

MEMBERS

ANETTE SMITH-DOHRING
Sutter Health Sacramento Sierra Region

BILL BETTENCOURT
Placer School for Adults

CAROL PEPPER-KITTREDGE
Sierra College

CHRISTINA NICHOLSON
Whole Person Learning

DANIELA DEVITT
California Employers Association

ERIC COOPER
California Indian Manpower Consortium

JASON BUCKINGHAM
Golden Sierra Job Training Agency

JOHN TWEEDT
District Council 16

KATHLEEN BURRIS
CVS Health

KEVIN FERREIRA
Sacramento – Sierra's Building and
Construction Trades Council

KIMBERLY PELLOW
Brandman University

LAUREL BRENT-BUMB
Bumb Construction

MARCY SCHMIDT
Placer Co. Business Advantage Network

MARGARITA VALENZUELA
Unite Here Local 49 Gaming

MARK FRAYSER
Department of Rehabilitation

MARTHA ESCOBEDO
Employment Development Department

MICHAEL ZIMMERMAN
MTI College

PAUL CASTRO
California Human Development

RANDY WAGNER
Sierra Economic Development
Corporation

RICK LARKEY, *Vice Chair*
North State Building Industry Foundation

ROBERT WARD
IBEW Local 340

STEWART SCHURR
Doctor PC

TINK MILLER, *Chair*
Placer Independent Resource Services

VIC WURSTEN
PRIDE Industries

**GOLDEN SIERRA WORKFORCE BOARD
SPECIAL MEETING
AGENDA**

**Thursday, September 15, 2016 - 10:00
am
CVS Health
4785 Granite Drive
Rocklin, CA 95677**

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

- I. ROLL CALL AND INTRODUCTION OF GUESTS (10:00)
- II. APPROVAL OF AGENDA 1-2
- III. CONSENT AGENDA
All matters listed under the Consent Agenda are considered to be routine in nature and will be approved by one blanket motion.
 - A. Approval of Minutes from July 21, 2016 WB Meeting 3-10
 - B. Review Minutes from August 18, 2016 EC Meeting 11-15
 - C. Attendance Log 16
- IV. PUBLIC COMMENT – FOR THOSE ITEMS NOT ON THE AGENDA
- V. APPROVE 2016/2017 FINAL BUDGET
- VI. APPROVE OJT REIMBURSEMENT POLICY 17-22
- VII. COMMITTEE UPDATES 23-24
 - Executive Committee
- VIII. STRATEGIC PLANNING SESSION (10:15-2:45)
 - Check in on [WDB Roles and Responsibilities](#) (10:15)
 - Focused Conversation: (10:30)
[Golden Sierra Regional Labor Market Study](#)
 - Visioning Session (11:00)

Creating the Vision for the Future:

What will 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 look like 3 years from now?

EQUAL OPPORTUNITY

Golden Sierra is an equal opportunity employer/program. Auxiliary aids and services are available upon request.

Special requests for services, aids and/or special formats need to be made by calling

(530) 823-4635 (Voice). TTY users please call the California Relay Service at 711.

X. STRATEGIC PLANNING SESSION (CONTINUED)

- Visioning Session (continued)

Current Reality – Looking at our collective vision through the lens of current situation.

Commitment – What are we committed to do, to move us towards our vision?

- Lunch (12:00)

- Action Planning: (1:00)

Over the next year, what are practical actions the Golden Sierra Workforce Board can take to convene industry leaders and key partners to identify workforce initiatives, create innovative solutions, and measure the success of systems' ability to meet industry needs.

- Calendar Organizing (2:00)

- Review and Next Steps (2:45)

VIII. FUTURE AGENDA ITEMS/NEW BUSINESS

IX. NEXT MEETING

Thursday, November 17, 2016 – 1:00 PM, TBD

X. ADJOURNMENT (3:00)

**GOLDEN SIERRA WORKFORCE BOARD
REGULAR MEETING
SUMMARY MINUTES**

Thursday, July 21, 2016 - 1:00 pm

**Folsom Lake College
Community Room, C-102
6699 Campus Drive
Placerville, CA 95667**

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

I. ROLL CALL AND INTRODUCTION OF GUESTS

Quorum was established and the meeting was called to order by Chair Larkey at 1:04 p.m.

Announcements:

Resignations: Sherri Springer and David DeLeonardis. The board now has 2 vacancies.

Renewal acceptance: Daniela Devitt, Jason Buckingham, Kathleen Burris, Kevin Ferreira, Martha Escobedo, and Randy Wagner. Rick Larkey thanked them for being willing to serve. Pending Governing Body approval on 8/3/16.

Present: Rick Larkey (Chair), Michael Zimmerman (Vice-Chair), Eric Cooper, Jason Buckingham, John Tweedt, Kathleen Burris, Laurel Brent-Bumb, Maggie Valenzuela, Marcy Schmidt, Mark Frayser, Martha Escobedo, Randy Wagner, Tink Miller, Victor Wursten.

Absent: Anette Smith-Dohring, Bill Bettencourt, Bob Ward, Carol Pepper-Kittredge, Christina Nicholson, Daniela Devitt, Kevin Ferreira, Kim Pellow, Paul Castro, Stewart Schurr.

Guests: Liz Bosley, Felicia Busan, Janet Neitzel, Lorna Magnussen, Alexis Zoss.

II. APPROVAL OF AGENDA

Motion to approve agenda by Miller, second by Wagner.

Motion approved unanimously.

III. CONSENT AGENDA

All matters listed under the Consent Agenda are considered to be routine in nature and will be approved by one blanket motion.

Request to amend Consent Agenda to remove agenda item C; carry over to next meeting

- A. Approval of Minutes from May 19, 2016 WB Meeting
- B. Review Minutes from May 19, 2016 EC Meeting
- C. Review Minutes from June 16, 2016 EC Meeting [removed]
- D. Attendance Log

Motion to approve Consent Agenda items A, B & D by Brent-Bumb, second by Miller.

Motion approved unanimously.

IV. PUBLIC COMMENT-FOR THOSE ITEMS NOT ON THE AGENDA

Schmidt stated that Tri County Job Fair is August 18th at Brandman University. Assistance in outreach would be helpful; posters and postcards are available.

Brent-Bumb stated she currently has an office staff worker whose contract is ending. She is experienced and hard-working. If anyone is in need of an entry level worker in or near El Dorado County, please feel free to contact her.

V. APPROVE EXECUTIVE COMMITTEE MEMBERSHIP

Larkey stated that he would like to put forward for the board's approval the following list to serve the upcoming term on the Executive Committee: Michael Zimmerman as Vice-Chair, Laurel Brent-Bumb as the business member representative, Carol Pepper-Kittredge, Martha Escobedo, and Alexis Zoss.

Motion to approve Executive Committee Membership by Miller, second by Escobedo.

Motion approved unanimously.

VI. APPROVE TRANSFER OF FUNDS K7102029 FOR FY 2016/17

Buckingham requested approval for the transfer of funds from the dislocated worker funding to adult funding stream. This transfer is requested annually; however, the allowable transfer amount has changed from 50% to 100%. The current request is up to 75%.

Motion to approve Transfer of Funds K7102029 for FY 2016/17 by Schmidt, second by Zimmerman.

Motion approved unanimously.

VII. APPROVE WORKFORCE BOARD RETREAT

Larkey laid out the specific purpose and overview format of the WB retreat. The purpose is to understand the role and responsibilities of the WB per WIOA; review, revise (if necessary) and ratify the Mission, Vision, and Goal(s), and develop Objectives for the Goal(s).

The format for the retreat would include:

- 1) introductions and a group interaction experience,
- 2) review purpose of the workshop,
- 3) discussion on the WIOA Role and Responsibilities of the Board,
- 4) review, discuss, revise (if necessary) Mission,
- 5) review, discuss, revise (if necessary) Vision,
- 6) review, discuss, revise (if necessary) Goal(s),
- 7) create Objectives for each goal (deliverable, due date, person-committee responsible) given above,
- 8) identify next steps, and
- 9) adjourn the meeting.

Larkey noted that in addition to the stated purpose, the idea would be to get the WB on the same page and take enough time to have a discussion about whom they are and where they are going. The idea or end result of this would be to have some actual tangible deliverables that the WB wants to work towards completing for the year. Larkey stated that since Golden Sierra is sort of a policy/partnership relationship building entity, their focus really is not on how many participants are served as much as how can the WB strengthen the relationships between the various entities and develop some policies or frameworks to help everyone be more effective in serving the various populations.

The board determined that 4 hours with an additional hour for lunch would be sufficient; 10 am to 3 pm on September 15th in lieu of regular meeting. Burris offered to host at CVS in Rocklin and Smith-Dohring offered to host at Sutter; based on availability. Magnussen will work with Burris and Dohring to confirm availability and determine most suitable location.

Larkey stated that the areas that he identified for discussion for the retreat are:

- The partnership/relationship piece; what does the board do with these partnerships and how much do they have to do in order to help improve those relationships.
- Regional collaboration: how the WB will operate using the career pathways, what that means for the WB members, and how they need to work with the other career pathway efforts that are going on.
- Some of the upfront work is going over the sections in the WIOA law that talks about the role of the board in comparison to the vision of the WB, the mission of who they are, and is there anything there that they want to change.

The board members suggested that Larkey providing a small summary with key points and focus areas.

Buckingham stated that that the strategic planning guides that just came out may be useful in the process. They are the regional planning guides which is the combined A-H items within the law that are for both local planning and regional planning areas. It includes specific items that have to be addressed.

Larkey clarified that the purpose of the retreat was to get the WB focused on results and enhancing partnerships.

Members expressed that they needed to have a better understanding in regards to all of the partnerships and initiatives in order to make the best decisions possible. The board asked if they could get a list of exactly what partnerships and initiatives are in our region.

Wagner suggested that the WB be given a description of the initiatives; 25 words or less paragraphs before the meeting.

Larkey suggested to Buckingham that he could start the chain with the idea that others in the group could make additions to it so that the entire WB can build the list together.

Motion to approve the retreat budget not to exceed \$5,000 by Brent-Bumb, second by Smith-Dohring.

Motion approved unanimously.

VIII. WORKFORCE BOARD MEMBERSHIP RECRUITMENT

Larkey stated that there are 2 vacant business seats on the board. He inquired if the board felt it necessary to recruit immediately or delay recruitment until after the retreat. Zimmerman stated that a new member might feel overwhelmed at the retreat. Buckingham stated that as a point of process once the potential members have applied to the board, they have to be brought before the Governing Body to actually be approved as members. He stated that even though the board starts the recruiting process now it could take several months to get them in place. He stated that those members can come from the sectors that will be discussed in the following LMI presentation; the board can target from these industries/sectors. Buckingham ultimately recommended starting this process now due to the lengthy process. Larkey agreed and asked if there were additional comments. Wagner concurred with Buckingham's recommendation to recruit from the areas of business that they think the board needs to be serving.

Larkey encouraged everyone to be thinking about whom they know that might be appropriate. Larkey asked if the applications will be online. Buckingham and Magnussen stated that they are already online. He told the board since this is the case, they can direct folks to that site to apply. Magnussen stated that her contact information is on that site as well in case the candidates being directed there have any questions. Buckingham stated that himself or Magnussen will be sure to send out that link to everybody.

IX. REGIONAL LMI PRESENTATION; LIZ BOSLEY-LMID

Larkey stated that everybody should have 2 handouts: the presentation handout and the packet that says overview on the first page.

Liz Bosley introduced herself and stated that she is from EDD's Labor Market Information Division, and will be presenting the Capitol region and Golden Sierra region Industry Clusters of Opportunity. The presentation is just a very general or high level overview of the two studies. She will not be going in depth into each of the reportings.

An industry cluster describes a specific grouping of companies with related business activities. These businesses are generally economically interdependent, have common supply chains, labor needs, technologies, and economic markets. The data that EDD used is derived from the Quarterly Census of Employment and Wages program (QCEW). This data provides EDD with the number of businesses, number of jobs, and total payroll for all of the workers that are covered under unemployment insurance programs. When the QCEW data is used, which comes from the employer tax records, EDD is able to build industry clusters based on commonalities between the businesses. Basically, EDD is identifying value chains in each cluster.

EDD created a workforce cluster study for the Capitol region which is a 9 county region that includes the WDB's; Golden Sierra with Alpine, El Dorado, and Placer County; the North Central Counties consortium with Colusa, Glenn, Sutter and Yuba; SETA with Sacramento County; and Yolo County Workforce Innovation Board for Yolo County; and then created one for each of the local areas from the master study.

EDD looked at 2010 to 2015 to see what happened and how the industries are recovering from the recession because in most of the counties, the recession has peaked in 2010. EDD wanted to take a look at how the industries and businesses in our areas are faring since then. Are they declining or are they growing? Did they go away completely? What happened? This was the purpose of the study.

Bosley reviewed the graph with 4 quadrants. There is the left upper quadrant for mature industries. The left lower quadrant for is the declining industries. The right upper quadrant is for growing. The right lower quadrant is for emerging. The X-axis shows the WB the compound annual growth rate which tells them how the industry fared during the study period. Did it increase and by what percentage or did it decrease and by what percentage? The Y-axis shows the employment concentration. It shows the concentration compared to the state. The red line at the 1.00 indicates where the state level is. The goal or idea is for the regions to have industries above that red line to show that we are more concentrated in that particular industry cluster than the rest of the state. What that demonstrates is competitive advantage.

Bosley stated that in the Capitol region they had 10 industry clusters; in size order they are: healthcare and social assistance; arts, entertainment and recreation; business management and support; building and systems construction; investment support; information technology and telecommunications; agriculture, food and beverage production; transportation, warehousing and logistics; manufacturing; and energy and utilities. The labels of the bubbles are the title of the industry cluster and the first number below that is the compound annual growth rate. The second number is the location quotient or employment concentration. The third number is the number of jobs. The size of the bubble directly corresponds to the number of jobs so the larger the bubble the more jobs.

Bosley stated that there are 3 industries that have a location quotient or employment concentration of just over the state. The region had abundant support in investment support, healthcare and social assistance, and building assistance construction. Investment support was at 1.08, healthcare and social assistance at 1.01, and building assistance construction at 1.7. Information technologies and telecommunications was the only industry cluster that actually declined during this study period.

Larkey stated that the whole public sector is missing. Bosley stated that he is correct; the only study that includes government/public sector data is the Sacramento region.

Bosley stated that there were 6 industries that were concluded to be emerging for the Capitol region. These industries included: agriculture, food and beverage; transportation, warehousing and logistics; manufacturing, energy and utilities; arts, entertainment and recreation; and business management and support.

Bosley stated that the Golden Sierra report revealed that transportation and logistics actually grew the fastest at 8.1% annually. There are 6 industry clusters that are considered to be emerging. These include: healthcare and social assistance; business management and support, agribusiness, food and beverage production; information technology and telecommunications; manufacturing; and transportation and logistics. Bosley stated that the only mature industry in this study for Golden Sierra was the Arts, Entertainment, and Recreation.

Wagner asked if the WB could have access to the other 4 reports so they know what is going on in Yolo. Bosley said absolutely.

Smith-Dohring asked Larkey since the board is having their strategic planning retreat in September, will this be where the regional planning is going to happen. Buckingham stated that there is an item on that that they will be discussing during this meeting.

Wagner asked Bosley if they were given a task of recruiting board member, could she help identify from the report who in the bubble they might want to talk to target. Bosley stated that she probably could.

Bosley stated that they need to keep in mind that these are clusters. They are not just sectors. They are several sectors combined into 1 bubble. She stated that with construction how they started with the ground up, in healthcare the healthcare cluster also includes CVS, RiteAids, DME manufacturing, and things like that so it is not just the hospitals. The hospitals are the biggest component of it but there are other factors that they are seeing in the clusters.

Smith-Dohring asked Bosley if she has seen the economic impact report from the hospital counsel. She stated that the hospital council of Northern California recently did a study commissioned by the health systems in the Capitol region to look at their economic impact in Northern California. She stated that she could share it with Bosley and the WB.

Larkey stated that 40% of the jobs in the Sacramento area are in the public sector. Bosley stated that when she sends all of the reports, if you looks at the Sacramento County report that will include the public sector jobs.

X. WORKFORCE INNOVATION & OPPORTUNITY ACT(WIOA) PLANNING & IMPLEMENTATION

- Board Expectations

Buckingham stated that a board expectations document was distributed several months ago but now that the WB has new leadership, they wanted to redistribute the board expectations once again; this document identifies the state goals and reiterates expectations that they have for each of their members. He stated that the board will do another survey based on the information in the packet to make sure that everybody is clear as to the direction that the board should be heading after the retreat. The point of this is to help the board have more valuable conversations. Golden Sierra wants the board members to be well informed so that they can make decisions that are impactful.

Larkey stated that this document could be discussed as part of the retreat.

- Local & Regional Planning Guidance

Buckingham stated that over the last year or so Golden Sierra has been working regionally through the National Emergency Grant planning different initiatives. Golden Sierra is part of a group that is having the conversations about planning and what should be done regionally. In that group, one of things that they want to do is convene the executive members from each of their local areas to talk about how to complete the regional plan.

XI. WIOA SERVICE PROVIDER AND PARTNER UPDATES

Buckingham stated that from the Title I perspective Golden Sierra gives the board written reports. He stated that they are willing to do this for the other partners but since they are not solely focusing on Title I, Buckingham would like to give the other partners a chance to have a discussion about what they are doing.

Smith-Dohring asked in regards to the written reports if the partners could get more actionable data. Smith-Dohring would like the partners to highlight their work and list any action or support they might need from the WB.

Larkey asked if there were any other comments on the report. There were none.

- Alpine County – Alpine County HHS
- El Dorado County – El Dorado County HHS
- Placer County - Golden Sierra Job Training Agency
- Consortium Business Engagement / Rapid Response

XII. COMMITTEE UPDATES

- Executive Committee

Larkey stated that in regards to the EC minutes he thought they were pretty explicit. He stated that it was Miller's last meeting. He stated that the relationship of the EC is to really take a look as to what they are going to be doing at the retreat and see how they can help to facilitate the implementation in the future.

XIII. FUTURE AGENDA ITEMS/NEW BUSINESS

Final Budget for EC & WB to be voted on in September.

Burris gave an update on what CVS health is doing to support a healthy workforce. The Department of Education (DOE) Workability program has a small partnership with the State of California in the Workability program. She stated that they approached Burris to do a video for the state of California and Workability I program. That video will be shown throughout the state through the DOE and shows employer perspective. The video should be found on the Workability site but the State of California told Burris that it will be on their site as well.

Burris stated that CVS just acquired 600 Target pharmacies. So they are training those Target employees on CVS systems. She added that every year with the Workability program, they honor 5 students in the state of California that have gone above and beyond with their service. These students are in special education programs. One of the students that was honored was at Lincoln High School. They had a huge celebration at the Lincoln store with the student and ended up hiring him as well. All 5 students got hired who were celebrated. They place approximately over 300 students a year in the workforce through the Workability program. It is a strong partnership and it is creating a healthy workforce.

CVS was also honored at Capitol Hill and Burris was able to accept the award on behalf of CVS for their efforts in employing people with disabilities. In Michigan, she was keynote speaker for developing programs that supported a diverse workforce that include veterans, people with disabilities, mature workers. She stated that there were over a 100 national businesses at that event and they really talked about practical tools. Being part of the workforce boards came up as a suggestion for employers to get involved with creating a diverse workforce.

XIV. NEXT MEETING

Thursday, September 15, 2016 – 10:00 AM to 3:00 PM, TBD (South Placer)

XV. ADJOURNMENT

Motion to adjourn by Larkey at 2:22 p.m.

**GOLDEN SIERRA WORKFORCE BOARD
EXECUTIVE COMMITTEE
REGULAR MEETING
SUMMARY MINUTES**

Thursday, August 18, 2016 – 1:00 p.m.

**Roseville Connections
115 Ascot Dr., Ste. 180
Roseville, CA 95661**

I. ROLL CALL AND INTRODUCTION OF GUESTS

Quorum was established and meeting was called to order by Chair Larkey at 1:04 p.m.

Present: Rick Larkey (Chair), Michael Zimmerman (Vice-Chair), Laurel Brent-Bumb, Alexis Zoss, Carol Pepper-Kittredge*

Absent: Martha Escobedo

Guests: Jason Buckingham, Lorna Magnussen, Jennifer Kandi

**Denotes late arrival or early departure*

II. APPROVAL OF AGENDA

Motion to approve the agenda by Brent-Bumb, second by Zimmerman.

Motion approved unanimously.

III. CONSENT AGENDA

All matters listed under the Consent Agenda are considered to be routine in nature and will be approved by one blanket motion.

Magnussen requested that item C be pulled from the consent agenda and carried over to the next meeting.

A. Approval of Minutes from May 19, 2016 EC meeting

B. Approval of Minutes from June 16, 2016 EC meeting

C. Review Minutes from July 15, 2016 WB meeting [removed]

Motion to approve the Consent Agenda as amended; items A & B, by Zimmerman, second by Brent-Bumb.

Motion approved unanimously.

IV. PUBLIC COMMENT – FOR THOSE ITEMS ON THE AGENDA

None

V. APPROVE REQUEST FOR INFORMATION (RFI) FOR ONE-STOP OPERATOR

* 1:09 Carol Pepper-Kittredge arrived

Buckingham suggested that the board contract out the services for one-stop operator. The person taking on this role would be able to work as a facilitator to bring all the partners together to discuss systems alignment in the GS region. He stated that depending on the costs, he would recommend quarterly meetings with the facilitator based on whatever goals the board establishes at the upcoming retreat, and assign work to the partners in between the quarterly meetings.

Buckingham recommended that a Request for Information (RFI) be released with guidelines as to what the board is looking for. The RFI would be out for 21 days in various publications across the local area, as well as the Golden Sierra Job Training Agency website. At this point, the budget for this role is \$15,000 a year for 2 years. This amount can be adjusted based on the RFI responses.

Motion to approve RFI by Zimmerman, second by Pepper-Kittredge.

Motion approved unanimously.

VI. WB STRATEGIC PLANNING SESSION DISCUSSION

Buckingham identified Bob Lanter from the California Workforce Association as the facilitator for the retreat. The EC discussed the draft agenda for the retreat. Larkey stated that he wanted to focus on the partnership relationships during the retreat and to strengthen and build on what exists. Then, the WB can get together and make some decisions on what the next steps will be as to how they provide services to the individual employers or participants. Buckingham stated that the purpose of the agenda is to have the board focus on the system building piece within sectors where the greatest impact can occur. He added that the board should only take the lead on initiatives where the board has strategic advantage locally, and support partners who lead their own initiatives such as healthcare. Larkey stated that the morning session would be focused on what the target will be and the afternoon session will be focused on what the WB can accomplish in the next 12 months.

Pepper-Kittredge brought up money coming into the community colleges and how the board could leverage that to their advantage.

Magnussen stated that Larkey would need to augment the time schedule for the WB Retreat by about 15 minutes to allow for board business. Those items of business will be taken care of at the front end of the agenda.

The EC discussed how the board should align their plans with the plans of their partners so that they are moving towards the same goal and building partnerships.

Pepper-Kittredge suggested that the EC meets with Sierra College administration; Larkey added that eventually we should include Folsom Lake and Lake Tahoe in the discussion. Larkey suggested that the Workforce Board start with Sierra and that he and Buckingham would sit down with William Duncan and the consultant for Sierra Joint CCD.

Larkey stated that the CRANE consortium, a part of the Career Pathway Trust (CPT) effort, is another group to contact to align interests. Specifically, Larkey noted that the GSWB should focus on the El Dorado and Placer County secondary portion of the CRANE effort. The AB86 consortium comprised of the community colleges and adult education is another regional collaborative effort to consider involving in the coordination effort.

Pepper-Kittredge stated that the board has an opportunity to leverage what Sierra College strategically plans to offer in terms of courses and training. She stated that it will also benefit the people Sierra College serves. Pepper-Kittredge asked the board for permission to suggest that the consultant for Sierra Joint CCD reach out to Golden Sierra. Buckingham said absolutely because the plans should align.

VII. REVISIT EXECUTIVE COMMITTEE ROLES

Buckingham stated that the role of the EC over the last few years has largely been focused on WIA budget. Staff have only asked the EC to take actions on items when there is an emergency situation or deadline. He stated that moving forward it would be beneficial for the EC to review the Title I budget as that is a requirement of WIOA, however, ensuring that the full board focuses on systems building of all titles in WIOA

Buckingham suggested to Larkey that if he could figure out how to measure the effectiveness of all the partners working together that would be a huge accomplishment.

Larkey stated that his preference is that a lot of the work be done in task groups that are brought to the larger group so that the whole is not trying to solve all of the issues that the WB might raise. He share's Jason's perspective that we avoid forming groups that meet indefinitely without defined objectives.

Larkey stated that the goal of the retreat is to define clear achievable deliverables that can be assigned to staff or task teams.

Buckingham stated that the role of the EC should be to assess how the system is working together and to make sure that happens, especially when it comes to data driven improvement to the system.

Larkey stated that he wants the EC to create the agendas together for the full board meetings. He added that they need to determine how much of that is information sharing versus discussion/deliberation.

The EC discussed pulling the GB and WB together to have a joint meeting to go over the Title I money and JPA. There was a discussion that perhaps it would be more beneficial to have the EC and GB meet in order to allow the EC to have a more intimate conversation about what it is the EC is trying to do. It was also suggested that the WB and GB meet at least once annually since hearing each other's meetings add value to both entities. The EC discussed when this meeting would take place. In the past, the meeting between the WB and GB would take place during the normal meeting time of the GB.

Larkey suggested that the EC gets their plan in shape and pull the two boards together and have some kind of presentation about what the EC is trying to do.

Buckingham suggested going to the GB after the retreat and prior to meeting with the different board of supervisors to help the process along.

VIII. WIOA TITLE IB PROPOSED LWDA PERFORMANCE GOAL NEGOTIATIONS FOR PY 2016 AND PY 2017 EDD DIRECTIVE WSDD-149

State published Draft Directive WSDD-149 which provides guidance on the process and expectations surrounding performance goals negotiation.

Here are the concerns:

Title I expected there to be direction on the negotiation of Local Performance Measures after a baseline period. Instead, the state is rolling out the negotiation early (completed by Sept 30 – long before local/regional plans are due) but will not hold areas accountable for the goals they negotiate. Additionally, they are not doing local negotiation but instead regional negotiations with the 14 Regional Planning Units (RPU). The RPUs are then expected to negotiate internally to determine measures for each of the local systems. Further concerns are that the regulations do require regions to determine additional measures of performance. However, the state is interpreting this as calling for regional negotiations of WIOA measures. Regional measure should be indicators that allow for continuous improvement of the partners regional initiatives called out in the regional plan. Not simply a regional measurement of the WIOA measures.

Buckingham will represent the RPU as the point of contact on this.

IX. REGIONAL & LOCAL PLANNING GUIDANCE FOR PY 2017-2010 EDD DIRECTIVE WSDD-146

State published Draft Directive WSDD-146 which provides some guidance on local and regional planning.

The Region will be convening folks from the local executive committees to talk about regional planning. Staff will be putting recommendations/strategies together for that meeting. Likely that we will move forward with some form of local planning that gets consolidated into a regional plan.

X. WIOA MEMORANDUMS OF UNDERSTANDING REVISED EDD DIRECTIVE WSD15-12

Phase 2 – Cost Sharing Agreements moved up 6 months. No direction from state currently. Should be out in the next 30 days.

Page 5 – MOU Phase II due date is now June 30, 2017 instead of December 31, 2017

• Page 6 – MOU Phase II due date is now June 30, 2017 instead of December 31, 2017

• Page 9 – MOU Phase II due date is now June 30, 2017 instead of December 31, 2017

• Attachment 1, page 3 - MOU Phase II due date is now June 30, 2017 instead of December 31, 2017

XI. EXECUTIVE COMMITTEE ACTION ITEMS/NEXT STEPS

Discussion combined with item XIII.

XII. EXECUTIVE COMMITTEE REPORT OUT FOR WB

Report out WSDD-149, WSDD 146, and WSD 15-12.

XIII. DEVELOP WB AGENDA FOR SEPTEMBER 15, 2016

Discussion combined with item VI.

Discussion of the board's intent to bring back the combined meetings between the WB and GB.

Discussion on the mission in regards to what is the purpose or what do they want to get out of the retreat. Buckingham stated that Bob Lanter intends to take the WB through some steps that will lead them to actions that will help them meet their mission. Pepper-Kittredge felt the agenda should say that. Larkey stated that he and Buckingham will be talking to Bob Lanter on Monday based on the response from today's EC meeting. He stated that they would advise it.

Discussion of vision with some exercises surrounding that as well.

Lunch to be cut down to 30 minutes.

Brent-Bumb suggested keeping the agenda as is with lunch being 1 hour since some discussions may take longer and the WB can choose to work through lunch as time allows. She suggested to the EC that they use the existing agenda as a guideline as to how they want to operate. Larkey stated that they would get the lunch down to 30 minutes.

Add consent agenda and other points for approval at the WB retreat meeting. This will be done on the front end of the meeting.

Provider reports submitted in writing and placed on the table at the retreat. Any comments that members may have about the reports can be made at the next WB meeting.

XIV. FUTURE AGENDA ITEMS/NEW BUSINESS

XV. NEXT MEETING

September 15, 2016 – 9:00 a.m., TBD

XVI. ADJOURNMENT

Meeting adjourned by Chair Larkey at 2:31 pm.

Motion to adjourn by Zimmerman, second by Zoss.

Motion approved unanimously.

Date:	9/17/15	11/19/15	1/21/16	3/17/16	5/19/16	7/21/16	Rate
WIB	Regular	Regular	Regular	Regular	Regular	Regular	
Anette Smith-Dohring	1	0	1	1	0	0	50%
Bill Bettencourt - start date 11/19/15		1	1	1	1	0	80%
Bob Ward	0	0	0		0	0	9%
Carol Pepper-Kittredge	1	1	1	1	1	0	83%
Christina Nicholson	1	1	1	1	1	0	72%
Daniela Devitt	0	1	1	1	1	0	83%
Eric Cooper	1	0	1	1	1	1	78%
Jason Buckingham	1	1	1	0	1	1	78%
John Tweedt	0	1	1	1	0	1	77%
Kathy Burris	1	0	0	1	0	1	56%
Kevin Ferreira	1	1	1	1	0	0	61%
Kim Pellow	1	1	1	0	1	0	61%
Laurel Brent-Bumb	0	1	1	0	0	1	50%
Maggie Valenzuela	1	0	1	1	0	1	59%
Marcy Schmidt	1	1	1	1	1	1	83%
Mark Frayser	0	1	1	0	0	1	69%
Martha Escobedo	0	0	1	1	1	1	72%
Michael Zimmerman	1	1	0	1	1	1	93%
Paul Castro	1	1	1	1	1	0	78%
Randy Wagner	1	0	1	1	1	1	82%
Rick Larkey	1	1	0	1	1	1	94%
Stewart Schurr	1	1	1	1	1	0	85%
Tink Miller	1	1	1	1	1	1	89%
Victor Wursten	0	0	0	0	1	1	56%

**GOLDEN SIERRA
WORKFORCE DEVELOPMENT BOARD**

MEMORANDUM

DATE: September 15, 2016

TO: Workforce Board (WB) members

FROM: Jason Buckingham, GSJTA Executive Director

SUBJECT: OJT Reimbursement Rate

Background

In 2014, the Department of Labor granted California an extension of a statewide waiver that allowed local areas to increase the employer reimbursement rate for on-the-job training using a sliding scale based on the size of the business.

- up to 90% for employers with 50 or fewer employees
- up to 75% for employers with 51 – 250 employees
- up to 50% reimbursement for employers with more than 250 employees

With the passage of the Workforce Innovation and Opportunity Act (WIOA), the employer reimbursement rate for on-the-job training is 50%. However, WIOA and draft final rules permit Local Workforce Development Boards (LWDB) to increase the reimbursement rate for on-the-job training to an amount of up to 75% of the participant's wage rate when taking into consideration the following factors:

- The characteristics of the participant
- The size of the employer
- The quality of the employer-provided training
- The opportunity for advancement in an in-demand industry/occupation

Action Item

Staff recommends approval of the attached policy which grants agency staff and subrecipients the authority and flexibility to make these determinations on a case-by-case basis. Approval will encourage the hiring of individuals with barriers to employment and will demonstrate the board's commitment to local small businesses.

References

WIOA Section 134(c)(3)(H)(i)
Draft Final Rules § 680.730



To: All Golden Sierra Staff and Subrecipients
Subject: On-the-Job Training Guidelines
Effective Date: July 1, 2015
Revision Number: (2) July 21, 2016

Purpose

To establish a policy and procedures for the provision of on-the-job training (OJT) to eligible Workforce Innovation and Opportunity Act (WIOA) youth, adult, and dislocated worker program participants.

Background

OJT is defined at WIOA section 3(44). OJT is provided under a contract with an employer in the public, private nonprofit, or private sector. Through the OJT contract, occupational training is provided for the participant in exchange for the reimbursement of up to 50% of the wage rate to compensate the employer for the extraordinary costs associated with training and supervision.

Eligible Employers

All OJT employers must:

- Be an official business with appropriate licenses.
- Have insurance coverage.
- Have federal and state tax identification numbers.
- Have an identifiable job with the necessary equipment, materials, and supervision to perform the training.
- Have an accounting system that allows for the tracking of salaries and invoicing processes.
- Sign a contract with Golden Sierra which commits them to remain in compliance with training plans and monitoring guidelines.
- Provide wages, workers' compensation, and working conditions at the same level and to the same extent as other employees similarly employed.
- Comply with all applicable, federal, state, and local labor laws.
- Endeavor to provide continuing employment to the OJT employee upon successful completion of the training program.
- Provide training that does not result in the displacement of currently employed workers, including partial displacement, such as reduction in hours of non-overtime work, wages, or employment benefits.
- Ensure that OJT positions do not represent a disproportionate share of the employer's workforce.
- Adhere to Golden Sierra's non-displacement policy which states, "A participant shall not be employed in a job if:
 - a. Such employment violates the terms of personnel code or an established bargaining agreement unless written consent of the representing organization can be obtained prior to employment, or
 - b. Any other individual is on layoff from the same or substantially equivalent job within the same organizational unit for a period of 120 days; or
 - c. The employer has terminated the employment of an employee or otherwise reduced the workforce of the employer with the intention of filling the vacancy so created with the participant, or

- d. When the employer has not rehired a seasonal employee who has history of regular seasonal employment with the employer. This shall only apply to seasonal employment in the construction industry, or
- e. The job is created in a promotional line that will infringe in any way upon the promotional opportunities of currently employed individuals (as of the date of participation).

OJT employers cannot:

- Be disbarred.
- Be sectarian organizations or facilities that are used for sectarian instruction or as a place for religious worship.
- Be temporary agencies hiring for purposes of placement with another employer.
- Have relocated either in whole or in part in the last 120 days if such relocation resulted in layoffs for any employee of the company at the original location.
- Have demonstrated a “pattern of failing” in previous OJT contracts (examples include failure to provide wages and benefits comparable to other employees, failure to provide continued long-term employment, or other problems).

Eligible Occupations

All training should prepare participants for employment in high-demand industry clusters (as identified by the Golden Sierra Workforce Development Board). Occupational skills training in other valued industries may be considered on a case by case basis.

All training must prepare program participants for career pathways that lead to self-sufficiency. At a minimum, the self-sufficiency threshold must equal the lower living standard income level (LLSIL) as published by the Employment Development Department. In this context, an individual who is employed in a full-time job at a pay rate of 175 percent or higher of the LLSIL shall be considered to have achieved employment that allows for self-sufficiency. Training occupations that pay wages less than 175 percent of the LLSIL shall not be considered for OJT contracts.

Eligible occupations will have a reasonable expectation of continued and permanent employment. Occupations will not be considered if they promote political, lobbying, or sectarian activities; include any employment-generating activities, economic development activities, investment in revolving loan funds, capitalization of businesses, or foreign travel; have an above-average turnover rate; are intermittent, seasonal, or temporary in nature; or have commission or piecework as the major source of income.

Eligible Participants

All youth, adult, and dislocated worker participants enrolled in OJT must be WIOA eligible. OJT contracts may be established for participants who, after an interview, evaluation, or assessment, and career planning, have been determined to:

- Be unlikely or unable to obtain or retain employment that leads to self-sufficiency.
- Be in need of training services to obtain or retain employment that leads to self-sufficiency.
- Have the skills and qualifications to successfully participate in the selected program of training services.

The “appropriateness” criteria outlined above shall be noted in the participant’s Individual Employment Plan (IEP) or Individual Service Strategy (ISS).

Recruitment, Referral, and Hiring Practices

Golden Sierra (or the subrecipient) will recruit and assess participants for specific job openings and refer qualified individuals to the employer. Reverse referrals (when an employer with a hiring need sends an individual to the job center for an eligibility determination and then hires the individual on an OJT contract) are allowable. In both circumstances, the final selection of the OJT participant is the responsibility of the employer. Participants shall be hired by the employer in accordance with that employer's established personnel procedures.

Skills Gap Analysis

Prior to the start of training, the case manager will conduct a skills gap analysis for the participant. Appropriate strategies to measure a skills gap include assessment, interview, employer evaluations, and self-attestation. A copy of the results of the skills gap analysis shall be retained in the participant's case file.

Skills Attainment

Case managers will track the progress of participants through monthly performance reviews. These reviews are conducted to ensure the participant is making progress and to measure if the participant has attained the necessary skills and experience to be successful in the workplace. Certificates of completion shall be issued to OJT participants who successfully complete the curriculum established in their training plan.

Contract Length

OJT contracts shall be limited to the period of time required for the participant to become proficient in the occupation for which the training is being provided (not to exceed 6 months). To determine the appropriate length of the contract consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant's IEP/ISS.

Reimbursement Rate

The Golden Sierra Workforce Development Board determined it was appropriate to increase the reimbursement rate to an amount of up to 75% (see minutes from mm/dd/yyyy meeting) when the case manager takes into consideration the following factors:

- The characteristics of the participant
- The size of the employer
- The quality of the employer-provided training
- The opportunity for advancement in an in-demand industry/occupation

Supporting documentation and case notes shall be retained in the participant's case file to justify the decision to provide a reimbursement rate above 50% and up to 75%.

Reimbursement

For purposes of reimbursement, wages will be defined as the hourly rate of pay or salary (not including fringe benefits) earned by the employee. Overtime paid in excess of the straight-time wage, shift differential, premium pay, other non-regular wages, vacation leave, sick leave, jury duty leave, holidays, plant downtime, or other events in which no training occurs, will be excluded from the OJT reimbursement calculations.

Required Documentation

Position Request (GSC 05-01)

Employers interested in providing OJT to eligible participants shall complete the position request form and return it to the designated case manager for review. The information collected shall inform the development of the contract.

Contract Development (GSC 05-02a and GSC 05-02b)

The case manager shall complete these form to collect pertinent details for the contract and to verify certain employer eligibility criteria. Any concerns about the employer's ability to successfully participate in the OJT program shall be addressed prior to the execution of the contract. GSC 05-02a shall be retained in the participant's case file; GSC 05-02b shall be attached to the contract and submitted to Golden Sierra's Fiscal department.

Obligation Request (GSC 05-03)

Prior to the first day of work, the case manager shall consider the participant's overall training plan and obligate funding. Once complete, this form shall be forwarded to the case manager's supervisor for approval. Such approval shall be retained in the participant's case file.

Contract (GSC 05-04)

Prior to the first day of work, the case manager shall execute an agreement between Golden Sierra and the employer. The agreement shall be signed by the case manager, the participant, the employer, and Golden Sierra's Deputy Director. The contract contains assurances for nondiscrimination and equal opportunity provisions.

Training Plan (GSC 05-05)

Prior to the first day of work, the case manager shall facilitate a conversation between the employer and the participant about the skills that will be developed throughout the training period. These items shall be documented in the training plan and monitored regularly for evidence of a skills gain. A copy of the training plan shall be retained in the participant's case file.

Claim for Reimbursement (GSC 05-06)

In order to receive a wage reimbursement, the employer shall complete and submit the Claim for Reimbursement form on a monthly basis. The form shall clearly state the number of hours worked each day and the rate of pay. It shall be signed by the employer (or authorized representative) and processed by the case manager. Proof of attendance, wages, and taxes withheld shall accompany the claim as backup documentation. Once reviewed and approved, the case manager shall forward the form to Golden Sierra's Fiscal department for payment processing.

Contract Modification (GSC 05-07)

This form shall be used to change the terms of the contract. It requires the mutual consent of all parties and may be used to modify such terms as hourly wage, reimbursement rate, and length of training. Whenever it is necessary to modify the original contract, the modification is to be completed and signed in duplicate. An original shall be returned to the training provider, an original shall be retained by Golden Sierra's Fiscal department, and a copy shall be retained in the participant's case file.

Unilateral Contract Modification (GSC 05-08)

This form does not change the terms of the contract. It may be used to change internal information such as contract numbers or funding sources. This type of modification does not require the mutual consent of all parties.

Contract Compliance Review (GSC 08-01)

To determine whether the provisions of the training contract are in compliance, the case manager shall conduct an on-site review at least once during the term of the agreement. Ideally, this review should occur before the halfway point. In the event the employer is more than 35 miles from the case manager's home office, the review may be conducted by telephone.

W-9/CA 590

Before a vendor can receive payment from Golden Sierra they must submit completed copies of the W-9 and CA 590 forms. Once received and verified, the vendor will be issued a vendor number and placed on Placer County's Vendor List. Only those vendors on the approved list shall be able to receive payments from Golden Sierra. In this context, OJT employers are vendors.

References

WIOA (Public Law 113-128) Sections 134 and 181

TEGL No. 3-15

Draft Final Rule § 680.730

WSD10-12

GOLDEN SIERRA WORKFORCE DEVELOPMENT BOARD

MEMORANDUM

DATE: September 15, 2016

TO: Workforce Board (WB) members

FROM: Rick Larkey, Workforce Board Chair

SUBJECT: Executive Committee Report out – 8-18-16
Status of Implementation on Workforce Directives
WSDD-149, WSDD 146, & WSD 15-12

The following is a status report on three EDD Directives. For each directive there is a summary of the directive with a link to the complete document, followed by a status report on where we stand with the directive.

[WSDD 149](#)

This policy provides the guidance and establishes the procedures regarding the final state level Wagner-Peyser Act (W-PA) and State level Workforce Innovation and Opportunity Act (WIOA) Title IB Adult, Dislocated Worker, and Youth program performance goals for Program Year (PY) 2016-17 and PY 2017-18. Also provided is guidance on negotiating local workforce development area (LWDA) Adult, Dislocated Worker, and Youth program performance for PY 2016-17 and PY 2017 http://www.edd.ca.gov/jobs_and_training/pubs/wsdd-149.pdf

WIOA TITLE IB PROPOSED LWDA PERFORMANCE GOAL NEGOTIATIONS FOR PY 2016 AND PY 2017 EDD DIRECTIVE [WSDD-149](#)

The state has published Draft Directive WSDD-149 which provides guidance on the process and expectations surrounding performance goals negotiation.

Here are the concerns:

Title I expected there to be direction on the negotiation of Local Performance Measures after a baseline period. Instead, the state is rolling out the negotiation early (completed by Sept 30 – long before local/regional plans are due) but will not hold areas accountable for the goals they negotiate. Additionally, they are not doing local negotiation but instead regional negotiations with the 14 Regional Planning Units (RPUs). The RPUs are then expected to negotiate internally to determine measures for each of the local systems. Further concerns are that the regulations do require regions to determine additional measures of performance. However, the state is interpreting this as calling for regional negotiations of WIOA measures. Regional measure should be indicators that allow for continuous improvement of the partners regional initiatives called out in the regional plan. Not simply a regional measurement of the WIOA measures.

Buckingham will represent the RPU as the point of contact on this.

Update: Performance measure for the Capitol Region have been negotiated with the state as of September 2, 2016.

[WSDD 146](#)

This policy provides guidance and establishes the procedures regarding the preparation of both Regional and Local Plans required by the Workforce Innovation and Opportunity Act (WIOA). This policy applies to Local Workforce Development Boards (Local Boards), and is effective on date of issuance http://www.edd.ca.gov/jobs_and_training/pubs/wsdd-146.pdf

REGIONAL & LOCAL PLANNING GUIDANCE FOR PY 2017-2010 EDD DIRECTIVE [WSDD-146](#)

State published Draft Directive WSDD-146 which provides some guidance on local and regional planning.

The Region will be convening folks from the local executive committees to talk about regional planning. Staff will be putting recommendations/strategies together for that meeting. Likely that we will move forward with some form of local planning that gets consolidated into a regional plan.

[WSD 15-12](#)

This policy provides guidance on the development of Memorandums of Understanding (MOUs) under the Workforce Innovation and Opportunity Act (WIOA).....

To achieve these objectives, the America's Job Center of CaliforniaSM (AJCC) system must serve as an all-inclusive access point to education and training programs that provide demand-driven skills attainment, especially for those with barriers to employment. A critical component of the successful implementation of the State Plan vision is a wellarticulated MOU. Local Boards, with the agreement of the chief elected official (CEO), are responsible for entering into a MOU with each of the AJCC partners that outlines the operations of the overarching One-Stop delivery system (WIOA Section 121[c]). The law envisions that Local Boards will act as both the convener of the MOU negotiations as well as the shaper of how OneStop services are delivered within their Local Workforce Development Area (Local Area) (NPRM Preamble page 20602). http://www.edd.ca.gov/jobs_and_training/pubs/wsd15-12.pdf

WIOA MEMORANDUMS OF UNDERSTANDING REVISED EDD DIRECTIVE [WSD15-12](#)

Phase 2 – Cost Sharing Agreements moved up 6 months. No direction from state currently. Should be out in the next 30 days.

- Page 5 – MOU Phase II due date is now June 30, 2017 instead of December 31, 2017
- Page 6 – MOU Phase II due date is now June 30, 2017 instead of December 31, 2017
- Page 9 – MOU Phase II due date is now June 30, 2017 instead of December 31, 2017
- Attachment 1, page 3 - MOU Phase II due date is now June 30, 2017 instead of December 31, 2017

Update: Golden Sierra has completed Phase I for all MOUs; the last MOU from AARP was received and will be submitted to the state shortly.