

## MEMBERS

ANETTE SMITH-DOHRING  
Sutter Health Sacramento Sierra Region

CAROL PEPPER-KITTREDGE  
Sierra College

CHRISTINA NICHOLSON  
Whole Person Learning

DANIELA DEVITT  
California Employers Association

DAVID DeLEONARDIS  
Crossroads Diversified Services

ERIC COOPER  
California Indian Manpower Consortium

JASON BUCKINGHAM  
Golden Sierra Job Training Agency

JOHN TWEEDT  
District Council 16

KATHLEEN BURRIS  
CVS Caremark

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

SHERRI SPRINGER  
Happy Kids Preschool & Childcare

STEWART SCHURR  
Doctor PC

TIM COOK  
Experience Works

TINK MILLER, *Chair*  
Placer Independent Resource Services

VIC WURSTEN  
PRIDE Industries

## **GOLDEN SIERRA WORKFORCE INVESTMENT BOARD**

### **EXECUTIVE COMMITTEE AGENDA**

**Thursday, April 16, 2015 – 1:00 pm**

**Roseville Connections  
115 Ascot Drive, Suite 180  
Roseville, CA 95661**

#### **I. ROLL CALL AND INTRODUCTION OF GUESTS**

#### **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.

##### For Approval

A. Approval of Minutes from February 25, 2015 EC meeting

3-8

##### For Information

B. Review of Minutes from March 19, 2015 WIB Meeting

C. Attendance Log

9

#### **IV. PUBLIC COMMENT – FOR THOSE ITEMS ON THE AGENDA**

#### **V. APPROVE GB/WIB AGREEMENT**

10-15

#### **VI. WIOA IMPLEMENTATION**

• ACTION MATRIX

16-20

• TEN 29-14 WIOA NOTICE OF PROPOSED RULE MAKING (NPRM)

21-23

• [WIOA](#)

• [WIOA ; JOINT RULE FOR UNIFIED AND COMBINED STATE PLANS, PERFORMANCE ACCOUNTABILITY, AND THE ONE-STOP SYSTEM JOINT PROVISIONS – NOTICE OF PROPOSED RULE MAKING](#)

• LOCAL AREA DESIGNATION

• REVIEW WDB DIRECTIVES

24-25

#### **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.

VII. UPDATES

- SLINGSHOT 26-42

VIII. EVENT DISCUSSIONS:

- NAWB FORUM 2015

IX. REPORT OUT OF TRAINING EXPENDITURES

- K491016 – July 1, 2013 – June 30, 2015 43-45

X. FUTURE AGENDA ITEMS/NEW BUSINESS

XI. NEXT MEETING

June 18, 2015 – Joint Executive & Finance, Roseville Connections

XII. ADJOURNMENT

**GOLDEN SIERRA WORKFORCE INVESTMENT BOARD**  
**EXECUTIVE COMMITTEE RETREAT**  
**MINUTES**

**Wednesday, February 25, 2015 – 1:00 pm**

**Roseville Connections**  
**115 Ascot Drive, Suite 180**  
**Roseville, CA 95661**

**Teleconference:**  
**El Dorado County Chamber of Commerce**  
**542 Main Street**  
**Placerville, CA 95667**

**I. ROLL CALL AND INTRODUCTION OF GUESTS**

Quorum was established and the meeting was called to order by Miller at 1:00 pm

Present: Tink Miller, Rick Larkey, Keven Ferreira, Laurel Brent-Bumb\*, Martha Escobedo

Absent: None

Guests: Jason Buckingham, Lorna Magnussen, Gabriel Garcia, Michael Indiveri

*\*teleconferencing from El Dorado County Chamber of Commerce*

**II. APPROVAL OF AGENDA**

**Motion** to approve agenda by Ferreira, second by Larkey

**Motion** approved by roll call vote

**III. CONSENT AGENDA (EC)**

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

Magnussen requested item B to be removed.

For Approval

A. Approval of Minutes from January 5, 2015 EC/FC meeting

For Information

B. Review of Minutes from January 15, 2015 WIB Meeting (removed)

C. Attendance Log

**Motion** to approve consent agenda items A and C by Brent-Bumb, second by Larkey

**Motion** approved by roll call vote

IV. PUBLIC COMMENT – FOR THOSE ITEMS ON THE AGENDA

Indiveri shared information regarding an article in the Wall Street Journal that profiled a WIA Program in the Denver area where a software company partnered with Denver County Workforce Centers to cover a \$6,000 per person expense that covered training needed by prospective employees. This training then allowed the company to fill empty positions. The U.S. Labor Department has allocated 2.6 billion dollars for 2014 to cover costs of training adult, dislocated workers and youth to get them back into the workforce.

Indiveri also spoke of a U.S. labor market report that talks about the drop in labor force participation rates. Ten years ago there were approximately 66 million participants, and it has now dropped to around 62.9 million. The major factor is the demographic change; baby boomers are retiring. It affects the labor market because there is a demand for employees, but their skills are not matching the employer needs. Last year was the highest reported unfilled jobs in history of 3.6 million. The challenge is how to prepare the people to fill these jobs. Discussion ensued regarding this topic.

Ferreira stated that the mindset of the population has changed, where once people were willing to relocate to an area to accept a higher paying job; they are now accepting positions where they want to live, even if the pay is lower.

Larkey spoke about the structural gap that was created by the recession. They have 75 jobs they are trying to fill at this time. Qualified workers found work elsewhere and are not coming back. We are also in competition with the Bay area because the skilled workers are making more there and choosing to remain at the higher paying job. Larkey stated that they have entry level positions but the lack of experienced workers to train these people is a problem.

Brent-Bumb stated that March 13<sup>th</sup> is their annual business showcase from 4 pm-8 pm at the El Dorado County fairgrounds in the Exhibition Hall. The Business Awards Luncheon and State of the County address is on the same day at the Cold Springs Country Club in Placerville.

Brent-Bumb also spoke of February 26, 2015, being the first socio-economic workshop date addressing the National Forests NEPA plan discussing maintenance of healthy forests. This organization covers 22 counties and 3 other states, but this workshop is specific to California.

V. WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA)

• TEGL19-14 VISION FOR THE WORKFORCE SYSTEM AND INITIAL IMPLEMENTATION OF WIOA

Buckingham stated that the regulations for WIOA were supposed to be published January 22, 2015; however, we received notice that they would not be ready until spring (no specific date). Buckingham noted that the TEGL encourages local areas to act on what is known and not to wait.

A highlight of the directive is asking for:

- An integrated job driven workforce system
- Focus on the needs of business
- Excellent customer service from America's Job Centers
- Active role in community and workforce development
- Continuous improvements supported through evaluation, accountability, identification of best practices and data driven decision making

Buckingham's stated that we may need to review our current data analysis system to see if it is worth the price or if we should use LMID or another system that may be appropriate in providing the information and less costly.

Indiveri stated that many areas have paid extra for further analysis which should provide more data but he doesn't believe the system will infuse any new extra money. He believes they are really looking at training being onsite with the employers. If the employers are involved with training it produces a good labor study for that particular job.

Buckingham communicated that they are also looking for active participation of the business community on the front end to influence sector needs of a particular employment issue.

Buckingham also shared that our matrix includes many of the points that are outlined in the TEGL.

- **IMPLEMENTATION STRATEGIES**

Buckingham felt that we should assess and educate the members on the current knowledge and expectations of the Board along with their future roles. Involvement and active participation is the key.

Escobedo commented on attending a SETA WIB meeting where they developed an Ad-Hoc Board Development Committee which took a look at all WIB members and discussed the roles and responsibilities of each member. She believed this was very helpful, especially for new members coming in who may not know what their responsibilities are.

Miller said that it also makes the member feel more valued because of their time and commitment given to the Board.

Buckingham stated that we have tried this in the past without much success, but at present day we have an opportunity to identify a very clear path. Over the next 2 years the board will be identifying initiatives that they want to be involved in.

Miller stated that she is very proud to talk about her work and involvement with Golden Sierra. After discussions with her colleagues, she believes we are ahead of many workforce areas in the state.

Buckingham spoke of the success of the Ticket to Work Program. This program brings in additional funds for Golden Sierra, and it has generated \$11,000 thus far. Miller inquired about earning Social Security trust fund dollars through Benefits Planning, since we have a certified benefits planner in-house. Buckingham stated that he would check into this. Buckingham added that we are also exploring applying to be a DOR vendor.

Buckingham said that we want to increase our emphasis on:

- Earn and Learn models; could be an established portion of budget
- Outreach to targeted Veterans initiatives
- Coordinate regionally to design a universal apprenticeship enrollment process

Larkey spoke about the pre-apprenticeship program being introduced into this area, and to what degree should this be a pre-condition on entering other apprenticeship programs.

Buckingham stated that our data analysis could be used to impact the economic situation of a particular area instead of consortium wide. This would be beneficial in focusing our efforts in an area that may have higher unemployment rates.

Buckingham believes that sector strategies should be focused on a regional approach as much as possible.

Miller stated that she attended a Placer County Transportation Planning Agency meeting where SACOG announced that by 2025 there will be 26,000 new jobs created in Placer County.

Buckingham explained that one of our goals is to expand our Next brand identification across the region which would include centralizing our Rapid Response administration. Instead of awarding the money and then having a majority of it returned it would be best to be able to administer it on behalf of everyone.

- LOCAL AREA DESIGNATION

Buckingham explained that a letter was drafted requesting designation and certification as a One Stop Operator. There was no response, however; shortly after sending the letter out we received a draft directive on local area designation. The final directive was published on February 27, 2015 which allowed a one year designation, but the law states it to be a two year period. This controversy has caused quite a bit of discussion and modification may be taking place. Buckingham suggests that if this remains a one year designation, we fill out the application, but we state that we believe there is a discrepancy, and we have the right to appeal to the Department of Labor for a two year designation. The application is due the end of March.

- HIGH PERFORMING BOARD (HPB) STATUS

Buckingham stated that we submitted our additional High Performance Board status information at the end of October. In January we were unofficially told that we would be recommended. Final approval should come soon.

- JPA / WIB-GB AGREEMENT / BYLAWS

Buckingham explained that the JPA will need to be modified to include the language for WIOA as opposed to WIA. The updated document with recommended changes is close to being completed and sent off to the County Counsel. Next steps will be finalizing the GB/WDB Agreement that outlines the roles of both boards, and then review the Bylaws to ensure compliance.

## VI. UPDATES

- LEGISLATIVE

Buckingham stated that the deadline for submitting new bills for this session is February 27, 2015. We want to watch for implementation language, in particular, referencing changes between WIOA and WIA.

- SLINGSHOT

Buckingham explained that there are three phases with the Slingshot initiative that covers nine counties. We have received \$20,000 for the first phase which consists of planning; this phase ends in March. After this we go into the plan/development phase which allows \$100,000. We receive \$900,000 July 1<sup>st</sup> for implementation. Buckingham explained that the emphasis would be on early stage business start-up.

Larkey suggested that SARTA would be prime candidates for the people in Placer County.

Buckingham explained that we were working locally with Valley Vision to develop our initial plan, but the State assigned Collaborative Economics to assist us further.

Brent-Bumb asked Buckingham if he had spoken to Valley Vision about the Business Resiliency Initiative. Buckingham stated that he had not; they agreed to talk about this at another date.

Larkey asked what the deliverables would be, and the process to get those deliverables. Buckingham stated that these have not yet been defined, but the focus is on income mobility. Further discussion continued regarding expectations of the SlingShot Initiative. Buckingham stated that Golden Sierra may not see any money out of this; it's really about working with the community.

VII. EVENT DISCUSSIONS:

- NAWB FORUM 2015

Discussion ensued as to which pre-conference workshops would be attended by the Board members and Buckingham.

*\*Brent-Bumb excused herself from the meeting at 2:40 pm.*

Workshop outline and proposed attendance will be e-mailed by Magnussen to attendees.

- CWA DAY AT THE CAPITOL

Buckingham confirmed that there will be webinars coming up that would be beneficial if attended by Larkey, Miller, Galipo and Buckingham. Magnussen will send out the webinar and agenda list.

- 2015 BWP CONFERENCE

Golden Sierra MIS staff and 2 Rapid Response staff, Michael Indiveri and Maggie Valenzuela will attend the BWP Conference to be held on March 4<sup>th</sup> and 5<sup>th</sup>.

VIII. DISCUSS LAYOFF AVERSION AND RAPID RESPONSE

Buckingham clarified the difference between Layoff Aversion and Rapid Response saying that one will track whether you were able to save a job, and the other showing how you reacted to an event.

Garcia stated that he has been asked to facilitate a discussion on layoff aversion at the BWP Conference. He stated that there are two components to the layoff aversion, one of them being employer engagement, and the second one being jobs saved. Out of 49 local areas in the state of California, only a handful or less have completed and submitted a 122 Report. A concern is why the local areas are having a difficult time completing the report. Suspicion is that the local areas are conducting layoffs but they don't know how to report it, and if jobs are saved, how do they document it. The discussion will take place at 3 pm on Wednesday, March 4<sup>th</sup>.

Buckingham stated that with the layoff money we have at this time, we are exploring contracting with SACTO and have them help out with greater business outreach within the consortium.

IX. REVIEW EL DORADO K4 EXPENDITURES

Buckingham communicated that he has been working closely with El Dorado County in regard to the workforce development in the community; he acknowledged the effort and commitment of Alexis Zoss and Jenny Wilson.

Buckingham explained the chart representing WIA participant enrollment in the Placerville and South Lake Tahoe noting an increase with the Adult and Dislocated Worker categories. The K4 money ends in June, and they have started using K5 money. Buckingham stated that he has seen improvements. and will continue to meet with El Dorado monthly.

X. REPORT OUT OF TRAINING EXPENDITURES

- K491016 – July 1, 2013 – June 30, 2015

Miller inquired into who is authorizing the money being spent in Alpine County. Buckingham stated that the Alpine County Director HHS oversees the program and funds.

Miller inquired if the tribe in Alpine County was aware of the funding. Buckingham said that they are aware of the funds, but they would like the money to focus on youth in the future. Miller was pleased to hear that they were aware of the funding. Buckingham added that he appreciates Alpines willingness to be a good partner.

Buckingham stated that one of the changes he would like to make in the JPA is to remove awarding of monies by a formula. He would like to see it based on a formula with language that would allow for negotiation so it could be spent in a way that's best for the consortium.

Larkey inquired if we could designate some funds as discretionary. Buckingham stated that this was allowable, but would need to be structured that way.

XI. FUTURE AGENDA ITEMS/NEW BUSINESS

- CWA, Day at the Capitol Report Out
- Draft Budget
- BWP Conference Report Out

XII. NEXT MEETING

April 16, 2015 – Joint Executive & Finance, Roseville Connections

XIII. ADJOURNMENT

**Motion** to adjourn at 3:10 pm by Ferreira, second by Escobedo

Meeting adjourned



Executive Committee	Date: 05/15/14	06/19/14	08/21/14	<del>10/16/14</del> 10/23/13	11/13/14	<del>12/18/14</del> 01/05/15	2/19/15 2/25/15	Rate
	Joint Special	cancelled	EC Regular	Joint Special	EC Retreat	Joint Regular	EC Regular	
Tink Miller-CHAIR	1		1	1	1	1	1	100%
Rick Larkey-VICE CHAIR			1	1	1	1	1	100%
Kevin Ferreira	1		1	1	0	0	1	67%
Laurel Brent-Bumb	0		1	1	1	1	1	83%
Martha Escobedo	0		1	1	1	1	1	83%

**Golden Sierra  
Workforce Investment Board**

**MEMORANDUM**

**DATE:** April 16, 2015

**TO:** Executive Committee

**FROM:** Jason Buckingham, GSJTA Executive Director

**SUBJ:** Governing Body (GB)/Workforce Development Board (WDB) Agreement

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☐ Resolution      ☒ Action Item      ☒ Information

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Attached for your review/approval is a revised Governing Body (GB)/Workforce Development Board (WDB) agreement. The document clearly defines the roles and responsibilities of the Workforce Board and the Chief Local Elected Officials (the Governing Body) as it relates to the requirements of the Workforce Innovation and Opportunity Act (WIOA). The document revisions include updating references to the Workforce Investment Act (WIA) to the WIOA. In addition, the agreement updates the functions of the WDB for consistency with WIOA.

AMENDED AND RESTATED AGREEMENT OF AUTHORITIES--  
AND RESPONSIBILITIES BETWEEN

THE GOVERNING BODY OF THE GOLDEN SIERRA JOB TRAINING AGENCY--  
(as the LOCAL WORKFORCE ~~INVESTMENT~~DEVELOPMENT AREA)

AND--  
THE GOLDEN SIERRA WORKFORCE ~~INVESTMENT~~DEVELOPMENT BOARD

I. PARTIES

This agreement is made and entered into, as of the last date set forth below, by and between the Golden Sierra Job Training Agency (which has been designated as the local workforce ~~investment~~development area) Governing Body (~~("Governing Body")~~) and the Workforce ~~Investment~~Development Board (~~WIB~~)("WDB") for the ~~five~~three county workforce investment area (~~Area~~) covering Alpine, El Dorado, ~~Nevada and~~ Placer ~~and~~ ~~Sierra~~ Counties ~~("Area")~~.

The "local workforce development area" was formerly referred to as the "local workforce investment area." The "Workforce Development Board" was formerly referred to as the "Workforce Investment Board."

II. TERM

This agreement is effective when approved and executed by the Governing Body and the WIB. It shall remain in full force and effect until terminated by either party by giving six months advance written notice to the other party of intent to terminate this agreement. ~~Termination~~Unless earlier terminated as set forth herein, this agreement shall be expire and terminate effective upon sunset of the Workforce Innovation and Opportunity Act (which supersedes the Workforce Investment Act-).

III. WIBWDB DUTIES AND FUNCTIONS

The ~~WIBWDB~~ shall take the lead in policymaking in the following areas:

- ~~• Development, but, subject to the required approval of the Governing Body or to the requirement to work in partnership with the Governing Body, as set forth in the Workforce Investment~~Development~~Welfare to Work;~~
- Developing Workforce Innovation and Opportunity Act and other area plans and budgets;
- Conducting research and analysis related to the local workforce and regional labor market
- Establishing performance expectations for the Area's workforce development system;
- Coordinating with employers and other entities to, among other things, support employer utilization of the local workforce development system, to ensure that workforce investment system activities meet the needs of employers, and to develop and implement strategies for meeting the employment and skill need of workers and employers;
- Certifying one-stop career centers and designating their operator;
- Approving youth and adult service and training providers when competitively procured;
- Establishing youth policies, either acting through the Youth Council or the full WIBWDB;
- Developing strategies to use technology to maximize the accessibility and effectiveness of the local workforce development system;
- Coordinating activities with education and training providers in the Area;
- Other duties and functions as assigned~~authorized~~ by the Workforce ~~Investment~~Innovation and Opportunity Act, Welfare to Work, successor legislation or amendments thereto, the State of California or the Governing Body.

The ~~WIBWDB~~, itself, shall not operate programs.

IV. GOVERNING BODY DUTIES

The Golden Sierra Job Training Agency shall be the grant recipient and administrative entity for the Area.

The Governing Body shall perform those duties set out in the ~~Revised~~ Joint Powers Agreement, among the member counties of the Governing Body, as amended both before and after the execution of this agreement. In

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addition, the Governing Body shall have the right to review and either approve or reject ~~WIB~~WDB policymaking decisions under Section III above.

~~In the event the Governing Body reverses a WIB decision, the WIB may either accede to the wishes of the Governing Body or may invoke the dispute resolution procedure in Section VI below.~~

V. ~~WIB~~WDB TERMS OF APPOINTMENT

~~WIB~~Terms of appointment for WDB members, both voting and non voting, shall serve for fixed and staggered terms. Half of the ~~WIB~~ members' terms shall begin upon appointment and shall end June 30, 2004. The other half shall have terms running from appointment and ending June 30th, 2006.

~~Term lengths for initial WIB members shall be designated by lottery, separately conducted for each sector represented on the WIB (i.e. one labor representative shall have a term ending in 2004 and the other labor representative's term shall end in 2006).~~

~~Re appointments to the WIB or appointments to the WIB after July, 2000 shall be for four years from the July-1st immediately preceding the appointment date. All WIB terms shall expire on June 30<sup>th</sup> except that members may continue to serve after the end of their term until a successor is appointed or their position is declared vacant by the Governing Body.~~

~~Other term~~related issues, including the process for WIBWDB member resignation and removal for cause, shall be ~~determined by~~as set forth in the WIB'sWDB's bylaws.

#### VI. DISPUTE RESOLUTION

~~Should a disagreement arise between the WIB and the Governing Body, all reasonable efforts shall be taken to informally resolve the issue. Issues which cannot be informally resolved shall be submitted in writing by either party to a five member panel consisting of two representatives selected by the WIB, two representatives selected by the Governing Body and a fifth impartial representative selected by the Golden Sierra Executive Director.~~

~~The five member panel so selected shall meet as soon as possible after all members are named and shall, by majority vote, resolve the disagreement. The resolution so reached shall be binding upon the parties, and must conform with Golden Sierra Job Training Agency's Revised Joint Powers Agreement, with State and Federal requirements and with this agreement.~~

#### VHVI. STAFF SUPPORT

In recognition of limited administrative funds and the need to make maximum funding available for programs and services, the Golden Sierra Job Training Agency shall provide staff support, ~~albeit separate,~~ to both the WIBWDB and the Governing Body. StaffGolden Sierra Job Training Agency staff assigned to WIBWDB responsibilities shall take their direction from, and report to, the WIBWDB and its committees. Notwithstanding the foregoing, such staff shall remain Golden Sierra Job Training Agency employees at all times and shall not engage in activities that conflict with direction from the Governing Body or their roles and responsibilities as employees of Golden Sierra Job Training Agency.

The Governing Body and WIBWDB will maintain consolidated office and material support necessary for both bodies to properly discharge their responsibilities under the Workforce ~~Investment~~Innovation and Opportunity Act, ~~Welfare to Work~~ and other relevant federal and state legislation, the Joint Powers Agreement, their respective bylaws, and this agreement.

Final authority for any decision to hire, evaluate or discharge any staff assigned to the WIBWDB shall rest solely with theGolden Sierra Job Training Agency and its Governing Body.

#### VHVVII. INDEPENDENCE OF TERMS

If any terms or provisions of this agreement or the application thereof to any person or circumstances shall, to any extent be held invalid or unenforceable, the remainder of this agreement shall not be affected thereby and every other term and provision of this agreement shall be valid and enforced to the fullest extent permitted by law.

APPROVED FOR THE  
GOVERNING BODY:

\_\_\_\_\_  
Chairperson, Governing Body  
Date: \_\_\_\_\_

\_\_\_\_\_  
APPROVED FOR THE  
\_\_\_\_\_  
WORKFORCE ~~INVESTMENT~~DEVELOPMENT  
BOARD:

\_\_\_\_\_  
Chairperson, Governing BodyWorkforce  
Development Board  
Date: \_\_\_\_\_

AMENDED AND RESTATED AGREEMENT OF AUTHORITIES  
AND RESPONSIBILITIES BETWEEN  
THE GOVERNING BODY OF THE GOLDEN SIERRA JOB TRAINING AGENCY  
(as the LOCAL WORKFORCE DEVELOPMENT AREA) AND  
THE GOLDEN SIERRA WORKFORCE DEVELOPMENT BOARD

I. PARTIES

This agreement is made and entered into, as of the last date set forth below, by and between the Golden Sierra Job Training Agency (which has been designated as the local workforce development area) Governing Body (“Governing Body”) and the Workforce Development Board (“WDB”) for the three county workforce investment area covering Alpine, El Dorado, and Placer Counties (“Area”).

The “local workforce development area” was formerly referred to as the “local workforce investment area.” The “Workforce Development Board” was formerly referred to as the “Workforce Investment Board.”

II. TERM

This agreement is effective when approved and executed by the Governing Body and the WIB. It shall remain in full force and effect until terminated by either party by giving six months advance written notice to the other party of intent to terminate this agreement. Unless earlier terminated as set forth herein, this agreement shall expire and terminate effective upon sunset of the Workforce Innovation and Opportunity Act (which supersedes the Workforce Investment Act).

III. WDB DUTIES AND FUNCTIONS

The WDB shall take the lead in policymaking in the following areas, but, subject to the required approval of the Governing Body or to the requirement to work in partnership with the Governing Body, as set forth in the Workforce Innovation and Opportunity Act:

- Developing Workforce Innovation and Opportunity Act and other area plans and budgets;
- Conducting research and analysis related to the local workforce and regional labor market
- Establishing performance expectations for the Area's workforce development system;
- Coordinating with employers and other entities to, among other things, support employer utilization of the local workforce development system, to ensure that workforce investment activities meet the needs of employers, and to develop and implement strategies for meeting the employment and skill need of workers and employers;
- Certifying one-stop career centers and designating their operator;
- Approving youth and adult service and training providers when competitively procured;
- Establishing youth policies, either acting through the Youth Council or the full WDB;
- Developing strategies to use technology to maximize the accessibility and effectiveness of the local workforce development system;
- Coordinating activities with education and training providers in the Area;
- Other duties and functions as authorized by the Workforce Innovation and Opportunity Act, successor legislation or amendments thereto, the State of California or the Governing Body.

The WDB, itself, shall not operate programs.

IV. GOVERNING BODY DUTIES

The Golden Sierra Job Training Agency shall be the grant recipient and administrative entity for the Area.

The Governing Body shall perform those duties set out in the Joint Powers Agreement, among the member counties of the Governing Body, as amended both before and after the execution of this agreement. In addition, the Governing Body shall have the right to review and either approve or reject WDB policymaking decisions under Section III above.

V. WDB TERMS OF APPOINTMENT

Terms of appointment for WDB members, and other related issues, including the process for WDB member resignation and removal for cause, shall be as set forth in the WDB's bylaws.

VI. STAFF SUPPORT

In recognition of limited administrative funds and the need to make maximum funding available for programs and services, the Golden Sierra Job Training Agency shall provide staff support to both the WDB and the Governing Body. Golden Sierra Job Training Agency staff assigned to WDB responsibilities shall take their direction from, and report to, the WDB and its committees. Notwithstanding the foregoing, such staff shall remain Golden Sierra Job Training Agency employees at all times and shall not engage in activities that conflict with direction from the Governing Body or their roles and responsibilities as employees of Golden Sierra Job Training Agency.

The Governing Body and WDB will maintain consolidated office and material support necessary for both bodies to properly discharge their responsibilities under the Workforce Innovation and Opportunity Act and other relevant federal and state legislation, the Joint Powers Agreement, their respective bylaws, and this agreement.

Final authority for any decision to hire, evaluate or discharge any staff assigned to the WDB shall rest solely with Golden Sierra Job Training Agency and its Governing Body.

VII. INDEPENDENCE OF TERMS

If any terms or provisions of this agreement or the application thereof to any person or circumstances shall, to any extent be held invalid or unenforceable, the remainder of this agreement shall not be affected thereby and every other term and provision of this agreement shall be valid and enforced to the fullest extent permitted by law.

APPROVED FOR THE  
GOVERNING BODY:

\_\_\_\_\_  
Chairperson, Governing Body  
Date:\_\_\_\_\_

APPROVED FOR THE  
WORKFORCE DEVELOPMENT BOARD:

\_\_\_\_\_  
Chairperson, Workforce Development Board  
Date:\_\_\_\_\_



Golden Sierra

## WIOA Action Matrix – Draft

Action	Comments	Responsibility			Status
	Action Item = Green	WIB	Governing Body/CLEO	State Board/ Governor	
Establish Local Area					
Revise JPA to reference WIOA			X		Ongoing – Working with KMTG should be sent to county counsel in late Feb/March  Out to county counsel for review April 1, 2015 (45 day review period) On GB Agenda for review April 9, 2015
Request Designation as Local Area	The Governor is required to designate (initially) local areas who have performed successfully and who have had fiscal integrity for the previous two years. Golden Sierra meets these criteria. No process has been defined but I recommend the WIB, in conjunction with the Governing Body, submit a letter requesting designation.	X	X	X	Approved by WIB 11/20/14 Approved by GB 12/15/14 Mailed 12/21/14  Draft Directive WSDD-111 released 1/16/15; Directive WSD14-10 released 2/20/15 (updated 3/9/15)  Request approval from WIB 3/19/15 Sent unsigned copy to EDD 3/26/15 Request approval from GB 4/9/15



Action	Comments	Responsibility			Status
	<i>Action Item = Green</i>	WIB	Governing Body/CLEO	State Board/Governor	
<b>Establish Local Area (continued)</b>					
Request approval to remain one-stop operator	According to WIOA each local area is required to have one One-Stop (at a minimum) and that One-Stop must be colocated with EDD staff. Currently, the Golden Sierra region has five centers only one of which is colocated with EDD (Roseville). The designation would eliminate our requirement to competitively procure the operator for the region. This is the most cost effective and efficient scenario.	X	X	X	Approved by WIB 11/20/14 Approved by GB 12/15/14 Mailed 12/21/14
<b>Workforce Development Board</b>					
<b>Governance</b>					
Review WIB Functions for gaps/opportunities	WIB (ADA accessibility policies)	X			
Review Bylaws	Review bylaws for consistency with responsibilities and functions of WDB	X	X		Working with KMTG GB Bylaws for review and approval at GB meeting 4/9/15
Re-write WIB/Governing Body Agreement	Review current agreement for consistency with WIOA	X	X		Working with KMTG Draft completed – GB Review 4/9/15 to WDB Exec 4/16 for approval
Set Qualifications for Director	The WDB will need to set qualifications for the Director. Will probably need to wait for regulations to do so.	X	X		
Review WIB Directives	Current WIB Directives will need to be reviewed and revised or eliminated for accuracy within the new system.	X			Initial Review and Discussion at WDB Exec 4/16/15

Action	Comments	Responsibility			Status
	Action Item = Green	WIB	Governing Body/CLEO	State Board/ Governor	
Workforce Development Board (continued)					
Membership					
Review WIB membership for compliance and strategic direction	Is membership in line with key sectors and new requirements?		X		As required by WIOA and as referenced in WSD14-10, the Governing Body will be required to provide direction to staff to develop and approve a recruitment process that identifies and appoints appropriate members as defined by WIOA and state policy. Must be in compliance by July 2016.
Structure					
Review Committee Structure	The WIB should review its committee structure to ensure that it can meet its new role. No youth council is required, new partners included in performance (performance committee), New business engagement metrics, new emphasis on pathways and pathway development, Education and economic development continuous improvement, accessibility...Joint mtgs with SETA? (See initiatives)	X	X		Some of this may need to be completed regionally as a part of the regional planning requirements
Planning/Service Delivery					
Convene Core Partners to discuss the design of the future system and MOUs	Executive Committee should convene leaders from DOR, EDD, Adult ED to discuss partnering in the new system, MOU's and Cost Sharing Agreements.	X			Email intro CWA WIOA Overview – 9/23/14 Letter intro WIOA 10/20/14 First meetings with EDD/Adult Ed April 2015
Meet with SETA to Consider Joint Committees and policies with SETA and CAIZ group	WIOA will nearly require a regional planning effort. We may want to have our subcommittees start meeting jointly with SETA	X			Attending SETA Planning Committee late January. Meeting cancelled; next meeting in February, This meeting has not occurred as of April 2015

Action	Comments	Responsibility			Status
		WIB	Governing Body/CLEO	State Board/ Governor	
Workforce Development Board (continued)					
Planning/Service Delivery (continued)					
Review One-Stop locations and service delivery model	Review service delivery. Should all current locations remain one-stops or should we target special projects in certain areas. Should we open population-specific job centers? Other LWIAs have centers that focus on youth only or business only or sectors. Should we reduce the number of physical centers and set-up remote access instead (the community colleges would be a likely host). (Recommendations to GB)	X	X		Met with Alpine County on 1/29/15 to discuss program services needs and model.
Publish RFQ for vender services	Establishing a vendor list for services will greatly enhance our ability to provider services without a full RFP process for each service	X			Working with staff to define services – anticipate release 2/10/15 Released 2/10/15
Publish RFQ for Training Services and/or One-Stops	Prepare for competitive bid requirement by obtaining lists of qualified/interested sub-recipients	X			In development/ may need to separate “one-Stop Operator” functions from one-stop service delivery (core function = coordination) Deadline for completion July 2017.
Technology	How does the WDB want to address the new emphasis on Technology	X			
Branding	Consider adopting unified Identifier	X	X		WIOA NRPMs identify One-stop brand as “American Job Centers” do we want to keep local brand? Will state board enforce “America’s Job Centers of California”
Accessibility	How will we address accessibility				Could be a function of the one-stop operator if contracted out.
LMID	How will we ensure we have proper data for planning – Contract that out				

Action	Comments	Responsibility			Status
	<i>Action Item = Green</i>	<i>WIB</i>	<i>Governing Body/CLEO</i>	<i>State Board/Governor</i>	
<b>Workforce Development Board (continued)</b>					
<b>Performance</b>					
Metrix	Review and identify performance metrix for WIA services or initiatives (i.e. expenditures related to OJT vs classroom training?) Training in critical clusters? Pathway development, apprenticeship enrollment – Business engagement etc.	X			
Initiatives	Brand Initiatives i.e. NEXT, Vital Assets, Youth@Work etc. - maybe reduce committees but have ad hocs that manage the initiatives?	X			Currently Branded “NEXT” for business services/RR Working on “Service First” for Veterans Working on Brand for Persons with Disabilities (PWD)

<b>TRAINING AND EMPLOYMENT NOTICE</b>	<b>NO.</b> 29-14
	<b>DATE</b> April 2, 2015

**TO:** Affiliate American Job Center Managers  
 Comprehensive American Job Center Managers  
 Community-Based Job Training Grantees  
 Community College Presidents  
 All Department of Labor Employment and Training Administration Grantees  
 Department of Labor Employment and Training Administration Regional Administrators  
 Department of Labor Veterans' Administration Regional Administrators  
 Governors  
 National Farmworker Jobs Program Grantees  
 Native American Employment and Training Council  
 Rapid Response Contacts  
 Senior Community Service Employment Program Grantees  
 State Directors of Veterans Employment and Training  
 State Labor Commissioners  
 State Labor Market Information Directors  
 State Unemployment Insurance Directors  
 State Veterans Affairs Agency Directors  
 State Workforce Investment Act Liaisons  
 State Workforce Agencies – Administrators  
 State Workforce Administrators Unemployment Insurance  
 State Workforce Administrators Workforce Investment Act  
 State Workforce Administrators Wagner-Peyser  
 State Workforce Agency Veterans Coordinators  
 The Advisory Committee on Apprenticeship  
 Workforce Investment Act Section 166 Grantees  
 Workforce Investment Board Local Chairs  
 Workforce Investment Board State Chairs  
 Workforce Investment Board State Executive Directors  
 Workforce Investment Board Local Executive Directors  
 Workforce Information Council State Labor Market Directors  
 YouthBuild Grantees

**FROM:** PORTIA WU   
 Assistant Secretary

**SUBJECT:** Announcing the release of the *Workforce Innovation and Opportunity Act (WIOA)*  
*Notices of Proposed Rulemaking (NPRMs)* on Federal Register Public Inspection

**EMPLOYMENT AND TRAINING ADMINISTRATION  
 U.S. DEPARTMENT OF LABOR  
 WASHINGTON, D.C. 20210**



1. **Purpose.** To announce the release of the *Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Notice of Proposed Rulemaking* (joint NPRM with the Departments of Education and Labor) and the *Workforce Innovation and Opportunity Act; Notice of Proposed Rulemaking* (Labor only) on the Federal Register Public Inspection Web site at <https://www.federalregister.gov/public-inspection>. This Web site offers a preview of documents scheduled to publish in the Federal Register.
2. **References.**
  - Workforce Innovation and Opportunity Act (WIOA) (Pub. L. 113-128).
3. **Background.** President Barack Obama signed WIOA into law on July 22, 2014. WIOA is landmark legislation designed to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and helps employers obtain skilled workers. WIOA supports innovative strategies to keep pace with changing economic conditions and seeks to improve coordination between the core WIOA and other Federal programs that support employment services, job training, adult education and literacy, and vocational rehabilitation activities.
4. **WIOA NPRMs on Public Inspection.**

*Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Notice of Proposed Rulemaking:* This NPRM, developed jointly by the Departments of Education (ED) and Labor (DOL), implements the jointly-administered activities authorized by title I of WIOA. The NPRM proposes to strengthen the alignment of the workforce development system's six core programs administered by ED and DOL respectively, by establishing unified strategic planning requirements, common performance accountability indicators, and requirements governing the one-stop delivery system. In so doing, these proposed regulations emphasize coordination and collaboration at the Federal, State, and local levels to ensure a streamlined and coordinated service delivery system for job-seekers, including those with disabilities, and employers.

*Workforce Innovation and Opportunity Act; DOL-only Notice of Proposed Rulemaking:* This NPRM, developed by DOL, implements titles I and III of WIOA. This NPRM proposes to implement changes made by title I of WIOA to the adult, dislocated worker, and youth formula programs; the State and local workforce development (formerly investment) boards; the designation of regions and local areas; local plans; the one-stop system; national programs, including Job Corps, YouthBuild, Indian and Native American programs, and Migrant and Seasonal Farmworker programs; technical assistance and evaluations; and general administrative provisions currently authorized under title I of the Workforce Investment Act. Furthermore, the NPRM proposes to implement changes made by title III of WIOA, which amends the Wagner-Peyser Act relating to the Employment Services and

Workforce and Labor Market Information System and requires the Secretary to establish a Workforce Information Advisory Council.

***Workforce Innovation and Opportunity Act; ED Notices of Proposed Rulemaking:*** In addition to the joint NPRM and DOL-only NPRM, ED is issuing three separate NPRMs to implement the requirements of titles II and IV of WIOA: one implementing program-specific requirements of the Adult Education and Family Literacy Act (AEFLA), as reauthorized by title II of WIOA; and two NPRMs implementing all program-specific requirements for programs authorized under the Rehabilitation Act of 1973, as amended by title IV of WIOA.

Developing and issuing all five WIOA NPRMs in a coordinated manner reinforces WIOA's heightened emphasis on collaboration to ensure an integrated and seamless service delivery system for job seekers and employers. Through these regulations, the Departments propose to implement job training system reforms and strengthen the nation's workforce development system to put Americans back to work and make the United States more competitive in the 21st Century.

All five NPRMs are available for public inspection at this time prior to publication in the Federal Register. To view these NPRMs, please visit <https://www.federalregister.gov/public-inspection>.

5. **Action Requested.** Please share this information with interested stakeholders. Please begin reviewing the proposed rules now. Once they are formally published in the Federal Register, please provide comments in accordance with the process outlined in the NPRMs. Please visit [www.regulations.gov](http://www.regulations.gov) to share your comments on the specific proposed rules. Comments may only be submitted after formal publication in the Federal Register; any comments not received through the processes outlined in the NPRMs will not be considered by the Department.
6. **Inquiries.** Please direct questions to: Adele Gagliardi, Administrator, Office of Policy Development and Research, at 202-693-3700. To view the NPRMs on Public Inspection, please visit: <https://www.federalregister.gov/public-inspection>.

**Golden Sierra  
Workforce Investment Board**

**MEMORANDUM**

**DATE:** April 16, 2015  
**TO:** Executive Committee  
**FROM:** Jason Buckingham, GSJTA Executive Director  
**SUBJ:** WDB Directives

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☐ Resolution      ☐ Action Item      ☒ Information

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Attached for the Board's review is a summary listing of current Workforce Board Directives initiated under the Workforce Investment Act. The listing is accompanied by comments from staff regarding their relevance/necessity considering the local board's authority and the new role of the local board as defined by the Workforce Innovation and Opportunity Act (WIOA). Workforce Board Directives should focus on broad policy issues stemming from the functions and roles of the board including:

1. Local Plan
  - The local board, in partnership with the chief elected official for the local area involved, shall develop and submit a local plan to the Governor.
  - Participate in Regional Planning initiatives
2. Workforce Research and Regional Labor Market Analysis

In order to assist in the development and implementation of the local plan, the local board shall:

  - Carry out analyses of the economic conditions in the region
  - Collect analyze and use workforce and labor market information for the region.
  - Adds conduct such other research, data collection, and analysis related to the workforce needs of the regional economy that the board deems necessary.
3. Convening, Brokering, Leveraging

The local board shall convene local workforce development system stakeholders to assist in the development of the local plan and in carrying out its other functions.
4. Employer Engagement
  - Promote business representation
  - Develop linkages with employers
  - Ensure activities meet needs of employers
  - Develop and implement proven and promising strategies to meet employment and skill needs



5. Career Pathways Development

The local board, with representatives of secondary and postsecondary education programs, shall lead efforts in the local area to develop and implement career pathways.

6. Proven and Promising Practices

- Identify and promote proven and promising strategies for meeting needs of employers and jobseekers.
- Identify and disseminate information on proving and promising practices.

7. Technology

- Enhance accessibility and effectiveness of services by:
- Facilitating connections among the intake and case management information systems
- Facilitating access to services including in remote areas
- Identifying strategies for better meeting needs of persons with barriers to employment
- Leveraging resources

8. Program Oversight

- Conduct oversight of local youth, employment and training and adult workforce activities
- Ensure appropriate use and management of funds

9. Negotiation of Local Performance Accountability

The local board, the chief elected official, and the Governor shall negotiate and reach agreement on local performance accountability measures.

10. Selection of Operators and Providers

- Selection of One-Stop Operators
- Selection of Youth Providers
- Identification of eligible providers of training services
- Identification of eligible providers of career services
- Customer choice requirements

11. Coordination with educational providers

- Coordinate activities with education and training providers
- Review the applications to provide adult education and literacy activities
- Implement cooperative agreements

12. Budget and Administration

- Develop a programmatic budget for the activities of the local board
- Assist in administration of grant funds
- Disburse grant funding for workforce investment activities
- May incorporate as tax-except 501(c)(3)

13. Accessibility for individuals with Disabilities

The local board shall annually assess the physical and programmatic accessibility in accordance with the provisions in the American with Disabilities Act of 1990 of all one-stop centers in the local area.

## Capital Region SlingShot Plan

### The Strategy: Strengthening the Capital Region's Innovation Ecosystem to Spur Economic Growth and Job Creation

The Capital Region SlingShot initiative aims to strengthen regional economic prosperity and improve income mobility by creating a stronger regional innovation ecosystem. The Capital Region's innovation economy is the major driver of regional economic prosperity. Innovative businesses—both start-ups and more established firms—increase economic productivity, making rising wages and income mobility possible. But the region's innovative economy alone will not necessarily create widely shared prosperity. Through SlingShot, the Capital Region seeks to develop and implement a strategy for increasing the region's capacity to innovate, while ensuring that all of the region's residents are prepared to access opportunity in the innovation economy.

Strengthening the region's innovation ecosystem will require a broad-based, collaborative approach that mobilizes the region's innovation assets. The SlingShot initiative will center on:

- A set of shared outcomes among business and public partners that includes both process and long-term impact measures to ground the SlingShot strategy;
- Strong industry engagement from both established businesses as well as start-ups in defining and championing priorities for action to strengthen the region's innovation ecosystem;
- An integrated approach among partners in workforce development, education, economic development, and others to play complementary roles in promoting and accelerating innovation and addressing priority opportunities and system gaps.

In 2011-12 the Capital region initiated a business-led process to conduct research and broad community engagement to build *The Next Economy: The Capital Region's Plan for Prosperity*. Thousands of stakeholders representing hundreds of businesses, organizations and institutions from across the six-county Capital Region were then invited to respond to this research and help identify ways to solve the Region's economic growth challenge. Quantitative data, public feedback forums, feedback from nearly 100 of the region's C-level executives (CEOs, COOs, CFOs) and dozens of work sessions with topic experts and business leaders among cluster groups were convened.

In 2013, Next Economy laid out an implementation plan for the six-County region's economic health and growth that was backed by employers, the public, and economic experts. Next Economy focused on six key business clusters that demonstrated growth potential:

- Advanced Manufacturing
- Agricultural and Food Production
- Clean Energy Technology
- Education and Knowledge Creation

- Information and Communication Technology
- Life Sciences and Health Services

The implementation plan also included several core goals underpinning all the clusters. Among them were to develop a talent pipeline, to ensure that workers have the necessary skills to obtain available jobs and help businesses grow, and to foster an innovation ecosystem that accelerates business and job growth for start-up and existing businesses. The SlingShot project builds on the work of Next Economy, and further develops implementation strategies created through Next Economy and applied to the six key business clusters that demonstrated growth potential. SlingShot will also include a focus on business services and other sectors that are emerging across the region in addition to the six clusters.

The three main strategies that Next Economy outlined for fostering a strong innovation environment include:

- Bolstering university technology transfer and commercialization;
- Expanding access to capital for high-growth companies and small and medium enterprises; and
- Building a robust network of business incubator and accelerator services.

The Capital region will build upon these strategies during the Compact Development/Implementation Plan phase of the SlingShot project (Phase Two).

The SlingShot project is a collaboration among four Workforce Boards (WBs), including Golden Sierra, North Central Counties Consortium, Sacramento Employment & Training Agency, and Yolo. Together, the regions of each WB make up the Capital region, including Alpine, Colusa, El Dorado, Glenn, Placer, Sacramento, Sutter, Yolo, and Yuba counties. The Capital region has diverse workforce needs, ranging from rural to metropolitan economies. This diversity will require a flexible approach with engagement from employers and support services across the entire region. North Central Counties Consortium developed complimentary business clusters, including renewable energy, health services and food and agricultural production. These clusters will be used to structure engagement within the sub-region.

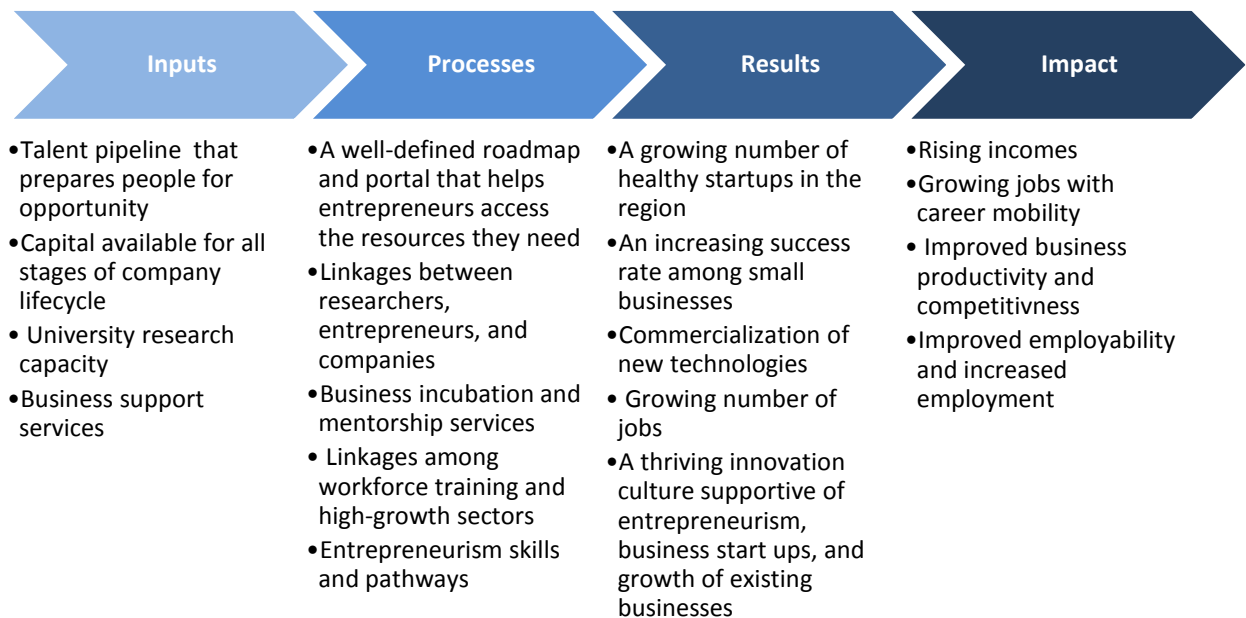
### **Phase Two: Developing a Regional Compact**

During the design phase (Phase One), the Capital Region SlingShot Advisory Committee (the Committee) has engaged a broad group of stakeholders who are committed to working together to strengthen the region's innovation ecosystem. (See Appendix A for list of Advisory Committee members.) This team defined an initial set of goals, strategies, and metrics to guide the collaboration. The next "Compact Development" phase (Phase Two - March-June) will build on this work and include three elements: 1) developing shared outcomes that define success; 2) engaging businesses and entrepreneurs as partners and champions; and 3) building an integrated approach among public partners for strategy implementation.

### 1) Shared outcomes

The Committee identified an initial set of outcome measures that define success in strengthening the region's innovation ecosystem. These measures include long-term impact metrics at the intersection of regional economic prosperity and income mobility, for example: rising incomes, growth in jobs with career mobility, and improved business productivity and competitiveness. The Committee also identified a series of process indicators that measure progress in identifying the components of and developing a robust innovation ecosystem (see Figure 1). These indicators will help to anchor the SlingShot strategy in a shared definition of success.

Figure 1: Measuring the Innovation Ecosystem



### Next Steps

Beginning in April, the Committee will convene a metrics working group to further refine and develop these metrics, with the goal of developing a final set of outcomes measures to be included in the SlingShot compact. These will include both impact metrics (e.g. income mobility and regional prosperity) as well as process measures (e.g., connections among researchers, entrepreneurs, and companies).

### *Industry Engagement*

In the Compact Development Phase, the Committee will engage a group of innovative business leaders to identify specific areas of opportunity to strengthen the region's innovation ecosystem.

- **Recruiting Innovative Business Leaders**

An innovation ecosystem will require aligned actions of the business community and business supporters. As such, it is critical for the Capital region to cast a wide net of engagement and outreach, drawing upon the deep relationships and networks of the Committee. Outreach and employer engagement will target business leaders and entrepreneurs from across the region's clusters. Committee members have rich connections and relationships with entrepreneurs, small business innovators and larger business leaders, some engaging hundreds of entrepreneurs and small business owners yearly. The Committee will draw on these relationships to engage deeper with a selected set of these individuals to better understand the existing assets and conditions that foster innovation, what helped them succeed, what were barriers to success, and what is still needed to build a strong ecosystem.

The Committee will focus on identifying business leaders who:

1. Lead innovative businesses (either established businesses or startups) in sectors that drive the region's economy
2. Are committed to the long-term prosperity of the region
3. Represent Capital region diverse sub-regions

From March through June 2015, the Committee will conduct employer and entrepreneur engagement meetings to understand how to accelerate innovation and what gaps exist and solicit commitments, participation and continued engagement from these entrepreneurs as well as leaders from fast-growing, innovative companies and larger employers fostering an innovative culture and mentoring business peers. Meeting in small groups or individually for the initial meetings will facilitate honest perspectives, and allow employers and entrepreneurs to identify how they would like to be engaged in fostering the innovation ecosystem. A main objective of these meetings will be to gain commitments and identify champions for ongoing engagement. Engagement with industry leaders will fall under two categories: engaging with regional entrepreneurs (at a variety of stages, ranging from early stage to established CEOs), and cluster working groups, or meetings that will fall into Next Economy clusters.

### **Regional Entrepreneurs**

A working group of regional entrepreneurs will convene to identify and champion strategies to accelerate innovation in the region. Tom Kandris, CEO of PackageOne, has volunteered to help convene this group and recruit additional entrepreneurs and business leaders. Additional leaders to be recruited from:

- Sacramento Metropolitan Chamber, particularly Small Business Development Centers
- SARTA's AgStart, MedStart and CleanStart accelerator programs
- AgTech Innovation Fund
- Co-working and incubators around the region including Hacker Lab, Urban Hive, UCD Sustainable Ag Tech Innovation Center, Velocity Venture Capital, UC Venture Capitalist

**Objectives:**

- Understand what services/assets are currently being accessed and learn more about what is missing
- Identify new resources required
- Identify champions and solicit commitments around time, investment and employment

**Cluster Work Groups**

Work groups will engage established business leaders from Next Economy priority clusters:

- Agricultural and Food Production
- Life Sciences and Health Services (initial leader: Anette Smith-Dohring, Sutter Health)
- Advanced Manufacturing
- Clean Energy Technology (initial leaders: Michele Wong, CEO CleanWorld, Dave Sikitch, President, Atlas Disposal)

Participants for each of these work groups will be recruited from:

- Metro Chamber Economic Development Committee
- Regional WB Directors and business leaders in geographic sub-regions (see Appendix B for WB Business Representatives)

**Objectives:**

- Understand what services/assets are currently being accessed and learn more about what is missing.
- Identify new resources
- Understand positionality within each ecosystem and what they can contribute to that ecosystem in the future
- Identify champions and solicit commitments around time, investment and employment  
See Appendix C for draft agenda

The engagement with industry leaders will inform the development of the SlingShot Compact. Further, this engagement will inform how champions will participate in the SlingShot design formation and/or Committee. Industry leader engagement meetings will be designed to gain commitments and investments for how industry leaders will continue to participate in the implementation of Project SlingShot and development of the Innovation Ecosystem.

Industry engagement is essential to the development of the SlingShot Compact and Implementation Plan:

- **Identifying what is most important to innovation.** Building on an initial inventory that the Committee has compiled of networks and services available to Capital Region entrepreneurs and small businesses, entrepreneurs and employers will be asked to identify what has helped them innovate most and what is needed to accelerate their growth. The discussion will include:
  - **Assets** such as R&D, technology, talent, financial capital, or physical infrastructure including incubators, co-working spaces and accelerators which help nurture and grow businesses.
  - **Networks** that help to translate ideas into new products, services, policies, or initiatives.
  - **Culture** that supports innovation, including attitudes, beliefs and mindsets that encourage creativity and risk taking.
  - **Community** and quality of life that help to recruit and retain talented people and investors.
  - **Resources** that will support the organization of the ecosystem, accessibility to and delivery of services.
- **Championing specific priorities to strengthen the region's innovation ecosystem.** The Industry leaders will identify a set of priority opportunities and requirements that they are willing to personally champion to strengthen the region's innovation capacity and increase economic prosperity and income mobility. Industry champions will commit to work in partnership with workforce, education, economic development and other stakeholders to implement the recommended strategies.

### *Next Steps*

In March, the SlingShot team will identify and engage business leaders and entrepreneurs. Engagement will focus on small businesses and start-ups as well as larger innovative companies that play important roles in the region's innovation ecosystem. Engagement will also include businesses from each of the region's targeted sectors and will represent all sub-regions.

### *2) An integrated approach*

An innovation ecosystem will require aligned actions of the business community and those who support businesses and economic development. For the integrated approach, The Committee will create a strong innovation ecosystem with a broad base of support from a range of public partners who share common goals and play complementary roles to address priority opportunities and system gaps. Creating an integrated approach will require identifying specific ways for education, workforce development, economic development, and other stakeholders to work together to promote innovation and catalyze synergies.

The Committee identified a set of initial commitments that will leverage the range of organizational assets in the region to support innovation and advance regional prosperity and income mobility. These included:

- Support in the next phase of the SlingShot process
  - Identification of companies and business leaders that can address the innovation ecosystem
  - Facilitation and engagement of business and public partners
- Support in implementing the SlingShot Strategy
  - Small business development resources
  - Entrepreneurship training and access to capital
  - Workforce training and professional development

By engaging with entrepreneurs, business leaders, and business supporters, the Committee will develop a set of priority opportunities and requirements for strengthening the innovation ecosystem; these commitments will be refined and further developed.

In addition, the Committee will continue to develop an initial inventory of innovation-related assets and services in the region to serve as a starting place for a coordinated regional strategy. The Committee will also conduct further research on the inventory of ecosystem assets and resources, and best practices and models that can inform the design and development of implementation strategies, including a “platform” for aligning and improving the accessibility of resources for start-ups and existing businesses.

### **Phase Three: Implementation**

By July 2015, the Committee will have developed and finalized a regional compact—an articulation of how the regional coalition will work together to strengthen the region’s innovation ecosystem, increase income mobility and promote regional economic prosperity. The Compact will include:

- A shared strategy for strengthening the region’s innovation ecosystem as a means of spurring job growth and improving income mobility, including specific implementation actions, resource allocation across actions, and commitments from all partners involved to champion specific initiatives;
- Specific articulation of how all partners involved will play complementary roles in implementing the Compact, including roles for business leaders, economic development, education, workforce development, and others;
- A set of outcome measures that ground implementation in a shared understanding of how SlingShot will advance both regional economic prosperity and improve income mobility;
- A strategy for leveraging resources and sustaining the impact of SlingShot beyond the grant term.



The Compact will serve as a roadmap to guide implementation, measure progress, and bring new partners into the coalition.

### Summary: Timeline and Action Plan for Phases Two and Three

	March	April	May	June	June 30	July On
	Phase Two: Compact Development					Phase 3: Implementation →
Shared Outcomes		Convene metrics working group to refine a set of key outcome measures (both impact and process).	Metrics working group finalizes outcomes measures.		SlingShot Compact finalized, including shared outcomes, strategies, and implementation commitments from industry leaders and community partners.	
Industry Engagement	Engage entrepreneurs, small business, employers, geographic subregions and thought leaders in interviews, meetings and surveys	Engagement will : 1) Identify most important drivers of the region's innovation ecosystem 2) Identify initial opportunities, requirements and champions to strengthen and accelerate regional innovation capacity	Email updates to disseminate results of engagement to SlingShot Advisory Committee  Conference calls to further refine priorities and develop the Compact.  Cluster team meetings, if needed.	SlingShot Advisory Committee meeting to review and finalize the Compact and discuss implementation commitments	Preparation of Implementation strategies.	SlingShot team moves into implementation based on SlingShot Compact.

	March	April	May	June	June 30	July On
Integrated Approach	Further develop initial gap analysis/asset mapping of innovation-related assets and services,	Review initial results of entrepreneur, small and larger business leaders engagement meetings to identify areas where partners can support implementation.	<p>Teams of community partners organize around industry-determined priorities and strategies.</p> <p>Conduct research on best practices and models, investigate what resources are needed for data or resource publishing tools</p>	<p>↔</p> <p>Finalize initial inventory of innovation-related assets and services.</p> <p>Identify promising model components.</p>		

## **Appendix A**

### **Current SlingShot Advisory Committee**

#### **Sacramento:**

Monique Brown, Velocity Venture Capital  
Dave Butler, NextEd  
Terri Carpenter, SETA  
Amber Harris, SARTA  
Christine Irion, Sacramento State, List area  
Tom Kandris, PackageOne  
Trish Kelly, Valley Vision  
Roy Kim, SETA  
Brian King, Los Rios Community College District  
Kathy Kossick, SETA  
Pat Fong Kushida, Asian Chamber of Commerce  
Jason Law, Velocity Venture Capital  
Scott Leslie, Sacramento Metro Chamber of Commerce  
Frank Louie, Xerox  
Gina Lujan, Hacker Lab  
Joe McClure, SBA Regional Director  
Deborah Muramoto, California Capital WBC  
Jamey Nye, Los Rios Community College  
Brooks Ohlson, Los Rios Community College  
Dean Peckam, City of Sacramento E.D.  
Dr. Matt Perry, CRANE  
Stella Premo, NextEd  
Evan Schmidt, Valley Vision  
John Selep, AgTech Innovation Fund  
Anette Smith-Dohring, Sutter Health  
Kirk Uhler, SARTA  
William Walker, SETA  
Clarence Williams, California Capital  
Greg Williams Sr., SETA  
Rick Wylie, Beutler Corp.

#### **Golden Sierra:**

Virginia Boyar, Lake Tahoe Community College  
Jason Buckingham, Golden Sierra WIB

Jim Claybaugh, El Dorado County EDC  
Darlene Galipo, Golden Sierra WIB  
Karen Garner, City of Rocklin  
Michael Indiveri, Golden Sierra WIB  
Laura Matteoli, City of Roseville  
Carol Pepper-Kittredge, Sierra College  
Dave Snyder, Placer County  
Shawn Tillman, City of Lincoln  
Dale Van Dam, Folsom Lake Community College  
Michael Ward, HighBar Global Consulting  
Kristin York, Sierra Business Council  
Randy Wagner, SEDCorp

### **North Central Counties Consortium**

Nancy Crooks, North Central Counties Consortium  
Ed Davis, Yuba Community College  
Ben Felt, Colusa County Economic Development  
John Fleming, Yuba County Economic Development  
Ken Freeman, Yuba College  
Darin Gale, Yuba City Economic Development  
Doug Gibbs, Product Builders / Gibbs Group LLC  
Jeff Lucas, Community Development Services  
Rickki Shaffer, Yuba - Sutter Chamber of Commerce  
Lettie Seaver, North Central Counties Consortium  
Brynda Stranix, Yuba-Sutter EDC

### **Yolo County**

Josette Lewis, UC Davis World Food Center  
Elaine Lytle, Yolo County WIB  
Edward Silva, UC Davis,, Sustainable Ag Tech Innovation Center

## Appendix B

### WIB Business Representatives

#### North Central Counties Consortium (NCCC) WIB Business Representatives

NAME	EMAIL & PHONE
Don Schrader, WIB Chair Schrader Manufacturing	<a href="mailto:schraderdon@att.net">schraderdon@att.net</a> (530) 682-0674
Sarbdeep Atwal Farmer/Attorney at Law	<a href="mailto:sarbdeep@gmail.com">sarbdeep@gmail.com</a> (530) 235-5408
Andre Carrao Orland Bowl	<a href="mailto:orland_bowl@sbcglobal.net">orland_bowl@sbcglobal.net</a> (530) 865-4313
Thaddeus Eubanks, WIB Vice-Chair Edward Jones	<a href="mailto:thaddeus.eubanks@edwardjones.com">thaddeus.eubanks@edwardjones.com</a> (530) 743-2642
Ben Felt Community Services Development	<a href="mailto:benfelt@mediacombb.net">benfelt@mediacombb.net</a> (530) 632-4725
Margaret Fernandez The Plus Group, Inc.	<a href="mailto:mfernandez@theplusgroup.com">mfernandez@theplusgroup.com</a> (530) 671-1111
John Minniear John Minniear General Contractor	<a href="mailto:jdminniear@gmail.com">jdminniear@gmail.com</a> (530) 934-5729
Selenia Moseley Focus Management Financial Credit Services	<a href="mailto:seleniamoseley@att.net">seleniamoseley@att.net</a> (530) 674-2944
Angel Reynoso Angel Reynoso State Farm Insurance	<a href="mailto:angel.reynoso.my2h@statefarm.com">angel.reynoso.my2h@statefarm.com</a> (530) 671-8400

Greg Stone Peach Tree Healthcare	<a href="mailto:gstone@pickpeach.org">gstone@pickpeach.org</a> (530) 741-6245
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### **Golden Sierra Business Representatives**

Kathleen Burris, Workforce Initiatives Manager CVS Caremark	4785 Granite Drive Rocklin, CA 95825
Kimberly Pellow, Campus Director Brandman University	3001 Lava Ridge Court, Suite 250 Roseville, CA 95661
Laurel Brent-Bumb, Owner Bumb Construction	542 Main St. Placerville, CA 95667
Michael Zimmerman, Director of Operations MTI College	5221 Madison Avenue Sacramento, CA 95841
Rick Larkey, Director (Vice Chair) North State Building Industry Foundation	1536 Eureka Road Roseville, CA 95661
Sherri Springer, CEO Happy Kids Preschool & Childcare	2635 Cambridge Road Cameron Park, CA 95682
Stewart Schurr, Owner Doctor PC	1075 Grass Valley Hwy Auburn, CA 95603
Tink Miller, Executive Director (CHAIR) Placer Independent Resource Services, Inc. (PIRS)	11768 Atwood Road, Suite 29 Auburn, CA 95603
Vic Wursten, Vice President PRIDE Industries	10030 Foothills Blvd. Roseville, CA 95747

**Sacramento Employment and Training Agency Business Representatives**

Larry Booth President, Frank M. Booth Inc.	4220 Douglas Blvd. Granite Bay, CA 95746
Lisa Clawson Vice President, Human Resources & Learning, Blood Source, Inc.	10536 Peter A. McCuen Blvd. Mather, CA 95655
Lynn R. Conner President, Parasec	2804 Gateway Oaks Dr., #200 Sacramento, CA 95833-3509
Michael Dourgarian Workforce Consultant, MDDV, Inc.	1581 University Avenue Sacramento 95825
Jason Hanson President/CEO, Sierra Pacific Home & Comfort, Inc.	2550 Mercantile Drive, Ste. D Rancho Cordova, CA 95670
Lisa Harr Staffing Supervisor, VSP	3333 Quality Drive Rancho Cordova, CA 95670
Thomas P. Kandris CEO/Managing Director, PackageOne	4225 Pell Drive Sacramento, CA 95838
Gary R. King Chief Workforce & Technology Officer, Sacramento Municipal Utility District	6201 "S" Street Sacramento, CA 95817
Frank A. Louie, Director Strategic Business Unit, Xerox Corporation	2485 Natomas Park Dr., Ste. 250 Sacramento, CA 95833
Elizabeth McClatchy President & CEO, Safety Center Inc.	3909 Bradshaw Rd. Sacramento, CA 95827
Kim Parker President/CEO, California Employers Association	1451 River Park Dr., Suite 121 Sacramento, CA 95815
Deborah Portela Administrator, Casa Coloma Health Care Center	10410 Coloma Road Rancho Cordova, CA 95670

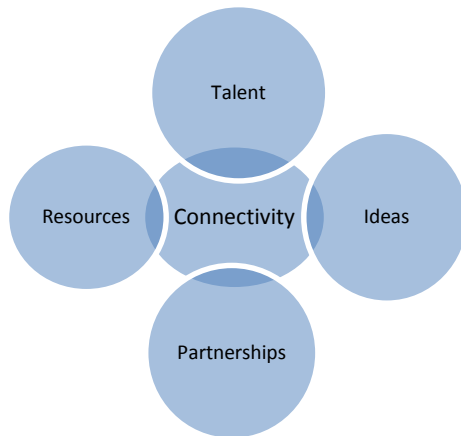


Anette Smith-Dohring Workforce Development Manager, Sutter Health Sacramento	2700 Gateway Oaks Dr., Ste 1100 Sacramento, CA 95833
Michael R. Testa Vice President of Communications & Public Affairs, Sacramento Convention & Visitors Bureau	1608 "I" Street Sacramento, CA 95816
Dale Waldschmitt Vice President of Operations, Pacific Coast Companies, Inc.	10600 White Rock Rd., Ste. 100 Rancho Cordova, CA 95670
Terry A. Wills, Esq. Partner, Cook Brown LLP	555 Capitol Mall, Suite 425 Sacramento, CA 95814
Rick Wylie President, Beutler Corporation	4700 Lang Ave. McClellan, CA 95652
David P. Younger Principal/Vice President, Lionakis Design Group	1919 – 19th Street Sacramento, CA 95814

## Appendix C

### Industry Leader Engagement Meeting Agenda (DRAFT)

1. Welcome & Introductions
2. Orientation: Objectives of Project SlingShot
3. Discussion of Innovation Ecosystem (use illustration below)



4. Discussion:
  - a. What has helped you innovate and/or accelerated your progress?
    - i. What are the opportunities to accelerate progress?
  - b. What has hindered you?
    - i. What gaps do you see in our ecosystem?
  - c. Where do you fit into this framework? What do you bring to the ecosystem?
  - d. What can you commit to?
    - i. What does this commitment look like in the next 6 months? 1-2 years?  
5-10 years?
5. Thank you and Next Steps

**Golden Sierra  
Workforce Investment Board**

**MEMORANDUM**

**DATE:** April 16, 2015  
**TO:** Executive Committee  
**FROM:** Jason Buckingham, GSJTA Executive Director  
**SUBJ:** SB734 - K491016 Funding Direct Training Spending Update

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☐ Resolution      ☐ Action Item      ☒ Information

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For your review please find attached the level of spending and allowable leverage for participant direct training within the Adult and Dislocated Worker funding streams for Subgrant award No. K491016.

Both the graphed and numeric presentations provide information for the consortium as a whole and each member county's level of expenditures as of February 28, 2015.

**Golden Sierra Job Training Agency**  
**WIA Allocation Award K491016**  
**Award Period - July 1,2013 - June 30,2015**

Adult and Dislocated Worker Formula Fund Allocations	\$	2,790,295
Training Requirement = 25% of Allocation with an Allowable 10% for Leverage	\$	697,573

**Budgeted - Expenditure/Leverage Performance Plan**

	<u>Percent</u> <u>Share of</u> <u>Target</u>	<u>20% Budget</u>	<u>Percent</u> <u>Share of</u> <u>Target</u>	<u>5% Leverage</u>	<u>25% Total</u>
Placer County	63%	\$ 351,577	63%	\$ 87,895	\$ 439,473
El Dorado County	36%	\$ 200,901	36%	\$ 50,226	\$ 251,127
Alpine County	1%	\$ 5,581	1%	\$ 1,393	\$ 6,973
		<u>\$ 558,059</u>		<u>\$ 139,514</u>	<u>\$ 697,573</u>

**Completed Transactions - February 28, 2015 (Cash/Accrued Transactions)**

	<u>Target</u> <u>Obtained</u>	<u>Actual</u> <u>Expenditures</u>	<u>Target</u> <u>Obtained</u>	<u>Supported</u> <u>Leverage</u>	<u>Actual</u> <u>Expenditures</u> <u>&amp; Leverage</u> <u>Total</u>
Placer County	96%	\$ 337,923	281%	\$ 247,391 *	\$ 585,314
El Dorado County	59%	\$ 118,870	45%	\$ 22,490	\$ 141,360
Alpine County	6%	\$ 344	0%	\$ -	\$ 344
		<u>\$ 457,137</u>		<u>\$ 269,881</u>	<u>\$ 727,018</u>

**Expenditure/Leverage Performance Based on Budgeted Plan as of February 28, 2015**

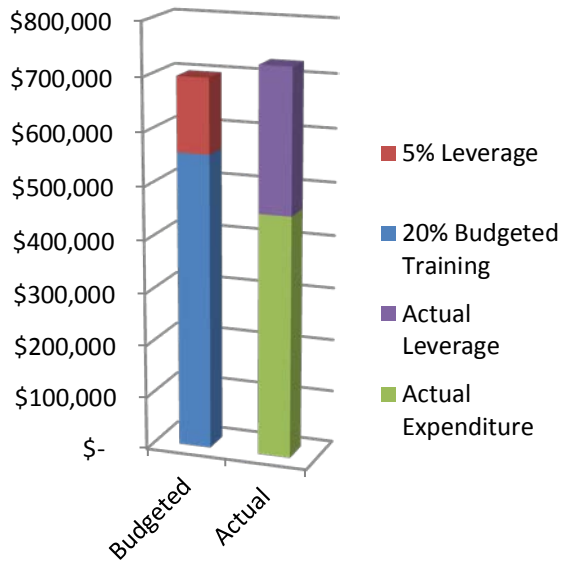
	<u>Actual</u> <u>Expenditures</u> <u>Over/(Under)</u>	<u>Contract</u> <u>Supported</u> <u>Leverage</u> <u>Over/(Under)</u>
Placer County	\$ (13,654)	\$ 159,496
El Dorado County	\$ (82,031)	\$ (27,736)
Alpine County	\$ (5,237)	\$ (1,393)
	<u>\$ (100,922)</u>	<u>\$ 130,367</u>

\* \$57,125 of Rapid Response used as Additional Assistance for Training.

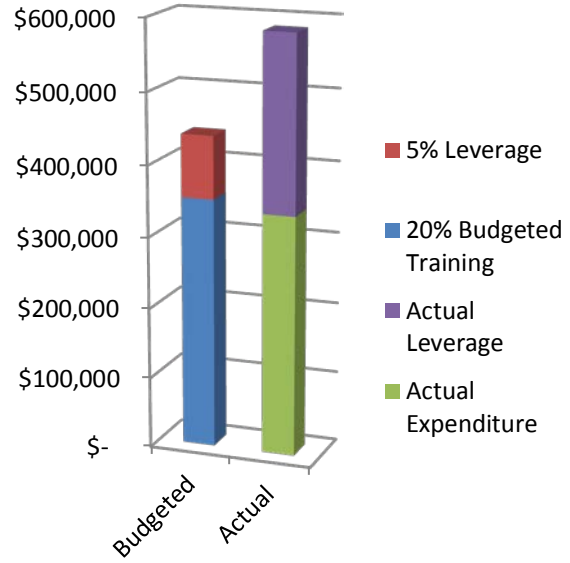
**Recap of Consortium Performance as of February 28, 2015**

Formula Fund Training WIA Expenditures Target	\$ 558,059	100%
Training Expenditures Completed	\$ 384,129	69%
Remaining WIA Expenditures	<u>\$ 173,930</u>	<u>31%</u>

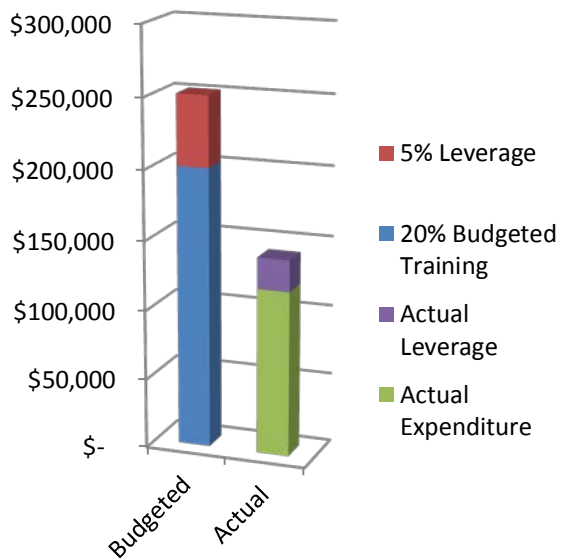
**Golden Sierra Consortium  
K491016  
as of February 28, 2015**



**Placer County  
K491016  
as of February 28, 2015**



**El Dorado County  
K491016  
as of February 28, 2015**



**Alpine County  
K491016  
as of February 28, 2015**

