

WB MEMBERS

AAMIR DEEN
Unite Here Local 49

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

RICK LARKEY, *Chair*
North State Building Industry Foundation

RUSTIN JOHNSTON
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, January 19 – 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.

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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.

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XII. EXECUTIVE COMMITTEE REPORT OUT FOR WB

XIII. NEXT STEPS FROM RETREAT

Continue to work on the Strategic plan Workshop. Break up into four groups:

- Marketing,
- Partnership/Business Engagement
- Training
- Leadership, Strategy & Best Practices: Executive Committee

XIV. FUTURE AGENDA ITEMS/NEW BUSINESS

XV. NEXT MEETING

Thursday, March 16, 2017 – 1:00 PM. North State BIA

XVI. ADJOURNMENT

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**GOLDEN SIERRA WORKFORCE BOARD
REGULAR MEETING
MINUTES**

Thursday, November 17, 2016 – 1:00 PM

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

I. ROLL CALL AND INTRODUCTION OF GUESTS

***Information was shared prior to quorum being established and prior to meeting being called to order.*

Quorum was established and the meeting was called to order by Chair Larkey at 2:00 pm.

Larkey announced the resignation of Maggie Valenzuela as of 10/12/16 she represented Organized Labor; her replacement will be Aamir Deen.

Randy Wagner Announced he will be resigning the WDB and this will be his last meeting.

Present: Rick Larkey (Chair), Bill Bettencourt, Christina Nicholson, Daniela Devitt, Eric Cooper, Jason Buckingham, Laurel Brent-Bumb, Marcy Schmidt, Mark Frayser, Martha Escobedo, Randy Wagner, Stewart, Schurr, Vic, Wursten.

Absent: Annette Smith-Dohring, Carol Pepper-Kittredge, John Tweedt, Kathleen Burris, Kevin Ferreira, Kimberly Pellow, Michael Zimmerman, Paul Castro, Tink Miller.

Guests: Lorna Magnussen, Carline Chavez, Alexis Zoss, Brad Deeds, Frank Gerderman, Cara Welch.

II. APPROVAL OF AGENDA

Brent Bumb requested that all action items be moved to front of agenda.

Motion to approve agenda as amended by Brent-Bumb, second by Devitt

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 September 15, 2016 WB Meeting

B. Review Minutes from September 15, 2016 EC Meeting

C. Attendance Log

Motion to approve consent agenda items A-C, by Schurr, second by Brent-Bumb

Motion approved unanimously.

IV. PUBLIC COMMENT – FOR ITEMS NOT ON THE AGENDA

****Brad Deeds** introduced himself; he is the new Dean for workforce development for Lake Tahoe Community College. He wanted to reach out and connect and support the WDB.

Frank Gerderman introduced himself; he is the Director for Adult Education for ADVANCE in Lake Tahoe and Alpine County.

Alexis Zoss representing El Dorado County Human Services commented that last year due to funding cuts they had to close their WIOA site in South Lake Tahoe and since then she has been collaborating with Gerderman to keep the WIOA presence alive in that area.

V. SELECTION OF ONE-STOP OPERATOR/CAREER SERVICES PROVIDERS DRAFT DIRECTIVE – [WSDD-153](#) & [ATTACH 2](#)

****Buckingham** provided information regarding WSDD-153. No action was necessary

VI. ONE-STOP OPERATOR REQUEST FOR QUOTE (RFQ)

Motion to approve the OSO RFQ by Wagner, second by Escobedo

Motion approved unanimously

VII. WORKFORCE BOARD MEMBERSHIP & RECRUITMENT

Board provided staff direction to release letters to chamber to recruit business members.

Buckingham and Magnussen will clarify with state board if chamber executives can serve under the category of business on the board.

VIII. UPDATE ON REGIONAL/LOCAL PLAN – [WSD16-07 ATTACH 3](#) & [TIMELINE](#)

****Buckingham** confirmed that unsigned Regional/Local plans will due on March 15, 2017, Signatures will be required by September 15, 2017. May require a special meeting of the Executive Committee to secure signatures prior to July 1, 2017.

IX. NEXT STEPS FROM RETREAT

Of the 6 areas defined at the retreat, the following areas will be the responsibility of the Executive Committee: Leadership, Strategy and Best Practices. The remaining 3 will be the responsibility of the full board: Partnership/Business, Training and Marketing.

Board members broke into 3 groups: Partnership Research/Business Engagements, Training and Marketing. Each group came up with ideas on how to get their goals met. They reconvened and reported back to the board with a strategic plan and timeline.

X. FUTURE AGENDA ITEMS/NEW BUSINESS

No future agenda items were established

XI. NEXT MEETING

Thursday, January 19, 2016 – 1:00 PM, TBD

XII. ADJOURNMENT

Chair Larkey adjourned the meeting at 3:02 pm.

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

Wednesday, November 09, 2016 – 9:00 am

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

I. ROLL CALL AND INTRODUCTION OF GUESTS

Quorum was established and meeting was called to order by Chair Larkey at 9:02 am.

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

Absent: Laurel Brent-Bumb

Guests: Lorna Magnussen, Darlene Galipo, Carline Chavez

II. APPROVAL OF AGENDA

Motion to approve the agenda by Zimmerman, second by Pepper-Kittredge.

Motion approved unanimously.

III. CONSENT AGENDA

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

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

A. Approval of Minutes from September 15, 2016 EC meeting

B. Review Minutes from September 15, 2016 WB special meeting [Removed]

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 NOT ON THE AGENDA

Larkey stated that North State Building Industry Foundation is initiating the “5K in 5 Years Jobs Initiative”. Targeting the 18-24 year old population to find them jobs in different industries. Also to set up a network to place the applicants that are not fit for the different sectors to a better suited sector. Handouts were provided.

V. NEXT STEPS FROM RETREAT

Larkey reviewed the results of the retreat and inquired about additional comment or suggestions, Buckingham stated that 3 people provided feedback; comments listed on page 12 of agenda packet.

Buckingham suggested to have WB members breakout into groups in upcoming WB meeting on 11/17/16 and discuss the practical actions that were established at the retreat meeting and how to come up with the best strategies for them to be achieved. Members will then come back into session and discuss what they came up with.

Larkey suggested that the EC will be in charge of the Leadership, Strategy, and Best Practices categories; also he will work on an agenda for the upcoming WB meeting workshop.

VI. UPDATE ON REGIONAL/LOCAL PLAN
– [WSD16-07 ATTACH 3](#) & TIMELINE

Buckingham explained that the regional plan is supporting the strategic elements of the state plan. The regional plan supports the sectors initiatives that align, labor market information, sector needs with services.; and the local plan is supposed to filter people into those sector initiatives so they can meet the regional labor market demands. This will support the strategies that the state has identified.

Buckingham is putting a draft of the local plan together to be submitted to the Regional Planning Unit (RPU) leader by December 15, 2016; the RPU will then draft the regional plan. Both plans are due without signatures by March 15, 2017. The local draft will incorporate local labor marketing information and the strategies that the board has developed from the retreat. These will be incorporated into the plan as upcoming elements to use as a strategy to support the regional plan as well as the states strategies.

Buckingham mentioned that the states goals are one million middle skilled industry valued credentials between the years 2017-2027 and doubling the number of apprenticeships, as well as the WIOA defined performance measures.

Buckingham also commented on the timeline (for deadlines view attachment)

Pepper-Kittredge stated that initiatives such as the Strong Workforce Initiative need to better align with the plan. Buckingham concurred.

VII. SELECTION OF ONE-STOP OPERATOR/CAREER SERVICES PROVIDERS DRAFT DIRECTIVE
– [WSDD-153](#) & [ATTACH 2](#)

Buckingham explained that in previous legislation the One Stop Operator essentially operated the physical location where the services were provided. The new role under WIOA is to facilitate bringing the partners together and align services and has to be done through a competitive process. He also explained that because the final legislation and rules had not been released, GSJTA separated out Career Services Providers procurement and awarded contracts to El Dorado and Alpine counties. Now GSJTA is going through the competitive process of procurement for the One-Stop Operator.

Buckingham added that the way the Career Services portion is written it must be awarded through contracts by the local board; it doesn't state it has to be competitively procured. The way the law is written it allows the subrecipient staff to provide career services. However, the way the draft directive is written they have added the term "administrative entity" not currently in the law or further defined. If this language remains in the final directive then Golden Sierra will need to go through the application process to provide career services. For a more detailed explanation view Attachment.

VIII. UPDATE ON ONE-STOP OPERATOR REQUEST FOR INFORMATION (RFI)

Buckingham stated that there was no response to the RFI that was released on October 24, 2016 and closed November 7, 2016.

Recommended next steps would be to release an RFQ for these services with clearly defined roles and activities as outlined below:

1. Convene partners on a quarterly basis to discuss systems alignment, integration, establish projects to be worked on in between meetings.
2. Attend Workforce Board meetings as needed to share information
3. enforce mou commitments

IX. WORKFORCE BOARD MEMBERSHIP & RECRUITMENT

Magnussen gave an update on the status of the recruitment, and stated that staff are working on getting more business members by drafting letters to the chamber of commerce, flyers, and an e-blast to the entire business engagement database informing them of WB and what the board is looking for.

She will coordinate with Larkey to see if the recruitment will be targeting specific sectors or general businesses.

X. FUTURE AGENDA ITEMS/NEW BUSINESS

- Follow up on committee process
- Work Groups WIB
- Recruitment
- Regional Local plan
- Career Services
- RFQ/RFP update

XI. NEXT MEETING

December 15, 2016 – 1:00 p.m., Roseville Connections

XII. ADJOURNMENT

Meeting adjourned by Chair Larkey at 11:09 am.

Motion to adjourn by Zimmerman, second by Zoss.

Motion approved unanimously.

Date:	11/19/15	1/21/16	3/17/16	5/19/16	7/21/16	9/15/16	11/17/16	Rate
WIB	Regular	Regular	Regular	Regular	Regular	Special	Regular	
Anette Smith-Dohring	0	1	1	0	0	0	0	29%
Bill Bettencourt	1	1	1	1	0	1	1	86%
Carol Pepper-Kittredge	1	1	1	1	0	1	0	71%
Christina Nicholson	1	1	1	1	0	1	1	86%
Daniela Devitt	1	1	1	1	0	1	1	86%
Eric Cooper	0	1	1	1	1	1	1	86%
Jason Buckingham	1	1	0	1	1	1	1	86%
John Tweedt	1	1	1	0	1	0	0	57%
Kathy Burris	0	0	1	0	1	1	0	43%
Kevin Ferreira	1	1	1	0	0	0	0	43%
Kim Pellow	1	1	0	1	0	0	0	43%
Laurel Brent-Bumb	1	1	0	0	1	1	1	71%
Marcy Schmidt	1	1	1	1	1	1	1	100%
Mark Frayser	1	1	0	0	1	1	1	71%
Martha Escobedo	0	1	1	1	1	1	1	86%
Michael Zimmerman	1	0	1	1	1	1	0	71%
Paul Castro	1	1	1	1	0	1	0	71%
Randy Wagner	0	1	1	1	1	1	1	86%
Rick Larkey	1	0	1	1	1	1	1	86%
Stewart Schurr	1	1	1	1	0	1	1	86%
Tink Miller	1	1	1	1	1	1	0	86%
Victor Wursten	0	0	0	1	1	0	1	43%

**GOLDEN SIERRA
WORKFORCE DEVELOPMENT BOARD**

MEMORANDUM

DATE: January 19, 2017

TO: Workforce Board (WB) members

FROM: Jason Buckingham, GSJTA Executive Director

SUBJECT: Application to Provide Career Services Directive WSD16-14

GSJTA staff has prepared, and are seeking your approval of, the required application for GSJTA to provide Adult and Dislocated Worker Career Services In accordance with Workforce Service Directive 16-14 (WSD16-14). As the WIOA “Administrative Entity” WSD16-14 requires approval of the Local Board, the Chief Local Elected Official (CLEO) and the Governor in order to provide these services. The application clearly demonstrates the Agency’s history of and ability to successfully provide these services.

January 5, 2017

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

Please accept this application on behalf of Golden Sierra Job Training Agency (GSJTA) to provide Adult and Dislocated Worker Career Services. GSJTA is the local Administrative Entity for the Golden Sierra Local Workforce Development Area as defined by Workforce Services Directive 16-14 (WSD16-14). As is indicated in the application, GSJTA has a 30 plus year history of developing and providing workforce development services in the Golden Sierra region. This includes meeting or exceeding performance for Federal, State and Local initiatives for various target populations where services similar to, even mirroring, Career Services have been required.

This long standing history means that GSJTA has established partnerships critical to the success of the local system. Additionally, policies and procedures have been developed and refined through programmatic monitoring and years of practice that lead to successful participant outcomes. These outcomes are clearly indicated in the application to provide Career Services as well and the receipt of incentive funding as a "High Performing Board".

In addition to a history of success, represented GSJTA staff are currently collocated within the region's only comprehensive Americas Job Center of California (AJCC). Denial of this application will result in the dislocation of represented staff as well as a significant disruption in services. Furthermore, the cost associated with the transition present an undue burden on the region and its Workforce Innovation and Opportunity Act (WIOA) Title I funding.

GSJTA's continued provision of Adult and Dislocated Worker Career Services represents the most cost effective and efficient means of service provision and greatly enhances the local system's ability to assist the State in meeting its goals of a million middle skill industry recognized and valued credentials and doubling the number of apprenticeships statewide through meeting the region's WIOA performance measures. Therefore, we ask for your approval of our application to provide Adult and Dislocated Worker Career Services.

Sincerely,



Jason Buckingham
Executive Director



Golden Sierra

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

(530) 823-4635
goldensierra.com



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

Local Workforce Development Board

Golden Sierra

Local Workforce Development Area

Golden Sierra

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.

Golden Sierra

Name of Local Board

1919 Grass Valley Hwy Ste. 100

Mailing Address

Auburn, CA95603

City, StateZip

Jason Buckingham

Contact Person

530-823-4635

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 America's Job Center of CaliforniaSM 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?

Golden Sierra Job Training Agency (GSJTA), the local administrative entity, submits this application for approval to provide Adult and Dislocated Worker Career Services after careful consideration of a number of factors. The following information represents key examples of the factors that led to this application.

GSJTA was founded as a workforce development agency through a partnership between the region's member counties in 1983. As such, the agency has been actively providing workforce development services to Placer County for more than 30 years. During that time, the Agency has spent extensive efforts developing relationships within the county that foster systems alignment and the provision of efficient, effective and coordinated business and job seeker services. GSJTA has developed deep roots in the community and long term partnerships that result in the quick receipt of services to those needing them most.

GSJTA makes significant investments in the professional development of its staff. These investments have proven fruitful as the agency has been awarded a multitude of workforce development grant programs from varying sources of funding which include federal, state and local streams. Many of these programs are discussed in section 3. GSJTA's success running these programs has resulted in additional funding awards and incentive grants including the recent award announced in the attached (Attachment I) Workforce Information Service Notice 16-27 (WSIN16-27) for having reached the designation as a "High performing Board".

In the Golden Sierra region, the majority of services have undergone a competitive process. This process included the letting of a Request for Proposals (RFP) for Career Services in El Dorado and Alpine Counties as well as a Youth Services RFP in El Dorado, Placer and Alpine Counties. The end result was the contracting of Adult and Dislocated Worker Career Services as well as Youth Services in both El Dorado and Alpine Counties.

Placer County houses the only Comprehensive America's Job Center of California (AJCC) in the region. GSJTA and the Employment Development Department are the major contributors to the infrastructure of the Comprehensive AJCC. Contracting Career Services would cause an undue disruption to the its service recipients as related training contracts would need to be placed on hold and transitioned to a new entity. Additionally, this disruption would place an unnecessary financial burden on WIOA funding. Extraordinary costs would be associated to the termination of leases, the disposal of property purchased by WIOA and the termination of represented staff.

GSJTA program staff have been represented by Stationary Engineers Local 39 (Local 39) since 2003. Local 39 opposes the dislocation of the GSJTA's qualified, experienced and skilled workforce development professionals for the purposes of transitioning services to a new entity. This application includes a letter from Local 39 Business Representative Chuck Thiel supporting GSJTA's provision of Career Services as requested.

2. How would participants be better served by the Local Board or administrative entity acting in this role rather than through the awarding of contracts?

As mentioned previously, GSJTA program staff have extensive knowledge of workforce development programs and the target populations identified in WIOA Section 3(24)(A)-(M). This includes ongoing professional development in program specific requirements such as eligibility and participant tracking, the use of training contracts for occupational skill training, On-the-Job Training, Work Experience and more. In addition to program specific knowledge, program staff are required to have obtained 4 year degree and to attend regular staff development offerings within the consortium. Staff are also encouraged to continue their professional development through outside sources such attending workshops and other trainings.

Through GSJTA's historical presence in the community, relationships have been developed that will not be available to new service providers. In addition to leveraging these long standing relationships, the agency has in place processes, procedures and internal controls that have been developed based on years of experience, audits and state monitoring that places the agency in a unique position to ensure these services are offered with the utmost integrity.

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.

GSJTA will provide the comprehensive list of Basic and Individualized Career Services as defined in WIOA Section 134 (c)(2). In addition, GSJTA will provide access to training services as defined in WIOA

Section 134 (c)(3) to eligible participants, including those with barriers to employment such as those identified in WIOA Section 3 (24)(A)-(M), via Occupational skills, On-the Job Training, Transitional Jobs opportunities through the use of contracts for such services which includes the use of Individual Training Accounts (ITAs).

GSJTA has developed its expertise in the provision of federally funded workforce development services similar to WIOA by providing these types of services since 1983. This includes the provision of services via the Job Training Partnership Act (JTPA), the Workforce Investment Act (WIA) and now the WIOA.

In addition to these services, a small sample of programs that GSJTA has successfully administered include Welfare-to-Work, National Emergency Grants for Natural Disasters as well as Veterans and the Long Term Unemployed, Disability Program Navigator, Disability Employment Initiative, Disability Employment Accelerator, TANF Enhanced Subsidized Employment and Emergency Contingency Funds, Community Service Block Grants, Proposition 39, AB 2060 Supervised Population Workforce Training and many others.

Each of these programs require the ability to properly assess clients' aptitudes, abilities and job readiness while matching those components to the demand labor market therefore, ensuring successful outcomes. GSJTA's success in these areas is clearly demonstrated by the performance outcomes identified in section 4. It is GSJTA's ability to exceed performance expectations that will assist the state in meeting its goals of producing a million industry valued credentials and doubling the number of apprenticeships statewide by 2027.

4. Provide the Local Area's performance outcomes for each of the last three Program Years (PY 2013-14, 2014-15, 2015-16). Describe how these outcomes compare to other Local Areas in the Regional Planning Unit (RPU). For single Local Area RPUs, compare performance outcomes to other comparable Local Areas in the surrounding area.

Performance Year 2015/2016		Negotiated Performance Level	Actual Performance Level	Success Rate
Entered Employment Rate	Adults	70.5%	78.0%	110.6%
	Dislocated Workers	72.0%	84.0%	116.7%
Retention Rate	Adults	82.0%	82.0%	100.0%
	Dislocated Workers	84.5%	83.0%	98.2%

Average Earnings	Adults	\$17,500	\$15,487	88.5%
	Dislocated Workers	\$18,950	\$24,697	130.3%
Placement in Employment or Education	Youth (14-21)	63.5%	71.0%	111.8%
Attainment of Degree or Certificate	Youth (14-21)	64.0%	84.0%	131.3%
Literacy or Numeracy Gains	Youth (14-21)	48.0%	40.0%	83.3%

Performance Year 2014/2015		Negotiated Performance Level	Actual Performance Level	Success Rate
Entered Employment Rate	Adults	70.5%	85.4%	121.1%
	Dislocated Workers	72.0%	86.4%	120.0%
Retention Rate	Adults	82.0%	91.9%	112.1%
	Dislocated Workers	84.5%	91.5%	108.3%
Average Earnings	Adults	\$17,500	\$18,674.43	106.7%
	Dislocated Workers	\$18,950	\$26,747.26	141.1%
Placement in Employment or Education	Youth (14-21)	63.5%	63.8%	100.5%
Attainment of Degree or Certificate	Youth (14-21)	64.0%	78.0%	121.9%
Literacy or Numeracy Gains	Youth (14-21)	48.0%	65.0%	135.4%

Performance Year 2013/2014		Negotiated Performance Level	Actual Performance Level	Success Rate
Entered Employment Rate	Adults	72.5%	77.3%	106.6%
	Dislocated Workers	67.0%	78.1%	116.5%
Retention Rate	Adults	85.0%	85.7%	100.8%
	Dislocated Workers	87.5%	88.2%	100.8%
Average Earnings	Adults	\$16,750	\$18,442	110.1%
	Dislocated Workers	\$17,900	\$25,652	143.3%
Placement in Employment or Education	Youth (14-21)	63.5%	63.8%	100.5%
Attainment of Degree or Certificate	Youth (14-21)	64.0%	78.0%	121.9%
Literacy or Numeracy Gains	Youth (14-21)	48.0%	65.0%	135.4%

The Capital Area Regional Planning Unit (RPU) includes Sacramento Employment and Training Agency (SETA), the North Central Counties Consortium (NCCC), Yolo County and Golden Sierra. Comparing

performance outcomes within the (RPU) is slightly difficult as two of the local areas SETA and NCCC administer programs under a modified Integrated Service Delivery model (ISD) developed under the pilot learning lab system. This means that, in general, ISD entities will enroll larger numbers of individuals however; the respective local areas will have lower negotiated performance expectations than non ISD local areas. Neither Golden Sierra nor Yolo county use the ISD model therefore, any comparisons made need to be made with the understanding that the comparison is not “apples to apples”.

In reviewing the data published in the California Workforce Board’s Annual Reports for the last three program years one will see that only two of the 108 total performance outcomes attributable to the 4 local areas in the RPU were not met (Yolo 2013). Additionally, Golden Sierra’s negotiated performance expectations were significantly elevated compared to the remaining three local areas for each of the three program years specifically with regards to Adult and Dislocated Worker Earnings. However, Golden Sierra met or significantly exceeded performance in all areas including Adult and Dislocated Worker Earnings.

Three of the local Areas in the RPU gained “High Performing Board” Status and received Incentive awards as published in WSIN16-27 on December 27, 2016. By and large, all areas in the RPU are successful at meeting performance expectations and Golden Sierra is no exception.

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.

Golden Sierra is uniquely qualified to provide career services for the following reasons

- A 30+ year track record of performance above industry standard
- Staff are highly educated and well-trained in workforce development issues
- Leadership is well-informed and has extensive knowledge of the law and related regulations
- Internal controls are well-established and effective (no disallowed costs or egregious findings)
- Local policies are well-written and effectively enforced
- GSJTA is approved by Social Security Administration as an Employment Network – this allows the agency to serve individuals with barriers to employment, including those with disabilities
- Relationships with required one-stop partners are well-established
- Reputation among participants and employers is strong

- GSJTA staff are physically co-located in the comprehensive AJCC with EDD – GSJTA is the obvious choice to provide career services; awarding a contract to a new provider would be disruptive and participants/employers would experience a gap in services
- Staff has extensive experience (5+ years) entering data in CalJOBS and navigating the complexities of the state’s labor exchange service.
- Designated as a High Performing Board (WSIN16-27)

Golden Sierra elected to participate in the National Association of Workforce Board’s storytelling campaign known as Workforce Investment Works. This application includes a sample of customer quotes and testimonials that have been collected over multiple program years. Attachment II

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.

Letters from the Local Board Chair and the Governing Body are included as Attachments III and IV respectively.

Meeting minutes of the Workforce Board and the Governing Body documenting approval are included in Attachment V.

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

Rick Larkey
Name

Michael Ranalli
Name

Chair, Golden Sierra WDB
Title

Chair, Golden Sierra Governing Body
Title

1/19/17
Date

2/1/17
Date



HIGH-PERFORMING LOCAL BOARD AWARDS

Pursuant to *California Unemployment Insurance Code* (CUIC) Section 14200(c), the California Workforce Development Board (State Board) has established standards for certification of high-performing Local Workforce Development Boards (Local Board). CUIC Section 14200(d) requires a portion of the Governor's discretionary fund to be made available for the purpose of providing performance incentives to high-performing Local Boards. In Program Year 2012-13 the State Board certified 31 high-performing Local Boards. Program Year 2016-17 will be the first year these Local Boards receive monetary awards as the Governor's discretionary fund has been restored to the full 15 percent this Program Year.

Each of the following Local Boards will be identified as being high-performing on the [State Board's website](#), and receive a monetary award of either \$54,838 or \$54,839:

- | | | |
|--------------------------|-------------------------|--------------------------|
| 1) Contra Costa County | 12) Santa Cruz County | 23) Solano County |
| 2) Kings County | 13) SELACO | 24) Sonoma County |
| 3) Los Angeles County | 14) SETA | 25) City of Anaheim |
| 4) Monterey County | 15) South Bay | 26) Golden Sierra |
| 5) NOVA | 16) Tulare County | 27) Kern, Inyo, and Mono |
| 6) Orange County | 17) Foothill | 28) NCCC |
| 7) City of Richmond | 18) City of Los Angeles | 29) NoRTEC |
| 8) Riverside County | 19) Merced County | 30) San Diego County |
| 9) San Bernardino County | 20) Pacific Gateway | 31) Madera County |
| 10) City of San Jose | 21) Ventura County | |
| 11) City of Santa Ana | 22) Humboldt County | |

For more information on the State's high-performing Local Board policy and awards, please contact Doug Sale at the State Board at 916-657-1445 or douglas.sale@cwdb.ca.gov.

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

GSJTA Career Services Application - Attachment II

Golden Sierra Job Training Agency (GSJTA) and the Employment Development Department (EDD) Northern Workforce Services staff have partnered together since 1998 in order to provide comprehensive Career and Training Services to Placer, El Dorado and Alpine Counties. This includes, as early implementers, establishing the first comprehensive One-Stop centers under the Workforce Investment Act (WIA). Establishing these centers required the colocation of staff, as well as, the co-development of mutually valuable processes and procedures ensuring both agencies met respective program expectations. During our time as program partners, GSJTA staff have displayed professionalism, and a willingness to partner in order to achieve success for all parties. Similar to EDD, GSJTA administers multiple programs that require a high degree of professional expertise. This expertise is displayed in the Region's WIA/WIOA performance outcomes and through the designation as a high performing area and receipt of incentive awards for receiving that designation.

As a collocated partner in the region's only comprehensive center, choosing another provider through a competitive process would result in unreasonable and unnecessary service disruptions and costs for all Core Partners and the job seekers they serve. For these reasons I support GSJTA's continued provision of Career Services.

Sincerely,
Diane Ferrari
Division Chief
Northern Workforce Services
Employment Development Department

Business/Employer Testimonial Samples:

We greatly enjoyed our experience with the Golden Sierra OJT program. We were able to find a suitable candidate and had continued support throughout the training process. We were able to transition our OJT candidate into a full time employee--she has just celebrated her 1 year anniversary!

As a company we would recommend this program to others in search of qualified employees. We also would encourage those in our community looking for employment to participate in the programs offered by Golden Sierra.

Charity at Farmers in Meadow Vista

A partner and I are bringing a collegiate wood bat baseball club to Lincoln, CA. We have a license agreement with the City, franchise in the Great West League and have recently hired our General Manager and Director of Sales. We are going to be looking to fill two positions in the next month that

will be full and part time year round positions in an office in Lincoln. My wife, Isabel, used your program previously and it was tremendously helpful in starting her business.

Clifton Taylor

I'm looking forward to participating in the WEX program again not only for technical interns but for other positions for my growing company.

Askia Howell Alpha Baller Technologies

In a nutshell, Golden Sierra made participation in the program unexpectedly easy for employers, which was a huge relief for me as a small business owner. What I didn't appreciate until later in the process was how much the reimbursement actually helped to offset the cost of training a new employee, particularly a first employee.

Isabel Domeyko Taylor New Economics & Advisory

Compassion Planet looks forward to a long-term working relationship with Golden Sierra to ensure together we can provide a positive work experience to help young (18-25 year olds) at-risk youth develop the necessary work and people skills to ensure that they will be productive and successful contributors to our community.

Candidates placed by Golden Sierra are hardworking individuals who stay on-task, are willing to learn new skills and desire to be a positive member of our work team.

Maura Kent Compassion Planet

Golden Sierra has been very helpful to me the last 2 years. They helped me find an outstanding HR Assistant. I utilized the Wage Subsidy program. It was very easy and actually was so smooth

[Golden Sierra has] been extremely helpful over the last year in our hiring needs. They helped me with a Hiring Event, they did it all. Advertised, took reservation, came early to set up and check the applicant in and cleaned up. We received 20 resumes from that event. 12 of which we had or will have for interviews.

Lisa Hutchison Cokeva

I was able to find an IT intern through their service. We are nearing the end of the internship and it was rewarding for everyone. He's decided to go to school to get a degree in IT administration, which is a big win for all involved.

Askia Howell Alpha Baller Technologies

When we needed to add scanning technicians for our business to meet a big project deadline, they provided us with prescreened applicants. We were able to finish that project on time and under budget thanks to Golden Sierra and the various programs like WEX and OJT they offered. We acquired some excellent workers and even though our work has slowed down for now, we still have one of the workers working for us full time. She is a great worker and we are happy to have her as part of our full time team.

Lonnie Hines Hines EDM

We have two employees who graduated from the OJT Program, our office manager who is going on four years and a computer technician who has been here for 1 ½ years. Golden Sierra posted a job description for a Business Services Independent Contractor. Within a few days we had 10 applicants to interview and employed a highly qualified person from the group.

Our experience with Golden Sierra has been more than excellent. The staff are professional, well organized, and make super use of their resources.

Stewart Schurr Doctor PC

The paperwork for the OTJ program was minimal and easy to complete, staff minimized my involvement by coordinating directly with the job candidate, staff was available and responsive to answer the questions I did have, and the reimbursement process is simple and straightforward.

Isabel Domeyko Taylor New Economics & Advisory

Customer Testimonial Samples:

The resources and staff at Golden Sierra were invaluable in helping me develop the skills and confidence I needed to find success in my job search. I was able to check the job boards and use the computers to access CalJobs. I worked one-on-one with my employment counselor to polish my resumes and cover letters. I strongly recommend the job seeker workshops, which helped me assess my strengths, determine my goals, and develop and practice interviewing and networking skills.

Best Regards,

Jeanine

"With determination, patience and the wonderful help Golden Sierra Job Training Agency gave me, I was able to start my path on the goals I set for my future."

~ Dakota Nesbit

"I attended a series of free career planning and personality assessment workshops. After I was done, I was able to identify how my personality was perfect for my chosen career path as a medical assistant. I found new confidence on the job and in my personal relationships as a result of this."

~ Kiarra Brown

"I was unemployed and looking for a rewarding career when I came to Golden Sierra Job Training Agency. The interview workshops, career coaching and resume help were all vital in helping me get my life on track. Now, I am a full-time contracting employee with PG&E."

~ Richie Reyes

"I have extensive experience and training as an Emergency Medical Technician. As a healthcare professional, I thought I knew how to construct a resume and how to find a job. When I asked my CPR instructor to critique my resume, she advised me, 'Don't show it to anyone else!' if I ever wanted to get a job. I used Google to locate the local career center and immediately registered for several of the Auburn Connections "How-to" workshops. I spent every day working on my resume, applying for positions, and attending workshops. Within a few days I began getting responses and after three interviews I was hired! Jan's workshops gave me the confidence to succeed in my interview."

~ Lauren

"The most useful part of this program was the guidance, support and motivation I received from my case worker and the time [she] spent talking with me and listening to my goals."

~ Rebecca Reyes

"The most helpful services in overcoming challenges and issues were the workshops and the coaching. I would like to tell others that the One-Stop Career Centers offer useful programs and they should try them out."

~ Lexi

"Golden Sierra Job Training Agency has been so wonderful. My grandson received so much help: he was able to study for his GED, and get a part-time job with an employer who would work with his less-than-perfect background. He became a changed person. He now would like to attend college. Thank you, thank you."

~ Geraldine

"Through the youth program, I was able to find out what I really want to do with my life: I will study sustainable agriculture. I participated in a youth program where I worked on a small farm that supports over 100 families. This changed my life. Thank you."

~ Erik

"I am much more focused and confident after working with the staff at the Auburn Connections Center. I have a network, a plan, and the resources I need to take this personal campaign to a successful conclusion. This is a great place to focus, get advice and help. I appreciated the opportunity to attend classes, meetings, job fairs, use the computer/internet, and all the friendly support."

~ Bo Boynton

"I want to thank Golden Sierra Job Training Agency for helping me find stable and rewarding employment. The OJT program gave me the opportunity to market myself to employers in a unique way. Because Golden Sierra agreed to reimburse the employer 80% of my wages I was hired in a position that I was not completely qualified for. The owner took a chance on me and allowed me to train in multiple areas of the company. I earned his trust and built up my own confidence. Since, I have advanced from

the hiring position of Bookkeeper to Operations Manager. Even though I was hired 18 months ago, Golden Sierra continues to root for my success.”

~ Robyn Russell

I wanted to let you know how grateful I am for your program's assistance. Since we were granted your scholarship I have received my level II POST, an AS degree in Biological Sciences as well as a degree in Administration of Justice. I am now back in school for business as I've found that is where my current job and interest remain.

~ Hailey Graspontner

We have had a Golden Sierra employee working with us for a few months. When he came to us, he had no training and no work history. He struggled with simple tasks and the basics of a work environment. We counseled him, as did his supervisor at Golden Sierra, several times and it did not seem to be working. At this point, he was not adding value to our organization, and if he was a paid employee, we would have terminated him. Through more training and counseling, he has come so far, just in the past month. This program really worked for this staff member, and for us. He was able to get the experience necessary to get started in the work force, and we were able to gain a staff member without it affecting our budget. As our time comes to a close, we will be interviewing him for a paid position with us. Now that we have seen what he can bring to our organization, if a position is available, I have no hesitating hiring him. I know for a fact this would not have been true at the beginning of this adventure, and for that, I thank Golden Sierra Job Training Agency.

~ Jamie Hudson

Thank you for all your help. Especially for introducing me to Seeley and being the first to send me the flyer for the position that I now hold. I can't thank you enough.

I haven't had a chance to call in but I will this week when I get my first paycheck because I wouldn't have had this start if it wasn't for all of you.

~ Shamal Williams

I have some exciting news and Golden Sierra guidance and support was an essential part of my opportunity to return to the workforce. I was offered two employment positions and accepted an employee position with Verizon Network Business Operations. The two course I'm enrolled were significant in my employment opportunities and definitely made it possible to return to workforce making very close to the same base salary I previously made.

~ Linda Isaacson

GSJTA Career Services Application - Attachment III

January 19, 2017

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

Re: Golden Sierra Job Training Agency Career Services Application

As Chair of the Golden Sierra Workforce Development Board (GSWDB), I acknowledge that the GSWDB reviewed and approved Golden Sierra Job Training Agency's application to provide Adult and Dislocated Worker Career Services. This action occurred at our public meeting held on January 19, 2017.

Rick Larkey

Chair, Golden Sierra Workforce Development Board

GSJTA Career Services Application – Attachment IV

February 2, 2017

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

Re: Golden Sierra Job Training Agency Career Services Application

As Chair of the Governing Body for the Golden Sierra Job Training Agency, the Chief Local Elected Official (CLEO) for the Golden Sierra Workforce Development Area, I acknowledge that the Governing Body reviewed and approved Golden Sierra Job Training Agency's application to provide Adult and Dislocated Worker Career Services. This action occurred at our public meeting held on February 2, 2017.

Michael Ranalli

Governing Body Chair

Golden Sierra Job Training Agency



JERRY KALMAR
BUSINESS MANAGER/SECRETARY

December 28, 2016

RE: Adult and Dislocated Worker Career Services

To Whom It May Concern,

Golden Sierra Job Training Agency has provided Workforce Development services within Placer County for more than 30 years. During this time, the Agency has spent enormous efforts to ensure its staff are well trained in federal requirements for programs such as the Job Training Partnership Act (JTPA), the Workforce Investment Act (WIA) and the Workforce Innovation and Opportunity Act (WIOA). In addition to receiving professional development on federal regulations, staff who work with participants are required to have completed 4 years of related coursework and attend ongoing trainings which include interpreting labor market information, providing career assessments and identifying career pathways. On average tenure at GSJTA is more than ten years which has allowed staff to develop close relationships with the WIOA Core Partners and other valuable stakeholders in the region. It is the experience of staff and the relationships that they've built that allows the agency to function efficiently and effectively while exceeding performance standards year after year.

In addition to being experienced, highly qualified and skilled workforce development professionals; 14 Golden Sierra staff are represented by Local 39. Local 39 opposes the dislocation of represented workers throughout its membership. Contracting Adult and Dislocated Worker Career Services would result in the elimination of these jobs and therefore, Local 39 supports this application for GSJTA to provide Adult and Dislocated Worker Career Services in Placer County.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chuck Thiel", is written over the word "Sincerely,".

Chuck Thiel
Business Representative

**GOLDEN SIERRA
WORKFORCE DEVELOPMENT BOARD**

MEMORANDUM

DATE: January 19, 2017

TO: Workforce Board (WB) members

FROM: Jason Buckingham, GSJTA Executive Director

SUBJECT: Workforce Board Notification & Recruitment Policy

Staff recommends approval of the attached policy providing direction to GSJTA staff to initiate notification and recruitment process for workforce board membership.

References

20 CFR Parts 679.310

To:	Workforce Board
Subject:	Workforce Board notification & recruitment
Effective Date:	January 19, 2017
Revision Number:	

Purpose

The purpose of this document is to establish a standardized notification and recruitment process when vacancies on the Workforce Board occur or are imminent. This policy will provide direction to GSJTA staff allowing them to initiate the notification and recruitment process in a timely manner.

Policy

When made aware of a vacancy or upcoming vacancy on the Workforce Development Board, GSJTA staff will notify the Boards by placing an item on the next available agenda.

In addition to formally notifying the Workforce Board in compliance with 20 (CFR) 679.310, GSJTA staff will immediately begin a focused member recruitment using one or more of the following strategies:

- Notify Governing Body, Workforce Board and Workforce System Partners, local Chambers of Commerce, and Business Associations via email to solicit assistance in the recruitment process; notification will include details on membership category and provide a recruitment flyer.
- E-blast flyer to Golden Sierra business database and/or local Chambers of Commerce members
- Board members or staff will reach out to individuals referred through the recruitment process to identify suitability and interest.

References

20 CFR Parts 679.310

**GOLDEN SIERRA
WORKFORCE DEVELOPMENT BOARD**

MEMORANDUM

DATE: January 19, 2017

TO: Workforce Board (WB) members

FROM: Jason Buckingham, GSJTA Executive Director

SUBJECT: 2017-2020 WIOA Local Plan

Before the Board for review and comment is the required WIOA Local Plan for the period of 2017-2020. The plan will be presented for approval to a joint meeting of the Executive Committee of the WDB and the Governing Body on February 1, 2017 in order to meet the submission due date of March 15, 2017.

The plan ensures that the local WIOA partners, with Local Board oversight, will assist the state in meeting its planned goals of 1 million industry valued credentials and doubling the number of apprenticeships statewide over the next 10 years. It does this by adopting the state policy framework which includes:

Three policy objectives:

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

Seven strategies:

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

And two primary goals:

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

The plan further ensures that the local system will organize regionally, through the Capital Region Planning Unit (RPU), in order to identify regional sector needs and career pathways. The local system partners will then respond to these needs by creating onramps to these pathways, in part, through the use of earn and learn models and through providing financial support services that assist in the successful completion of individual training plans.

The One-Stop Operator:

The local One-Stop Operator (OSO), with Board oversight and direction, plays a key role in facilitating the integration of services and the braiding of resources. The OSO will meet regularly with the system partners to facilitate system discussions that elevate outcomes for all while bringing efficiencies to the system. The OSO will also report to the Board on the progress of these meetings.

Outcomes:

The WIOA Core partners will assist the state in meeting its two aspirational goals though meeting the WIOA required measures which include for Adults and Dislocated Workers:

- Entered Employment
- Employment Retention
- Median Earnings
- Credentials
- Measurable Skills Gain

And, for youth:

- Placement in employment, training or education
- Retention in employment, training or education
- Median earnings
- Credentials
- Measurable Skills Gain

There is also a to be determined business measure or measures

The Local Board will provide oversight by applying its adopted framework which applies practical actions leading to annual goals in the areas of:

- Leadership and Strategy
- Business Engagement
- Training
- Best Practices
- Outreach

LEGAL NOTICE

Golden Sierra Workforce Development Board Workforce Innovation and Opportunity Act 4-Year Local Plan Program Years 2017-2020

The Golden Sierra Workforce Development Board (GSWDB) will be submitting a Workforce Innovation and Opportunity Act Local Plan for Program Year 2017-2020 to the California Workforce Development Board no later than March 15, 2017, as required under the Workforce Innovation and Opportunity Act.

In accordance with State Planning Guidance, Golden Sierra Job Training Agency(GSJTA)), grant recipient and administrative entity for Workforce Innovation and Opportunity Act (WIOA) funds allocated to Alpine, El Dorado and Placer counties, has completed the Local Plan for Program Year 2017-2020. This Local Plan is available for review during a required 30 day public comment period.

The draft plan in accessible format can be found at the Golden Sierra's website www.goldensierra.com/wib/, or one of the following locations:

1919 Grass Valley Hwy. Suite 100, Auburn, CA 95603
115 Ascot Dr., Suite 180, Roseville, CA 95661
3047 Briw Rd., Placerville, CA 95667
75 A Diamond Valley Rd., Markleeville, CA 96120

All comments or questions regarding the Local Plan must be submitted in writing to Golden Sierra Job Training Agency at 1919 Grass Valley Hwy., Suite 100, Auburn, CA 95603 or email to info@goldensierra.com no later than 5:00pm January 31, 2017.

A Public Hearing will be held at the next Workforce Development Board meeting on January 19, 2017.

WIOA LOCAL STRATEGIC PLAN 2017-2020

GOLDEN SIERRA WORKFORCE DEVELOPMENT AREA

Introduction:

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

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

A. Vision, Goals and Strategic Planning

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

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

Vision:

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

Mission:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

B. Program Alignment to implement state plan policy strategies

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

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

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

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

The State Policy Framework

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

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

Seven strategies:

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

And two primary goals:

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

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

The RPU

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

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

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

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

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

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

The Local System

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

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

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

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

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

Service Alignment

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

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

Additional Partners

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

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

The One-Stop Operator

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

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

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

C. Required detail on specified services and service delivery strategies

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

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

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

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

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

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

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

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

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

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

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

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

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

Business Services:

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

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

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

The local services provided to business include the following:

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

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

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

Rapid Response:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Designation of an Equal Opportunity Officer

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

Notice and Communication

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

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

Assurances

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

Universal Access

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

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

Obligation Not To Discriminate On The Basis Of Disability

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

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

Data and Information Collection and Maintenance

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

Monitor for Compliance

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

Complaint Processing Procedures

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

F. Relevant Information Pertaining To Grants and Grant Administration

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

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

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

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

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

G. Relevant information pertaining to performance goals

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

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

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

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

2016/2017

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

2017/2018

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

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

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

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

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

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

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

GSJTA staff continues to ensure the GSWDB remain in compliance with state policy directives including those related to WIOA Memorandums of Understanding (MOU). This includes informing the board of its requirement to comply with both WSD15-12 (WIOA MOUs- Phase I) and WSD15-14 (WIOA MOUs Phase II). With respect to MOUs staff from GSJTA, the core and required partners convened for several months prior to the publication of WSD15-12 to establish agreements with regards to the MOU requirements. Once the Directives were published, the parties to the MOU attended State sponsored and local staff development events. MOU templates were developed and MOU Phase I completed and approved by the GSWDB and the CLEO. Those MOUs are included as attachments to this plan (Attachment O).

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

I. Relevant information on training activities

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

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

J. Public transparency, accessibility and inclusivity information

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

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

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

Or, via email to info@goldensierra.com

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

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

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

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

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

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

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

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

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

L. Other miscellaneous information requirements

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

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

Priority is provided in the following order:

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

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

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

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

The following attachments and exhibits referenced in the plan can be access at <http://goldensierra.com/wioa-local-plan-2017-2020/>

Attachments

- M. Local Board Assurances
- N. List of Comprehensive AJCC and AJCC Partners in the Local Area
- O. AJCC MOU
- P. Local Area Grant Recipient Listing
- Q. Copy of Local Board Bylaws
- R. Program Administration Designee and Plan Signatures
- S. Public comments received that disagree with the regional and local plan.

Exhibits

- 1. Retreat Outcomes – Practical Actions
- 2. Golden Sierra Area Labor Market Analysis
- 3. Next Economy Prosperity Plan 2013-18 for Capital Region
- 4. Northern California Innovation Strategies (NCIS)
- 5. Economic and Workforce Analysis prepared by the Center for Strategic Economic Research (CSER)
- 6. JP Morgan Chase cluster update
- 7. Capital Region Industry Cluster of Opportunity 2010-2015
- 8. Golden Sierra Workforce Board Industry Cluster of Opportunity 2010-2015
- 9. CAP Region MOU
- 10. Board Expectations
- 11. Norcal Apprenticeship MOU
- 12. Norcal WIB MOU
- 13. Next Economy RPP Resolution 12-03
- 14. SlingShot SourceLink report
- 15. CBO/Title II invitation for public comment
- 16. Governing Body/CEO Regional Plan approval

**GOLDEN SIERRA
WORKFORCE BOARD**

MEMORANDUM

DATE: January 19, 2017
TO: Workforce Board (WB)
FROM: Jason Buckingham, GSJTA Executive Director
SUBJ: Funding Rescission

The State published two Workforce Service Information Notices (WSIN) WSIN16-22 and WSIN16-23 each of which revises the region's allocations.

WSIN16-22 reduces the area's Rapid Response funding allocation by \$1134

WSIN16-23 reduces the area's allocation for the Adult and Dislocated Worker funding streams by \$4,249 and \$5,142 respectively.

The funding reductions are a result of rescissions imposed on the state by the Department of Labor.

The Agency will absorb the rescinded funding within the "Program Operations" cost center so that service contractors and their participants remain unaffected.

**GOLDEN SIERRA
WORKFORCE DEVELOPMENT BOARD**

MEMORANDUM

DATE: January 19, 2017

TO: Workforce Board (WB) members

FROM: Jason Buckingham, GSJTA Executive Director

SUBJECT: One Stop Operator

The One-Stop Operator RFQ was released January 1, 2017 based on the services approved by the Board which include:

- 1) 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.
- 2) The convening and facilitation of quarterly WIOA partner meetings that focus on systems alignment, process improvement and building value added collaboration amongst system partners.
- 3) 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.

A mandatory Bidder's Conference was held on January 5, 2017 in which two entities were in attendance

Bidder's responses are due January 31, 2017 by 5:00pm

Responses will be rated and reviewed and staff recommendations brought to the next regularly scheduled Workforce Board meeting in March for action.



HIGH-PERFORMING LOCAL BOARD AWARDS

Pursuant to *California Unemployment Insurance Code* (CUIC) Section 14200(c), the California Workforce Development Board (State Board) has established standards for certification of high-performing Local Workforce Development Boards (Local Board). CUIC Section 14200(d) requires a portion of the Governor's discretionary fund to be made available for the purpose of providing performance incentives to high-performing Local Boards. In Program Year 2012-13 the State Board certified 31 high-performing Local Boards. Program Year 2016-17 will be the first year these Local Boards receive monetary awards as the Governor's discretionary fund has been restored to the full 15 percent this Program Year.

Each of the following Local Boards will be identified as being high-performing on the [State Board's website](#), and receive a monetary award of either \$54,838 or \$54,839:

- | | | |
|--------------------------|-------------------------|--------------------------|
| 1) Contra Costa County | 12) Santa Cruz County | 23) Solano County |
| 2) Kings County | 13) SELACO | 24) Sonoma County |
| 3) Los Angeles County | 14) SETA | 25) City of Anaheim |
| 4) Monterey County | 15) South Bay | 26) Golden Sierra |
| 5) NOVA | 16) Tulare County | 27) Kern, Inyo, and Mono |
| 6) Orange County | 17) Foothill | 28) NCCC |
| 7) City of Richmond | 18) City of Los Angeles | 29) NoRTEC |
| 8) Riverside County | 19) Merced County | 30) San Diego County |
| 9) San Bernardino County | 20) Pacific Gateway | 31) Madera County |
| 10) City of San Jose | 21) Ventura County | |
| 11) City of Santa Ana | 22) Humboldt County | |

For more information on the State's high-performing Local Board policy and awards, please contact Doug Sale at the State Board at 916-657-1445 or douglas.sale@cwdb.ca.gov.

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

GOLDEN SIERRA WORKFORCE BOARD

SERVICE PROVIDER REPORT

Report Period: 11/1/2016-12/31/2016

Prepared By: Alpine County (RL)

ACTIVITY SUMMARY

<input checked="" type="checkbox"/>	New Enrollments	One new youth enrollment
<input type="checkbox"/>	New ITA Contracts	
<input type="checkbox"/>	New OJT Contracts	
<input type="checkbox"/>	New WEX Contracts	
<input checked="" type="checkbox"/>	Total One-Stop Visitors	54 Total One-Stop visitors
<input type="checkbox"/>	Unique One-Stop Visitors	

PROGRAM UPDATES

Youth Currently working with youth to enroll students into Community Colleges for upcoming semester/quarter beginning at Western Nevada College and Lake Tahoe Community College

Adult Working with adults during resume/ building workshops and career guidance activities

Dislocated Worker N/A

Prop 39 N/A

Disability Employment Accelerator (Advance) N/A

National Emergency Grant (SP-NEG) N/A

EVENT PARTICIPATION

<u>Date</u>	<u>Event Name</u>	<u>Outcomes</u>
12/16/2016	Increasing Access to Job Seekers with Disabilities	Informing Career Center Staff and front line staff on providing accessibility to resources
12/9/2016	SNAP-ED E&T Training	Research on pilot programs for CF E&T programs and expanding to additional counties
12/08/2016	WIEC College Planning night	Informing student about WIOA, financial aid and guidance for signing up for college courses
11/8/2016	ADVANCE Consortium meeting	Continued development of ADVANCE, discussion of GED testing, WIOA joint sessions discussions.

NOTEABLE OUTCOMES

Labor Exchange Services N/A

Business Engagement Working with local business owners to develop OJT and WEX opportunities for clients and strategizing to meet with employers in outlying areas

Partner Engagement Partnering with ADVANCE, WIEC, BHS, Department of Education for WIOA education and resource sharing

Service Delivery Strategies Currently working on partnerships with ADVANCE to development WIOA information sessions in Alpine County on a bi-monthly basis, working with Human Resources managers in assisting with finding job seekers to fill positions

WIOA Trransition Attending any WIOA conferences and research any new directives for WIOA and attending webinars and workshops.

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GOLDEN SIERRA WORKFORCE BOARD

SERVICE PROVIDER REPORT

Report Period: November/December
2016

Prepared By: El Dorado County (JW)

ACTIVITY SUMMARY

<input checked="" type="checkbox"/>	New Enrollments	8
<input checked="" type="checkbox"/>	New ITA Contracts	7
<input checked="" type="checkbox"/>	New OJT Contracts	1
<input checked="" type="checkbox"/>	New WEX Contracts	0
<input checked="" type="checkbox"/>	Total One-Stop Visitors	933
<input type="checkbox"/>	Unique One-Stop Visitors	Other One Stop activities include monthly workshops on a variety of topics taught by WIOA and partner staff. Four WIOA Informations sessions are offered monthly along with four Department of Rehabilitation Orientation sessions. Workshops include How to Get a State job, Interviewing, Resume Development, Math Skills, a series of 8 workshops (rotating) that address Stress Management related to employment as well a series of workshops sponsored by our Health Department that teach folks how to make positive food choices, including quick and easy recipes on a limited budget.

PROGRAM UPDATES

Youth 1) On-going monthly meetings with the Foster Youth Advisory Committee and the sub committee Transition to College and Career Task Force (TCCTF); 2) Met with Mr. Nicholson from Whole Person Learning. We are currently serving one youth from their program. He will be providing staff training on 1/13/17.

Adult On going monthly meetings with the SLT AB86/Advance Consortia. On November 9th we piloted the first joint WIOA/Advance/HHSA group orientation. Advance staff were able to reach into the Hispanic Community as the 11/9/16 session had all spanish speakers in attendance. The second pilot orientation was held on 12/14/16; 15 people (adults and youth) attended. Two potential clients are in process re. working with WIOA (one potential client has a Ticket To Work), and positive conections were made with three youth from Mt. Tallac High School.

Dislocated Worker Golden Sierra (GS) Job Developer (JD) and EDC WIOA staff attended WARN meeting on 12/8/16 for Zimmer Bio Tech.

Prop 39 N/A

Disability Employment Accelerator (Advance) N/A

National Emergency Grant (SP-NEG) N/A

EVENT PARTICIPATION

<u>Date</u>	<u>Event Name</u>	<u>Outcomes</u>
11/1/16 and 11/3/16	One Stop Training for Child Support Case Management Staff	Provided targeted training to 20 Child Support Case Managers about the services and programs available through the One Stop in Placerville.
11/8/16	Met with El Dorado High School Career Counselors	Awareness of our program for graduating seniors and a referral to Vista Alternative High School.
11/14/16 and 12/1	Met with lead teacher/coordinator of Vista Alternative HS. This meeting	As a result of staff presentation one senior is currently working with WIOA CM and our Job

	lead to a presentation on 12/1/16	Developer. Will enroll when he graduates May 2017. Monthly WIOA meetings with seniors will be scheduled.

NOTEABLE OUTCOMES

Labor Exchange Services 1) Department of Justice Employer Forum held at the El Dorado Hills Library- 20 people in attendance.

Business Engagement 1) Working with GS/JD, Tammy Cornelison two days a week to provide business services to El Dorado County. Tammy will provide a more detailed report re. activities in EDC. 2) EDC staff met with two employers (N-Hance and Home Helpers) to share information, coordinated with GS/ JD. 3) On 11/10/16 EDC WIOA staff worked with Goodwill Industries re. a hiring event in Placerville... 30 people were hired. 4) 12/1 EDC Staff met with USDA Forest Service staff, EDC connected GS/JD to set up 2 Employer Forums in January 2017.

Partner Engagement 1) On 11/8/16 - Meet with El Dorado High School Career Counselor Staff to discuss best ways to let graduating seniors know about our programs, 2) EDC staff attended 11/9/16 and 11/10/16, 12/ 7/16 and 12/14/16 LTCC ADVANCE Network meetings; 3) On 11/17 and 12/15/16 WIOA and WTW Joint One Stop staff meetings were held. The purpose of these meetings is to coordinate and improve One Stop services; 4) Met with AB 109 staff to develop One Stop resources for ex-felons. 4) On 12/3/16 met with two DOR Counselors to discuss better coordination. WIOA/Connections One Stop will be starting a Soft Skills (Job Skills) series called jSkills in January. DOR will be sending appropriate clients to these workshops.

Service Delivery Strategies 1) New joint LTCC Advance joint Information Sessions. Two pilot orientations offered during this period.

WIOA Transition 12/12/16 EDC/WIOA staff attended Technical Assistance Training provided by Golden Sierra Job training Agency in Roseville.

GOLDEN SIERRA WORKFORCE BOARD

SERVICE PROVIDER REPORT

Report Period: 11/01/16 – 12/31/16

Prepared By: Placer County (DG)

ACTIVITY SUMMARY

<input checked="" type="checkbox"/>	New Enrollments	19
<input checked="" type="checkbox"/>	New ITA Contracts	7 (Truck Driver, Bookkeeper, Project Manager, Network Specialist, Coder)
<input checked="" type="checkbox"/>	New OJT Contracts	7 (Nurse Practitioner, Shop Helper, Office Manager, Home Administrator)
<input checked="" type="checkbox"/>	New WEX Contracts	7 (Legal Assistant, Customer Service, Sewing and Vacuum Repair)
<input checked="" type="checkbox"/>	Total One-Stop Visitors	1,281
<input type="checkbox"/>	Unique One-Stop Visitors	Unable to collect via CalJOBS

PROGRAM UPDATES

Youth Outreach efforts were successful and work experience placements saw an increase during report period.

Adult Enrollments and expenditures are on track.

Dislocated Worker Steady flow of referrals generated from EDD's RESEA program.

Disability Employment Accelerator (Advance) Total enrollments = 10/20. Round 2 efforts are ramping up. At this time 3 work based learning placements have been made. Attended quarterly meeting in November.

National Emergency Grant (SP-NEG) Total enrollments = 12/20. Expenditures are low due to shorter than expected training contracts. Award ends 06/30/2017.

AB2060 Total enrollments = 9/20. At this time no placements have been made for on-the-job training.

EVENT PARTICIPATION

<u>Date</u>	<u>Event Name</u>	<u>Outcomes</u>
11/08/16	Business Service Workshops (2)	Provided staff development services to employers
11/16/16	PREP: services for re-entry population	Enrolled 9 new participants in AB2060 project
12/16/16	CAIZ Training: Serving PWDs	Staff Development

NOTEABLE OUTCOMES

Labor Exchange Services Assisted Rogers Family Coffee, Lincoln Meadows Care Center, Western Sierra Business Services, Tree Service Management, Koinonia, Trofholz Technologies, and Thunder Valley Resort Casino with job orders and recruitment events.

Business Engagement Staff participated in chamber meetings and continue to meet with local employers on a regular basis to determine their workforce needs and promote partner programs/services. Staff are utilizing the CRM module in CalJOBS to track leads.

Partner Engagement Staff connected with AARP, the new Older Americans Act service provider in Placer County.

Service Delivery Strategies Staff continue to serve and make appropriate referrals for RESEA customers entering the one-stop delivery system.

WIOA Transition Agency staff coordinated partner meeting for MOU Phase II discussion.

GOLDEN SIERRA CONSORTIUM

BUSINESS SERVICES AND RAPID RESPONSE REPORT

Report Period: 11/01/16 - 12/31/16
Prepared By: Business Engagement Team

ACTIVITY SUMMARY

<input checked="" type="checkbox"/>	New Placer Contacts	12
<input checked="" type="checkbox"/>	New El Dorado Contacts	5
<input type="checkbox"/>	New Alpine Contacts	
<input checked="" type="checkbox"/>	New Job Orders Received	20
<input checked="" type="checkbox"/>	Total Active Job Orders	175+ in CalJOBS
<input checked="" type="checkbox"/>	Rapid Response Events	1

EVENT PARTICIPATION

Date	Event Name	Outcomes
11/01/06	Business Service Workshop (Placer)	45 employees attended (from 18 employers)
11/01/16	Hiring Event: HRM Staffing	8 job seekers attended
11/02/16	Job Connections: Franchise Tax Board	56 job seekers attended
11/02/16	Hiring Event: Capstone Logistics	3 job seekers attended
11/03/16	Business Service Workshop (Placer)	7 employees attended (from 5 employers)
11/08/16	Business Service Workshop (Placer)	48 employees attended (from 19 employers)
11/09/16	Hiring Event: Wollborg Michelson	10 job seekers attended
11/10/16	Business Service Workshop (El Dorado)	17 employees attended (from 12 employers)
11/16/16	Hiring Event: Rogers Family Coffee	20 job seekers attended
11/17/16	Hiring Event: Wollborg Michelson	10 job seekers attended; 5 interviewed
11/30/16	Hiring Event: Dept. of Justice (Placer)	35 job seekers attended
12/06/16	Hiring Event: Dept. of Justice (El Dorado)	20 job seekers attended
12/06/16	Hiring Event: Thunder Valley Resort Casino	16 job seekers attended
12/14/16	Hiring Event: Placer County HR (Rocklin)	25 job seekers attended
12/20/16	Hiring Event: Placer County HR (Auburn)	31 job seekers attended

ACTIVE JOB ORDER TRENDS

Hospitality and Tourism No updates at this time.

Retail As expected, we saw a large increase in job orders for seasonal hiring.

Health Care Services A quick search in CalJOBS reveals there are numerous openings for entry-level and skilled positions. Job seekers indicate employers want at least two years of experience, even for entry-level positions.

Information Technology No updates at this time.

Construction/Trades Hiring seemed to slow down due to the weather conditions. Employers continue to indicate they cannot find reliable employees. We support the 5K in 5 initiative and direct employers to the website.

Business and Financial Services No updates at this time.

Professional and Technical Services Job development efforts were focused on the placement of project managers.