with regard to non-discrimination practices or equal opportunity procedures.

To best address the needs of people with disabilities the local area is committed to providing appropriate training activities for staff and its subrecipients. To date, the local area has provided training on case notes, safeguarding personally identifiable information, the Social Security Administration's Ticket to Work program, disability awareness, mental health first aid, disability benefits 101, reasonable accommodations, and how to communicate with the deaf and hard of hearing. Ongoing meetings, sensitivity training, and policy reviews are scheduled throughout the year.

The GSWDB workforce community involves many partners. The core partnership ensures that the full range of basic and individualized career services as well as training services are provided within the Comprehensive and Affiliate sites as well as the regions Access points. This "Cloud" of services is described in Section B. The WIOA core entities in partnership with local HHSA are the face of the AJCCs in the region. These partners provide staff support in terms of the day-to-day operations of the AJCC as well as workshops, staff development and additional resources that enhance the system's ability to provide Career, Youth, Training, Business and Rapid Response services. Negotiations are currently underway with regards to Cost Sharing Agreements (CSA). These negotiations will further define the resource contributions provided to the system which will include both infrastructure and other cost support. Completed MOUs are provided in Attachment O.

The GSWDB coordinates activities with the local WIOA Section 166 provider; California Indian Manpower Consortium (CMIC). CMIC staff are active participants on the GSWDB Board. This includes both during WIA and through the implementation phase of WIOA. CMIC staff provide valuable insights regarding the provision of services to California's Native American population. Additionally, CMIC participates in regular partner meetings and have completed the required WIOA MOU for Phase I.

In addition to CMIC, the GSWDB coordinates activities with the Washoe Tribe of Nevada and California through its Career Services subrecipient in Alpine County the Alpine County Health and Human Services Department (HHSD). Alpine County HHSD provides coordinated services via the affiliate AJCC located in Markleeville. Staff from HHSD meet regularly with the Washoe Tribe to discuss services and outreach. Additionally, HHSD staff participate in partner meetings and staff development opportunities provided by GSJTA. Finally, GSJTA staff meet with representatives of the CLEO, Alpine County HHSD and the Washoe Tribe on an annual basis.

The local WIOA Section 167 entity serving migrants and seasonal farmworkers (MSFW) is the California Human Development Corporation (CHDC). Staff from CHDC meet regularly with GSJTA staff to coordinate activities. Additionally, CHDC has provided staff to the regional AJCCs in order to provide greater outreach and services to the MSFW community. Furthermore, staff from CHDC have an active participation on the GSWDB and have played an integral role in the transition from WIA to WIOA by participating on the GSWDB Executive Committee.

The GSWDB believes this local plan provides a comprehensive approach for fostering collaboration that places the AJCCs at the forefront of providing on-ramps to meeting regional sector needs that are emphasized in the regional plan. A significant amount of information is provided throughout this plan detailing how the AJCCs will be made aware of, and provides access to, these pathways.

#### **E. Required Information Pertaining to Specific Programs, Populations, and Partners**

The GSWDB has participated in or led many initiatives that seek to improve system alignment and service integration with local and regional economic development activities. Two recent examples were given in Section C. These include the GSWDB sponsored VA program and the Next Economy Partnership.

As mentioned previously, the GSWDB participated in a leadership capacity in developing the NEXT Economy Capital Region Prosperity Plan (Exhibit 13). The Next Economy is a business-led, volunteer-driven regional effort that seeks to align regional activities for maximum impact. The plan contains five overarching goals, 14 objectives, 68 strategies and 292 actions all geared to accelerate job growth and wealth creation.

Based on extensive research and expert input over 18 months, the Plan and the activities contained within it have been embraced by the region's leading economic development organizations and their business leadership, and has been officially adopted by five counties including Placer and El Dorado, 15 cities and two workforce development boards (Golden Sierra and SETA) as key to their strategic planning. (Golden Sierra's resolution to that effect is included in Exhibit 14) and its importance is reflected through the GSWDB plan and is a reoccurring theme in the regional plan submitted by the RPU.

The goal of Next Economy is to transform the regional economy from one that suffered widespread hardship and a slow recovery into a robust and sustainable one. The Next Economy work aligns the region's business, education, and government leaders with a common economic development platform around 5 goals. These goals advance a shared vision for economic growth that have far greater impact through the system's collective action. These goals include: a strong innovation environment; amplified regional global market transactions; growth and support of core business clusters; growing and maintaining a world-class talent base; and improving the regional business climate for economic growth.

In early 2015, after a year of planning, the Capital Region Workforce Boards (Sacramento Employment and Training Agency – SETA, Golden Sierra Workforce Board, North Central Counties Consortium and Yolo County Workforce Board) approached U.S.SourceLink for assistance in mapping the resources in the RPU that support entrepreneurs and business owners. The goal of the project was to better understand the entrepreneurial ecosystem in order to facilitate strategic planning for the Capital Region's Project SlingShot initiative. The mission of SlingShot is to strengthen the region's entrepreneurial ecosystem and catalyze a culture of innovation, thereby spurring economic growth and job creation.

This report (Exhibit 14) provides a high level mapping of the RPU's entrepreneurial ecosystem around six key aspects that create the foundation for a thriving ecosystem. Approximately 170 organizations were charted based on a draft inventory of entrepreneurial and startup services prepared by Valley Vision, which is coordinating the RPU's SlingShot strategic planning.

The Capital region's SlingShot project is focused on the innovation ecosystem to ensure that the region is known nationally as a place where innovation thrives and business startups can be successful. The goal is to catalyze leadership and engagement from regional entrepreneurs and businesses in order to strengthen the Capital Region's innovation ecosystem and to stimulate innovation and new company creation by creating the conditions to grow emerging industries and new businesses. The project is designed to build on the region's existing assets for entrepreneurs, identify gaps in resources, strengthen the entrepreneurial ecosystem, and support business-led solutions. The effort also seeks alignment of economic development, workforce development and education strategies and shared goals among private and public stakeholders.

The SlingShot initiative is just one example of how the GSWDB aligns with economic development and how the GSWDB promotes entrepreneurial skills training and microenterprise services.

As stated in previous sections, the GSWDB is adopting a position that supports a skills agenda. This agenda, based on the assessed sector needs, includes retraining both through vocational classroom training and through “earn and learn models” for Adults, Dislocated Workers and Youth. The Core WIOA partners will work to provide work based learning opportunities as described in Section C. These models will include apprenticeship, On-the-Job Training and Transitional Jobs. Additionally, the Core partners will work with other system partners (SNAP, CalWORKs, Probation etc.) to braid offerings ensuring that users of the system receive coordinated benefits ensuring successful outcomes.

Rapid Response (RR) activities are a critical aspect of any comprehensive business services strategy. These services are discussed in Section C. However, the GSWDB approaches Rapid Response services as coordinated consortium activity. The Golden Sierra region shares labor markets with multiple jurisdictions outside its boundaries. Therefore, in order to maximize efficiency, RR activities remain centralized. The RR coordinator’s responsibilities include participating in local business service activities, providing outreach and remaining engaged with chambers, business intermediaries, economic development and others. The job is two-fold; both proactive and reactive. The RR coordinator must work to build early alert systems and coordinate response teams when responding to events where layoff aversion is not possible.

Youth activities in the region target out-of-school youth with barriers to employment including low-income, public assistance recipients, foster youth, youth with disabilities and others. The GSWDB, consistent with WIOA, targets WIOA Title I Youth funding toward workplace learning activities. This is directly reflected in the approved budget for these activities as well as being built directly into subrecipient contracts which are monitored for compliance.

Examples of success for youth programs include recent partnerships with PRIDE Industries. PRIDE Industries is an organization whose mission is “To create jobs for people with disabilities”. They provide support; training and opportunity that assist people with disabilities find meaningful employment. In July of 2011, PRIDE responded to a request for proposals (RFP) to serve youth in Placer County. The proposal included targeting services to youth facing a wide range of barriers, including: basic literacy/numeracy skills deficiency, disability, mental illness, substance addiction, poor work history, homelessness, experience in foster care, high-school drop-out, limited English proficiency, and/or attending alternative school. From 2011-2015 Pride was able to provide Work Experience and ancillary services to 148 youth between the ages of 17-21. Of these 148, an astounding 99 were youth with disabilities. WIA funding

equated to an estimated \$755,000 which was matched by \$212,000 from PRIDE for a total participant cost of \$6,500 the vast majority of which is attributable to wages and support services. According to LMID Youth unemployment in the Golden Sierra region exceeds 20% therefore; these youth gained a significant edge on their peers.

GSJTA staff coordinates, on behalf of the GSWDB, with relevant secondary and post-secondary education programs and activities forming workforce and education strategies that enhance services, and avoid duplication by participating in ongoing planning initiatives locally and regionally. These initiatives include Career Pathways Trust activities, The Community College Chancellors Office “Doing What Matters”, Adult Education Block Grant (AEBG) planning, Align Capital Region, Align Sierra, Project Lead the Way, Linked Learning and various Career Technical Education (CTE) Steering committees at both the County and District level. By providing and or coordinating labor market information, sector feedback and information regarding the alignment of performance outcomes these programs work to provide streamlined pathways to success for students, job seekers and the underemployed. Some of these strategies include career pathways development, articulation agreements and dual enrollment between the high school CTE programs and the local Community College systems.

Articulation agreements represent partnerships between high schools and community colleges. Under these agreements CTE students are able to advance more quickly toward college and careers. These agreements reduce duplicative coursework in which students demonstrate mastery. CTE faculty from both partners collaborate to align curriculum with industry input that provides students with relevant career and academic skills providing opportunities for advanced placement in post-secondary courses and the workforce.

Dual enrollment takes articulation one step further. These agreements allow the student to gain college credits for courses (approved for dual enrollment) while attending high school. Dual enrollment courses reduce duplication therefore, preparing students more quickly. They also expedite college completion and reduce student and institutional financial burdens.

Golden Sierra service providers seek to maximize funding availability. This is displayed as a match funding requirement in subcontracts for both services and Direct Training. Supportive Services for items such as transportation assistance, required clothing, books, tuition, childcare etc. are coordinated by the case managers through the local partnerships to ensure that available sources of funds are exhausted prior to the use of WIOA funding for these services as is reflected in law and in local policy.

The Golden Sierra Region houses only one office where Wagner-Peyser Act services are physically colocated with Title I. GSJTA and Wagner-Peyser staff work diligently on a day-to-day basis to ensure that services are offered with the utmost efficiency. This includes co-supervision of activities as well as joint management/partner meetings and joint staff meetings to discuss opportunities for improvement in daily operations. Services to other regions outside of this colocated AJCC are provided on an as needed basis either through visiting staff or other means. This valuable collaborative effort has been developed over many years and GSJTA staff will continue to work toward furthering that relationship including expanding services when possible.

GSWDB will continue to coordinate WIOA Title I activities with those of adult education and literacy activities in particular those activities funded VIA Title II. GSJTA staff will assist in the preparation and development of local WIOA Title II applications as appropriate and provide feedback to the GSWDB ensuring alignment with the local plan as presented here.

WIOA Title II entities will be made aware of the requirement for GSWDB to carry out a review of the WIOA Title II applications via personalized invitation to comment on the local plan with specific notations to provide feedback on alignment. This invitation to comment will include Workforce Services Information Notice 16-26 (WSIN16-26) which outlines the process by which the GSWDB, through its local administrator, will review the WIOA Title II applications. Those applying for Title II funding will be invited to present their applications to the full board or its executive committee in order to receive comments on its alignment with this local plan.

In accordance with WSIN16-26 the GSWDB will perform a review and make recommendations based on the following considerations most relevant to the Local Plan:

- Needs Assessment
- Alignment with One-Stop Partners
- Facilitate Learning in Context
- Partnerships and Support Services for Development of Career Pathways
- Alignment with the Local Workforce Development Plan

#### **F. Relevant Information Pertaining To Grants and Grant Administration**

Golden Sierra Job Training Agency (GSJTA) serves as the local grant recipient and is responsible for the disbursement of grant funds. GSJTA follows Procurement Policies and Procedures to award contracts for services and activities carried out under this plan. The goal of these policies and procedures is to ensure that all GSJTA procurements are conducted in a manner which provides for full and open competition consistent with standards set forth in applicable local, state and federal regulations.

Effective internal controls have been established and include controls over compliance for evaluating and monitoring ongoing activities to ensure that appropriate goals and objectives are met.

GSJTA management provides reasonable assurances that government programs are administered timely and within compliance requirements of the grant award. The process begins with the publishing of Public Notices informing the public of the releases of Requests for Qualifications (RFQs)/Proposals (RFPs). Bidder's Conferences are held when appropriate or necessary to provide potential respondents an opportunity to ask questions or obtain clarification. GSJTA forms a rating team to review and score proposals consistent with criteria outlined in the RFQs/RFPs. Recommendations for approval are prepared by the Executive Director and presented to GSWDB when applicable.

GSJTA makes awards and enters into contracts with contractors possessing the ability to perform successfully. Consideration when entering into a contract is given to such matters as contractor integrity, compliance with public policy, record of past performance, financial stability and technical resources.

Procurement records detailing each procurement are maintained for a period of three years from the date of final payment. These records include, but are not limited to, the following: 1) rationale for the method of procurement; 2) solicitation documents; 3) the basis for awards; 4) selection of contract type; 5) contractor selections or rejections; and 6) the basis for contract price.

#### **G. Relevant information pertaining to performance goals**

From WSD-149 - WIOA Section 116(c) states that the Local Workforce Development Board (LWDB), chief elected official, and the Governor shall negotiate and reach agreement on the local levels of performance for the same time periods as the state negotiated goals for the primary indicators of performance. The primary indicators of performance to be negotiated for WIOA Title I are the following:

- **Adult, Dislocated Worker, and Youth**
  - The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program (for Title I Youth, the indicator is participants in education, or training activities or employment in the 2<sup>nd</sup> quarter after exit).

- The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program (for Title I Youth, the indicator is participants in education, or training activities or employment in the 4th quarter after exit).
  - The percentage of program participants who attain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during participation in or within 1 year after exit from the program.
- **Adult and Dislocated Worker only**
    - The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program

In early September (2016), consistent with WSD-149, GSJTA participated in the negotiation process. The outcomes of those negotiations are as follows:

#### 2016/2017

Local Area 2016-17	Employment Rate 2 <sup>nd</sup> Quarter after Exit	Employment Rate 4th Quarter after Exit	Median Earnings 2 <sup>nd</sup> Quarter After Exit	Credential Attainment with-in 4 quarter after Exit
Adult	65.0%	62.5%	\$4,957	52.9%
Dislocated Worker	68.0%	66.5%	\$7,308	48.0%
Youth	62.4%	56.5%	Baseline	54.7%

#### 2017/2018

Local Area 2016-17	Employment Rate 2 <sup>nd</sup> Quarter after Exit	Employment Rate 4th Quarter after Exit	Median Earnings 2 <sup>nd</sup> Quarter After Exit	Credential Attainment with-in 4 quarter after Exit
Adult	68.0%	65.5%	\$5,157	55.9%
Dislocated Worker	71.0%	67.2%	\$7,523	54.4%
Youth	65.4%	67.2%	Baseline	57.7%

It should be clarified that California LWDA's will not be held accountable for the first year's performance indicators negotiated for WIOA. Instead, these will be used to determine baseline information while WIOA data collection and reporting is transitioned from WIA to WIOA.

The GSWDB is working with its Core partnership and system stakeholders to align and improve system outcomes. This includes coordinating joint staff development efforts and business engagement strategies as well as the alignment of data systems as appropriate.

#### **H. Relevant information pertaining to federal High Performance Board (HPB) efforts**

The local area will provide priority of service for WIOA adult funds to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. Staff and subrecipients determine priority of service status at the time of eligibility. Of course, the local board will continue to serve veterans and eligible spouses as a priority population. Consistent with TEG 10-09 and WSD15-14, priority is provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low income individuals, or individuals who are basic skills deficient.
2. Individuals who are the recipient of public assistance, other low income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA's priority groups.
4. Other individuals not included in WIOA's priority groups.

During the intake and eligibility process, staff and subrecipients collect documentation to verify whether an adult participant qualifies for priority of service under WIOA. If yes, that adult participant will receive individualized and/or training services earlier in time than other individuals not included in WIOA's priority groups. If any waiting lists are maintained for individualized and/or training services, those eligible for priority of service will be placed at the top of the list and enrolled/served prior to other individuals.

GSJTA staff continues to ensure the GSWDB remain in compliance with state policy directives including those related to WIOA Memorandums of Understanding (MOU). This includes informing the board of its requirement to comply with both WSD15-12 (WIOA MOUs- Phase I) and WSD15-11 (WIOA MOUs Phase II). With respect to MOUs staff from GSJTA, the core and required partners convened for several months prior to the publication of WSD15-12 to establish agreements with regards to the MOU requirements. Once the Directives were published, the parties to the MOU attended State sponsored and local staff development events. MOU templates were developed and MOU Phase I completed and approved by the GSWDB and the CLEO. Those MOUs are included as attachments to this plan (Attachment O).

Currently, completion of Phase II is underway. Staff and partners have attended appropriate trainings, and local meeting to discuss the MOU Phase II requirements are scheduled. The Board will comply with all reporting requirements and deadlines. Phase II MOUs will be in place by June 30, 2017.

#### **I. Relevant information on training activities**

GSWDB and its service providers provide linkages to financial support and training opportunities (certifications) that lead to career pathways within the region's priority clusters. These clusters are identified through participation in the RPU. The RPU collects labor market data using sources that include EDD's Labor Market Information Division (LMID). The RPU then refines this data using real world interactions with the region's businesses. WIOA Title I service providers make available all training services outlined in section 134(c) (3)(D) of the act. The GSWDB and GSJTA policies and procedures place priority on training efforts in high growth/high demand occupations identified through the aforementioned means. These policies require the use of Individual Training Accounts (ITAs) to formalize training agreements when Occupational Skills Training is the appropriate course of action. WIOA Title I service providers may use contracts when cohorts are required to meet industry need. GSWDB and GSJTA policies and procedures outline the development of ITAs, On-The-Job Training Contracts, Incumbent Worker Training and Transitional Jobs.

Each person registering for Individualized Career Services works with AJCC staff in order to develop an Individualized Employment Plan (IEP) or Individualized Service Strategy (ISS). These plans utilize career assessments, labor market information and training provider outcomes to ensure informed customer choice therefore, maximizing successful outcomes. AJCC staff will work with registered participants to help identify and mitigate barriers to success through accessing the system partners and identifying the best training provider based on individual need.

#### **J. Public transparency, accessibility and inclusivity information**

On January 1, 2017 the GSWDB WIOA 4-Year Local Strategic Plan will be published in an accessible format soliciting public comment for thirty days. The GSWDB encourages the public to offer input regarding workforce issues such as: industries that need training to fill openings; workforce services to specific population groups; and needed services to small employers/businesses. In addition to notifying the public of its availability, Community Based Organizations (CBOs), Economic Development and other identified system stakeholders will receive invitations to comment on the plan. (Exhibit 15)

All comments or questions regarding the Local Plan must be submitted in writing to:

Golden Sierra Job Training Agency  
1919 Grass Valley Hwy., Suite 100,  
Auburn, CA 95603

Or, via email to [info@goldensierra.com](mailto:info@goldensierra.com)

All comments must be received no later than January 31, 2017 at 5:00 pm.

For those wishing to bring their comments/concerns directly to the Board an opportunity for public input is scheduled for 1:00pm, January 19, 2017 at the following location:

North State Builder's Industry Association  
1536 Eureka Rd  
Roseville, CA 95661

The location of the meeting is an accessible space central to the Golden Sierra Region:

The hearing will be held in alignment the GSWDB regularly scheduled meeting. Due to time constraints only one public hearing will be held

In February 2017, final input, questions or comments, including those representing disagreement with the Plan, will be presented to the Local Board or its Executive Committee prior to submission.

Comments received in disagreement will be included in the Plan as an attachment (Attachment S).

#### **K. Relevant information pertaining to common intake and case management efforts**

The intake process begins with registration in CalJOBS and an informal initial assessment of the participant's needs. This can be conducted by any one-stop partner via oral interview or WIOA orientation. This is followed by a referral to WIOA services. Next, the WIOA partner performs an intake interview to determine whether or not the individual is WIOA eligible. The case management process begins with individual counseling, a review of labor market information, comprehensive assessments, and the development of an Individual Employment Plan. The existing approach does allow for the tracking of co-enrolled individuals across certain core programs (via CalJOBS). At this time, the only one-stop partner programs that utilize CalJOBS are: WIOA, Wagner-Peyser, TAA, and Veterans. Co-enrollment across other core programs would have to be tracked manually.

#### **L. Other miscellaneous information requirements**

In order to ensure that Title II applicants have access to the GWDB local plan prior to developing their Title II applications, all known potential Title II applicants will be forwarded a copy of the draft GSWDB local plan on January 1, 2017. Additionally, as indicated in Section E, these entities will be invited to comment during the comment period and provided a copy of the final plan (including the comments received) once the comment period has closed.

GSJTA service providers will meet Priority of Service requirements as described in WSD15-14 and TEGL 10-09 by following the process described in Section H.

Priority is provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low income individuals, or individuals who are basic skills deficient.
2. Individuals who are the recipient of public assistance, other low income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA's priority groups.
4. Other individuals not included in WIOA's priority groups.

During the intake and eligibility process, staff and subrecipients collect documentation to verify whether an adult participant qualifies for priority of service under WIOA. If yes, that adult participant will receive individualized and/or training services earlier in time than other individuals not included in WIOA's priority groups. If any waiting lists are maintained for individualized and/or training services, those eligible for priority of service will be placed at the top of the list and enrolled/served prior to other individuals.

The GSWDB local plan provides planning information requested in WSD16-07. Specifically, the local plan covers items identified in WSD16-07, Attachment 3, Item 3 (Pages 5-11). The RPU regional planning document provides information requested in WSD16-07, Attachment 3, Items 1 (Cover page) and 2. These items are commonly referred to as the A-H requirements below:

- A. A List of Regional Partners Who Are Party to the Plan
- B. Regional Economic and Background Analysis
- C. Required Content on Regional Sector Pathways
- D. Required Content on Industry-Valued Post-Secondary Credential Attainment
- E. Required Content on Accessibility and Inclusivity
- F. Required Content on Job Quality Considerations
- G. Required Content on Regional Assessment
- H. A description of the manner federal WIOA regional plan requirements not covered by the State Plan required content are being met