

GOVERNING BODY MEMBERS

KATHERINE RAKOW, *Chair*  
Board of Supervisors,  
Alpine County

NORMA SANTIAGO, *Vice Chair*  
Board of Supervisors,  
El Dorado County

KIRK UHLER  
Board of Supervisors,  
Placer County

JASON BUCKINGHAM  
Executive Director

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

(530) 823-4635

**GOLDEN SIERRA JOB TRAINING AGENCY**

**GOVERNING BODY  
REGULAR MEETING  
AGENDA**

**Monday, December 15, 2014 – 10:00 .am.**

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

- |       |  |       |
|-------|--|-------|
| I.    | <u>ROLL CALL AND INTRODUCTION OF GUESTS</u>  |       |
| II.   | <u>APPROVAL OF AGENDA</u>  | 1-2   |
| III.  | <u>CONSENT AGENDA</u>  |       |
|       | All matters listed under the Consent Agenda are considered to be routine in nature and will be approved by one blanket motion. |       |
|       | • Approval of Minutes from October 1, 2014 GB Meeting  | 3-6   |
| IV.   | <u>PUBLIC COMMENT – FOR ITEMS NOT ON THE AGENDA</u>  |       |
| V.    | <u>APPROVE OUT OF STATE TRAVEL</u>   | 7-10  |
|       | NAWB Forum   |       |
| VI.   | <u>DIRECTOR'S UPDATE</u>   |       |
|       | • <u>WORKFORCE INNOVATION &amp; OPPORTUNITY ACT (WIOA) UPDATE</u>  | 11-14 |
|       | • <u>HIGH PERFORMING BOARD (HPB) STATUS</u>  | 15-26 |
| VII.  | <u>APPROVE LETTER REQUESTING DESIGNATION AS LOCAL WORKFORCE DEVELOPMENT AREA &amp; ONE-STOP OPERATOR</u>                       | 27-29 |
| VIII. | <u>EL DORADO WIA SERVICE DELIVERY MEETING REPORT OUT</u>   |       |
| IX.   | <u>JPA UPDATE</u>  |       |
| X.    | <u>ADA COMPLIANCE CONCERNS</u>   | 30-35 |
| XI.   | <u>WIA SERVICE PROVIDER UPDATES</u>  |       |

XII. CLOSED SESSION

CONFERENCE WITH LABOR NEGOTIATORS

(Government Code §54957.6)

AGENCY DESIGNATED REPRESENTATIVES:

JASON BUCKINGHAM; TERRIE TROMBLEY & KRISTIANNE SEARGEANT

*Employee Organization: Stationary Engineers Local 39*

XIII. FUTURE AGENDA ITEMS/NEW BUSINESS

XIV. NEXT MEETING: February 4, 2015 – 10:00 am – Auburn Connections

XV. ADJOURNMENT

# **GOLDEN SIERRA JOB TRAINING AGENCY**

## **GOVERNING BODY REGULAR MEETING MINUTES**

**Wednesday, October 1, 2014 – 10:15.am.**

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

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

Quorum was established and the meeting was called to order by Katherine Rakow, Chair at 10:16 am.

Present: Katherine Rakow, Norma Santiago

Absent: Kirk Uhler

Guests: Jason Buckingham, Terrie Trombley, Lorna Magnussen, and Traci Cummings.

### **II. APPROVAL OF AGENDA**

**Motion** to approve the agenda by Santiago, second by Rakow.

**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.

- Approval of Minutes from August 6, 2014 GB Meeting

**Motion** to approve Consent Agenda, by Santiago, second by Rakow.

**Motion** approved unanimously.

### **IV. PUBLIC COMMENT – FOR ITEMS NOT ON THE AGENDA**

None.

### **V. APPROVE PEMHCA RESOLUTION 14-01**

Buckingham stated that this is a resolution that Golden Sierra has to do annually and it sets the amount of the employer's contribution for the calendar year 2015 and it is based on the CalPERS 2015 rate. Buckingham corrected language in the memo to remove Tentative Agreement and replace with MOU.

**Motion** to approve PEMHCA Resolution 14-01 by Rakow, second by Santiago

**Motion** approved unanimously by roll call vote.

VI. APPROVE POSITION ROSTER RESOLUTION 14-02

Buckingham stated that the change in the Position Roster indicates the rates negotiated in our current MOU.

**Motion** to approve Resolution 14-02 amending the Position Roster by Santiago, second by Rakow.

**Motion** approved unanimously by roll call vote.

VII. APPROVAL OF MOUs

- Project GO, Inc. (CSBG)
- Placer County HHS; Employment Services & Housing Authority

Buckingham stated that the MOU's are modified or added based on the requirements for WIA with regards to our required One-Stop Partners.

**Motion** to approve MOU's by Santiago, second by Rakow.

**Motion** approved unanimously.

VIII. APPROVE WIA FINAL 14/15 BUDGET

Trombley reviewed page 28 in the Agenda Packet and stated there is not any significant changes from draft to final. Golden Sierra has an increase of 2.81% and the expenditures are on target with how Golden Sierra spends the funding.

Buckingham explained that there was a conversation at the Finance Committee meeting in regards to El Dorado County's expenditures and low enrollments. Buckingham pointed out on page 32, that El Dorado County had \$964,847 awarded last year and a carryover of \$450,031 totaling \$1.3 million awarded last year. Out of that \$1.3 million they had \$631,000 in total expenditures for last year and/or money that has been recouped. This leaves a carryover of \$783,000 going into the current year and they have a new award of \$931,000 rounding their total for this year to be \$1.7 million. In order for El Dorado County to spend that money, they will have to increase their enrollments by 2¾%. The Finance Committee, Executive Committee, would like to invite Santiago to go over their concerns with the El Dorado Consortium and develop a strategy that assists them with getting back on track.

Santiago stated she was under the impression that El Dorado County owed Golden Sierra money and had not paid the bills current.

Trombley confirmed that the vendor's invoices are not being paid in a timely manner and the county cannot invoice her until there has been a cash disbursement.

Santiago will escalate this information to the Director of the Department, Don Ashton. Santiago agreed to attend the meeting with Don Ashton in El Dorado County, location and time TBA. Santiago confirmed that October 23, 2014 in the afternoon is best for her.

**Motion** to approve WIA Final 14/15 Budget by Santiago, second by Rakow.

**Motion** approve unanimously.

IX. APPROVE DEI FINAL 14/15 BUDGET

Trombley referred to page 39 and stated that these are the remaining funds that are left in the different funding streams. On September 30, 2014, Flex Funding was closed out and there will be money coming back from El Dorado for unexpended WEX Program funds. This is a project based budget and Trombley asked for approval for the remaining expenditures.

**Motion** to approve DEI Final 14/15 Budget by Santiago, second by Rakow.

**Motion** approved unanimously.

X. APPROVE PROP 39 FINAL 14/15 BUDGET

Buckingham reviewed Prop 39 Final 14/15 Budget and stated the budget needs to be approved in order to finalize our contract with Sacramento Employment and Training Agency (SETA). Golden Sierra received this award in partnership with SETA, and this is money that is going to assist the California Conservation Corps (CCC) members to receive the MC3 Certification and move them into Energy Efficiency or Construction related trades.

**Motion** to approve Prop 39 Final 14/15 Budget by Santiago, second by Rakow.

**Motion** approved unanimously.

XI. DIRECTOR'S UPDATE

WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) UPDATE

Buckingham stated that he attended an invitation from the Department of Labor to discuss the readiness for WIOA implementations and that Golden Sierra is well positioned, but will not be fully implemented by July 1, 2015. The Department expects that most areas will not be fully implemented by that date.

Buckingham believes there are some key things to be done in preparation:

- 1) Finalizing our JPA – revision was in final stages to send to County Legal Counsel's when legislation was approved; will be revised to integrate WIOA.
- 2) Certify our Workforce Development Board (WDB) – review membership
- 3) Request permission to be a One-Stop Operator; this requires the following:
  - Approval must go through Governing Body (CLEO), and the Governor for a Local Area to be the One-Stop Operator.
  - Will get a formal recommendation from the WIB and have letter on next agenda.
  - The comprehensive One-Stop Center has to be co-located with EDD.
  - Should the approval not be granted, procurement will be a requirement..

Buckingham announced there is a WIOA Training on October 30, 2014, in Sacramento. Golden Sierra invited the Governing Body to attend the Training.

### HIGH PERFORMING BOARD (HPB) STATUS

Buckingham reported that the High Performing Board Status may be suspended pending implementation language for WIOA. If not, it was written that if you didn't have HPB status, then you would not be able to access Governor's discretionary money. Currently, the Governor is allowed to hold back 8% for discretionary programs. Under WIOA the Governor can hold up to 15%. Therefore, the HPB status is of greater importance. If the Board receives the HPB status it they will receive additional points for discretionary funding proposals. Golden Sierra, though not originally seeking the designation received its rating and was only 4 points away from the designation. The Board will be providing additional information to receive the designation.

### REPORT OUT OF SB734 TRAINING EXPENDITURES

- July 1, 2012 – June 30, 2014
- July 1, 2013 – June 30, 2015

Buckingham reviewed the Adult Dislocated Worker Money report out for SB734 training expenditures. Golden Sierra can use up to 10% leverage to meet the training requirement. (Leverage funding includes items like Pell Grants and employers contribution to On-The-Job Training contracts) Golden Sierra is currently exceeding this requirement.

## **XII. CLOSED SESSION**

**Chair Rakow called the meeting into closed session at 11:00am.**

CONFERENCE WITH LABOR NEGOTIATORS

(Government Code §54957.6)

AGENCY DESIGNATED REPRESENTATIVES:

JASON BUCKINGHAM

*Employee Organization: Stationary Engineers Local 39*

Information and direction were given. Chair Rakow called the meeting back into open session at 11:18am.

**Motion** to approve amended agenda, to add Kristianne Seargeant and Terrie Trombley to agenda item XII as agency designated representatives by Rakow, second by Santiago.

**Motion** approved unanimously.

## **XIII. WIA SERVICE PROVIDER UPDATES**

Informational handout was given from Alpine County.

## **XIV. FUTURE AGENDA ITEMS/NEW BUSINESS**

- Letter requesting permission to operate a One-Stop Center.
- JPA progress.
- Out of state travel for Washington D.C. NAWB.
- WIB Certification
- December 3, 2014 will be Santiago's last GB Meeting.

## **XV. NEXT MEETING: December 3, 2014 – Auburn Connections**

## **XVI. ADJOURNMENT**

Meeting adjourned at 11.33 am by Rakow.

**Golden Sierra  
Governing Body**

**MEMORANDUM**

**DATE:** December 15, 2014  
**TO:** Governing Body  
**FROM:** Jason Buckingham, GSJTA Executive Director  
**SUBJ:** NAWB Forum 2015

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☐ Resolution      ☒ Action Item      ☐ Information

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The 2015 NAWB Forum is scheduled to take place Saturday, March 28, 2013 through Tuesday, March 31, 2015 in Washington, D.C. The estimated cost per person is between \$2,440 and \$3,000. Below is the cost (estimate) breakdown:

	Min.	Max
Registration	775.00	925.00
Pre-conference	125.00	175.00
Hotel - \$260 (4 nights)	1,040.00	1,100.00
Airfare	350.00	600.00
Meals	150.00	200.00
Totals	\$2,440.00	\$3,000.00

At the request of the Executive Committee and in consideration of the implementation of the Opportunities Act we are seeking approval to send up to 7 attendees.

Executive Committee (5)  
Executive Director (1)  
Governing Body member (1)

Funds for this activity are already accounted for within the Agency budget under Board development.

As you are aware, out-of-state travel must be approved by the Governing Body.

## Forum 2015: Advancing Workforce Innovation

### *Vision. Leadership. Impact.*

You are invited to join us in Washington D.C., March 28-31, 2015, for the premier event where workforce development professionals and leaders in business, government, labor, and education gather to discuss the current state of our nation's workforce system and consider the goals and policy framework affecting the future of human capital development.

**Forum 2015: Advancing Workforce Innovation** challenges and equips workforce, education and economic development stakeholders to provide **Vision, Leadership, and Impact** in addressing the workforce needs and improving the economic health of their regions.

**Vision:** The long-term economic vitality of our communities hinges on engaging partners in workforce, education, and economic development to create a common vision around the goals of technology, innovation, and service to our customers. Forum 2015 explores models and solutions that help you define opportunities for change and growth.

**Leadership:** Workforce boards are called to invest resources in ways that address both market needs and the needs of the community and region. Convening key stakeholders, engaging local elected officials, and being willing to be 'in the trenches' in our local areas requires leaders to constantly evolve and reassess what works. Forum 2015 reenergizes leadership teams for the challenges ahead.

**Impact:** More than ever, workforce organizations must move beyond performance metrics and demonstrate true investment outcomes that can sustain a community. Forum 2015 is an opportunity to showcase the relevancy and results of our work.

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[Forum Schedule](#)

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[Forum 2014 Post-Conference Materials](#)

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Schedule

As of October 21, 2014 - Subject to change.

Saturday, March 28th

7:00 am - 3:00 pm	Forum Registration
7:00 am - 6:00 pm	Exhibits Set up
9:00 am - 4:00 pm	Pre-Conference Sessions
7:00 pm - 8:00 pm	Exhibit Hall Reception

Sunday, March 29th

7:00 am - 5:00 pm	Forum Registration
7:00 am - 7:30 am	Morning Pilates
7:30 am - 6:30 pm	Exhibit Hall Hours
7:30 am - 8:30 am	Breakfast with Exhibitors
8:00 am - 9:00 am	First-Time Forum-Goers
9:30 am - 11:00 am	Washington Update: Regulatory Deep Dive
9:30 am - 11:00 am	WIA to WIOA: How We Got Here
9:30 am - 11:00 am	Washington Issues and Rural Impacts
11:30 am - 1:15 pm	Opening General Session Luncheon
1:30 pm - 3:00 pm	Issue Sessions
3:30 pm - 4:45 pm	Workshops
5:00 pm - 6:30 pm	Exhibitor Reception

Monday, March 30th

7:00 am - 5:00 pm	Forum Registration
7:00 am - 7:30 am	Morning Pilates
8:00 am - 9:00 am	State Level Listening Sessions
8:00 am - 9:00 am	Future of Workforce: Young Professionals View

8:00 am - 4:00 pm	Exhibit Hall Hours
8:15 am - 8:45 am	Breakfast with Exhibitors
9:00 am - 10:30 am	General Session
10:30 am - 11:00 am	Refreshment Break with Exhibitors
11:00 am - 12:15 pm	Workshops
12:30 pm - 2:00 pm	General Session Luncheon
2:00 pm - 2:30 pm	Refreshment Break with Exhibitors
2:30 pm - 3:45 pm	Impact Sessions
4:00 pm - 5:15 pm	Workshops and Quickshops
4:00 pm	Exhibitors Tear Down
5:30 pm - 7:00 pm	Sponsored Receptions
7:15 pm - 8:15 pm	The Capitol Steps

**Tuesday, March 31st**

7:00 am - 10:00 am	Forum Registration
7:00 am - 7:30 am	Morning Pilates
7:30 am - 8:00 am	Continental Breakfast
8:00 am - 10:00 am	Closing General Session/Legislative Panels
10:30 am - 12:00 pm	What's Next Sessions
12:00 pm	Hit the Hill - Off Site

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Golden Sierra

## WIOA Action Matrix - Draft

Action	Comments	Responsibility		
	<i>Action Item = Green</i>	<i>WIB</i>	<i>GOVERNING BODY/CLEO</i>	<i>State Board/Governor</i>
<b>Establish Local Area</b>				
Revise JPA to reference WIOA			X	
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
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 collocated with EDD staff. Currently, the Golden Sierra region has five centers only one of which is collocated 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

Workforce Development Board				
Governance				
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	
Re-write WIB/Governing Body Agreement	Review current agreement for consistency with WIOA	X	X	
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		
Membership				
Review WIB membership for compliance and strategic direction	Is membership in line with key sectors and new requirements?	X	X	
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		

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		
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		
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	
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		
Publish RFQ for Training Services (sub recipients?) question – are they? (One-Stops)	Prepare for competitive bid requirement by obtaining lists of qualified/interested sub-recipients	X		
Technology	How does the WDB want to address the new emphasis on Technology			
Branding	Consider adopting unified Identifier	X	X	
Accessibility	How will we address accessibility			
LMID	How will we ensure we have proper data for planning – Contract that out			

Performance				
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		

# Golden Sierra Governing Body

## MEMORANDUM

**DATE:** December 15, 2014  
**TO:** Governing Body members  
**FROM:** Jason Buckingham, GSJTA Executive Director  
**SUBJ:** Letter requesting designation as Local Area & One-Stop Operator

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☐ Resolution      ☒ Action Item      ☐ Information

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### Local Workforce Investment Area

According to the Workforce Innovation and Opportunity Act (WIOA) Section 106 (b)(2) INITIAL DESIGNATION.—During the first 2 full program years following the date of enactment of this Act, the Governor shall approve a request for initial designation as a local area from any area that was designated as a local area for purposes of the Workforce Investment Act of 1998 for the 2-year period preceding the date of enactment of this Act, performed successfully, and sustained fiscal integrity.

Golden Sierra meets these criteria.

No official process for requesting the designation is published; therefore, staff recommend writing a letter to the State Board/Governor asking for designation as a Local Workforce Development Area.

### One-Stop Operator

According to WIOA Section 121(d)(1) Local Designation and Certification allows the local board with agreement of the Chief Local Elected Official (CLEO) to certify eligible entities as One-Stop Operators through a competitive process. Furthermore, WIOA Section 107(g)(2) states that a local board may provide career services or be designated or certified as a one-stop operator only with the agreement of the CLEO in the local area and the governor.

One One-Stop Operator is required as is one one-stop. This one-stop must be colocated with EDD Services. The only location in the Golden Sierra Consortium where this exists is in Placer County. This Center is staffed by EDD and Golden Sierra staff among others. Competitive procurement of the operator would cause an unnecessary disruption of services to the community and delay implementation for an undefined period.

This requested was approved by the Workforce Investment Board (WIB) on November 20, 2014.

This action requires agreement of the Governing Body as well as the Governor or the Governor's designee.

December 16, 2014

Tim Rainey  
Executive Director  
California Workforce Investment Board  
777 12th St #200  
Sacramento, CA 95814

Dear Tim,

The long awaited passage of the Workforce Innovation and Opportunity Act (WIOA) presents the nation's workforce development system with tremendous opportunities. As you know, the extraordinary changes presented in WIOA will require many states to re-engineer their workforce development systems almost entirely. WIOA changes the playing field for many with regards to business engagement, regional planning, career pathways, partnering with adult education and apprenticeships and, in addition, it places great emphasis on continuous improvement and performance.

California's workforce development system is robust. We have been working on these items locally for a number of years. Recently, thanks in large part to the leadership of the state board; many of these local initiatives (that are also key principles of WIOA) are being recognized and enhanced by state level investments. For example, California recognized the importance of working with business by incorporating regional economic and workforce development networks into its planning process. Additionally, California has invested unprecedented funding for career pathways systems via the Career Pathways Trust and enhanced regional planning efforts via SlingShot. Across the state Adult Education, the Community College and Workforce Development systems are collaborating. This collaboration and alignment of systems is assisted by funding provided through AB86. Furthermore Apprenticeship programs and Workforce Boards are developing systems that define our partnerships. In Northern California for example, the NorCal Workforce Partnership (5 Local Boards representing 20 counties) entered into an MOU to enhance coordination with the Sacramento Valley Joint Apprenticeship Coordinators and the Department of Industrial Relations.

Momentum is in our favor and local systems are well positioned to assist the state in meeting its obligation to smoothly transition to WIOA. However, in order to implement these changes we need your help to do so. Golden Sierra has two requests. First, though a process has not yet been defined to designate local areas Golden Sierra meets the requirements as outlined in WIOA Section 106 (b)(2) and requests initial designation as a Local Workforce Development Area at the earliest date possible. Second, Golden Sierra Job Training Agency, with the agreement of its Chief Local Elected Officials seeks approval to provide Career Services under WIOA Section 107(g)(2) and be designated or certified as the local One-Stop Operator.



Golden Sierra

1919 Grass Valley Hwy, Ste. 100  
Auburn, CA 95603

(530) 823-4635  
goldensierra.com



Since 2006, the Golden Sierra WIB has strategically invested more than \$12.5 million to train nearly 1,700 job seekers, while achieving an 88% entered-employment rate and an average annual salary of more than \$60,000. In addition, we provided more than \$3.2 million in layoff aversion and business services during that time. Every \$1.00 of Workforce Investment Act money invested in our region returns nearly \$2.00 in community benefit.

Our successes are, in large part, attributable to our valued partners. Not the least of which is the Workforce and Veterans services staff from the Employment Development Department. WIOA requires collocation of services and we are indeed collocated. Additionally, competitive procurement of the operator would cause an unnecessary disruption of services to the community and delay implementation for an undefined period.

The Golden Sierra Workforce Investment Board and Governing Body believe that these two designations represent the most cost effective opportunity and present the highest outcomes for our job seekers and business through the transition. Thank you for your consideration.

Sincerely,

Jason Buckingham

Executive Director  
Golden Sierra Job Training Agency

Katherine Rakow

Chair  
Golden Sierra Governing Board

Susan "Tink" Miller

Chair  
Golden Sierra WIB

## NARRATIVE REVIEW

	REVIEWER'S RUBRIC
	<b>STANDARD 1 – VISION, ECONOMIC and WORKFORCE ANALYSIS, STRATEGIC PLANNING and IMPLEMENTATION</b>
1.2	<p><b>The Local Plan's vision is strategic and comprehensive.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan reflects a comprehensive understanding and strategic approach to addressing priority industry and workforce needs, has identified strategies to address local or regional skill gaps and assist job seekers in preparing for employment in priority industries and advance along a career pathway. *** (2) In addition to the above, the Local Plan demonstrates how the Local Board will coordinate service delivery and resources among partners and stakeholders in the region, and identifies roles and responsibilities of each in addressing priority industry sector workforce and job seeker/worker needs. The Local Plan includes strategies, actions, and outcomes that will be implemented and tracked in support of the Local Plan regional goals, and the services to be provided by partner organizations and systems.</p>
1.3	<p><b>The Local Plan's goals and objectives are evidence-based.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan contains a new/makes use of data from a recent (less than 12 months old) economic and workforce analysis, and includes an assessment of current economic conditions, labor market trends, and occupational skill needs, and these are reflected in the goals, strategies, and activities in the Plan.</p> <p>*** (2) In addition to the above, there is evidence of communication with the Local Board and One-Stop operators regarding the oversight of One-Stop operations, and includes quantitative and qualitative measures for each strategy, and a plan and process for assessment of these measures. The Local Board has a plan to utilize this performance data as part of its oversight of One-Stop operations.</p>
1.4	<p><b>Key stakeholders are actively engaged both in the planning and the implementation of the Local Plan.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan articulates how stakeholders from a variety of industries and partners participated in the planning process, describes how input was solicited and incorporated into the Plan, and substantiates this participation by written documentation (meeting agendas, minutes, public comment, etc.). The Local Plan includes strategies the Local Board will use to continue to engage and incorporate key stakeholders during the implementation of the Local Plan.</p> <p>*** (2) In addition to the above, the Local Plan shows evidence of regional collaboration with neighboring Local Boards to develop service strategies and coordinate/leverage resources to support priority industry sectors. Roles, responsibilities, and activities to be undertaken by each are articulated, and substantiated by documentation within the Local Plan.</p>
	<b>STANDARD 2 – BUSINESS SERVICE PLAN, PARTENRSHIPS and SECTOR STRATEGIES</b>
2.1	<p><b>The Local Board has included in its Local Plan a Business Services Plan, which integrates local business involvement with workforce initiatives.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan describes the subcommittee of the Local Board that develops Business Services strategies or its plan to develop one. The Local Plan includes a business services plan with strategies to identify skill gaps and meet the job demands of local and regional employers.</p> <p>*** (2) In addition to the above, the Local Plan describes the Local Board's regional collaboration in the provision of business services (including leveraging funding to provide on-the-job and/or customized training), its plan to identify and address training, education, or skills gaps that hinder job creation or contribute to lack of business competitiveness, and the performance metrics that will be used to evaluate success.</p>
2.2	<p><b>The Local Board partners with priority industry sector employers and educators in developing and operating regional workforce and economic development network as a primary strategy.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan includes strategies to achieve regional partnerships in priority industry sectors, including appropriate partners and priority industry employers, and a continuum of services (from entry-level to middle skill jobs), including classroom training, on-the-job, apprenticeship, or other "earn and learn" strategies, and layoff aversion strategies.</p> <p>*** (2) In addition to the above, the Local Plan includes strategies to operationalize essential elements of the regional network, including braiding or leveraging funds among partners, MOUs or other agreements describing unique roles and responsibilities of partners, and has joint performance or accountability metrics.</p>

2.3	<p><b>The Local Board facilitates and/or participates in unified workforce services support to employers within their labor market, integrating with other relevant Local Boards, educators, and other partners.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan identifies strategies the Local Board is engaged in to lead or deliver a unified workforce services strategy, such as working collaboratively with multiple regional agencies (economic development, education, labor), encouraging employers to promote a demand driven strategy through joint planning and training curriculum development, and actively identifying and addressing duplication of service delivery and/or structure (e.g. multiple industry advisory committees within a single region).</p> <p>*** (2) In addition to the above, the Local Plan identifies clear and compelling outcome objectives for unified workforce and business services, identification of an agreed upon single point of contact for this strategy spanning all relevant agencies, the roles and responsibilities of all partners in this strategy, and a process for continuous improvement in repose to changing employer/industry needs.</p>
2.4	<p><b>The Local Board takes the lead in identifying and obtaining resources to sustain operation of regional workforce and economic development networks over time.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan identifies funding for the operationalizing of regional workforce and economic development networks, and a clear plan for sustaining partnerships and resources over time.</p> <p>*** (2) In addition to the above, the Local Plan includes strategies to grow resources for regional partnership operations, including allocation of existing local/regional resources such as in-kind, formula, or other funds, and demonstrates a plan to successfully raise new funds in support of regional partnerships.</p>
<b>STANDARD 3 – ADULT INVESTMENTS IN TRAINING, SKILLS DEVELOPMENT AND CAREER PATHWAYS</b>	
3.2	<p><b>The Local Board prioritizes training for occupations in priority industry sectors in the local or regional economy resulting in completion and attainment of a degree and /or other credentials valued and used by priority industry sector employers within the region.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan includes strategies to develop training in priority industry sectors that: meet the skills needs of local and regional employers; include attainment of an industry recognized certificate, degree, or certification; and lead to middle-income jobs, or entry-level employment in industries with career pathway potential.</p> <p>*** (2) In addition to the above, the Local Plan includes strategies to: serve unemployed, under employed, low-skilled, low-income, veterans, individuals with disabilities, and other at risk populations; increase the number of adult basic education students who successfully transition to postsecondary education, training or employment and reduce the time students spend in remediation; and increase the number of underprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations.</p>
3.3	<p><b>The Local Board emphasizes career pathways as a framework through which learners can connect their skills and interests with viable career options.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan includes strategies to develop or utilize career pathway models (linking education/training directly with skills needed by industry employers) as a tool for informing job seekers and students about career opportunities, and using these to make informed choices about training offerings by educators and resource allocation among partners.</p> <p>*** (2) In addition to the above, the Local Plan includes strategies to increase the number of career pathway programs in demand industries (replicate existing or create new programs), increase the number of participants in these programs (increase scale), or innovate career pathways options (through co-enrollment, prior learning assessments, or alternative learning methods; such as "earn and learn" for example).</p>
3.4	<p><b>The Local Board continuously partners with employers, educators, and other stakeholders to identify funding to support worker training and education that results in improved skills, degree, credential and certificate attainment, and employment.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan includes partnership structures and strategies to develop resource sharing agreements or similar revenue plans to increase the supply of training and education in priority industry sectors.</p> <p>*** (2) In addition to the above, the Local Plan includes roles and responsibilities of each partner in the development of new/leveraging of existing or provision of in-kind resources and includes goals for regional increases in credential or certificate attainment and employment tied to these funds.</p>

STANDARD 4 – COMPREHENSIVE YOUTH DEVELOPMENT	
4.1	<p><b>The Local Board is a partner with K-12 education and others on strategies that reduce high school dropout rates and encourage dropout recovery.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan includes strategies for collaboration with partners to engage students and help them to stay in school and graduate prepared for vocational training, postsecondary education, and/or a career. The Local Plan includes the programs and/or activities that the Local Board and/or its youth providers (contractors/grantees, or One Stop operators) will implement to directly serve students at risk of dropping out.</p> <p>*** (2) In addition to the above, the Local Plan includes metrics used to measure dropout reduction, and describes how multiple community stakeholders and system partners are engaged in meeting those goals, and their roles and responsibilities in reducing dropout rates.</p>
4.2	<p><b>The Local Board is a partner in developing and executing strategies to re-engage disconnected youth.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan shows evidence of stakeholder collaboration and includes the strategies, programs, and activities to serve youth with barriers to employment that lead to educational attainment, skills development, and/or employment. The Local Plan describes the transparent measurement of the outcomes of its youth programs and its success in serving disconnected youth.</p> <p>*** (2) In addition to the above, the Local Plan details the services and funding designed to re-engage disconnected youth in education and employment and identifies new/existing innovative strategies to increase employment opportunities for youth, including "earn and learn" strategies and/or programs to transition at-risk youth to postsecondary education.</p>
4.3	<p><b>The Local Board partners with employers, educators, and others to help youth understand career pathway options.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan includes strategies to increase education, training, and career potential for youth by partnering to inform youth of industry-themed pathways from education to careers and to provide "Earn and Learn" training through apprenticeships, on-the-job training, and other postsecondary training that lead to successful employment.</p> <p>*** (2) In addition to the above, the Local Plan includes demand-driven youth workforce strategies linked to priority industry sectors. The Local Plan includes examples of employers/businesses working collaboratively with the workforce investment system and education partners to implement programs, services, and training/education that create a pipeline for youth to skills development and employment.</p>
4.4	<p><b>The Local Board encourages youth to focus on attainment of postsecondary degrees and other credentials important to priority industry sector employers in the local or regional labor market.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan includes strategies to engage, inform, and link youth to education or skills training in priority industry sectors and emphasizes and facilitates credential or degree attainment, including apprenticeship.</p> <p>*** (2) In addition to the above, the Local Plan includes strategies to partner and collaborate with educational entities to create a pathways to postsecondary credential attainment, funds learn and earn options for youth, and prioritizes attainment of industry-valued credentials in youth programs.</p>

	<b>STANDARD 5 – ADMINISTRATION OF THE LOCAL BOARD</b>
5.3	<p><b>The Local Board continuously reviews performance of its programs and initiatives, and has a strategy for encouraging and ensuring continuous improvement.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan includes mechanisms for the Local Board to track and integrate data and performance metrics and to incorporate community, partner, and stakeholder input into its program design, development, and improvement strategies.</p> <p>*** (2) In addition to the above, the Local Plan describes the Local Board's effective use of/plan for the effective use of data to improve program performance, reduce administrative costs, and improve return on investment.</p>
5.4	<p><b>The Local Board transparently communicates the results of its efforts with the community.</b></p> <p>*** (0) The Local Plan contains insufficient detail and does not meet minimum requirements.</p> <p>*** (1) The Local Plan includes evidence of/a communication strategy that is timely and transparent and informs the Local Board members and the community of the progress and outcomes of the LWIAs programs and services.</p> <p>*** (2) In addition to the above, the Local Plan includes evidence of/a commitment to an innovative, user-friendly process for demonstrating progress towards achieving goals, publishing and disseminating program and initiative results, and for providing program information to employers and job seekers.</p>
	<b>NARRATIVE SCORE – of 32 points possible</b>

\*Averaged score from readers.

## STANDARDS REVIEW

		PASS	FAIL	Needs Attention
STANDARD 1	<b>The Local Plan meets the Local Planning requirements in UI Code 142000 (c ) (SB 698).***</b>	X		
	The Local Plan implements the Governor's vision in the LWIA by detailing the Local Board strategy for providing skills attainment/training focused on regional growth industry sectors and clusters and its strategy for braiding education, training, and employment services together to support these sectors that addresses employers needs for a high quality, appropriately skilled workforce and supports workers needs for well-paid, steady work. The Local Plan includes strategies to achieve the Governor's 4 goals: Business & Industry, Adults, Youth and System Alignment & Accountability. The Local Plan implements the Governor's policy objectives by addressing all of the criteria in Chapter IV of the State Plan with benchmarks, timelines and action steps. The Local Plan reflects local and regional stakeholder collaboration and input.			
STANDARD 3	<b>The Local Board ensures pre-apprenticeship and apprenticeship training is coordinated with one or more apprenticeship programs registered by the DOLETA and/or approved by the Division of Apprenticeship Standards for the occupation and geographic area.</b>	X		
	The local board has clearly articulated goals and strategies for fostering collaboration between community colleges and DOLETA-registered and DIR/DAS-approved apprenticeship programs, through MOUs or other formal mechanisms, in the geographic area to provide pre-apprenticeship training, apprenticeship training, and continuing education in apprenticeable occupations through the registered/approved apprenticeship, as required by the Workforce Training Act [CUIC Section 14230 (AB 554)]			X
STANDARD 5	<b>The Local Board membership meets all legal requirements (WIA, SB293) and is representative of the community.</b>	X		
	The Local Board has all required members and proportions as defined by federal and state requirements. If vacancies exist, the plan contains a <b>timely process to fill any open vacancies</b> , and recruitment reflects priority industry sectors.			X
	If <b>NO due to labor participation of 10-14.5%</b> , 1) is there is a letter from its central labor council(s) stating that the central labor council(s) has reached an agreement with the local board to that lower participation level? or 2) the local board can document its unsuccessful attempts to solicit appointments from its central labor council(s) (in compliance with Directive WIAD06-21).			
STANDARD 5	<b>The Local Board meets other required elements (WIA, SB698)</b>	X		
	The local board has established and provided a copy of the <b>MOUs with all the mandatory partners</b> identified in the WIA, as well as other local partners supporting One-Stop service operations.			
	Through a public procurement process of other means, the local board has established at least <b>one comprehensive One-Stop in their LWIA.</b>			
	The local board has established a sub-committee of the local board that further develops and makes recommendations for the Business Service Plan to the local board in an effort to <b>increase employer involvement</b> in the activities of the local board and this requirement <b>is incorporated into their bylaws.</b>			
	The local board has an <b>active and engaged Youth Council.</b>			
	The local board has met <b>30 percent expenditure requirement for out-of-school youth.</b>			
	The local board has an <b>approved Corrective Action Plan for all audit findings.</b>			
	The local board has <b>achieved at least 80 percent of its negotiated WIA Common Measure performance goals in the past year.</b>			

<b>1.1</b>	The Local Plan meets the Local Planning requirements in UI Code 142000 (c ) (SB 698).	
	PASS	
<b>1.2</b>	The Local Plan's vision is strategic and comprehensive.	
	1.5	The plan is strategic inasmuch as it makes choices among different opportunities on how and where it will focus its resources, but there aren't clearly measurable outcomes articulated.
<b>1.3</b>	The Local Plan's goals and objectives are evidence-based.	
	1.5	The plan makes good use of recent data and does a good job of analyzing labor market trends, skill needs, and economic conditions. It does not include clearly quantitative measures for each strategy.
<b>1.4</b>	Key stakeholders are actively engaged both in the planning and the implementation of the Local Plan.	
	1.5	The Plan is strong here but lacking in clearly articulated roles, responsibilities, and activities.
<b>2.1</b>	The Local Board has included in its Local Plan a Business Services Plan, which integrates local business involvement with workforce initiatives.	
	1.5	Satisfies all the requirements for a score of 2 with the exception of performance metrics to evaluate success
<b>2.2</b>	The Local Board partners with priority industry sector employers and educators in developing and operating regional workforce and economic development network as a primary strategy.	
	1	Satisfies all the requirements for 2 with the exception of performance/accountability metrics Didn't have sufficient information that I read to receive a 2. There was information related to joint performances and accountability metrics. Although there was some discussion about contract performance, most of the discussion I saw related to underperforming and how that would be addressed compared with trying to improve upon current performance
<b>2.3</b>	The Local Board facilitates and/or participates in unified workforce services support to employers within their labor market, integrating with other relevant Local Boards, educators, and other partners.	
	1	The Plan's outcome objectives are ambitious in concept but do not have measurable performance metrics to validate success. There was some discussion I saw related to partnering and addressing business needs. However, I didn't see clear and compelling outcome objectives. I didn't clearly see outlined roles and responsibilities other than naming of partners in their generic roles and limited discussion on continuous improvement subsequent to initial target setting.
<b>2.4</b>	The Local Board takes the lead in identifying and obtaining resources to sustain operation of regional workforce and economic development networks over time.	
	1	
<b>3.2</b>	The Local Board prioritizes training for occupations in priority industry sectors in the local or regional economy resulting in completion and attainment of a degree and /or other credentials valued and used by priority industry sector employers within the region.	
	1.5	Plan is not specific enough in these areas to warrant a higher score. #8 most of the resources information seemed to mention the usual of TAA, OJT, internship etc. However, there was minimal information I saw on potential of new fund sources and economic development networks to sustaining partnerships. I didn't read much on a plan to raise new funds in support of regional partnerships.
<b>3.3</b>	The Local Board emphasizes career pathways as a framework through which learners can connect their skills and interests with viable career options.	
	1.5	The Plan is not specific enough to warrant a higher score.
<b>3.4</b>	The Local Board continuously partners with employers, educators, and other stakeholders to identify funding to support worker training and education that results in improved skills, degree, credential and certificate attainment, and employment.	
	1	Goals are not set among partners nor are roles and responsibilities clearly described. There was some discussion related to roles and responsibilities of each partner, although I didn't read much as to the development of new/leveraging of existing provision of in-kind resources. There was discussion about "we will do" although I didn't see much in the way of detail as to how the will part will be accomplished.



4.1	The Local Board is a partner with K-12 education and others on strategies that reduce high school dropout rates and encourage dropout recovery.	
	1	I saw some discussion on process to engage students and to work with them through varied degrees. However, I didn't see much discussion on implementing ways of direct service to students at risk of dropping out or metrics to measure drop out reduction. There was some discussion as to the region having fewer drop outs than much of California, and perhaps this was a reason I didn't see much in address the drop out concern.
4.2	The Local Board is a partner in developing and executing strategies to re-engage disconnected youth.	
	1	The Plan does not include sufficient detail to warrant a higher score. I didn't see much discussion of new leveraging of in-kind resources and for regional increases in credential or certificate attainment and employment attached to these funds. There was discussion of various reports and regional effort in a high level process, but that seemed to be from various reports of what things may or will happen sometime down the road. There was discussion on CCC and ROP, but I didn't see it a newer ways to utilize them or engage with higher efficiencies.
4.3	The Local Board partners with employers, educators, and others to help youth understand career pathway options.	
	1.5	Although there I read discussion on discussion with businesses/employers and discussions with education from the local standpoint. I couldn't find where there was definitive connection with employers and education that would ensure creation of pipelines for youth to skills development to employment.
4.4	The Local Board encourages youth to focus on attainment of postsecondary degrees and other credentials important to priority industry sector employers in the local or regional labor market.	
	1.5	
5.3	The Local Board continuously reviews performance of its programs and initiatives, and has a strategy for encouraging and ensuring continuous improvement.	
	1.5	The Plan isn't sufficiently detailed to warrant a higher score.
5.4	The Local Board transparently communicates the results of its efforts with the community.	
	2	The Plan appears to commit to a user-friendly and well-communicated program.
	21.5	
18	***TECHNICAL REVIEW ONLY*** 1) Title 1B Participant Plan Summary **Attachment 4 of Local Plan*** The Participant Plan is complete, accurate, and demonstrates client service strategies that are proportional to client demographics, and service strategies.	
	YES	
19	***TECHNICAL REVIEW ONLY*** 2)Title 1B Budget Plan (A and DW)Title 1B Budget Plan (Youth) **Attachments 5 and 6 of Local Plan*** The Budget Plans are complete and accurate, and demonstrate allocation of resources proportional to client demographics (e.g. out of school youth) and service strategies (e.g. overall training allocation)	
	NMI	In the budget for both adult and dislocated workers there are no funds in the core registered services, however in the participant plan for Adult and Dislocated workers there are participant numbers in the core registered services. Think this area needs some clarification unless the participants are not utilizing core registered services while in this stage their probably should be some expenditures tied to the services.
20	***TECHNICAL REVIEW ONLY*** 3) Comprehensive One Stop Center Partners **Attachment 8 of Local Plan*** All required programs are represented by a partner in at least one comprehensive center in the local area.	
	YES	
21	***TECHNICAL REVIEW ONLY*** 4) Memorandums of Understanding **Attachment 9 of Local Plan*** MOU or MOUs are: 1. Current (reflect existing partnerships); 2. Complete (signed by each of the required partners in comprehensive one stop), and 3. Reflect roles and responsibilities of each partner.	
	NMI	Should be a yes, provided the areas where the MOU is pending so these come in as agreed to and signed.



22	***TECHNICAL REVIEW ONLY*** 5) Local Board Bylaws **Attachment 11 of Local Plan*** Bylaws are up-to-date and include: 1. 15% labor membership requirement 2. A subcommittee or other officially designated body that advises on Business Services.	
	YES	
23	***TECHNICAL REVIEW ONLY*** 6) Local Board Composition **Attachment 12 of Local Plan*** The Local Board has all required members and proportions as defined by federal and state requirements. If vacancies exist, the plan contains a timely process to fill any open vacancies, and recruitment reflects priority industry sectors.	
	NMI	There are several vacancies; however there is no timeframe to indicate when the slots will be filled. Also the document is not signed or dated.
24	***TECHNICAL REVIEW ONLY*** 7) Corrective Action Plans All CAPs have been addressed OR Those that do not will not significantly impact the ability of the program to serve clients and administer programs and funding adequately in the future (please explain in notes).	
	YES	
<b>OVERALL COMMENTS</b>		
This is a very good Plan. Where it is most lacking is in performance metrics around many of its objectives, clear timeframes for achievement, and clear accountability of parties when working in partnerships/collaborations.		

**Date:** 10/31/14

**To:** Douglas Sale

**From:** Jason Buckingham, Executive Director - Golden Sierra

**Cc:** Gabriel Garcia

**RE:** Addition Information for High Performance Local Board Certification

Doug, please find below Golden Sierra's additional submission regarding the High Performing Board Status as requested. Each area where additional information is provided is identified by section header and subsection numbering. We believe the information provided will be adequate to meet the High Performing Board Status as measured by the provided Rubric. We appreciate the opportunity to submit additional information.

Sincerely,

Jason

## **SECTION ONE**

1.2 The Golden Sierra Workforce Area has chosen to emphasize training in the key clusters identified in the Local Strategic Plan. GS is establishing the following measurable outcome to track the workforce area's progress: 80% of all GS funded training will be in these key clusters. This includes classroom training and work site training (ITA's, OJT's, group training). Outcomes will be shared with the WIB on a regular basis. Partners/stakeholders to the local/regional workforce network, who also provide training, will be requested to report this same data to the WIB. GS will take the role of developing a "training dashboard" to track and report this data to WIB and the wider partnership.

1.3 The 80% target for training in the key clusters will be the standard to evaluate local and system alignment.

1.4 In addition to the roles noted by the Local Plan of the key partners/stakeholders, each partner will have the following responsibilities. The WIB will request that all partners/stakeholders report on a regular basis the following: The number of joint case-managed participants, the number of their participants who participate in activities that are designed to result in employment or industry recognized credentials, the number who obtain employment or credentials and the percentage of those trainees who are trained in the region's key clusters.

## **SECTION 2**

2.1 The current GS Local Strategic Workforce Plan lists the various metrics to be used in evaluating success in the provision of services to employers and businesses. The GS business Services Committee has agendized this subject for in-depth consideration. The BSC will prioritize the metrics using the following rubric: which metrics are the most important, who collects the data, how the data is collected, the cost of obtaining the data, evaluation and analysis of the data and the reporting of the data. One key data element will be setting a target for the leverage of funding to expand or sustain the particular initiative as appropriate.

2.2/2.3 The most recent GS history demonstrates that the Capitol Region Workforce & Economic Development Network is vital, fluid and operational. GS has partnered with the California Conservation Corps, the regional building trade's council, Sierra College and the North State Building Industry Foundation (NSBIF) to obtain Proposition 39 funding to serve eligible youth with a specific career pathway for the green energy or construction sectors. This project is to have CCC youth obtain the pre-apprentice Building Trade Councils approved MC3 curriculum through CCC. Then they will be placed in work-site training construction/energy firms. Measurable outcomes include placement in further Community College training, placement in employment or placement in apprenticeship slots in the trades. This project operates at both the regional and local level. The Proposition 39 funding anticipated the advent of WIOA. Every key aspect of WIOA: regionalism, partners & stakeholders collaborating, the participation of labor and industry, the Out of School Youth Target Group, career pathways, learn & earn program model and specific program metrics and reporting is present in this regional/local initiative.

2.4 As indicated above the GS WIB took the lead in identifying the Prop. 39 funding and then worked with the various partners/stakeholders in putting together the successful initiative. Additionally, the GS WIB identified, developed service plans and applications for Disability Employment Initiative funding and Disability Employment Initiative funding seeking assistance and partnership from many community stakeholders. Historically, the GSWIB takes the lead in workforce development applications in our region. This means working with many organizations both within the GS region and in the greater Sacramento region. These partners include those mentioned above as well as the Sacramento Employment and Training Agency, Valley Vision, the Sacramento Area Commerce and Trade Organization (SACTO), three Community College Districts, Human Resource and Employer Associations, Private Colleges, County and City Economic Development, Department of Human Assistance, Department of Rehabilitation and others.

### **SECTION 3**

3.2 The Proposition 39 experience provides a model of how the partner/stakeholder collaborative can work in the local GS area. GS often takes the lead in identifying funding sources, there is outreach to the regional partners such as SETA, Yolo, the Colleges, etc.; a priority sector/cluster is targeted, labor & industry is brought into the process; other regional stakeholders are asked to be involved; focus in a valued target group; then construct a 'learn & earn' approach that includes 'career pathways' and measurable outcomes that can be reported back to the WIB and the partnerships. As an example, Golden Sierra actively participated in the region's application for the Career Pathways Trust (CPT) funds. As a part of that work, the Sacramento and Golden Sierra Regional networks were awarded two CPT grants totaling \$21 Million dollars to support the development, alignment and expansion of the region's career pathways efforts for youth and young adults. As much as possible the Board invests or assists the Regional Network's growth.

3.3 The GS WIB believes that career pathways are the key to long term success. However, career pathways are not always clearly defined. For example, entry pathways may be clear but at a certain point the path is no longer linear as it branches into many directions within an industry. Because of this, Golden Sierra training initiatives focus on non-duplication of efforts either building upon previous training or preparing for future training in order to meet a long term goal. Of course the goal is sustainable employment but we also want to maximize a participant's ability to further their career. The Prop 39 award is a great example of the emphasis on career pathways as a success strategy. Outcomes such as, completion, certification, placement in employment; apprenticeships and post-secondary education are all measures used to determine success.

## SECTION 4

4.1 In part because of our low dropout rates the Board has focused on out of school youth or youth in their last year of secondary school as their main target. However, youth we recruit as dropouts are required to complete their high school education either by gaining the required credits or via passing the California High School Proficiency Exam (CHSPE) prior to continuing on in their pathway. Achieving the High School completion is a requirement for the trade apprenticeship programs and a pre-requisite for success in the post-secondary world. Nearly all sustainable occupations in our region require the ability to read, comprehend, communicate and compute at a High School graduate level therefore, we have integrated that directly into our service delivery model.

4.2 The GSWIB, in consultation with its youth council, has been working with k12 education and community youth providers (Foster youth, youth commissions, Hip-Hop Congress, probation and others) to develop strategies to assist disconnected youth for more than 30 years. Recent examples include a “Youth@Work” program that was referenced on the floor of the Senate by Barbara Boxer. The WIB has also initiated programs for green jobs via the Youth Green Jobs Corp, engaged programs on financial literacy, partnered with the North State Builder’s Industry Association on construction programs funded by Wells Fargo and implemented entrepreneurial bootcamps. Furthermore, the council has developed an online and mobile, searchable, database that lists free youth resources in each of our Counties. The resource is available in print as well. Outreach for disconnected youth has been expanded. Traditional means via communication with our community partners is still strong but today’s youth communicate and receive their news differently. This is why the Board has expanded its efforts to include social media. With reduced funding the Board seeks to increase efficiencies by providing less one-on-one training and more recruitment for project based initiatives that meet the ten Youth elements. However, Work Experience is still one of our community’s most sought after programs. All of the WIB’s youth providers are required to meet leverage requirements as a part of the procurement process.

Another great example of our innovative strategies to re-engage disconnected youth is “Independent City”. The free, day-long workshop, aims to educate foster youth about daily life scenarios and survival techniques. Independent City is a unique way to engage and educate foster youth by giving them an opportunity to walk through real life scenarios in a fun and non-traditional format. Youth receive a fake profile that they will act out for the entire day. Each profile will have a different set of goals such as finding a job, opening a bank account, obtaining housing, etc. Using their profiles they will visit 16 booths which represent a variety of life events. Each booth has been adopted by a community partner or Placer County Children's System of Care department. In addition, their profile will include various curveballs in life to help them explore problem solving techniques and realize the potential outcomes of their choices, such as becoming a young parent. In 2014, Independent City served more than 100 of Placer County’ youth in Foster status. Golden Sierra Assists the local Independent Living Program, community partners and employers with planning, funding and staffing the event.

4.3 Golden Sierra actively participates with multitude of partners to assist in the understanding of career pathway development for youth. This includes partners within the Golden Sierra and greater Sacramento Regions. The k12 partners, SETA, Golden Sierra, NextEd and local employers all collaborated in the creation of the CareerGPS.com website. CareerGPS is an online resource that assists youth in identifying in-demand career options as well as training and wage requirements including locally available apprenticeship options. From CareerGPS.com

“Our unique, one of a kind website provides individuals and organizations with one central location to find current, detailed information about which jobs are in high demand in the Sacramento Region, how much they pay, what type of education or training is recommended, and where you can go to get it. All the information you need in one place!”

Furthermore, Golden Sierra sponsors and participates annually in the CareerGPS event. The CareerGPS event is the largest career exploration event in California. According to the 2013 impact report, more than 7000 area youth attended the two day event that included more than 150 organizations and 180 hands on exhibits. The event was presented by Los Rios Community College District, Sacramento Metropolitan Utility District (SMUD), Sacramento Regional Builder’s Exchange, Sacramento Works/SETA, PG&E, Sutter Health, Intel, SAFE Credit Union, Sacramento County Office of Education, Marines, Golden Sierra WIB and others.

In addition to the CareerGPS event, Golden Sierra also participates in “Independent City” as described in 4.2 above.

## **SECTION 5**

5.3 Golden Sierra values continuous improvement of its programs and staff. GS regularly convenes meeting with its subcontractors and staff to discuss programmatic issues such as compliance and reporting, eligibility and client tracking and other programmatic improvements (Rapid Response and layoff aversion techniques). The intent is to minimize errors and seek efficiencies. In addition, Golden Sierra Job Training Agency has adopted the California Award for Performance Excellence Framework or CAPE. From the [calexcellence.org](http://calexcellence.org) website:

The California Awards for Performance Excellence (CAPE) Program exists to help California organizations in all sectors continuously improve. The program has been in existence since 1994 and has helped hundreds of organizations improve performance... The CAPE program allows organizations to apply for state-level awards and to receive feedback about their current performance and their opportunities for improvement using the nationally recognized criteria.

The CAPE framework focuses on improving seven areas: leadership, strategic planning, customer focus, measurement analysis, workforce focus, operations focus and results. By systematically measuring the results of improvement efforts each focus area can improve from its current state. The implementation of this framework, though underway prior to the passage of the Workforce Innovation and Opportunities Act, will be integrated into the greater transition to from WIA to WIOA.

**Golden Sierra  
Governing Body**

**MEMORANDUM**

**DATE:** December 15, 2014  
**TO:** Governing Body members  
**FROM:** Jason Buckingham, GSJTA Executive Director  
**SUBJ:** Unresolved Findings

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☐ Resolution      ☐ Action Item      ☒ Information

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Local Workforce Investment Areas (LWIA) and One-Stop Career Center (OSCC) operators are required to ensure that all customers have universal access to Workforce Investment Act programs/services. Failure to address known and unknown deficiencies puts the LWIA and OSCC operators at risk of discrimination complaints, funding rescissions, and judicial action.

The attached letters were mailed as the result of a biennial assessment required by the Employment Development Department. In order to continue serving residents of the Golden Sierra Consortium with Workforce Investment Act funds, work orders should be submitted to correct the items that are not compliant with ADA Accessibility Guidelines.

El Dorado County

Please be advised, the job center in South Lake Tahoe does not have an accessible restroom for public use (this is considered a critical issue). This finding was first identified during the 2010/2011 assessment. Since, documentation was provided by the Facilities Department indicating the completion of a restroom conversion project by December 31, 2017. The attached letter requests corrective action by June 30, 2017.

Alpine County

Please be advised, the job center in Markleeville requires modifications to the parking lot. This finding was first identified during the 2012/2013 assessment. In 2013, documentation was provided by management indicating the project would be completed by June 30, 2015.

Placer County

Please be advised, the job center in Roseville requires updated signage and door adjustments. The building owner was notified and work orders have been submitted. All deficiencies shall be corrected by June 30, 2015.

November 10, 2014

Becky Stiles, MPA  
Administrative Services Officer  
El Dorado County Health and Human Services  
1360 Johnson Blvd, Suite 103  
South Lake Tahoe, CA 96150

Dear Ms. Stiles:

Every two years, the Employment Development Department's Equal Employment Opportunity Office requires the Golden Sierra Local Workforce Investment Area to conduct accessibility surveys at each job center location. This biennial assessment is designed to ensure compliance with equal opportunity obligations and nondiscrimination requirements.

Upon review, Placerville Connections and South Lake Tahoe Connections were determined to be noncompliant with certain ADA Accessibility Guidelines. Please accept this letter as a written request to correct the noncompliant items. Work orders should be submitted to address the following:

Placerville Connections

1. The access aisle for the van accessible parking space is 7 feet, 8 inches wide. The required minimum is 8 feet. (ADAAG 4.1.2(5)(b))
2. The main entrance is not identified with proper signage. Order and install the proper signage, which includes the International Symbol of Accessibility. (ADAAG 4.1.3(7))

South Lake Tahoe Connections

3. The accessible route of travel from the parking lot to the main entrance is unstable. There is a 1/2 inch by 2 inch gap where the concrete meets the asphalt. (ADAAG 4.5.1)
4. The slope of the accessible parking spaces exceeds the 2% maximum. (ADAAG 4.8.6)
5. There are no fully accessible public restrooms. (ADAAG 4.1.6(3)(e))
6. There are no signs posted at inaccessible restrooms that give directions to accessible ones. (ADAAG 4.1.6(3)(e))
7. The restroom doors require more than 5 pounds of force to open. (ADAAG 4.13.11)
8. The entry set-up does not provide adequate space for a wheelchair to maneuver. (ADAAG 4.3.4)
9. There is an insufficient amount of clear floor space to all fixtures. The minimum required is 30 inches by 48 inches. (ADAAG 4.2.4)



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1919 Grass Valley Hwy, Ste. 100  
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10. The stall door hardware and locking mechanisms are not compliant. They should be operable with one hand and not require tight grasping, pinching, or twisting of the wrist. (ADAAG 4.13.9)
11. The wheelchair accessible stall does not have enough clear space for turning around. (ADAAG 4.2.3, ADAAG Fig 3(a), ADAAG Fig 3(b))
12. The lavatory does not have at least 30 inches by 48 inches of clear space in front. (ADAAG 4.19.3)
13. The operable parts of the soap and towel dispensers are not within reach and usable with one closed fist. (ADAAG 4.27.3; Fig 5; Fig 6)

All deficiencies should be corrected before June 30, 2017 (items 2 and 6 should be corrected before June 30, 2015). The inaccessible restrooms in South Lake Tahoe have been listed as an unresolved finding since 2010. I understand El Dorado County is currently operating under a 2008 consent decree with the District Court to become compliant. Please notify me as items are resolved or as conversion projects are scheduled. Thank you for your cooperation and assistance.

Sincerely,



Darlene M. Galipo  
Deputy Director  
Equal Opportunity Officer

Cc: Lynda Webb  
Norma Santiago  
Lorna Magnussen

Enclosures: (1) Supplemental Information



Supplement Information

*The following information was provided by David Irons, the certified individual who conducted the accessibility surveys:*

There are two codes regulating accessibility in California, The Americans with Disabilities Act (ADA) and the California Building Code (CBC). The accessibility checklist developed by the Employment Development Department is based solely on ADA requirements. Before beginning any construction or conversion projects, please review the CBC to ensure complete compliance (it can be more stringent than ADA). Any accessibility upgrade that is undertaken is required to comply with both codes.

November 10, 2014

Janel Morales  
Alpine County Health and Human Services  
75 A Diamond Valley Road  
Markleeville, CA 96120

Dear Ms. Morales:

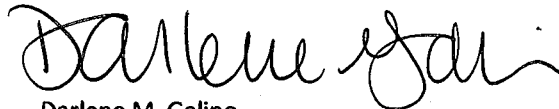
Every two years, the Employment Development Department's Equal Employment Opportunity Office requires the Golden Sierra Local Workforce Investment Area to conduct accessibility surveys at each job center location. This biennial assessment is designed to ensure compliance with equal opportunity obligations and nondiscrimination requirements.

Upon review, Alpine Connections was determined to be noncompliant with certain ADA Accessibility Guidelines. Please accept this letter as a written request to correct the noncompliant items. Work orders should be submitted to address the following:

1. The length of the van accessible parking space is 17 feet, 6 inches. The required minimum is 18 feet. (ADAAG 4.1.2(5)(b))
2. The slope of the accessible parking spaces exceeds the 2% maximum. (ADAAG 4.8.6)
3. The force required to open the interior doors is greater than 5 pounds. (ADAAG 4.13.11)
4. The restroom sign is mounted 65 inches from the floor to the centerline of the sign. It should be lowered to 60 inches from the floor to the centerline of the sign. (ADAAG 4.30.6)
5. The public telephone is not identified with proper signage. Order and install the proper signage, which includes the symbol of a telephone earpiece with radiating sound waves. (ADAAG 4.30.7)
6. The location of the text telephone is not identified with proper signage. Order and install the proper signage, which includes the international TTY symbol. (ADAAG 4.31.9)

All deficiencies should be corrected before June 30, 2015. Please notify me as items are resolved. Thank you for your cooperation and assistance.

Sincerely,



Darlene M. Galipo  
Deputy Director  
Equal Opportunity Officer

Cc: Nichole Williamson  
Katherine Rakow  
Lorna Magnussen



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