



Workforce Innovation Opportunity Act (WIOA)

Local Workforce Development Plan 2025-2028

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Golden Sierra PY 2025-2028 Local Plan

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I. Introduction

Golden Sierra Job Training Agency (GSJTA) serves as the administrative body for the Golden Sierra Workforce Development Board (GSWDB). The GSWDB is the Governor's certified local workforce board responsible for the designated local workforce development area encompassing Placer, El Dorado, and Alpine counties. The GSWDB is a high performing board having reached that designation by consistently meeting federal performance requirements while maintaining fiscal and programmatic integrity. GSJTA prepares this four-year workforce development plan with approval of the GSWDB and in alignment with the State of California Workforce Development Board's (CWDB) 2024-2027 Strategic Plan.

The CWDB's 2024-2027 Strategic Plan sets the tone for statewide workforce development efforts by outlining a vision for an equitable, high-quality, and environmentally sustainable workforce system which utilizes "High Road" concepts. These key strategies include advancing job quality, fostering equity for underserved populations, and supporting climate resilience through sector-focused initiatives. The state plan prioritizes regional collaboration, career pathways, earn-and-learn programs, and data-driven approaches to address labor market needs. By aligning state agencies, local workforce boards, and community partners, the state plan aims to create opportunities for all Californians.

Workforce boards nationwide face unprecedented challenges. These boards assist businesses and job seekers navigate rapid labor market changes, evolving safety protocols, business closures, and natural disasters. The GSWDB responds effectively by leveraging its existing local and regional partnerships while developing robust virtual and in-person service models. These strategies have enabled the organization to scale services quickly, thereby ensuring continuity during periods of disruption while providing critical support to vulnerable populations, such as individuals with disabilities and those in remote areas.

Looking ahead, the GSWDB is committed to building on these innovations, thereby adapting to ever evolving work environments. By prioritizing equity, job quality, and sustainability GSJTA will continue to help position the local workforce system to meet current and future needs while fostering economic resilience and environmental stewardship regionally.

The GSWDB recognizes that the needs of employers and community members often surpass county boundaries. For this reason GSJTA participates in the Capital Area Region Planning Unit (Cap RPU). The Cap RPU is a partnership between the four Workforce Boards in the Capital Region. This includes GSJTA, the Sacramento Employment and Training Agency (SETA), the North Central Counties Consortium (NCCC), and Yolo County. Through this effort GSJTA actively collaborates with a multitude of regional partners to improve efficiencies and enhance coordination among businesses and training providers. Much of this effort is coordinated through the Regional Organizer, Valley Vision.

Valley Vision is a local civic leadership organization dedicated to improving the livability of the Capital region. As a part of their role as the Regional Organizer, Valley Vision facilitates industry convenings that inform the workforce, education and training system. Furthermore, they support sector strategy development, conduct research to inform regional employer and job seeker needs, connect and align workforce stakeholders, and support workforce, economic, and digital equity

planning efforts. Because of their efforts, Valley Vision was well positioned to facilitate the We Prosper Together (WPT)/California Jobs First (CA Jobs First) Initiative. WPT is bridging together eight counties surrounding California's capital to build a stronger regional economy. Building on the California Jobs First program, WPT is working to lift communities, encourage investment in the region, and create living-wage jobs.

The GSWDB efforts are supported by an engaged board comprised of employers, industry leaders, educators, and partners, alongside a dedicated staff team whose contributions are invaluable. GSWDB believes that collaboration is key to making a meaningful impact. By working together to address complex challenges, we create stronger systems and deliver better solutions for our communities.

II. Background

The GSWDB, operating through the GSJTA, crafted this comprehensive four-year workforce development plan for the local area through an inclusive and collaborative process. This effort involved public input sessions, stakeholder interviews, and targeted surveys to gather various insights.

The local area's network of established and emerging partnerships continues to strengthen and enrich the region's workforce ecosystem. By actively engaging with partners across sectors, GSJTA has collected valuable input to inform strategies, and define the future direction of the local workforce development system. This plan outlines a framework for empowering communities, supporting businesses, and addressing workforce needs with innovative and sustainable solutions.

In preparation for this local plan, GSWDB in partnership the boards of the Cap RPU engaged Valley Vision as the Regional Organizer to hold public input sessions. These sessions provided a wealth of information about how to better serve our communities. Additionally, the sessions reinforced input collected from the most vulnerable communities within the greater Sacramento region through the extensive efforts of WPT/CA Jobs First. Building off the Capital Region Economic Assessment, WPT's Regional Plan "[Strategies for a Thriving and Inclusive Economy](#)" provides a shared roadmap for creating a thriving and equitable economy in the Capital Region. In addition, it marks the conclusion of a two-year planning phase that included extensive community engagement, comprehensive research, and the establishment of WPT Collaborative. The WPT plan identifies three key action areas clearly aligned with state planning efforts:

1. Growing and creating high-quality jobs in priority tradeable sectors.
2. Connecting disinvested communities to available quality jobs. Driving equitable outcomes.
3. Building acclimate resilient future focused economy.

The WPT plan also identified five priority economic mobility strategies intended to connect disinvested communities with high-quality job opportunities ensuring growth in our tradable sectors leading to equitable outcomes for all residents.

1. Workforce development: Support disinvested communities in building the skills and resources needed to qualify for and access high-quality jobs.

2. Outreach and awareness: Increase outreach and awareness of training programs, high-quality jobs, and support systems.
3. Transportation: Enhance transportation to improve connectivity across the region, and facilitate access to job opportunities.
4. Childcare: Remove barriers to quality affordable and accessible childcare.
5. Housing: Tackle the lack of affordable housing to reduce the burden of housing costs on families.

The WPT plan defines Quality Jobs, Promising Jobs, and Opportunity Jobs which are adopted both regionally and by the GSWDB local plan.

Quality jobs are defined as positions that pay an annualized wage that affords working families self-sufficiency and financial stability without safety net transfers while building some savings, offers employer-provided health insurance, and are durable or lead to another quality job over the next ten years.

Promising jobs are defined as positions that do not provide a self-sufficiency wage and/or benefits, but do offer workers pathways to a quality job within the next 10 years. Promising jobs affords nuance in understanding economic potential and the labor market, recognizing that gaining experience and moving across occupations and sectors over time are intermediary career steps for workers to secure quality jobs at all levels of educational attainment.

Quality jobs and promising jobs together comprise the region's pool of **opportunity jobs**, meaning that they offer residents the potential to achieve financial economic self-sufficiency.

Aligned with the state policy framework, the GSWDB takes a regional approach to identifying priority economic and occupational sector. Furthermore, in an effort to align the local board's work with the three key action areas and five economic mobility strategies of WPT, the board is adopting four high-potential tradable sectors and will concentrate future investments to create high-quality jobs and accelerate economic progress in these areas. These sectors were prioritized through extensive community input as well as factors including job quality and access, job growth potential, demand and sustainability. These tradeable sectors are:

- Business Services
- Precision Manufacturing
- Working Lands
- Biotechnology

The plan also recognizes individuality within regions by including current high-quality job sectors such as:

- Construction
- Healthcare
- Tourism
- Creative economy

Tradable sectors generate wealth by selling goods and services outside the region. Prioritizing investment into tradable sectors drives growth within the sectors themselves and stimulates local-

servicing industries, such as healthcare and construction. For every job created in a priority tradable sector additional jobs are generated in the broader economy. This fosters stronger and more sustainable economic growth.

In addition to WPT, the GSWDB collaborates with multiple Chambers of Commerce. In recent years the GSWDB has strengthened its partnership with the five star rated Roseville Area Chamber of Commerce. The Roseville Area Chamber of Commerce is a dedicated partner committed to fostering a robust local economy by implementing strategies that impact workforce development, business attraction, and business retention. As noted, the region is positioned for substantial economic growth, however, achieving future objectives will require addressing the critical need for qualified and skilled workers.

In 2023, the Roseville Area Chamber of Commerce partnered with the City of Roseville, the GSWDB and others to bring the National Chamber of Commerce's proven Talent Pipeline Management (TPM) model to the region. Launched by the U.S. Chamber of Commerce Foundation in 2015, the TPM model provides a structured approach to uniting business, education, and workforce partners. This model empowers businesses and enables stakeholders to address common workforce challenges in a collaborative fashion. The Roseville Area Chamber of Commerce leverages TPM to actively engage employers. The GSWDB utilizes the TPM effort to inform its business services plan as well as to improve its workforce development efforts connecting job seekers to the direct needs of local industries.

The TPM efforts are centered on five specific industry collaboratives that align with the industries identified by the WPT plan. They are:

- Health Care
- Hospitality
- Construction & Utilities
- Manufacturing
- Technology

These collaborations serve as a foundation for targeted workforce solutions and innovation, including Layoff Aversion and Rapid Response activities.

The data sources included in this plan are listed below in addition to those referenced in the Capital Region's regional workforce plan document:

1. [***We Prosper Together Regional Plan - Strategies for a Thriving and Inclusive Economy.***](#) The Regional Plan offers a comprehensive and in-depth analysis of the shared strategies and priorities that will help accelerate the region toward a future where all families can thrive.
2. [***We Prosper Together Inclusive Economy Poll.***](#) The Inclusive Economy Poll provides a snapshot of experiences, perspectives, and viewpoints related to economic opportunity, access, well-being, and awareness in the eight-county Capital Region.
3. [***We Prosper Together Capital Region Economic Assessment.***](#) The Economic Assessment takes a deep dive into the factors influencing the economy in the Capital region. This includes an analysis of diversity, age, population growth, cost of living, environment and other critical factors.
4. [***Our Path Forward: The Prosperity Strategy.***](#) This report is the comprehensive economic

- development five year plan (2020 - 2025) for the counties of Yuba, Yolo, Sutter, El Dorado, Placer and Sacramento. The GSWDB is a partner in The Prosperity Strategy and the GSJTA Executive Director, and several Board members sit on the Leadership Council.
5. [Sierra Business Council Comprehensive Economic Development Strategy](#). This report is the comprehensive economic development five year plan (2023 - 2027) for the counties of Placer and El Dorado within Golden Sierra's service area in addition to Sierra and Nevada counties. This plan rightfully calls out Broadband access and adoption as a primary economic development barrier for the rural areas of these counties.
 6. [EDD Labor Market Analysis](#). The GSWDB receives regular updates from EDD. This exhibit details the most current data on fluctuations in the market.

A WIOA Core and Mandatory Partner Coordination

i. Partners

WIOA section 121 identifies the following as the required partners of the local system:

- WIOA Title II - Adult Education and Literacy
- WIOA Title III - Wagner-Peyser
- WIOA Title IV - Vocational Rehabilitation
- Carl Perkins Career Technical Education
- Title V Older Americans Act
- Job Corps
- Native American Programs (WIOA Section 166)
- Migrant Seasonal Farmworkers (WIOA Section 167)
- Veterans
- Youth Build
- Trade Adjustment Assistance Act
- Community Services Block Grant
- Housing and Urban Development
- Unemployment Compensation
- Second Chance
- Temporary Assistance for Needy Families/CalWORKs

As is recognized by WIOA, not all of these partners are located within each region. Those partners that are located within the Golden Sierra region (GS region) have documented their commitments by signing a Memorandum of Understanding (MOU). These MOUs are required by WIOA. Their purpose is to outline the responsibilities of the respective parties. In addition, they assist in enhancing collaboration and maintaining a high quality system as they are updated every three years in compliance with [WSD18-12](#). Though the following is not an exhaustive list, the Golden Sierra regional partnership includes:

- 3 community college districts (two span regions outside the Golden Sierra boundaries)
- 3 Adult Education Block Grant Consortia
- 5 Adult Education Providers
- 2 County Economic Development Departments
- 2 City Economic Development Departments

A multitude of Chambers of Commerce, and Community Based Organizations (CBOs) that serve a variety of populations such as foster youth, veterans, the homeless, people with disabilities, and the business community.

ii. How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in WIOA Memorandum of Understanding ([WSD18-12](#))

The GSWDB and its partners convene quarterly meetings to foster collaboration and information sharing. These meetings bring together Career Service providers, required WIOA partners, and system stakeholders to exchange updates, resources, and insights about developments within their respective systems. By sharing up-to-date labor market information and best practices, these gatherings enhance the capacity of the local workforce system, streamline operations, reduce duplication of effort, optimize funding opportunities, and improve cross-system referrals.

Additionally, the meetings serve as a platform for professional development, offering training on critical topics such as meeting WIOA performance measures, trauma-informed care, cultural competency, supporting individuals with disabilities, and effective employer engagement. Recognizing the growing importance of virtual service delivery, GSJTA and its partners share strategies for successful implementation, including using engaging digital platforms, maintaining personalized client interactions, and leveraging data analytics to track outcomes and refine approaches.

Another key focus of these meetings is improving service delivery and client referrals. Partner organizations share details about their available services, client expectations, and referral processes. To support this, GSJTA provides an electronic partner referral form designed to facilitate warm handoffs, strengthen collaboration, and minimize service duplication. As new providers join the network, they receive training on utilizing the referral form and other tools to ensure effective client support and inter-agency communication.

iii. How the Local Board and AJCC partners will work towards co-enrollment and comment case management as a service delivery strategy, as outlined in Strategic Co-Enrollment – Unified Plan Partners ([WSD19-09](#))

The GSWDB prioritizes co-enrollment as a core strategy for delivering workforce services. This approach benefits both program participants and the broader workforce system by enhancing case management support, optimizing resource utilization, eliminating service duplication, and improving the overall participant experience and outcomes. By streamlining access to more intensive services—such as case management, job search assistance, and follow-up support—co-enrollment ensures participants receive comprehensive and coordinated assistance.

GSJTA actively collaborates with program partners to implement co-enrollment where appropriate. This strategic integration of resources and expertise allows partner organizations to leverage the most effective elements of each program, leading to improved outcomes such as certifications, job placements, increased earnings, and sustained employment retention.

To ensure effective co-enrollment, eligibility requirements are addressed through targeted cross-training for GSJTA staff and partner organizations. Staff from partnering entities participate in regular quarterly meetings to deepen their understanding of program benefits and eligibility criteria. Each partner organization maintains subject-matter expertise for their respective programs while engaging in ongoing information sharing to support accurate referrals and reduce duplication of effort. This collaborative approach strengthens the workforce system, enhances service delivery, and fosters better outcomes for all participants.

iv. How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including remote areas, through technology and other means.

The Golden Sierra footprint is largely rural. The region spans from the foothills of the Sierra Nevada mountain range up into the area surrounding Lake Tahoe. Access to some of the remote areas in our counties through traditional means can be challenging as travelers face uncertain conditions, closed roads, and other obstacles. Furthermore, utilizing the full benefits of technology requires unique solutions as broadband access is often limited. For this reason the local area utilizes a blended service delivery model that leverages full digital connection with all partners.

Helping us to improve access in the region are partners such as the Sierra Business Council who operate the [Gold County Broadband Consortium \(GCBC\)](#), and Valley Vision who coordinate efforts for the [Capital Region Coalition for Digital Inclusion \(CRCDI\)](#).

The GCBC works to enhance digital access through broadband expansion in both Placer, and El Dorado counties. The Consortium is funded by the California Public Utilities Commission's California Advanced Services Fund, GCBC collaborates with local governments, businesses, and community members to facilitate broadband deployment. The consortium focuses on bridging the digital divide in rural regions, where challenges such as sparse populations and difficult terrain often hinder broadband access. By leveraging regional resources and fostering public-private partnerships, GCBC strives to provide affordable and reliable broadband, recognizing its essential role in education, healthcare, economic development, and emergency services.

GCBC also promotes programs like the Affordable Connectivity Program (ACP). The ACP is an FCC initiative that helps qualifying households afford broadband services. Eligible households can receive discounts on monthly internet bills and one-time discounts on devices. By supporting these programs, GCBC works towards achieving digital equity, and ensuring that all community members can access to affordable high-speed internet.

The CRCDI, formerly known as the Sacramento Coalition for Digital Inclusion, was established in January 2019, to address digital equity challenges identified in a Brookings Institution report on the Sacramento region.

The Coalition's founding Steering Committee included key regional stakeholders such as the City of Sacramento, the public library system, local community college districts, California

State University at Sacramento, the Capital Region Workforce Boards, Clear Strategies LLC, and Valley Vision. Originally focused on Sacramento County, CRCDI expanded its scope to encompass a nine-county area, including Alpine, Colusa, El Dorado, Glenn, Placer, Sacramento, Sutter, Yolo, and Yuba counties. This regional growth has been made possible through funding from organizations like the Capital Region Workforce Boards, SMUD, and Union Bank.

The CRCDI developed the Capital Region Digital Inclusion Portal, a centralized platform designed to connect community members and organizations with essential digital resources. The portal provides access to free and low-cost computers, internet services, and digital literacy training programs, therefore, helping to build the digital skills needed for success in today's connected world.

The CalJOBS (CJ) system serves as the primary regional platform for providing virtual access to job seekers and employers through the America's Job Center of California (AJCC) network. This comprehensive system offers a wide range of user-friendly tools that can be accessed by job seekers and employers alike. Registration can be completed conveniently from home, work, a library, or through the CJ mobile application, ensuring broad accessibility.

The CJ system provides job seekers with an array of valuable tools. These include resume builders, career exploration resources, career assessments, job listings, customizable alerts, labor market information, and access to unemployment services. These features are designed to accommodate individuals with disabilities, thereby providing equitable access to all. To maximize its effectiveness, the AJCC partners receive training on the platform's capabilities and are encouraged to assist their clients, students, and consumers in registering for the system. As ongoing training is provided to ensure consistent service delivery.

Recognizing the unique challenges faced by individuals with significant barriers to employment—particularly in rural and urban areas—the GSWDB has implemented a variety of strategies to enhance access to workforce services. To extend the reach of AJCC offerings, GSWDB partners host free job readiness workshops through virtual platforms such as Zoom and YouTube. These workshops serve as vital extensions of the AJCC network, enabling far more individuals to participate than would be possible through in-person sessions alone.

In addition to live virtual workshops, GSWDB leverages Metrix Online Learning, a robust platform that offers free skill-building workshops to job seekers. These workshops are accessible remotely, providing flexible opportunities for individuals to develop and enhance their skills. GSWDB also collaborates with adult education institutions and private schools to expand its virtual offerings, delivering workshops across the region to support job seekers in achieving their employment goals.

Another tool in use at the AJCCs is the Northstar Digital Literacy Platform. Northstar Digital Literacy is a program dedicated to helping individuals worldwide master the essential digital skills that are required for employment, education, and daily life. The platform provides digital literacy assessments, educational resources, and certifications and is accessible to anyone in the Capital region.

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GSJTA has also expanded its use of virtual career fairs. This innovative and highly effective way to connect employers and job seekers has received positive feedback from both employers and participants. It offers a convenient and accessible alternative to traditional in-person career fairs. Virtual career fairs allow employers to recruit from a wider geographic area and enable job seekers to explore opportunities that may not have been previously accessible. Golden Sierra anticipates further growth in these virtual services, supporting economic opportunities for the rural regional workforce while connecting employers to a broader talent pool.

Through these efforts, the GSWDB demonstrates its commitment to leveraging technology and innovative strategies to meet the needs of its workforce and employer communities.

v. How the Local Board and AJCC partners will coordinate workforce and education activities with the provision of appropriate supportive services.

The ability to provide assistance such as financial supportive services has always been important for the success of those into training programs. This service is even more critical for those with limited financial resources. The onset of the pandemic significantly heightened that need in the Local area. Since that time the combined challenges of rising inflation, escalating rents, and the increasing cost of living have made supportive services even more critical for the economic mobility of participants in training programs and those entering the labor force.

In an effort to maximize the available funding and eliminate duplication of efforts, the GSWDB partners collaborate prior to issuing financial support services. This includes agencies such as the Department of Health and Human Services (HHS), the Department of Rehabilitation (DOR), and nonprofit organizations. Supportive services—including transportation assistance, clothing, books, childcare, and more—are coordinated by case managers in partnership with these local organizations. This ensures that all available funding sources are exhausted prior to the use of WIOA funding. This is in compliance with the legal requirements and is engrained in local policies.

Despite the increasing demand for supportive services, only a small portion of these funds can be applied toward the state-mandated 30% Direct Training Requirement (DTR). This highlights a disconnect between the state priorities and state policy. Financial supportive services are essential as community members move to improve their economic mobility. State policies need to prioritize flexible, comprehensive support to advance economic self-sufficiency, particularly for individuals from disadvantaged communities.

vi. How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the American's with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, assistive technology, and materials for individuals with disabilities, as outlined in Nondiscrimination and Equal Opportunity Procedures ([WSD17-01](#)).

Designation of an Equal Opportunity Officer

In compliance with WSD17-01, the local area has appointed an Equal Opportunity (EO) Officer to oversee and coordinate adherence to WIOA Section 188 and the Americans with Disabilities Act of 1990 (ADA). The EO Officer's responsibilities include ensuring nondiscriminatory practices, overseeing compliance monitoring activities, addressing grievances related to equal opportunity, and providing guidance on policies and procedures. The EO Officer also collaborates with staff to deliver training and support services aimed at fostering an inclusive environment. Adequate staff and resources are allocated to ensure the EO Officer can effectively fulfill these responsibilities.

Notice and Communication

The local area provides initial and continuing notice that it does not discriminate on any prohibited basis. Notices are prominently posted and available in both paper and electronic formats. Participants receive notification of their right to file a discrimination complaint during orientation and program enrollment. Signed acknowledgements are maintained in the case file. Alternative formats are available upon request for individuals with disabilities or limited English proficiency (LEP).

As it concerns communication, all promotional materials for WIOA programs include the 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." Where telephone numbers are listed, the California Relay Service number is included.

Efforts to assist individuals with LEP are consistent with the LEP Directive (WSD17-03). Specific measures include offering translation and interpretation services, providing vital documents in multiple languages, and ensuring bilingual staff are available at AJCC locations. Additionally, the local area collaborates with community organizations to identify language needs and deliver tailored support, ensuring meaningful access to programs and services.

Assurances of Nondiscrimination

To guarantee compliance, local area incorporates a nondiscrimination assurance in all contracts, cooperative agreements, and job training plans. For example, contracts with training providers include clauses ensuring equal access to programs for individuals with disabilities, while cooperative agreements with community organizations specify responsibilities for providing inclusive services. Job training plans explicitly outline strategies for accommodating diverse participants, such as offering reasonable accommodations and ensuring program accessibility. The assurance language is regularly reviewed to ensure compliance with current rules and regulations.

Universal Access

The local area is committed to providing both physical and programmatic accessibility. All customers, including those with a disability, can safely enter the AJCC and access the full array of available services and supports. Careful consideration is given to building design, interior layout, and common outdoor spaces. At the comprehensive AJCC public entrances, exits, and pathways are accessible to all. In addition, spaces are arranged so that individuals using wheelchairs or mobility aids can navigate easily. This includes the parking lot, reception desk, resource room, and restrooms.

The local area goes beyond physical accessibility to address programmatic accessibility as well. For example, individuals can access assistive technology at the AJCC. This contributes to the independence and achievement of job seekers. Screen reading software, adaptive keyboards, and magnification devices are readily available. Sign language interpreters are available upon request.

Where appropriate, the local area will make reasonable accommodations and reasonable modifications to established policies/procedures. This ensures individuals with disabilities can access services in the most integrated setting possible. Auxiliary aids, service animals, and mobility devices are expressly permitted.

Affirmative Outreach

The local area takes a proactive approach to ensure members of the various groups protected by 29 CFR Part 38 have equal access to programs and activities. Informational sessions are hosted in underserved communities, recruitment materials are shared with community based organizations, and staff consult with education and community service partners to discuss continuous improvements strategies.

Data Collection and Confidentiality

To comply with WIOA Section 188, demographic data is collected and maintained within the Cal JOBS system. Confidential information, such as medical or health records, is stored separately to safeguard against improper use or disclosure.

Monitoring for Compliance

The local area engages in regular on-site reviews and self-assessment activities to ensure full compliance with nondiscrimination and equal opportunity standards. As of the last review, there are no unresolved findings or concerns.

Complaint Resolution Procedures

The local area has established clear procedures for addressing allegations of noncompliance with nondiscrimination policies. These procedures align with WSD17-01 and WSD18-05. To date, neither the Golden Sierra Workforce Development Board (GSWDB) nor its Administrative Entity, GSJTA, has received corrective actions or sanctions regarding

nondiscrimination practices. A log of discrimination complaints is maintained and shared annually with the EDD EEO Office.

Capacity Building

The Disability Resource Coordinator (DRC) oversees staff and partner training to ensure the AJCCC is prepared to meet the needs of individuals with disabilities. Recent training topics include:

- Disability Etiquette
- Service Animal Training
- Communicating with the Deaf and Hard of Hearing
- Mental Health First Aid
- Disability Benefits 101
- Reasonable Accommodations

B State Strategic Partner Coordination

i. How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access CalFresh Employment and Training Services.

Each of the counties within GS region administer a CalFresh program. However, Placer County is, at current, the only county offering a CalFresh Employment and Training (E&T) program. Despite this, GSJTA collaborates closely with all three counties to advance the overarching goals of CalFresh and to strengthen the integration of CalFresh E&T within the public workforce system. This partnership focuses on improving employment outcomes and increasing wages for participants through the CalFresh E&T program.

For years, GSJTA and the Health and Human Services Agencies (HHSAs) across the GS region have worked together to align resources and coordinate funding streams, ensuring a seamless continuum of services for public assistance recipients, including CalFresh participants. This collaboration aims to enhance employment outcomes for shared participants by leveraging the strengths of both systems.

By fostering close partnerships with local agencies, the local area continues to implement strategies that support participant success. Key components of this approach include:

- Identifying WIOA participants already engaged in partner programs such as CalFresh and CalFresh E&T.
- Facilitating co-enrollment and co-case management where appropriate.
- Enrolling participants in training programs tailored to in-demand industries, as indicated by labor market data.
- Partnering with stakeholders to develop and support regional career pathway initiatives.

ii. How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.

The GSWDB strives to deliver a comprehensive array of services tailored to non-custodial parents. These efforts aim to facilitate successful labor market outcomes and progression into livable-wage careers. The GSWDB has enhanced staff development initiatives and expanded access to virtual activities. This includes access to WIOA Basic, Individualized, and Training services. Additionally, GSWDB in collaboration with its partners has streamlined the referral process and simplified program documentation where possible to reduce barriers for individuals served jointly by the Department of Child Support Services (DCSS) and the GSJTA. These efforts aim to improve the employability, the long-term stability, and compliance with support order for non-custodial parents with child support obligations.

Though the process varies by county, a notable example of this approach is the referral system facilitated by Family Support judges, commonly known as commissioners. Under this process, DCSS clients are referred to GSJTA, where they initiate contact with AJCC to schedule an initial assessment. During this assessment, a case manager collaborates with the non-custodial parent to define clear goals and coordinates with DCSS to establish an effective service strategy. DCSS's involvement is critical, as a successful strategy may include addressing barriers such as license suspensions that limit employment opportunities.

GSJTA offers a wide range of services, including job search assistance, resume preparation, interview workshops, skills and interest assessments, career research, vocational training, and legal assistance for misdemeanor expungements and felony conviction reductions. Throughout the program, clients maintain regular communication with their case manager to report progress, address challenges, and adjust plans as needed. Participation is mandatory, as failure to comply with the judge's "seek-work" order can result in court penalties. GSJTA also ensures timely reporting to DCSS on compliance with court orders, as required.

This collaborative model underscores the value of partnerships in achieving better outcomes for all stakeholders. By leveraging the expertise of various partners, the program addresses critical service gaps and enhances the quality of case management. Success hinges on engaging partners at the table, co-enrolling clients when necessary, and integrating resources and services to reduce barriers and improve employability outcomes. Together, these efforts create a robust support network that empowers non-custodial parents to achieve meaningful and sustainable employment.

iii. How the Local Board will coordinate with Local Partnership Agreement (LPA) partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local, regional, and statewide partners who serve individuals with developmental and intellectual disabilities

One asset within the GS region is GSJTA's DRC who works full-time in the AJCC and with the partnership network. The DRC serves as a subject matter expert on programs and resources for individuals with disabilities, including those with intellectual and developmental disabilities (ID/DD). They provide specialized assistance to clients, ensuring they receive tailored support and access to appropriate services. The DRC gains and maintains expertise

through working with these partner organizations, and through receiving certifications and training such as those offered by the Virginia Commonwealth University (VCU). The DRC plays a pivotal role in coordinating services between agencies which includes the facilitation of co-enrollment.

GSJTA and its partners ensure that individuals with ID/DD benefit from a well-coordinated network of services, in part, through participating in Local Partnership Agreements (LPA). The LPA is a collaborative framework aligned with, aimed at improving employment outcomes for those with ID/DD. LPAs establish partnerships between key stakeholders to deliver coordinated and integrated services.

In the GS region these partners include Local Educational Agencies (LEAs), Regional Centers, DOR, and the GSWDB. LEAs are schools who participate in Workability programs, and who provide transition services, career exploration, and vocational preparation for students with ID/DD. Alta Regional Center collaborates with GSWDB and GSJTA through the AJCC to support individuals in gaining employability skills through training, supported work experiences, and job placements. DOR plays a central role by providing vocational rehabilitation services and supporting co-enrollment opportunities. GSJTA, as part of the GSWDB, is actively involved in the LPA and offers essential resources and services through its AJCC network. This collaborative partnership strengthens the regional workforce system and increases opportunities for obtaining CIE

iv. How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign-born, and/or refugees.

There are only three counties in the Cap RPU where 15% of the population is classified as having LEP. These are Yolo, Sutter, and Sacramento counties. In response, each area's local plan includes tailored strategies to address the needs of these populations, while the Regional Plan outlines collaborative efforts among Cap RPU partners to address regional challenges.

The GS region does not have a county where the LEP population exceeds 15%. Because of this, none of these counties require a California Department of Social Services (CDSS)-certified refugee services plan. However, despite not being mandated to meet these criteria, GSJTA and its partners are committed to providing services for individuals with LEP.

Efforts in the local area involve a wide array of partners, including GSJTA, local adult schools, the adult education consortiums, community colleges, the Employment Development Department (EDD), the DCSS, HHSAs, the California Human Development Corporation (as the WIOA 167 provider), local employers, labor organizations, and business intermediaries such as the Building Careers Foundation and the Sacramento Valley Manufacturer's Association (SVMA).

Key contributors to these initiatives include the Adult Education Block Grant (AEBG) Consortium and WIOA Title II Adult Education and Family Literacy Act (AEFLA) partners, such as Sierra Assets, Advance, and the Capital Adult Education Regional Consortium (CAERC).

These partners provide programs across the seven AEBG focus areas, including services for immigrants eligible for citizenship, English as a Second Language (ESL) instruction, and workforce preparation programs. Other critical offerings include basic skills education, programs for adults with disabilities, short-term Career Technical Education (CTE) programs with strong employment prospects, and pre-apprenticeship training aligned with Division of Apprenticeship Standards (DAS) certified programs.

The Local area continues to expand efforts to support English Language Learners (ELLs). Local K-12 systems and adult schools play a significant role, offering GED preparation in Spanish, ESL classes, and CTE opportunities. Adult schools collaborate with community colleges to provide bridge programs that align language skills with appropriate instruction levels. These initiatives prepare ELLs for college-level CTE courses or continued education. Programs are accessible at various locations, including AJCCs, county employment service offices, adult schools, libraries, and community colleges.

GSJTA also engages in ongoing collaboration with WIOA Title II AEFLA program partners to review and refine service plans for ELLs. This process ensures alignment with local workforce plans and accelerates pathways for ELLs to achieve living-wage employment.

v. How the Local Board will coordinate with Local Veteran Affairs, community-based organizations, and other local partners who serve veterans.

Effective coordination with local veteran affairs, CBOs, and other local partners serving veterans, requires the GSWDB to leverage its established relationships with key stakeholders, including:

- County Veteran Service Officers.
- Employment Development Department (EDD) Disabled Veteran Outreach Program. (DVOP) specialists and Veteran Career Specialists.
- Community-based organizations dedicated to veteran support.
- Employers committed to hiring veterans.

These longstanding partnerships foster a shared understanding of each organization's roles and responsibilities and help establish mutual objectives. GSWDB staff actively participate in planning meetings and collaborative efforts with veteran-serving organizations to strengthen alignment and coordination of services such as the Greater Sacramento Veterans Collaborative.

GSWDB strives to streamline service delivery through collaboration at the AJCCs. Efforts include:

- Maintaining the appropriate priority of service for Veteran's and their eligible spouses as established in [WSD19-04](#)
- Ensuring veteran-specific services, such as housing, healthcare, and mental health support, are available at the AJCC.
- Cross-training AJCC staff on veteran-specific needs and available resources to ensure seamless referrals.

- Coordinating access to wraparound services, including transportation, childcare, and financial counseling, to address barriers to employment.

Through these collaborations, GSWDB offers personalized career services for veterans, including:

- Tailored career counseling that aligns with veterans’ military experience and career aspirations.
- Skills assessments to identify transferable skills and areas for development.
- Job placement services that connect veterans with employers in high-demand industries.

To raise awareness of workforce services for veterans, GSWDB employs targeted marketing strategies under the locally branded initiative known as “Service First”. These efforts include:

- Social media campaigns designed to reach the veteran community.
- Participation in community events that engage veterans directly.
- Outreach through veteran-focused communication channels.

Through these coordinated efforts, GSWDB ensures veterans have access to the resources, support, and opportunities available within the community that are necessary to achieve self-sufficiency.

vi. How the Local Board will collaborate with the Strategic Planning partners to address environmental sustainability.

The GSWDB is committed to advancing environmental sustainability in workforce development programs while aligning its efforts with the CWDB Plan. The GSWDB plan outlines strategies for collaborating with strategic planning partners to integrate sustainability into workforce services, foster green job creation, and promote equitable access to environmentally focused career opportunities.

Through this work the GSWDB aims to:

- Align workforce services with the state’s environmental sustainability goals.
- Create and support career pathways in green industries, or that reduce the carbon footprint.
- Build strong partnerships to ensure coordinated efforts in sustainability-focused initiatives.
- Promote equitable access to green workforce opportunities for all community members.
- Monitor the impact of sustainability efforts on workforce outcomes.

GSJTA and the GSWDB collaborate to enhance environmental sustainability with several key strategic planning partners in the region. Examples of these partners include state and local government agencies, educational institutions, CBOs, industry leaders, and environmental organizations.

Recently, the Cap RPU collaborated with Valley Vision to produce two Climate, Justice, and Jobs Summits. These Summits focused on career awareness and access to jobs emerging from the transition to clean energy emphasizing those community members most impacted by adverse climate impacts. These Summits served to enhance community voice to a wide array of industry leaders, training providers, and support agencies. Additionally, it included a panel of traditionally underserved residents to inform the design and delivery of accessible high road career pathways making them more attainable.

Following this theme, the GSWDB and its partners have taken several strategic actions toward meeting sustainability outcomes. Some examples include:

1. Establishing Green Career Pathways

- With the Cap RPU, develop regional training programs in collaboration with industry partners that focus on renewable energy, energy efficiency, environmental restoration, and other green sectors.
- Promote dual-enrollment opportunities for high school students to earn credits in environmental sciences or related fields, preparing them for green careers.
- Expanding apprenticeships and internship opportunities particularly in green industries, ensuring participants gain hands-on experience and industry-recognized credentials.

2. Integrating Sustainability into AJCC Services

- Provide information about green job opportunities and training programs at AJCCs.
- Expand digital and virtual service delivery options enhancing access to programmatic activities.

3. Collaborating on Regional Planning

- Participating in regional climate adaptation and sustainability planning efforts to ensure workforce strategies align with environmental goals.
- Facilitating cross-sector collaboration through regular meetings and forums, bringing together partners to share best practices and identify opportunities for innovation.

4. Promoting Equity and Inclusion

- Designing targeted outreach programs to engage underrepresented communities in green workforce opportunities.
- Addressing barriers to participation by providing supportive services such as transportation, childcare, and financial assistance.
- Ensuring training programs are accessible to individuals with diverse needs, including those with disabilities or limited English proficiency.

Through collaboration with strategic planning partners, the local area works toward advancing environmental sustainability within the workforce ecosystem. By aligning efforts with the State of California's Workforce Development Plan, GSWDB assists in addressing the region's

environmental challenges while creating equitable economic opportunities that contribute to a sustainable future for all.

C WIOA Title I Coordination

i. Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning.

The vast and varied topography of the GS region requires pioneering unique service delivery techniques. This includes adopting distance learning and virtual service models. Doing so requires ongoing staff development in the usage of these digital tools which include various meeting platforms, digital assessment tools, online learning platforms, virtual job fair technologies, and artificial intelligence as examples.

The local area is preparing for a future that requires digital fluency. Therefore, we offer a variety of services in both digital and physical contexts and will be expanding these as time and budget allows. To this aim, we have been training, and will continue to train our team to increase their digital proficiency, thereby allowing us to better reach and serve our communities. Additionally, GSJTA collaborates with our partners to train employees and partner organizations on how to improve learning outcomes through distant learning for workshops on job preparedness and other activities.

As mentioned previously, the local area, as part of the Cap RPU, collaborates with the [CRCDI](#), and the [GCBC](#). Additionally, GSJTA coordinates to provide training to our region through funds procured through Regional Plan Implementation (RPI), Regional Equity and Recovery Partnership (RERP), and others as appropriate. This includes training provided through the Capital Area Regional Training Team known as CART. CART is a coordinated staff and partner development effort facilitated by the workforce boards in the Cap RPU. Enhancing training on customer and business engagement through virtual platforms, better platform utilization, and virtual environment adaptation are all part of this collaboration.

ii. Training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma exposed populations.

The GSWDB promotes cultural competence by equipping staff with the tools necessary to serve trauma-exposed populations effectively. To address this issue, GSJTA identifies training and professional development opportunities that focus on the unique needs of diverse communities and individuals who have experienced trauma. Through training we supply the foundational knowledge, the practical skills, and the continuous learning necessary to provide services effectively.

Cultural competency training is central to this effort, emphasizing diversity, equity, inclusion (DEI), and understanding cultural norms and values. Training addresses implicit biases and systemic barriers faced by groups such as racial minorities, immigrants, refugees, and LGBTQ+ individuals.

Equally important is training in trauma-informed care practices, which helps staff understand how trauma impacts behavior, learning, and workforce readiness. This training highlights principles such as creating safe environments, fostering collaboration, and empowering clients. Specialized modules cover topics like adverse childhood experiences (ACEs), generational trauma, domestic violence, and human trafficking. Staff also learn practical skills, including de-escalation, rapport-building, and referring clients to mental health services.

These efforts are tailored to the region's cultural context by collaborating with CBOs often coordinated through the CART team to ensure these resources are provided to the Capital region and its partner organizations on an ongoing basis.

iii. How the Local Board will coordinate workforce investment activities in the Local Area with statewide rapid response activities, as outlined in Rapid Response and Layoff Aversion Activities ([WSD16-04](#)).

Rapid Response is a key service under WIOA. It is designed to assist employers and workers during times of major workforce disruptions. These include mass layoffs, plant closures, and natural disasters. The goal of Rapid Response is to provide immediate assistance to help affected workers transition quickly to new employment or training opportunities, while also supporting employers in managing these disruptions effectively. GSJTA strives to provide a proactive program that addresses workforce challenges efficiently, ensuring that both employers and workers receive the support they need in order to navigate workforce disruptions when they occur, while simultaneously attempting to avert layoffs when possible.

In order to implement this strategy, GSJTA's business engagement staff maintain strong partnerships with employers, labor organizations, economic development agencies, and community-based organizations. These relationships serve as a critical early warning system, enabling GSJTA to proactively address potential downsizing or closures. The local area stays informed about regional business trends, including growth, contraction, and workforce talent needs by collaborating with city and county officials, Chambers of Commerce, and others.

In order to enhance the implementation of these strategies, Golden Sierra participates in, or leverages work performed by the Regional Organizer, Valley Vision. Valley Vision braids funding from the Strong Workforce Initiative (SWI), Regional Plan Implementation (RPI), and the Regional Equity and Recovery Partnership (RERP) to convene industry advisory groups in the Cap RPU's critical, high road sectors. Further examples include participating the Roseville Area Chamber of Commerce's TPM initiative described earlier and the Regional Business Education Collaborative (RBEC). The RBEC is a joint effort lead by four Chambers of Commerce: El Dorado County Chamber, Rancho Cordova Area Chamber, Tahoe Chamber and Roseville Area Chamber. This quad-chamber partnership is focused on engaging over

2500 member businesses. It works to expand work place learning experiences in the manufacturing, construction, hospitality and technology sectors.

The local area also participates in the Northern California Rapid Response Roundtable, a collaborative effort involving multiple workforce regions. The Roundtable focuses on enhancing layoff aversion strategies, sharing best practices, and coordinating responses to layoffs that affect multiple regions. Additionally, the group works to develop effective early alert systems to address workforce challenges proactively.

The Cap RPU utilizes a regionally coordinated approach, and partners to align services for businesses. This includes identifying employer needs, integrating workforce services through the AJCC system, leveraging resources, and providing ongoing staff development.

iv. A description and assessment of adult and dislocated worker employment and training activities in the Local Area including priority of service provisions.

The local area offers a comprehensive array of employment and training opportunities for adults and dislocated workers. These services align with WIOA and are designed to support job seekers in acquiring the skills, resources, and credentials necessary for meaningful and sustainable employment. Services are divided into two main categories: Career Services, Training Services. Golden Sierra ensures that priority of service provisions are upheld to support individuals facing significant barriers to employment. Priority of service is required in WIOA, directed in [WSD24-06](#), [WSD19-04](#), and prescribed in local policies.

a. Career Services

Career services encompass both Basic Career Services and Individualized Career Services. These services are designed to meet the specific needs of each participant. Basic Career Services include preliminary evaluations of skill levels, covering areas such as literacy, numeracy, English language proficiency, aptitudes, abilities, and supportive service needs. Participants are provided with access to labor market information, including data on in-demand industry sectors, occupations, and nontraditional employment opportunities. Orientation and outreach efforts offer information on unemployment insurance (UI) and other partner services available through the one-stop delivery system. Additional support includes detailed information on eligible training providers, program performance, costs, and available support services. Guidance is also provided related to the determination of eligibility for financial aid programs and assistance with training not covered by WIOA.

Individualized Career Services go further to offer comprehensive assessments of skills, personality traits, and basic capabilities. Participants develop Individual Employment Plans (IEP) that outline their employment goals, objectives, and the services needed to achieve them. Career counseling and mentoring provide personalized guidance to support career planning and case management. When appropriate short-term pre-vocational services focus on enhancing learning skills, communication abilities, interviewing techniques, punctuality, and other “soft” skills.

b. Training Services

The local area offers an extensive range of training opportunities to help participants acquire the skills necessary for in-demand jobs and sustainable careers. These opportunities include occupational skills training aligned with high-growth occupations. On-the-job training (OJT) provides employer-driven opportunities that often lead to direct employment. Apprenticeships combine paid work experience with classroom instruction, while incumbent worker training focuses on upgrading the skills of currently employed individuals. Retraining and skills enhancement programs are available for career advancement or re-entry into the workforce. Additionally, adult education and literacy services include English language learning and integrated education programs, often offered in conjunction with other training services.

v. Youth Activities

The local area's youth programs prioritize support for out-of-school youth who encounter significant barriers to employment. These challenges include economic disadvantages, reliance on public assistance, foster care experiences, disabilities, and other obstacles. In alignment with WIOA, GSWDB prioritizes youth program funds toward workplace learning initiatives. These initiatives are embedded in the budget process and guided by the established policies and procedures for youth services.

GSWDB actively collaborates with secondary and post-secondary education programs to develop comprehensive workforce and education strategies. These partnerships aim to enhance service delivery and reduce redundancy by:

- Providing and coordinating labor market information and sector insights.
- Aligning programmatic outcomes to meet industry needs and educational objectives.

These efforts focus on creating clear, streamlined pathways to success for students, job seekers, and the underemployed. Key strategies include the development of career pathways, establishment of articulation agreements, and facilitation of dual enrollment programs between high school CTE programs and local community colleges.

Articulation agreements between community colleges and high schools enable CTE students to transition to higher education and careers more efficiently. These agreements:

- Reduce redundant coursework for students who demonstrate competency.
- Facilitate collaboration between CTE teachers and industry representatives to align curricula with workforce needs.
- Provide students with opportunities for advanced placement in post-secondary programs and access to relevant professional and academic skills.

Dual enrollment agreements take collaboration a step further by allowing high school students to earn college credits for approved courses. These programs:

- Eliminate duplication of coursework, accelerating students' readiness for college and careers.
- Expedite college completion timelines.
- Reduce financial burdens on students and educational institutions.

Through these coordinated efforts, the local area's youth programs create meaningful pathways to career and educational success. By leveraging partnerships, aligning programs with industry feedback, and focusing on efficiency, GSWDB ensures youth are well-prepared for academic and professional achievements while addressing systemic challenges to equitable access and opportunity.

a. Digital Literacy and Fluency of Youth Including with Disabilities

GSWDB, through the Cap RPU, supports and leverages the activities of the CRCDI to provide resources, advocacy and support to youth and youth serving organizations including those serving individuals with disabilities. This Coalition has recently been funded by the Regional Plan Implementation grant to expand activities throughout the Capital Region. Additionally, GSWDB has contracted with Valley Vision to develop specific implementation plans in the GS region related to advancing digital fluency and other skills identified through Future of Work projects.

In addition to supporting and leveraging the work of the Coalition, GSJTA partners with our secondary and postsecondary education programs to build upon the digital literacy and fluency skill building activities needed for our region's youth and adult populations. Our adult education partners, public libraries, nonprofit and private educational institutions have brought many programs online to support the burgeoning need for digital literacy activities in our region. GSJTA has contracted with some of these entities to provide free workshops to our constituents as well as improve the skills of Golden Sierra staff. Additionally, as part of the Cap RPU, GSJTA purchases Metrix licenses to provide digital fluency, literacy, and skill building activities to youth and adults in our region. Community members can take part in these skill building activities virtually or in an AJCC environment as well as take digital literacy assessments using the Northstar Digital Literacy tool which also includes access to relevant digital literacy education modules.

vi. The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official (CEO) or Governor and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

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.

vii. A description of how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in Selection of AJCC Operators and Career Services Providers ([WSD22-13](#)). This should include the name(s) and role(s) of all entities with whom the Local Board contracts.

The GSWDB delegates several critical system alignment functions to the AJCC Operator (the Operator). The Operator plays a vital role in facilitating value-added, collaborative meetings within the Golden Sierra partnership. These meetings are designed to:

- Align the partnership with the priorities outlined in the state plan. Ensuring that all partners are working toward shared objectives that align with state and local workforce priorities.
- Define and assign tasks to be completed between meetings. Identifying and addressing inefficiencies in service delivery to optimize outcomes for job seekers and employers.
- Expand partnerships with other service providers in the Golden Sierra workforce ecosystem, ensuring an integrated service delivery network where stakeholders work to foster a unified approach to workforce development.

These meetings provide a forum for exchanging best practices, addressing challenges, and identifying opportunities for innovation. Through this consistent engagement, the Operator ensures that system partners remain focused on fostering demand-driven skills attainment, promoting upward mobility for workers, and integrating programs and services to maximize impact.

The Operator's role is essential in addressing system alignment and integration issues that enhance the overall efficiency and effectiveness of workforce development initiatives. Additionally, the Operator provides oversight to local service providers, ensuring adherence to the commitments outlined in their Memorandums of Understanding (MOUs). This oversight ensures that resources are allocated effectively and that partners are aligned in delivering high-quality services to the community. The Operator's contributions to the implementation of the local strategic plan are critical to achieving the GSWDB's workforce goals and helps to maintain a seamless service delivery system.

In its liaison role, the Operator bridges the gap between the GSWDB and system partners, ensuring alignment with the strategic vision of the local workforce plan. The Operator drives efforts to:

- Promote effective communication and collaboration among partners.
- Track and report on progress toward achieving strategic objectives.
- Support the implementation of initiatives that address workforce needs and advance economic growth in the region.

Through these responsibilities, the Operator plays an instrumental role in achieving the GSWDB's goals of system alignment, effective service delivery, and successful strategic plan implementation.

Traditionally, the Operator is selected through a competitive procurement process. However, after an unsuccessful attempt to procure the Operator competitively in 2024, the GSWDB submitted an application to provide the service internally, as is permitted under [WSD22-13](#). The Operator answers directly to the GSWDB, thereby maintaining the required firewall. This approach underscores the GSWDB's commitment to maintaining transparent and effective service coordination.

The GSWDB Career Services model includes a contract with Advance to provide career services in the South Lake Tahoe Basin and Alpine County communities. This partner is aligned with adult education services in these communities, is well versed in the needs of the diverse residents in these areas, and has long standing trust established with community partners and residents. This partnership brings expertise and coordination on the customer service side including local and remote access points. They also bring education expertise and have been instrumental in preparing the Golden Sierra workforce system wide to provide high quality virtual services. Additionally, Advance hosts quarterly partner meetings with customer serving agencies to educate, foster alignment, and innovate together.

III. Appendices

A Stakeholder and Community Engagement Summary

The GSWDB prepared this four year workforce development plan by engaging in public input sessions, stakeholder interviews, and surveys. In preparation for this local plan, GSWDB participated in public input sessions with the Cap RPU. These sessions provided a wealth of information influencing the priorities and strategies identified in this plan. Documentation for public meetings, public comment, accessibility and inclusivity provisions required for **Stakeholder and Community Engagement Summary** are detailed below.

The Public Input Meetings were completed in a hybrid fashion being held in-person and via zoom simultaneously. To increase participation they were held in multiple locations on the following dates and times:

- Wednesday, December 4, 2024 (5:00p.m. - 6:00 p.m.)
- Wednesday, December 11, 2024 (4:30 p.m. - 5:30 p.m.)

Notices were given at publicly accessible local workforce and Governing Board meetings, posted in local and regional publications, and on the Golden Sierra website. In addition, an email notification was widely disseminated to local area stakeholders, including the required list as mandated by the state's policy guidance, and other representatives from the business and organized labor communities, the K-12 system, the community college system, adult education, private postsecondary institutions, and CBOs. Special care was taken to ensure that organizations representing traditionally disinvested populations received notice, such as the Department of Human Assistance (DHA), DOR, Alta Regional, and others. Partners were also invited to submit comments via email regarding the Public Input Meeting questions.

Attendees included stakeholders and partners from education, labor, business, economic development and community-based organizations. This included those serving specialized populations such as the DHA, Community Action Agencies, and Behavioral Health Services.

The prompting questions included the following:

1. **How can we increase awareness of services to job seekers and the underemployed?**
2. **What are the best technologies or communication tools to use to facilitate access to services?**
3. **How can we better align services with regional workforce, education and other partners to benefit vulnerable, minority, and underserved job seekers?**
4. **What key services are most effective at lifting communities out of poverty?**
5. **How can we increase awareness of services to employers and better meet employer needs?**
6. **What additional services are necessary?**
7. **How can we increase awareness of high quality job pathways for disinvested and dislocated community members?**

The participants surfaced several key recommendations believed to enhance workforce development efforts. These include:

Engaging Job Seekers

Participants emphasized the importance of meeting job seekers where they are—both physically and digitally. This could mean setting up outreach efforts in community spaces like grocery stores or using digital campaigns on platforms like Google and social media to connect with people in their digital spaces. Accessible, mobile-friendly tools were also highlighted as crucial for reducing barriers and improving access to resources.

Improving Service Delivery and Collaboration

There was a strong call to streamline fragmented service systems. Many job seekers face challenges navigating multiple platforms and processes, so aligning these systems could improve their overall experience. Real-time connections, or “warm hand-offs,” between job seekers and resources were also encouraged. Additionally, creating centralized directories of workforce programs and opportunities could make it easier for organizations and individuals to access and share information.

Supporting Employers

Building and maintaining trust-based relationships with employers stood out as a key priority. Participants recommended sector-specific orientations to familiarize employers with available workforce programs and emphasized the importance of providing employers with trauma-informed and culturally competent training. Another suggestion was to assign case managers who could act as liaisons to resolve workplace issues like punctuality or communication.

Focusing on Youth and Vulnerable Populations

There was a deep awareness of the unique challenges facing youth and other vulnerable groups entering the workforce. For instance, youth often need on-the-job training and better alignment of expectations with employers. Tailored outreach through community centers and programs, such as LGBTQ+ drop-ins or initiatives like "Street Leaders," could help connect underrepresented groups to job opportunities.

Addressing Barriers to Employment

Housing instability and mental health challenges were frequently mentioned as significant barriers to workforce participation. Participants also pointed out that low literacy levels hinder employability, suggesting that adult education programs like GED classes paired with work-study initiatives could address this. For justice-involved individuals, overcoming employer hesitation and systemic funding challenges will require advocacy and stronger partnerships.

Driving Economic and Community Development

To lift entire communities out of poverty, structural solutions like homeownership, fostering local businesses, and building self-sustaining economies were highlighted. Participants also stressed the importance of preventative outreach programs, such as rental assistance, to address issues before they escalate.

Enhancing Workforce Systems

Integrated training programs that combine basic education with job-specific skills were suggested as a way to better prepare individuals for the workforce. Participants also proposed hosting accessible job fairs and workshops in community hubs, addressing transportation barriers, and offering small incentives to boost attendance.

Stakeholder and Community Engagement Summary

Details provided above

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments

B Public Comments received that disagree with the Local Plan

No public comments received.

Local Board Record of Comments

Section 108 of the *Workforce Innovation and Opportunity Act* requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal, all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.

Please provide these comments in the following format:

Local Plan Section	Comment/Response
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:



C Signature page

LOCAL PLAN SIGNATURES

This local plan represents the Golden Sierra Workforce Development Board’s efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act (WIOA)*.

This local plan 2 year modification is submitted for the period of July 1, 2025 through June 30, 2029 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair

Chief Elected Official

Signature

Signature

Rick Larkey

Bonnie Gore

Name

Name

Workforce Board Chair

Governing Body Chair

Title

Title

Date

Date