

WB MEMBERS

ANETTE SMITH-DOHRING
Sutter Health Sacramento Sierra Region

BILL BETTENCOURT
Placer School for Adults

CAROL PEPPER-KITTREDGE
Sierra College

CHRISTINA NICHOLSON
Whole Person Learning

DANIELA DEVITT
California Employers Association

ERIC COOPER
California Indian Manpower Consortium

JASON BUCKINGHAM
Golden Sierra Job Training Agency

JOHN TWEEDT
District Council 16

KATHLEEN BURRIS
CVS Health

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

KIMBERLY PELLOW
Brandman University

LAUREL BRENT-BUMB
Bumb Construction

MARCY SCHMIDT
Placer Co. Business Advantage Network

MARK FRAYSER
Department of Rehabilitation

MARTHA ESCOBEDO
Employment Development Department

MICHAEL ZIMMERMAN, *Vice Chair*
MTI College

PAUL CASTRO
California Human Development

RANDY WAGNER
Sierra Economic Development Corporation

RICK LARKEY, *Chair*
North State Building Industry Foundation

ROBERT WARD
IBEW Local 340

STEWART SCHURR
Doctor PC

TINK MILLER,
Placer Independent Resource Services

VIC WURSTEN
PRIDE Industries

GOLDEN SIERRA WORKFORCE BOARD REGULAR MEETING AGENDA

Thursday, November 17, 2016 – 1:00 PM

**North State BIA
1536 Eureka Rd
Roseville, CA 95661**

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

- | | | |
|-------|--|-------|
| I. | <u>ROLL CALL AND INTRODUCTION OF GUESTS</u> | 1 |
| II. | <u>APPROVAL OF AGENDA</u> | |
| 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. | |
| | A. Approval of Minutes from September 15, 2016 WB Meeting | 2-6 |
| | B. Review Minutes from September 15, 2016 EC Meeting | 7-9 |
| | C. Attendance Log | 10 |
| IV. | <u>PUBLIC COMMENT – FOR ITEMS NOT ON THE AGENDA</u> | |
| V. | <u>SELECTION OF ONE-STOP OPERATOR/CAREER SERVICES PROVIDERS DRAFT DIRECTIVE</u> – WSDD-153 & ATTACH 2 | 11-23 |
| VI. | <u>ONE-STOP OPERATOR REQUEST FOR QUOTE (RFQ)</u> | 24 |
| VII. | <u>WORKFORCE BOARD MEMBERSHIP & RECRUITMENT</u> | 25-27 |
| VIII. | <u>UPDATE ON REGIONAL/LOCAL PLAN</u> – WSD16-07 ATTACH 3 & <u>TIMELINE</u> | 28-40 |
| IX. | <u>NEXT STEPS FROM RETREAT</u> | 41-44 |
| X. | <u>FUTURE AGENDA ITEMS/NEW BUSINESS</u> | |
| XI. | <u>NEXT MEETING</u> | |
| | Thursday, January 19, 2016 – 1:00 PM, TBD | |
| XII. | <u>ADJOURNMENT</u> | |

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.

**GOLDEN SIERRA WORKFORCE BOARD
SPECIAL MEETING
MINUTES**

Thursday, September 15, 2016 - 10:00 am

**CVS Health
4785 Granite Drive
Rocklin, CA 95677**

I. ROLL CALL AND INTRODUCTION OF GUESTS (10:00)

Quorum was established and the meeting was called to order by Chair Miller at 10:00 am.

Present: Rick Larkey (Chair), Michael Zimmerman (Vice-Chair), Bill Bettencourt*, Carol Pepper-Kittredge, Christina Nicholson*, Daniela Devitt*, Eric Cooper, Jason Buckingham, Kathleen Burris, Laurel Brent-Bumb, Maggie Valenzuela, Marcy Schmidt, Mark Frayser*, Martha Escobedo, Paul Castro, Randy Wagner, Stewart Schurr, Tink Miller

Absent: Anette Smith-Dohring, Bob Ward, John Tweedt, Kevin Ferreira, Kim Pellow, Victor Wursten

Guests: Terrie Trombley, Lorna Magnussen, Jennifer Kandi, Alexis Zoss, Carol Welch, Liz Bosley, Bob Lanter, Matt Hidalgo

**Denotes late arrival or early departure*

II. APPROVAL OF AGENDA

* 10:03 Christina Nicholson arrived

Motion to approve agenda by Miller, second by Zimmerman.

Motion approved unanimously.

III. CONSENT AGENDA

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

A. Approval of Minutes from July 21, 2016 WB Meeting

B. Review Minutes from August 18, 2016 EC Meeting

C. Attendance Log

Motion to approve consent agenda items A-C, by Cooper, second by Escobedo.

Motion approved unanimously.

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

None

V. APPROVE 2016/2017 FINAL BUDGET

Buckingham stated that the Executive Committee had reviewed the final budget and made the recommendation to send it to the workforce board for approval.

Trombley highlighted some of the changes from draft to final budget:

- rapid response/layoff aversion funding was finalized
- final numbers came in a little bit higher than was estimated
- final budget presents administrative cost savings which allowed Golden Sierra to bring their rollover almost up to full funding

Motion to approve the Final Budget by Miller, second by Schurr.

Motion approved unanimously.

VI. APPROVE OJT REIMBURSEMENT POLICY

Buckingham stated that Golden Sierra is introducing a policy to the board that allows an increase to the employer reimbursement rate for On-the-Job Training (OJT) to an amount up to 75%. With the passage of WIOA, the employment reimbursement rate for OJT is 50%. WIOA and draft final rules permit Local Workforce Development Boards to increase the reimbursement rate for OJT's to an amount of up to 75% of the participant's wage rate when taking into consideration the following factors:

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

Motion to approve the OJT Reimbursement Policy by Devitt, second by Castro.

Motion approved unanimously.

VII. COMMITTEE UPDATES

- Executive Committee (EC)

8-18 – written report included in packet

9-15 – approved recommendation for final budget

discussed future agenda items; focused on Regional Planning issues and the partnership

discussed following up with the next steps from retreat

will be following up with some reports in regards to Regional Planning as well as Partnership Development

IX. STRATEGIC PLANNING SESSION

Buckingham introduced Bob Lanter from California Workforce Association (CWA) who facilitated the meeting.

He started by instructing the members to introduce themselves, who or what do they represent, and what they hope the workforce development board would accomplish in the next 3 years.

The board came up with the hopes that they would like to accomplish in 3 years. (Included in retreat outcomes)

Check in on [WB Roles and Responsibilities](#)

The WB reviewed the Roles and Responsibilities handout; this handout has been circulated to the board members on several different occasions. Bob Lanter asked the board members if they have any questions regarding the handout.

Pepper-Kittredge asked Lanter if he could give a quick overview as to what stage other local areas are with WIOA implementation.

Lanter stated that the boards are certainly in transition and in the throes of implementation. They are doing it at a very strategic level right now so it is really about reconstituting the boards. All the boards have pretty much been certified under the new federal legislation by the state of California. They are doing a lot of onboarding and planning with their board members. They are doing orientations and strategic planning sessions. The regional local planning under the state WB is just beginning. Boards are reviewing the requirements under the state and federal law for local planning and regional planning. There are a couple of other big ticket items that have to be done that the boards have had their hands full with. These are: performance negotiations and MOUs. In addition to all of that, there is a lot of work going on around regional industry sector partnerships, what are key industry sectors, how do they aligned with the industry sectors of the community college system, and what does it mean to really have industry be the demand driver of how they shape their programs. The SlingShot Initiative is going on statewide. The challenge in all of this is how do you take all of this strategic work and information and shape it into program delivery.

Larkey stated that there is a big difference between having the responsibility to do something versus having the authority to do something. He asked Lanter if there is any discussion at the state level about giving the authority to the WB's in a way that would incentivize or require the other efforts to collaborate.

Lanter stated that in the state they have this line that says, "See Texas Model." He stated that if you look at the WB in Texas most of the funding that flows to a lot of the programs flows through the WB for strategic direction. He stated that it doesn't mean that programs are not run by the program operators, which they still are, but the board has the responsibility to coalesce, leverage, and orchestrate how all that fits. He continued to say that here in California the boards really have authority and purview over Title I funds. That's it. He stated that the board's ability to leverage, coalesce, and partner really is about negotiations locally within community colleges, adult education, all of the other funding streams, Department of Social Services, etc.

Buckingham stated that the one thing that this consortium has in terms of a strategic advantage is that they do have a local willingness among their partners to participate.

Focused Conversation:

[Golden Sierra Regional Labor Market Study](#)

Lanter referred to the other document that was given to the WB which is the Golden Sierra Regional Labor Market Study. He stated that this document helps the WB to know how to strategize, to know the roles of the economic indicators, and to know where the opportunities are in the business communities. He stated that the Golden Sierra WB Industry Clusters of Opportunities document did a great job of outlining 7 or 8 industry clusters of opportunities in the Golden Sierra region.

The board discussed the LMI study and what that means for the board.

* 11:04 Bill Bettencourt arrived

* 11:30 Christina Nicholson departed.

Visioning Session

**The meeting resumed at 11:40 am.

Creating the Vision for the Future:

Lanter introduced the question below to the WB.

What will a fully integrated workforce system that capitalizes on the expertise of industry and workforce partners to continuously meet the needs of business, and facilitate pathways to success for students, workers and job seekers look like 3 years from now?

After discussing this question with Lanter, the board came up with a visioning list. (Included in retreat outcomes)

**The board broke for lunch at 12:06 pm.

X. STRATEGIC PLANNING SESSION (CONTINUED)

Visioning Session (continued)

**The meeting resumed at 12:36 pm.

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

The next exercise that Lanter did with the WB was he had them fill out a current reality chart. Below is a list that includes: strengths, weaknesses, benefits and dangers within the board to accomplish their vision. (Included in retreat outcomes)

* 12:54 Mark Frayser arrived.

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

Lanter then asked the board to give him 1 sentence of personal commitment that each of them were willing to commit to in order to reach their goal. (Included in retreat outcomes)

* 12:54 Daniela Devitt departed.

Action Planning:

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

Lanter posed the question above to the WB and stated that those action items would take place over the next 12 months. He took the board through a strategy to come up with key areas where the board members could create task forces to apply the steps and strategies that they come up with. Below is a list of practical actions the board has agreed to take ownership of. The overall vision and goals of the board are broken down into sections that will further be broken down into tasks the board will complete throughout the year. (Included in retreat outcomes)

Calendar Organizing

This step was skipped due to time constraints. Lanter offered to consolidate information, connect with Buckingham, Larkey, and/or others and plot a draft work plan for the next year. This draft will be brought back to the EC in October and WB in November. The board agreed unanimously.

Review and Next Steps

Lanter reviewed all the activities the board participated in for the day.

VIII. FUTURE AGENDA ITEMS/NEW BUSINESS

Review the WB Strategic Action Calendar.

IX. NEXT MEETING

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

X. ADJOURNMENT

Chair Larkey adjourned the meeting at 2:27 p.m.

**GOLDEN SIERRA WORKFORCE BOARD
EXECUTIVE COMMITTEE
SPECIAL MEETING
MINUTES**

Thursday, September 15, 2016 – 9:00 a.m.

**CVS Health
4785 Granite Drive
Rocklin, CA 95677**

I. ROLL CALL AND INTRODUCTION OF GUESTS

Quorum was established and meeting was called to order by Chair Larkey at 9:00 am.

Present: Rick Larkey (Chair), Michael Zimmerman (Vice-Chair), Carol Pepper-Kittridge, Laurel Brent-Bumb, Alexis Zoss, Martha Escobedo, Jason Buckingham (Ex-Officio)

Absent: None

Guests: Lorna Magnussen, Jennifer Kandi, Kathleen Burris, Terrie Trombley, Paul Castro

II. APPROVAL OF AGENDA

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

Motion approved unanimously.

III. CONSENT AGENDA

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

A. Approval of Minutes from August 18, 2016 EC meeting

B. Review Minutes from July 21, 2016 WB meeting

C. Attendance Log

Motion to approve the consent agenda items A-C by Zimmerman, second by Zoss.

Motion approved unanimously.

IV. PUBLIC COMMENT – FOR THOSE ITEMS ON THE AGENDA

None

V. APPROVE 2016/2017 FINAL BUDGET

Terrie Trombley highlighted changes made to the draft budget.

- Rapid Response/Layoff aversion funding was finalized
- Numbers came in a little bit higher than estimated
- Received some non-allocation awards:
\$150,000 Round 2 Disability Employment Accelerator Grant|
\$294,000 AB2060 Recidivism Reduction Grant
- Final budget presents a reduction in administrative expenditures which allowed rollover to reach near full funding

Trombley stated that it is a good solid budget with a nice rollover. She stated that the funds utilization requirement was lifted on the K6 allocation. That took the pressure off to get the K6 program money either in a contract or fully expended. It also allowed an increase in the award to El Dorado and Alpine Counties.

Motion to recommend the Final Budget to the full Workforce Board by Escobedo, second by Zimmerman.

Motion approved unanimously.

VI. FUTURE AGENDA ITEMS/NEW BUSINESS

Future Agenda Items:

- Next steps from the retreat
- Status on Regional Planning

New Business:

- Phase II Cost Sharing Memorandum of Understanding directive (Buckingham)

While Cost Sharing Agreements with all required partners in Phase I are necessary, the focus will be on Cost Sharing Agreements with all collocated partners in the Comprehensive One-Stop Center.

When the directive is released the Executive Committee will be provided a copy, and informed of the necessary action.

Phase I - Received a final signed copy from AARP so all phase I MOUs are taken care of and are in full compliance

- Release the RFI for the One-Stop Operator.

Buckingham stated that the partner meeting had been on hold pending direction on the One-Stop Operator. However, that since that process will take some time it may make sense to reopen those partner discussions

- Regional Planning

The process indicates that the regional plan should be completed prior to the local plan. However, time being short there are many things that will need to be done in concert.

In regards to regional planning efforts, the region has been meeting and discussing the need to work on the regional plan. They have a meeting coming up next week to discuss how to move forward on the regional planning effort.

Buckingham stated that there should be a strategy in place by the end of the meeting. He stated that it may involve hiring someone to do the regional plan writing. He also stated that it would be hard for the four local areas to write the regional plan; they would need someone to take the lead in tying all of the four regions together.

Larkey inquired when there would be opportunities for input. Buckingham does not have a timeframe as to when opportunities for input will occur but does expect some kind of comment period for this input to occur.

VII. NEXT MEETING

October 20, 2016 – 1:00 p.m., Roseville Connections

VIII. ADJOURNMENT

Meeting adjourned by Chair Larkey at 9:30 am.

Motion to adjourn by Zimmerman, second by Larkey.

Motion approved unanimously.

| Date: | 11/19/15 | 1/21/16 | 3/17/16 | 5/19/16 | 7/21/16 | 9/15/16 | Rate |
|------------------------|-----------------|----------------|----------------|----------------|----------------|----------------|-------------|
| WIB | Regular | Regular | Regular | Regular | Regular | Special | |
| Anette Smith-Dohring | 0 | 1 | 1 | 0 | 0 | 0 | 33% |
| Bill Bettencourt | 1 | 1 | 1 | 1 | 0 | 1 | 83% |
| Bob Ward | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Carol Pepper-Kittredge | 1 | 1 | 1 | 1 | 0 | 1 | 83% |
| Christina Nicholson | 1 | 1 | 1 | 1 | 0 | 1 | 83% |
| Daniela Devitt | 1 | 1 | 1 | 1 | 0 | 1 | 83% |
| Eric Cooper | 0 | 1 | 1 | 1 | 1 | 1 | 83% |
| Jason Buckingham | 1 | 1 | 0 | 1 | 1 | 1 | 83% |
| John Tweedt | 1 | 1 | 1 | 0 | 1 | 0 | 67% |
| Kathy Burris | 0 | 0 | 1 | 0 | 1 | 1 | 50% |
| Kevin Ferreira | 1 | 1 | 1 | 0 | 0 | 0 | 50% |
| Kim Pellow | 1 | 1 | 0 | 1 | 0 | 0 | 50% |
| Laurel Brent-Bumb | 1 | 1 | 0 | 0 | 1 | 1 | 67% |
| Maggie Valenzuela | 0 | 1 | 1 | 0 | 1 | 1 | 67% |
| Marcy Schmidt | 1 | 1 | 1 | 1 | 1 | 1 | 100% |
| Mark Frayser | 1 | 1 | 0 | 0 | 1 | 1 | 67% |
| Martha Escobedo | 0 | 1 | 1 | 1 | 1 | 1 | 83% |
| Michael Zimmerman | 1 | 0 | 1 | 1 | 1 | 1 | 83% |
| Paul Castro | 1 | 1 | 1 | 1 | 0 | 1 | 83% |
| Randy Wagner | 0 | 1 | 1 | 1 | 1 | 1 | 83% |
| Rick Larkey | 1 | 0 | 1 | 1 | 1 | 1 | 83% |
| Stewart Schurr | 1 | 1 | 1 | 1 | 0 | 1 | 83% |
| Tink Miller | 1 | 1 | 1 | 1 | 1 | 1 | 100% |
| Victor Wursten | 0 | 0 | 0 | 1 | 1 | 0 | 33% |
| | | | | | | | |

GOLDEN SIERRA WORKFORCE BOARD

MEMORANDUM

DATE: November 17, 2016

TO: Workforce Board (WB) Members

FROM: Jason Buckingham, GSJTA Executive Director

SUBJ: Selection of One-Stop Operator/Careers Services Providers–WSDD-153

On September 30, 2016 the EDD published Workforce Services Draft Directive (WSDD)-153. This draft outlines the requirements for selecting One-Stop Operators as well as Career Service Providers.

An update on the competitive process for the One-Stop Operator will be covered in agenda item VI.

The local boards select their Career Service providers by issuing contracts. Though encouraged, the Career Service providers need not be selected by competitive process. However, the process must follow the rules of procurement.

By law, the Workforce Board may provide Career Services only with approval of the Chief Local Elected Official (CLEO) and the Governor. Having no employed Workforce Board staff, the Golden Sierra region completed a competitive process in September of 2015 awarding contracts for Career Services to subcontractors in El Dorado and Alpine Counties and selecting the local Administrative Entity (Golden Sierra Job Training Agency) to provide those services in Placer County. This process complies with the law and avoids the requirement to request permission to provide these services

This WSDD-153 adds the term “Administrative Entity” to the requirement for CLEO and Governor’s approval mentioned above although that phrase is not in the law or the regulations. If, after the directive is finalized, this language remains we will need to seek this approval.

Though this is not an item that requires further action from Workforce Board staff to the Agency did want to bring it to the Board member’s attention for transparency purposes.

SELECTION OF AJCC OPERATORS AND CAREER SERVICES PROVIDERS

GENERAL INSTRUCTIONS

The attached directive is being issued in draft to give the Workforce Development Community the opportunity to review and comment prior to final issuance.

Submit any comments by email or mail no later than Friday, October 21, 2016.

All comments received within the comment period will be considered before issuing the final directive. Commenters will not be responded to individually. Rather, a summary of comments will be included with the final directive.

Comments received after the specified due date will not be considered.

Email MelissaM.Williams@edd.ca.gov

Include "Draft Directive Comments" in the e-mail subject line.

Mail Employment Development Department
Attn.: Melissa Williams/Policy Unit
P.O. Box 826880 / MIC 50
Sacramento, CA 94280-0001

If you have any questions, contact Melissa Williams at 916-654-0205.

SELECTION OF AJCC OPERATORS AND CAREER SERVICES PROVIDERS

EXECUTIVE SUMMARY

This policy provides guidance and establishes the procedures regarding the selection of America's Job Center of CaliforniaSM (AJCC) Operators and Workforce Innovation and Opportunity Act (WIOA) Title I Adult and Dislocated Worker Career Services Providers. This policy applies to all Local Workforce Development Boards (Local Boards), and is effective on date of issuance.

This policy contains some state-imposed requirements. All state-imposed requirements are indicated by ***bold, italic*** type.

Retain this directive until further notice.

REFERENCES

- WIOA (Public Law 113-128)
- Title 2 Code of Federal Regulations (CFR) Part 200: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)
- Title 2 CFR Part 2900: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Department of Labor Exceptions)
- Title 20 *Code of Federal Regulations* (CFR) Workforce Innovation and Opportunity Act; Final Rule (WIOA DOL Final Rule)
- Title 34 *Code of Federal Regulations* (CFR) WIOA, Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions (WIOA Joint Final Rule)
- United States Government Accountability Office (GAO) Publication GAO-14-704G: Standards for Internal Control in the Federal Government (September 10, 2014)

BACKGROUND

America's Job Center of CaliforniaSM (AJCC) locations are the core of California's workforce system. The AJCC Operators and Title I Adult and Dislocated Worker Career Services Providers play a critical role in ensuring that AJCCs are serving as an all-inclusive access point to education and training programs for a wide range of customers.

Local Boards must conduct an open and competitive process in order to select their AJCC Operators as stated in WIOA Section 121(d)(2)(A). Although not required, Local Boards are also strongly encouraged to use a competitive process to select their Adult and Dislocated Worker Career Services Providers as stated in WIOA Section 107(d)(10)(D). Undergoing a competitive process promotes efficiency and effectiveness of the AJCC Operator and Adult and Dislocated Worker Career Services Providers by regularly examining performance and costs.

POLICY AND PROCEDURES

The AJCC Operators and the Adult and Dislocated Worker Career Services Providers fulfill two distinct and separate roles within the local AJCC system. These roles may be filled by the same entity or different entities based on what the Local Board determines best for meeting the needs of its customers and demographic area, but, these must be clearly articulated as part of the competitive procurement and selection process.

In California, AJCC Operators are only responsible for coordinating service delivery among all AJCC partners and service providers within the Local Workforce Development Area (Local Area). By having the AJCC Operator act as the local service delivery coordinator, it allows Local Boards to focus on strategic planning and developing partnerships at the local and regional level.

Roles and Responsibilities

The role of the AJCC Operator is limited to:

- Coordinating the service delivery of required AJCC partners and service providers.
- Ensuring the implementation of partner responsibilities and contributions agreed upon in Memorandums of Understanding - Phase I and Phase II.

The role of the Adult and Dislocated Worker Career Services Provider includes:

- Providing basic career services including but not limited to participant intake, orientations, initial assessments, employment services, referrals to other partners and services.
- Providing individualized career services including but not limited to comprehensive and specialized assessments, case management, individual employment plans, career planning, and vocational counseling.
- Managing the daily operations in coordination with local fiscal agents for the lease, utilities, and other property activities in support of AJCC premises.
- Managing the hours of operation for AJCCs.

The responsibilities of both the AJCC Operator and Adult and Dislocated Worker Career Services Provider include:

- Reporting to Local Boards on operations, performance, and continuous improvement recommendations.
- Implementing policies established by Local Boards.
- Adhering to all applicable federal and state guidance.

To further support regional planning efforts, Local Boards may also choose to regionally select an AJCC Operator or Adult and Dislocated Worker Career Services Provider if operational conditions make it feasible. Selecting one AJCC Operator or Adult and Dislocated Worker Career Services Provider for all of the Local Boards in a Regional Planning Unit may help align, coordinate, and integrate programs and services on a regional basis. However, please note that there are certain restrictions Local Boards must adhere to when defining the AJCC Operator role. Within the defined roles and responsibilities, the AJCC Operator may not perform any of the following:

- Convene system stakeholders to assist in the development of the local plan.
- Prepare and submit local plans.
- Be responsible for oversight of itself.
- Manage or significantly participate in the competitive selection process for AJCC operators.
- Select or terminate AJCC Operators, Adult and Dislocated Worker Career Services Providers, and Youth Service Providers.
- Negotiate local performance accountability measures.
- Develop and submit budget for activities of the Local Board in the Local Area.

If the entity serving as the AJCC Operator also serves in a different capacity within the AJCC service delivery system (e.g. Local Board support), it may perform some or all of the functions listed above only when acting in its other role as long as there are clearly established firewalls and conflict of interest policies and procedures in place that conform with Title 20 CFR Section 679.430 (Title 20 CFR Section 678.620).

Definitions

For the purposes of this directive, the following definitions apply:

Conflict of Interest – An employee, officer, agent, or any member of the organization that has interest in a financial gain or tangible benefit and who participates in the selection, award, or administration of a contract supported by a federal award (Uniform Guidance Section 200.318[c][1]).

Firewall – An established policy or procedure that acts as a barrier or protection against an undesirable influence, outcome, or authority. Examples of firewalls include but are not limited to organizational arrangements that provide clear separation of duties and responsibilities, reporting hierarchy of managers and staff that provide clear separation between job duties and responsibilities, and conflict of interest/confidentiality/disclosure agreements.

Administrative entity – a unit of local government, corporation, or agency designated by a Chief Elected Official (CEO) to oversee and administer WIOA in the Local Area.

Internal Control – A process designed to provide reasonable assurance regarding the achievement of objectives in the following categories:

- Effectiveness and efficiency of operations.
- Reliability of reporting for internal and external use.

- Compliance with applicable laws and regulations.

(Uniform Guidance Section 200.61)

Competitive Process for Selection of AJCC Operator

Local Boards must select their AJCC Operator through a competitive process at least once every four years (WIOA Section 121[d][2][A]). As part of that competitive process, Local Boards are required to clearly articulate the expected role(s) and responsibilities of the AJCC Operator (Title 20 CFR Section 678.620[a]).

AJCC Operators may be a single public, private, or non-profit entity or consortium of entities. However, if a consortium of entities consists of AJCC partners, it must include a minimum of three of the required AJCC partners listed in WIOA Section 121(b)(1).

The types of entities eligible to be an AJCC Operator include (WIOA Section 121[d][2][B]):

- An institution of higher education
- An employment service state agency established under the Wagner-Peyser Act
- A community-based organization, nonprofit organization, or workforce intermediary
- A private for-profit entity
- A government agency
- Another interested organization or entity, which may include a local chamber of commerce or other business organization, or a labor organization

Local Boards must ensure that, in carrying out WIOA programs and activities, AJCC Operators adhere to the following (Title 20 CFR Section 678.600):

- Disclose any potential conflicts of interest arising from the relations of the AJCC operator with particular training service providers or other service providers in accordance with Uniform Guidance Section 200.318.
- Do not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training, and education services.
- Comply with federal regulations and procurement policies relating to the calculation and use of profits as outlined in Uniform Guidance.
- Adhere to any applicable firewalls or internal controls.

When selecting an AJCC Operator, Local Boards are required to fully adhere to the federal procurement standards outlined in Uniform Guidance Section 200.318-200.326, as well as their local procurement policies.

Although the intent of WIOA is for all Local Boards to procure their AJCC Operators through a full and open competitive process, the Uniform Guidance allows for very limited instances in which alternate procurement methods may be allowed, if substantial justification is provided.

The following are allowable procurement processes under Uniform Guidance:

1. Sealed Bid - Uniform Guidance Section 200.320(c)
2. Competitive Proposals - Uniform Guidance Section 200.320(d)
3. Sole Source - Uniform Guidance Section 200.320(f):
 - a) The AJCC operator services are only available from a single source.
 - b) The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation.
 - c) After solicitation from a number of sources, competition is determined to be inadequate.

Whichever procurement method is used, Local Boards must retain extensive written documentation of the procurement process from beginning to end. Local Boards must also make available to the public, through electronic means and open meetings, information regarding their selection of AJCC Operators (WIOA Section 107[e]).

If a Local Board or administrative entity wishes to participate in the competitive process then the appropriate internal control, conflict of interest, and firewall policies must be put in place and adhered to throughout the duration of the procurement process. This includes, but is not limited to, the requirement that solicitation and scoring be managed by a fair and impartial third party who is free of any conflict of interest (real or perceived). In other words, Local Board staff or the agency that employs such staff cannot in any way be involved with or connected to the development of the solicitation, the facilitation of the scoring process, or the scoring of proposals.

All AJCC Operators must be in place and operating in the AJCCs no later than July 1, 2017 (Title 20 CFR Section 678.635).

Request for Approval to be AJCC Operator

If a Local Board or administrative entity competes to serve as the AJCC Operator and is chosen through an appropriate procurement process, they may be designated as an AJCC Operator only with the agreement of the CEO and the Governor [WIOA 107(g)(2)]. In order to be considered by the Governor for designation as an AJCC Operator, the CEO must submit a Request for Approval to be AJCC Operator application (Attachment 1) along with the required supporting documentation to the State Board **by March 1, 2017**, through one of the following methods:

| | |
|----------------------------------|--|
| Mail: | California Workforce Development Board P.O. Box 826880 Sacramento, CA 94280-0001 |
| Overnight Mail/ Hand Deliver: | California Workforce Development Board 800 Capitol Mall, Suite 1022 Sacramento, CA 95814 |

The local CEO will be notified in writing by May 1, 2017, regarding the approval or denial of the proposed Request for Approval. If approved, the designation will be effective immediately upon approval.

Title I Adult and Dislocated Worker Career Service Providers

Local Boards are responsible for identifying eligible Adult and Dislocated Worker Career Services Providers. The WIOA Section 107(d)(10)(D) states that if the AJCC Operator does not provide the Adult and Dislocated Worker Career Services described in Section 134(c)(2), the Local Board must identify eligible providers of those Adult and Dislocated Worker Career Services in the Local Area by awarding contracts. Procurement of Adult and Dislocated Worker Career Services Providers must follow the appropriate competitive selection process based on local procurement policies and the policies and principles of competitive procurement specified in Uniform Guidance Section 200.318-200.326.

All Adult and Dislocated Worker Career Services Providers must be in place and operating in the AJCCs no later than July 1, 2017.

Request for Approval to be Adult and Dislocated Worker Career Services Provider

A Local Board or administrative entity may be designated as an Adult and Dislocated Worker Career Services Provider only with the approval of the CEO and the Governor (WIOA Section 107[g][2] and Title 20 CFR 679.410[b]). Approval under this provision would serve as the agreement by the Governor and would exempt the Local Board from selecting Adult and Dislocated Worker Career Service Providers through a competitive process by allowing them to fulfill the role themselves. In line with the time period of selecting of AJCC Operators, if a Local Board receives approval to provide Adult and Dislocated Worker Career Services that approval will be valid for a maximum of four years, after which time another request must be submitted.

If a Local Board or administrative entity wants to provide Adult and Dislocated Worker Career Services, the local CEO must submit the Request for Approval to be Adult and Dislocated Worker Career Services Provider application (Attachment 2) and the required supporting documentation to the State Board by March 1, 2017, through one of the following methods:

Mail: California Workforce Development Board
P.O. Box 826880
Sacramento, CA 94280-0001

Overnight Mail/
Hand Deliver: California Workforce Development Board
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

The local CEO will be notified in writing by May 1, 2017, regarding the status his/her request. If approved, the designation will be effective immediately upon approval.

ACTION

Please bring this directive to the attention of the Local Board and other relevant parties.

INQUIRIES

If you have any questions, contact you assigned [Regional Advisor](#) at 916-654-7799.

/S/ JOSÉ LUIS MÁRQUEZ, Chief
Central Office Workforce Services Division

Attachments are available on the internet:

1. [Request for Approval to be America's Job Center of CaliforniaSM Operator](#)
2. [Request for Approval to be Adult and Dislocated Worker Career Services Provider](#)



Request for Approval to be America's Job Center of CaliforniaSM Adult and Dislocated Worker Career Services Provider

Local Workforce Development Board

Local Workforce Development Area

The Workforce Innovation and Opportunity Act (WIOA) allows Local Workforce Development Boards (Local Boards) to be an Adult and Dislocated Worker Career Services Provider with the agreement of the Chief Elected Official (CEO) and the Governor.

This application will serve as the Local Board's or administrative entity's request for Governor Approval to be an Adult and Dislocated Worker Career Services Provider within a Local Workforce Development Area (Local Area) under WIOA. The application must be submitted to the California Workforce Development Board (State Board) by March 1, 2017 through one of the following methods:

Mail: California Workforce Development Board
P.O. Box 826880
Sacramento, CA 94280-0001

Overnight Mail/
Hand Deliver: California Workforce Development Board
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

If the State Board determines the request is incomplete, it will either be returned or held until the necessary documentation is submitted. Please contact your [Regional Advisor](#) for technical assistance or questions related to completing and submitting this request.

Name of Local Board

Mailing Address

City, State

Zip

Contact Person

Contact Person's Phone Number

Date of Submission

Request for Approval to be Adult and Dislocated Worker Career Services Provider

Local Chief Elected Official Statement

A Local Board or administrative entity that seeks approval to be an Adult and Dislocated Worker Career Services Provider within an AJCC must provide a statement from the local CEO indicating his/her request as well as responses to the following questions.

1. What factors guided the Local Board's or administrative entity's decision to submit this application to be an Adult and Dislocated Worker Career Services Provider within the Local Area?
2. How would participants be better served by the Local Board or administrative entity acting in this role rather than undergoing a competitive process?
3. Describe the Basic and Individualized Career Services the Local Board or administrative entity will provide as well as their past experience providing these services.
4. Provide the Local Area's performance outcomes and cost per participant for each of the last three Program Years (PY 2013-14, 2014-15, 2015-16) and describe how these outcomes compare to other Local Areas in the state.
5. Provide evidence that the Local Board or administrative entity is qualified to provide Adult and Dislocated Worker Career Services, including testimonials that speak to the effectiveness and efficiency with which the Local Board or administrative entity has provided or can provide those services. Attach supporting documentation.
6. Attach documentation (signed and dated letter) that the members of the Local Board and other relevant parties (e.g., Board of Supervisors) reviewed the information provided in the application and approved the request in a public meeting.

Signature Page

By signing below, the local CEO and Local Board chair request approval from the Governor to be an Adult and Dislocated Worker Career Services Provider. Each party certifies that this application submission was reviewed and demonstrates that the Local Board or administrative entity will meet all the requirements as an Adult and Dislocated Worker Career Services Provider under WIOA law and regulations.

Instructions: The Local Board chair and local CEO must sign and date this form. Include the original signatures with the request.

Local Workforce Development Board Chair

Local Chief Elected Official

Signature

Signature

Name

Name

Title

Title

Date

Date

GOLDEN SIERRA WORKFORCE BOARD

MEMORANDUM

DATE: November 17, 2016

TO: Workforce Board (WB) Members

FROM: Jason Buckingham, GSJTA Executive Director

SUBJ: One-Stop Operator RFQ

As indicated in the previous agenda item, On September 30, 2016 the EDD published Workforce Services Draft Directive (WSDD)-153. This draft outlines the requirements for selecting One-Stop Operators.

The One-Stop Operator must be competitively procured in accordance with WIOA Section 121(d)(2)(A). Additionally, the Operator has two distinct roles summarized below:

- Coordinating the service delivery of required AJCC partners and service providers.
- Ensuring the implementation of partner responsibilities and contributions agreed upon in Memorandums of Understanding - Phase I and Phase II.

The WIOA draft regulations require that a competitive selection process begin no later than 90 days after publication. On August 24, 2016 the Executive Committee approved the release of a Request For Information (RFI) in hopes of informing the competitive process and to assist in determining market rates for these services. The RFI was released on October 24, 2016; it closed on November 7, 2016 with no interested parties responding.

The Executive Committee met on November 9, 2016 and discussed the One-Stop Operator Procurement process. Based on this conversation, the Executive Committee is recommending the Workforce Board approve the issuance of a Request for Quotes (RFQ) that outlines services including:

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

GOLDEN SIERRA WORKFORCE BOARD

MEMORANDUM

DATE: November 17, 2016
TO: Workforce Board (WB) members
FROM: Jason Buckingham, GSJTA Executive Director
SUBJ: Workforce Board membership & recruitment

Recent term endings or resignations:

Sherri Springer, representing Business – term ended 6/30/16

David DeLeonardis, representing Business – term ending 6/30/16

Randy Wagner, representing Business & Economic Development – term ending 11/17/16

Robert Ward, representing Joint Labor – term pending approval of replacement

Maggie Valenzuela, representing Organized Labor – term ending 10/12/16; replacement designated and pending approved by GB

Application pending approval by Governing Body:

Rustin Johnston, representing Joint Labor – replacing Robert Ward

Aamir Deen, representing Organized Labor – replacing Maggie Valenzuela

Current vacancies: 2 Business members

Current representation:

- El Dorado (1)
- Placer (4)
- Consortium (6)

Draft recruitment materials attached for discussion and outreach strategy.

Date

Name & Address

Dear:

The Golden Sierra Workforce Development Board (GSWDB) would love your assistance. We are a partnership of local business leaders, education, and community organizations focused on ensuring business success. In addition, we assist job seekers attain the skills they need to maximize their competitiveness based on industry input.

As a Chamber, we understand your mission is to further the interests of businesses. Getting involved with the local WDB is an excellent way to connect with other community organizations and leaders with similar missions and goals. As Chamber members we are confident that your involvement will create a strong, positive partnership furthering our local economy.

Membership on the WDB is free. Members help create innovative programs that support business and industry as a whole. In addition, they define measures of success based on industry demand not Government mandate. Member commitment involves dedicating just a few hours every other month to attend meetings, sharing your knowledge and expertise and helping to make decisions that impact our region..

The GSWDB functions as a convener, an innovator, and a facilitator of strategic partnerships between the private sector, non-profit agencies, educational institutions, local elected officials, local government agencies, labor, job training and education. With your help the GSWDB can remain a key player in the economic growth and competitiveness of Alpine, El Dorado and Placer Counties.

Our next meeting is on Thursday, (add date). This is an open invitation for you to attend any of our meetings so that you can see for yourself how your participation can benefit (add the appropriate chamber here) and its membership. For additional information please do not hesitate to contact me at (530) 823-4635 x 221 or magnussen@goldensierra.com. Thank you for your time and consideration.

Sincerely,

Lorna Magnussen
WDB Coordinator

BE PART OF THE GOLDEN SIERRA WDB

The Golden Sierra Workforce Development Board (WDB) is Currently Seeking Private Sector/Business Members.

Business representatives shall be owners of businesses, chief executives, or operating officers of businesses, owners of businesses or other business executives, including human resources executives, or employers with optimum policymaking or hiring authority that provide employment opportunities in in-demand industry sectors or occupation in the local area.

Who are WDB Members?

The WDB is a partnership of local business leaders, education, and community organizations focused on working together to ensure the workforce readiness of today's and tomorrow's employees. The intent is to provide representation from the region that embodies the perspective, energy, expertise, and creativeness that plays an integral role in the workforce development of our region.

Q: What are the Sectors the WDB has focused on?

A: Advanced Manufacturing; Agriculture and Food; Construction; Hospitality, Recreation and Tourism; Information Technology; Business and Financial Services; and Life Science and Health Services.

Q: Why should you join the WDB?

A: Being a part of the WDB would allow you to:

- network with your local elected officials and business leaders;
- lend your creativity and expertise to the decision making process in offering quality employment-related programs and services in your region;
- provide employers access to qualified workers;
- develop relationships with the community college and other educational entities; and
- equip job seekers to compete in today's job market.

Value to Employers

The WDB will work with your business to streamline your employee recruitment efforts through job listings, applicant matching, information review, and the pre-screening of applicants.

**Serving Alpine,
El Dorado and Placer
Counties**

**For more information
call Lorna Magnussen**

(530) 823-4635 ext. 221

1919 Grass Valley Hwy,
Suite 100
Auburn, CA 96503
magnussen@goldensierra.com

<http://www.goldensierra.com/wib>

HOW DOES GOLDEN SIERRA COMPARE TO THE REST OF CALIFORNIA

In statewide rankings, Golden Sierra proved it is one of the leaders in workforce investment.

Adults entering
employment:

#9 OUT
OF 49

Adult job
retention:

#7 OUT
OF 49

Adult average
earnings:

#3 OUT
OF 49

Source: Futureworks quarterly ranking system

GOLDEN SIERRA WORKFORCE BOARD

MEMORANDUM

DATE: November 17, 2016

TO: Workforce Board (WB) Members

FROM: Jason Buckingham, GSJTA Executive Director

SUBJ: Regional/ Local Plan – WSD16-07

On Sept 16, 2016 the EDD published Workforce Services Directive (WSD) 16-07 which covers the guidelines for both the regional and local plans. In the agenda you will find Attachment 3 to the directive which covers the specific contents required in each plan.

Included in addition to Attachment 3, is a proposed timeline that was prepared by the State Workforce Board Staff and presented at a staff development event on 10/28/16. This proposed timeline leads efforts toward the plan submittal due date which is March 15, 2017.

The local plan will require sign off from the local Board and the local Chief Local Elected Officials (CLEO). The regional plan will require sign off from each of the local Board Chairs as well as each of the Regional Planning Unit's (RPU) CLEOs. Understanding that this process will take some time the state has a planned final approval date of 9/1/17.

The partners of the RPU will submit each local plan to the Lead RPU local area by December 15, 2016 so that the draft regional plan may be completed in time to meet the deadline.

Regional and Local Plan Guide

This guide provides the format and outline in order to develop your *Workforce Innovation and Opportunity Act* (WIOA) Program Year 2017-20 regional and local plan narratives:

1. Cover Page

2. Regional Planning Units (RPU) Regional Plan

- A. Provide a List of Regional Partners Who Are Party to the Plan

- i. Describe the geographic boundaries of the Regional Planning Unit and any plans to petition for a regional planning partner modification.
 - ii. List the regional partners who are party to the plan and describe their role in developing and implementing the regional plan.

- B. Regional Economic and Background Analysis

- i. Provide a regional analysis of economic conditions including existing and emerging in-demand industry sectors and occupations, and employment needs of employers in existing and emerging in-demand industry sectors and occupations. A local area may use an existing analysis, which is a timely current description of the regional economy, to meet the foregoing requirements.
 - ii. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.
 - iii. Provide an analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.
 - iv. Provide an analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers. A significant share of the California population is foreign born, including several million individuals in the workforce who are limited English proficient. The following counties have a workforce that is at least 15 percent limited English proficient: Imperial,

Monterey, San Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento. RPUs containing one or more of these counties must assess and specify in their regional plans how they will address the needs of and provide services to those who are limited English proficient. These RPUs are required to provide an assessment of the need to provide services to and how services will be provided to limited English proficient individuals.

C. Required Content on Regional Sector Pathways

- i. A description of the way planning partners, including local economic development agencies, assessed regional industry workforce needs, including a description of the data sources utilized, the industry leaders engaged, and the manner in which industry engagement took place, including a summary of any relevant convening activities, the dates partners met, who attended, and what was decided.
- ii. An analysis of the manner in which regional partners, including industry leaders, have determined, or will determine whether existing training and education programs in the region were/are meeting industry's workforce needs. This analysis should provide a description of any areas of identified training and education deficiency and what planning partners have committed to do to resolve relevant deficiencies.
- iii. A description of any existing career pathway programs in the region that have been identified as meeting leading and emergent industry sector needs. This description should specifically articulate the manner in which industry participated in the identification of relevant pathways.
- iv. A description of the work being done by industry, workforce boards, economic development agencies, and relevant faculty partners to recommend and implement any necessary adjustments to further develop career pathway programs that meet regional industry needs.

D. Required Content on Industry-Valued Post-Secondary Credential Attainment

- i. Identify the process used to determine industry-valued and recognized postsecondary credentials. Describe the process taken to ensure industry leads this discussion and process.

- ii. Identify the current industry-valued and recognized postsecondary credentials being emphasized in the regional plan and the process that will be used to ensure their relevance in subsequent years as labor markets change.
- iii. Identify the manner in which regional partners, including industry leaders determined that the relevant credentials are actually industry valued.
- iv. Identify the relevant training and education providers providing the credentials.
- v. Identify how the regional planning partners will establish regional goals for, and track attainment of, industry recognized credentials produced in each region, including each Local Board's contribution, and the total contribution of industry recognized credentials produced by the partners collectively in the RPU.

E. Required Content on Accessibility and Inclusivity

- i. A description of regional planning outreach efforts made to include stakeholders and CBOs representing the individuals from target populations that represent the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description should include how and which groups (by name) were contacted and invited to participate in regional planning efforts.
- ii. A description of the manner in which AEBG consortia participated in the WIOA regional planning process.
- iii. An analysis of the need for basic skills education in the RPU, including background on the demography and languages spoken in the region, as well as an enumeration of the estimated number of individuals being served regionally, the types of basic skills related services offered in the RPU, and an overview of the way the regional partners are working together to meet any unmet needs.
- iv. An analysis of the way basic skills education will be integrated into regional sector pathways programs emphasized by the regional plan, including an analysis of any strategies to serve members of the regional population who have limited English proficiency.

- v. A description of regional efforts to streamline and coordinate intake, assessment, and referrals of individuals needing basic skills remediation.
- vi. An analysis of the ways in which RPU partners, including Local Boards, Community Colleges, Adult Schools, and AEBG consortia will ensure program and physical accessibility and participation in regional sector pathway programs for individuals with disabilities.
- vii. As appropriate, an analysis of the need for, and a description of the means by which regional partners will work together to place individuals enrolled in TANF/CALWORKS in regional sector pathway programs.
- viii. An analysis of the way regional program partners will work together to provide supportive services to individuals enrolled in regional sector pathways programs, including individuals from populations with barriers to employment. Regional plans should demonstrate how partners will work together to ensure a comprehensive provision of services that facilitate program completion.
- ix. A description of the role of CBOs, such as Independent Living Centers, in helping provide services to and integrating individuals with barriers to employment into region sector pathway programs, including participation in program development, outreach, and the provision of specialized supportive services for relevant target populations.
- x. A description of the process Local Boards and their partners will use to retain individuals in relevant programs as they work their way through the career pathway progressing into livable wage jobs and careers.

F. Required Content on Job Quality Considerations

- i. Provide a description of the projected earnings of those employed in occupations directly related to the regional sector pathway programs emphasized in the regional plan.
- ii. Provide a comparison of the foregoing wage levels to the median wage in the relevant RPU.
- iii. Provide a description of the way each of the Local Boards in the RPU will assist and prioritize working with employers who offer jobs with good wages and benefits, especially those employers who have a history of hiring high need or historically disadvantaged population, including from populations with barriers to employment.
- iv. Provide a description of the process Local Boards will take to implement incumbent worker training strategies to ensure progression along career pathways.

G. Required Content on Regional Assessment

- i. Provide a description of how the regional partners in the RPU will work together to track training-related employment for individuals entering the labor market.

H. A description of the manner federal WIOA regional plan requirements not covered by the State Plan required content are being met

- i. For any federal RPU A-H requirements not already met using regional plan content related to State Plan requirements, provide a description of how the relevant federal requirements are being met.

I. Provide Regional Memorandum of Understanding(s) or Cooperative Service Agreements between RPU partners.

J. Provide Any Community College and AEBG Related Attachments to the Regional plan, including Strong Workforce Program regional plans required as part of Assembly Bill (AB) 1602 (Assembly Budget Committee, Chapter 24, Statutes of 2016).

3. Local Plans for All the Local Areas in the RPU; each local plan will contain the following:

A. Provide a cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners, including the following:

- i. A description of the Local Board's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on WIOA performance indicators described in *20 Code of Federal Regulations* Notice of Proposed Rulemaking 677.155(a)(1). Vision, goals, and strategy must be linked to the analytical background information.
- ii. Taking into account analyses described above, provide a strategy to work with the entities that carry out the core programs and other required partners to align resources available to the local area, to achieve the strategic vision of the local plan.

- B. Required detail on local program alignment to implement State Plan policy strategies.
- i. Provide a description of the workforce development system in the local area that identifies programs included in the system.
 - ii. Identify how the Local Board will support the seven policies identified in the State Plan and will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the *Carl D. Perkins Career and Technical Education Act of 2006* (20 U.S.C. 2301 *et seq.*) to support service alignment and implement the policy strategies emphasized in the State Plan (the seven strategies are sector strategies, career pathways, organizing regionally, earn and learn, supportive services, building cross system data capacity, integrating services and braiding resources).
- C. Required detail on specified services and service delivery strategies
- i. Provide a description of the ways the Local Board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 24(a)-(M).
 - ii. Provide a description of the way the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.
 - iii. Provide a description of the way the Local Board will improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.
 - iv. Provide a description of the way Local Boards and their partners will facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.
 - v. Provide a description of the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.
 - vi. Provide a description of the way Local Boards and their partners will better coordinate workforce development programs and economic development.

- vii. Provide a description of the way Local Boards and their partners will strengthen linkages between the one-stop delivery system and unemployment insurance programs.

The foregoing may provide a description of the way Local Boards and their partners will implement of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives should support the strategy the Local Board will use to work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

D. Required Information Pertaining to America's Job Centers of CaliforniaSM (AJCC), including the following State Plan requirements for local plans:

- i. Provide a description of the way the Local Board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers.
- ii. Provide a description of the way the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means
- iii. Provide a description of the way entities within the AJCC delivery system, including AJCC operators and the AJCC partners, will comply with WIOA Section 188, if applicable, and applicable provisions of the *Americans with Disabilities Act of 1990* (42 U.S.C. 12101 *et seq.*) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities
- iv. Provide a description of the roles and resource contributions of the AJCC partners.
- v. Include an appendix in each local plan of copies of executed MOUs and cooperative agreements that are in process and copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local AJCC system. This includes cooperative agreements (as defined in WIOA Section 107(d)(11)) between the Local Board or other local entities described in

WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under Title I of such Act (29 U.S.C. 720 et seq.) (other than Section 112 or part C of that Title (29 U.S.C. 732, 741) and subject to Section 121(f)) in accordance with Section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

- vi. Provide detail specifying how Local Boards will work with WIOA Section 166 grantees to include in their local plans their strategies to provide Indian and Native Americans equal access to AJCC services.
- vii. Provide detail specifying how Local Boards will work with WIOA Section 167 grantees to include in their local plans their strategies to provide eligible Migrant Seasonal Farmworkers equal access to AJCC services.
- viii. Provide detail specifying how AJCCs will serve as an on-ramp for the regional Sector pathways emphasized in the corresponding regional plan.

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

- i. Describe how the Local Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Local Board will promote entrepreneurial skills training and microenterprise services.
- ii. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.
- iii. Provide a description of how the Local Board will coordinate rapid response activities carried out in the local area.
- iv. Provide a description and assessment of the type and availability of youth workforce development activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.
- v. Describe how the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce development activities to coordinate strategies, enhance services, and avoid duplication of services.

- vi. Describe how the Local Board will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services in the local area.
- vii. Provide any plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the One Stop delivery system.
- viii. Describe how the Local Board will coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232. This description must also specify how the Local Board will carry out the review of Title II grant applications to determine whether such applications are consistent with the local plan, and how Local Boards will make recommendations to the eligible agency to promote alignment with the local plan, as described in WIOA Sections 107(d)(11)(A) and (B)(i) and Section 232.
- ix. Local plans affecting services in the counties listed below must provide a description of the services that will be provided to limited English proficient individuals. These services should be specifically detailed in any sections of the local plan that deal with the provision of services to individuals with basic skills challenges. Local plans must specify how basic skills programs in the local area will serve individuals from these communities. Counties that trigger this requirement include Imperial, Monterey, San Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento.

F. Relevant Information Pertaining To Grants and Grant Administration

- i. Identify the entity responsible for the disbursement of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Section 107(d)(12)(B)(i).
- ii. Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

G. Relevant information pertaining to performance goals

- i. The Local Plan should describe the levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the AJCC delivery system in the local area.

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

- i. identify how the Local Board will comply with state-issued AJCC policies specified in the following policy directives:
 - [WSD15-14](#) - WIOA Adult Program Priority of Service
 - [WSD15-12](#) - WIOA Memorandums of Understanding Phase I
 - WSDD-151 - WIOA Phase II Memorandums of Understanding

I. Relevant information on training activities

- The local plan should describe how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. If contracts for training services will be used, the local plan must include how the use of such contracts will be coordinated with the use of individual training accounts, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

J. Public transparency, accessibility and inclusivity information

- The Local plan should describe the process used by the Local Board, consistent with WIOA 108(d), to provide a 30-day public comment period prior to submission of the plan. Information should specify how Local Boards complied with physical and programmatic accessibility requirement for individuals with disabilities. This section should describe local outreach efforts made to include stakeholders and CBOs representing the individuals from target populations characteristic of the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-

offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description should note how and which groups (by name) were contacted and invited to participate in both planning efforts and the public comment process.

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

- Describe how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.

L. Other miscellaneous information requirements

- i. Specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding.
- ii. Describe how the Local Board will meet the priority of service requirements in WIOA Section 134(c)(3)(E).
- iii. Identify the portions of the local plan that are being handled in the narrative content of the regional plan.

M. Local Board Assurances

N. Provide A List of Comprehensive One-Stops and AJCC Partners in the Local Area

O. Attach AJCC Memorandums of Understanding (MOU)

P. Provide the Local Area Grant Recipient Listing Using the Form Provided

Q. Provide A Copy of Local Board Bylaws

R. Provide Program Administration Designee and Plan Signatures

S. Provide a Summary of Public comments received that disagree with the regional and local plan.

WIOA Local Planning Timeline

| | |
|---------------------------------|--|
| October-January | Local plan in development |
| January-February | Post for public comment |
| February | Begin to get CLEO signatures |
| March 15th | Local plan due to State Board |
| April 30th | State Board approve or conditionally approve all local plans |
| May 15th | State Board notify local boards of any plan deficiencies |
| August 1st | Final corrected plans due |
| September 1st | All plans receive full approval |

WIOA Regional Planning Timeline

| | |
|---------------------------------|---|
| October-January | Regional plan in development |
| January-February | Post for public comment |
| February | Begin to get CLEO signatures |
| March 15th | Regional plan due to State Board |
| June 15th | State Board approve or conditionally approve all regional plans |
| July 1st | State Board notify of any plan deficiencies |
| August 1st | Final corrected regional plans due |
| September 1st | All plans receive full approval |

Strategic Plan Implementation Workshop

Purpose of the Workshop:

- Refine the Strategic Plan Practical Actions and the schedule for Marketing, Training, and Partnership Research/Business Engagements.
- Develop next steps with assignments and deadlines.

Steps:

1. Review Workshop Purpose and Review Practical Actions. (5 min) Rick 5m
2. Divide into three groups: (5 min) Rick 10m
 - Marketing,
 - Training, and
 - Partnership Research/Business Engagements.
3. Choose a facilitator, recorder, & reporter (5 min) Task Group 15m
4. Discuss, correct, amend, and add items (15 min) Task Group 30m
5. Choose priorities to be accomplished. (5 min) Task Group 35m
6. Review Strategic Action Calendar for your Topic (5 min) Task Group 40m
7. Amend calendar to reflect the groups priorities with new tasks, deadline date and person(s) assigned to complete task. (15 min) Task Group 55m
8. Group records work on paper provided (10 min) Task Group 1:05m
9. Task Group reports to the Board. (15 min) Reporter 1:20m
10. Board discusses and ratifies Task Group's work. (10 min) GSWB 1:30m

Practical Actions

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

| Leadership | Partnership Research/Business Engagement | Training | Strategy | Best Practices | Marketing |
|--------------------------------|--|--|--------------------------------|----------------|------------------------------|
| Michael Zimmerman Laurel | Randy Kathy Marcy Kim | Michael Zimmerman Marcy Mark Frayser Martha | Alexis Eric Cooper Randy | Marcy | Laurel Tink Stu Schurr |

Below are some illustrative examples of what could be included within each cluster

| | | | | | |
|--|---|--|---|--|---|
| <ul style="list-style-type: none"> • Engage Economic Development • Follow-Through • Develop agenda around completing tasks • BOS meet with what are their goals/vision of system | <ul style="list-style-type: none"> • Meet with SETA's employer outreach committee to determine how we might work together • Identify initiatives that we can work with. • Engage key employers with specific examples of assistance core partners provide • Organize a summit within the industry to look at labor and skill sets needed • Step out of comfort zone and engage those people of businesses you normally would not engage • Strengthen Regional Partnerships, ie. Data • Identify initiatives that we support - don't reinvent/duplicate efforts • Contact 2 leaders in each cluster and ask what their emergency/recovery plan includes and what should ours include to help them. • Identify Industry Sectors that we want to work with for opportunities • Strategic Engagement of Industry Clusters • Meet with Greater Sacramento Metro Chamber & Valley Vision to determine their interest I developing a workforce initiative with us. • Survey which chambers business improvement Districts & Economic Development organizations are interested in workforce Development & meet with those who are interested. • Annual or Bi-annual meetings/summits to measure positive/negative. | <ul style="list-style-type: none"> • Meet with AB86 & Doing what matters / Strong workforce initiative & CRANE to determine the workforce initiatives & How we can work together • Find a business partner to develop and deliver training • Reach out to our union reps to discuss workforce & training needs. • Work with vocational agencies (college, adult ed, etc) to develop efficient training | <ul style="list-style-type: none"> • Create success measures for partnerships • Strategy plan that includes marketing • Clear concise proven value added proposition statement developed • Consider Contracting out this work! Strategy action plan implementation • Capital (EQ \$) Necessary to sustain effort to completion | <ul style="list-style-type: none"> • Identify potential partnerships on the workforce Board & Challenge us to see who can implement 1st. • ID Comments – Test strategies internally (business Model) • Look at other successful strategies which accomplish the same or similar goals – info from WDBs | <ul style="list-style-type: none"> • Bring in one stop users, customers. What is their view/expectations of system. • Develop communication Strategy to market successes • Marketing “Roadshow” Presentation, customized for each cluster, about what we can offer them. • Organize past WDB accomplishments into marketable message. |
|--|---|--|---|--|---|

GOLDEN SIERRA WDB STRATEGIC ACTION CALENDAR

| GROUPS | LAUNCH | OCT-DEC 2016 QT 1 | JAN-MAR 2017 QT 2 | APR-JUNE 2017 QT 3 | JULY-SEPT 2017 QT 4 | VICTORY!! |
|----------------------------------|--|---|---|--|--|--|
| TRAINING | Overview to Staff and Board on AB 86, Doing What Matters and Strong Task Force | <ul style="list-style-type: none"> - Meet with AB86 - Meet with Strong Workforce Taskforce Region | <ul style="list-style-type: none"> - Meet with Industry Sector Navigators - Schedule and meet with union reps | <ul style="list-style-type: none"> - Internal discussion on bridging training to market efficiently - Schedule and meet with union reps | <ul style="list-style-type: none"> - Meeting with training providers to discuss findings from sector partnerships | Agreement with at least 1 training provider to ensure relevant and timely training within sectors |
| LEADERSHIP & STRATEGY | Presentation on Strategic Action Calendar 16-17 | <ul style="list-style-type: none"> - Schedule and meet with regional BOS to determine workforce priorities - Schedule and meet with regional Economic Development Orgs to determine workforce initiatives - Discussion and definition of success measures for partnerships | <ul style="list-style-type: none"> - Schedule and meet with regional BOS to determine workforce priorities - Schedule and meet with regional Economic Development Orgs to determine workforce initiatives - WDB update on Strategic Action Calendar progress - Development of partnerships to support AJCCs | <ul style="list-style-type: none"> - Facilitated conversation at WDB on aggregate priorities/initiatives and develop action - WDB update on Strategic Action Calendar progress - Conversation on fiscal growth and sustainability | <ul style="list-style-type: none"> - Begin discussion on PR to BOS and Economic Development - WDB update on Strategic Action Calendar progress | <p>Fully developed PR plan to BOS and Economic Development</p> <p>Completion of 70% of task on Strategic Action Calendar</p> |

GOLDEN SIERRA WDB STRATEGIC ACTION CALENDAR

| GROUPS | LAUNCH | OCT-DEC 2016 QT 1 | JAN-MAR 2017 QT 2 | APR-JUNE 2017 QT 3 | JULY-SEPT 2017 QT 4 | VICTORY!! |
|----------------------------|--|---|---|---|---|---|
| MARKETING | Brainstorming session on value proposition and WDB accomplishments | - Focus groups with job seekers and businesses to get expectations and experience of system | | - Develop communication/PR strategy for community outreach | - Develop marketing presentation for "roadshow" on benefits of WDB | Speaker bureau developed with board members using the presentation |
| BEST PRACTICES | Connect with CWA to identify best practice examples on strategic planning or sector work | - Follow up on local WDB best practice contacts | - Report to WDB findings from best practice calls | - Identify Board members who use the system and report experiences - Choose 1-3 Board members to work with to try to work with system | | 2 WDB Members who have implemented a successful partnership with AJC services |
| BUSINESS ENGAGEMENT | Meet as WDB and determine sectors (1-2) to work within in each county | - Meet with SETA Employer Outreach Committee to pursue partnership - Survey chambers and biz improvement orgs on workforce initiatives | - Hold sector engagement meetings in each county to determine business need, partnerships, and recovery plans | - I.D. any current initiatives to support vs. lead - Hold sector engagement meetings in each county to determine business need, partnerships, and recovery plans | - Meet with Greater Sacramento Metro Chamber and Valley Vision to develop possible partnerships - Analyze information from sector summits to develop implementation plan on service delivery | Board business summit to unveil sector plans |