

BOARD MEMBER HANDBOOK


**WORKFORCE STRATEGY,
INNOVATION,
AND LEADERSHIP**

**GOLDEN SIERRA
WORKFORCE
DEVELOPMENT BOARD**

**SERVING PLACER,
EL DORADO,
AND ALPINE COUNTIES**

MARCH 2026

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Introduction

Welcome to the **Golden Sierra Workforce Development Board (GSWDB)**.

We have created this handbook to help you feel confident and prepared in your role on the GSWDB. Whether you've been involved in workforce development for years or you're just beginning to learn about WIOA, you'll find clear, practical information about how the workforce system works, what the Board is responsible for, and how our region sets its strategic direction.

The Golden Sierra region (Placer, El Dorado, and Alpine Counties) plays an important part in the broader Capital Region workforce ecosystem. As a board member, you help shape the strategies, partnerships, and investments that support equitable economic growth and ensure both employers and job seekers have access to the opportunities and resources they need to succeed.

Inside this handbook, you'll find:

- Easy-to-understand explanations of WIOA, the public workforce system, and the structures that guide our work.
- Clear descriptions of your role and responsibilities as a board member
- A simple overview of state, regional, and local planning requirements
- Insight into Golden Sierra's strategic priorities, organization, and partnerships

Our goal is to make this information accessible, useful, and supportive as you begin (or continue) your service. If there's anything that would make future editions even more helpful, we welcome your feedback.

If you have questions at any time, please feel free to reach out to staff:

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Your First 90 Days

1. Review the “Essentials” Packet

These documents provide context — you do NOT need to memorize anything.

Key items to skim:

- **GSWDB Three-Year Strategic Plan**
 - **Local Workforce Plan** (how we partner locally)
 - **Regional Plan** (how we collaborate with Sacramento, Yolo, and NCCC)
 - **WDB Member Handbook** (this document)
 - **Current Board Roster and Committee List**
-

2. Attend Your First Board Meeting

You’ll be introduced, get familiar with our processes, and begin to see how discussions and decisions unfold.

Meetings occur:

- **Every other month** (6 per year)
 - Generally 1.5–2 hours
 - Hybrid or in-person formats depending on the calendar.
-

3. Choose Your Strategic Priority Committee

Each board member participates in **at least one** of the three Strategic Plan committees:

1. **Employer Engagement Committee**
2. **System Coordination & Accessibility Committee**
3. **Outreach & Awareness Committee**

These committees are where board members **shape strategy, build relationships, and influence regional workforce investments.**

Staff will help you understand which committee best aligns with your expertise or interests.

4. Complete Required Onboarding

You’ll receive links and support from staff when due. Typical tasks include:

- **Form 700 – Statement of Economic Interests** (Required Annually)
- **California Ethics Training** (every 2 years)

Staff will help you complete each requirement.

What the Workforce System Does — In Simple Terms

The public workforce system helps:

- **Job seekers** find jobs, training, and support
- **Businesses** find qualified workers and build talent pipelines
- **Communities** strengthen economic resilience

Golden Sierra operates in **Placer, El Dorado, and Alpine Counties** and is part of the **Capital Region (RPU)** with Sacramento, Yolo, and NCCC.

What the Workforce Development Board Does

As a board member, you help guide:

Strategy

- Setting priorities
- Strengthening industry partnerships
- Identifying workforce needs

Oversight

- Reviewing program performance
- Ensuring funds are used responsibly
- Monitoring system quality and accessibility

Investment Decisions

- Approving budgets
- Selecting the One-Stop Operator
- Approving service provider recommendations

Regional Collaboration

- Aligning work with education, business, and economic development partners

You provide leadership and direction — **not day-to-day operations.**

Who's Who in the Workforce System (in plain language)

Workforce Development Board (You!)

Business-led group providing strategy, oversight, and guidance.

Governing Body (Chief Local Elected Officials / CLEOs)

Elected officials who:

- Accept WIOA funding
- Appoint board members
- Approve key decisions recommended by the WDB

GSJTA (Staff)

Golden Sierra Job Training Agency staff:

- Manage grants
- Operate Title I services
- Support board committees
- Oversee providers and performance

AJCCs

America's Job Centers of California — the public job centers where services are delivered.

AJCC/One-Stop Operator

Coordinates partner communication and integration inside the AJCC. (They do *not* deliver services.)

Service Providers

Organizations that deliver WIOA-funded career services, training, and youth programs.

What to Expect at Meetings

- Staff present updates, data, and recommendations
- Members share industry insights
- The Board votes on:
 - Budgets
 - Plans
 - Procurement outcomes
 - Policies
- Committees provide updates on strategic priorities
- Guest speakers or partner presentations (periodically)

New members often find that their **industry perspective** is the most valuable contribution.

Your Top 5 Responsibilities (Simple Version)

1. **Provide industry expertise**
 2. **Participate in one strategic priority committee**
 3. **Attend meetings regularly**
 4. **Review materials and ask questions**
 5. **Help connect the board to employers, partners, and initiatives**
-

Glossary Cheat Sheet (Super Simple)

WIOA – Federal law that funds employment and training programs

AJCC – Job centers where job seekers and businesses receive workforce services

WDB – Workforce Development Board (that's you!)

RPU – Regional Planning Unit (multi-county collaboration)

CLEO – Elected officials who oversee the local workforce area (The Governing Body)

Title I – Adult, Dislocated Worker, and Youth programs

Title II – Adult Education / Literacy

Title III – Wagner-Peyser Employment Services

Title IV – Vocational Rehabilitation

Quick Orientation Checklist

- ✓ Review Essential Documents
 - ✓ Board Member Handbook
 - ✓ Read the Strategic Plan
 - ✓ Review the Local/Regional Plans (skim is fine!)
 - ✓ Attend your first Board meeting
 - ✓ Meet staff and fellow board members
 - ✓ Choose your committee
 - ✓ Add meeting dates to your calendar
 - ✓ Complete ethics training
 - ✓ File Form 700
-

Final Note

You are not expected to be a WIOA expert.

Your value is your **experience, leadership, and perspective** — that's why you were appointed.

Golden Sierra staff will guide you through everything else.

What is the Workforce Innovation and Opportunity Act (WIOA)?

WIOA is the primary federal law that funds and guides the public workforce system across the United States. Its purpose is to help job seekers access employment, education, training, and support services, while ensuring employers can find the skilled workers they need to remain competitive. WIOA brings together multiple partner programs—including workforce services, adult education, vocational rehabilitation, and labor exchange services—into a coordinated, customer-focused network of support. For local Workforce Development Boards like Golden Sierra, WIOA establishes the structure, responsibilities, and partnerships that shape how workforce services are planned and delivered in our communities. There are four Titles to WIOA.

WIOA Titles I–IV Overview



WIOA Title I – Workforce Programs

WIOA Title I authorizes federal workforce programs for adults, dislocated workers, and youth, and establishes the One Stop (AJCC) delivery system. Title I focuses on job search assistance, training, career counseling, skills assessments, and supportive services. It also sets the governing structure of the workforce system, including Workforce Development Boards, AJCC operations, and performance accountability.

Real-World Example (Title I):

A laid-off machinist visits the AJCC and receives WIOA-funded training to become a CNC operator, eventually securing employment with a local manufacturer.

WIOA Title II – Adult Education & Family Literacy

Title II supports adult education programs that build foundational reading, writing, math, and English language (ESL) skills, helping adults prepare for employment, training, and community participation.

Real-World Example (Title II):

An adult learner improves English skills through Title II–funded ESL classes, earns a GED, and transitions into a healthcare training program.

WIOA Title III – Wagner-Peyser Employment Services

Title III provides labor exchange and job-matching services, job search assistance, and labor market information through Employment Services offices (in California, administered by EDD).

Real-World Example (Title III):

EDD staff help a job seeker with résumé building, job matching in CalJOBS, and provide local labor market information.

WIOA Title IV – Vocational Rehabilitation

Title IV helps individuals with disabilities prepare for, obtain, retain, or advance in employment through counseling, training, assistive technology, and individualized job placement support.

Real-World Example (Title IV):

A customer with a disability receives assistive technology, job readiness training, and tailored job placement support through the Department of Rehabilitation.

In Simple Terms

WIOA Title I is the part of federal law that funds workforce programs, supports job seekers and workers, helps businesses find talent, and creates the One-Stop (AJCC) system where people can get employment and training services in one place.

It is the foundation of the public workforce system that local Workforce Development Boards, like the GSWDB, help oversee.

What Is a Governor’s Designated Local Workforce Development Area (LWDA)?

A Governor’s Designated LWDA is simply the geographic area in which WIOA services are organized and delivered. Each state divides itself into these local areas so that workforce programs, funding, and services can be managed effectively and coordinated with local partners. This is the official “service area” where WIOA Adult, Dislocated Worker, and Youth programs operate and where performance and fiscal accountability are tracked. In the Golden Sierra region, this includes Placer, El Dorado and Alpine Counties.

The boundaries of each local area are set by the Governor through a formal designation process. To be designated, an area must show that it can responsibly manage funds, meet federal performance requirements, and participate in regional planning. This review happens during each four-year state planning cycle to ensure local areas continue to meet federal and state expectations.

When determining or updating boundaries, the state looks at practical factors such as shared labor markets, economic conditions, commuting patterns, and the availability of education and training resources. These considerations help ensure each local area reflects how people live and work and has the capacity to oversee workforce programs effectively.

In California, the California Workforce Development Board and the Employment Development Department support the Governor in reviewing and approving these designations. State policy emphasizes geographic logic, population needs, and local economic conditions when determining whether an area is structured appropriately.

In short, an LWDA receives WIOA Title I funding and provides the foundation for local planning, service delivery, and oversight. It defines the jurisdiction in which the local Workforce Development Board operates and ensures that workforce, education, and economic development partners are aligned in supporting job seekers and employers.

Governor's Designated Local Workforce Area Map

Role of the Chief Local Elected Official (CLEO)

Who is the Chief Local Elected Official?

The CLEO is the highest-ranking elected official(s) responsible for a local workforce area. In most cases, this is a county board chair, mayor, or designated elected official for the jurisdiction. For multi-county workforce areas (like Golden Sierra), the CLEO role is shared by a governing body made up of one elected representative from each member county.

What Does the CLEO Do?

Under WIOA and previous workforce laws, the CLEO has legal and fiscal responsibility for the local workforce system. Key duties include appointing the Workforce Development Board (WDB), entering into agreements that outline roles and responsibilities, ensuring compliance with federal and state regulations, and overseeing the administrative entity that manages day-to-day operations (In this case, Golden Sierra Job Training Agency).

Why is the CLEO Important?

They provide local control and accountability for federal workforce dollars. Their involvement ensures workforce strategies align with local economic priorities. They act as the bridge between government and the workforce system, giving legitimacy and authority to board decisions.

We'll include a link to the Governing Body/Workforce Board agreement at the end of the handbook. The document clearly defines the role of each body.

In summary:

Awarded funds flow through the CLEO of the local area. The CLEO has fiscal and programmatic responsibility for the funds but takes recommendations from the Workforce Board. The Golden Sierra Local Workforce Area originated from a partnership between Placer, El Dorado, and Alpine Counties. These partners formed a Joint Powers Authority (JPA) that acts as the CLEO for the region. The JPA created the Golden Sierra Job Training Agency (GSJTA) who provide staff to the WDB among other responsibilities. There is a Workforce Board/Governing Body agreement that establishes clear responsibilities for each body.

Example: When selecting a One-Stop/AJCC Operator, staff run a procurement and present findings and a recommendation to the Workforce Board → The Workforce Board discusses and approves a recommendation to the Governing Body → The Governing Body makes the final decision.

- Golden Sierra's Governing Body = 1 elected representative per county
- These officials act collectively as the CLEO
- They approve items based on Board recommendations, ensuring accountability.

Workforce Board/Governing Body Agreement

What Is a Workforce Development Board (WDB)?

Each local area is required to have a WDB. A WDB is a collaborative leadership body that brings together business executives, educators, economic development professionals, and community organizations to help ensure a strong local talent pipeline. Created under the federal WIOA, WDBs guide the overall workforce strategy for their region and help direct investments and partnerships that support both employer needs and community economic growth. Their purpose is to make sure employers can find skilled, job-ready workers, residents can access training and quality career opportunities, and local communities are positioned to attract and retain businesses. By aligning workforce, education, and economic development efforts, workforce boards contribute to stronger, more resilient regional economies.

Why Workforce Boards Matter

Workforce boards serve as the bridge between employers seeking qualified talent and workers seeking meaningful careers. They help employers address labor shortages and build their future workforce, while also ensuring individuals can gain the skills, credentials, and support needed to succeed in the job market. Through this coordinated approach, communities benefit from stronger business retention, increased investment, and greater economic vitality.

What Workforce Boards Do

Workforce boards set the strategic direction for the region's workforce system, identify priorities, and ensure public resources are used effectively. They guide investments in training, education, and career services; support the needs of businesses by helping develop a skilled workforce; advance job seeker success through programs that improve employment outcomes; and strengthen partnerships among organizations working toward shared economic and workforce goals.

Example: When an employer group such as those invested in the Talent Pipeline Management Employer Collaboratives express a shortage of certified medical assistants, the Board can recommend investing in a training cohort with a community college or expanding work-based learning to meet the need. Alternatively, the Workforce Board could establish an Ad Hoc Committee to work with the partners to bring suggested solutions to the Workforce Board.

What It Means to Be a Board Member

Board members serve in a strategic (not operational) capacity. They contribute their industry knowledge and leadership perspective to help shape workforce priorities, influence investments, and ensure programs align with regional economic needs. Ultimately, the board plays a key role in guiding how the region develops its talent pipeline so that employers can thrive and community members have access to meaningful, sustainable careers. There will be more on the responsibilities of the Workforce Board a little later.

Knowledge of Staff Roles, System Partners, and Service Providers

Who Actually Does What?

- **WDB:** Strategic oversight, recommendations, approvals
- **Governing Body (CLEOs):** Final authority on most decisions
- **Staff:** Carry out operations, procurement, monitoring, budgeting

A strong understanding of who does what within the workforce system helps new board members engage more confidently and effectively. The workforce system includes multiple organizations with distinct responsibilities, all working together to deliver high-quality services to job seekers, workers, and employers. The following overview introduces the key roles you will encounter as a Golden Sierra Workforce Board Member.

1. Workforce Development Board (WDB) Staff

Golden Sierra's staff provide strategic leadership, operational oversight, and administrative support for the board and the broader workforce system. They are responsible for developing regional and local workforce plans, ensuring compliance with federal and state requirements, managing grants and budgets, monitoring service providers, and maintaining strong partnerships with education, economic development, and community organizations. Staff also support board and committee operations and provide the information and analysis needed for effective governance.

2. America's Job Center of California (AJCC)

The AJCC serves as the physical and virtual hub of service delivery for job seekers and employers. Within the AJCC, customers can access career guidance, job search support, skills assessment, training referrals, supportive services, and employer-focused offerings such as recruitment assistance and hiring events. The AJCC operates as a collaborative environment where multiple agencies work together to provide comprehensive, integrated services.

3. One-Stop Operator (OSO)

The One-Stop Operator is responsible for facilitating collaboration of the partners within the AJCC. This includes ensuring smooth communication among all agencies, supporting integrated service delivery, and helping partner organizations meet the commitments outlined in the system's Memoranda of Understanding. The One-Stop Operator does not directly provide WIOA services; instead, it focuses on system coordination and continuous improvement. This is also known as the "AJCC Operator"

4. WIOA Service Providers

Golden Sierra provides direct services and may contract with service providers to deliver WIOA Adult, Dislocated Worker, and Youth programs. Golden Sierra and the providers are responsible for recruiting and enrolling participants, delivering case management, arranging training and work-based learning activities, engaging employers, and assisting with job placement and retention. They are accountable for meeting performance measures related to employment, earnings, credential attainment, and skills gains, and they manage participant data within CalJOBS.

5. System Partners

System partners include organizations required by WIOA to collaborate in the delivery of workforce services. These typically include the Employment Development Department, Department of Rehabilitation, adult education providers, community colleges, county social service agencies, and economic development entities. Partners contribute through co-location, coordinated service delivery, shared referrals, and alignment of programs and resources to support customers effectively.

Example of How System Partners Work Together

The public workforce system operates most effectively when partners collaborate to support individuals with a range of needs. A typical example begins when a customer enters the AJCC seeking help. During the initial intake process, staff identify that the individual needs basic assistance that can be provided through the county Health and Human Services Department, such as food, housing, or transportation support. At the same time, the assessment reveals that the customer has not completed high school. Through coordination with the local adult education provider (Title II), the individual enrolls in classes and begins working toward a high school diploma or equivalency, supported by testing and instructional services.

As the customer progresses, they also connect with the WIOA Title I service provider to explore training options that lead to a living-wage career pathway. In many cases, these services occur concurrently so the customer does not lose time moving toward employment. If the individual is a person with a disability, the Department of Rehabilitation (Title IV) may also become a partner in their journey. DOR may provide counseling, assistive technology, or contribute funding toward tuition or training. Through this coordinated approach, multiple programs—including Titles I, II, and IV, along with non-WIOA partners such as Health and Human Services—work together to ensure the customer receives comprehensive, seamless support on their path to employment.

6. WDB Committees

Committees provide a structure for board members to engage more deeply in specific areas of oversight. GSWDB utilizes a flexible governance model that uses ad hoc subcommittees and sector-focused workgroups when necessary. These structures ensure that leaders from key industries and labor organizations participate meaningfully in shaping the Board's services strategies. There are currently three ad hoc committees, one for each of the key priorities in the board's strategic plan (more on that later) and an Executive Committee.

The one standing committee is the Executive Committee. The function of the Executive Committee shall be to coordinate the establishment and content of WDB agendas, proposals, communications to and from the Governing Body, review and make recommendations on workforce board membership to the Governing Body, and other supportive activities and functions as may be directed by the WDB or the Governing Body. Additionally, the Executive Committee may exercise the powers of the full WDB when timely action is necessary to ensure the best interest of the WDB, its program and services.

California's State Workforce Vision

In California, the California Workforce Development Board (CWDB) plays a central role in shaping the state's workforce system. The CWDB oversees the development of the State Workforce Development Plan, which sets the statewide vision and priorities for workforce programs. This plan is built around California's core values—equity, sustainability, and innovation—and aims to support a strong and inclusive economy that can adapt to emerging industries and future job trends.

Under the leadership of the Governor and the Secretary of the Labor and Workforce Development Agency (LWDA), the state focuses on building a workforce system that promotes equitable access to opportunity, high-quality jobs, and long-term economic resilience for all Californians.

In recent years, the CWDB has helped advance two major statewide initiatives:

The California Jobs First Initiative, which provides a community-led, climate-focused strategy for strengthening regional economies and guiding future job growth.

The Master Plan for Career Education, which offers a statewide framework for improving career pathways and aligning education and workforce systems. This plan recognizes evolving workforce trends—such as automation and artificial intelligence—and outlines strategies to ensure Californians can build the skills needed for a changing labor market.

These initiatives align closely with the CWDB's vision of a statewide economy grounded in equity, quality jobs, and economic mobility. The CWDB works alongside employers, workers, Local Workforce Development Boards, education partners, and community organizations to build a coordinated workforce system that supports all Californians, especially those facing barriers to employment.

Capital Region

Regional Planning Unit (CapRPU)

Golden Sierra	SETA/ Sacramento Works	Yolo	North Central Counties Consortium
Placer, El Dorado, Alpine	Sacramento County/City	Yolo County	Yuba, Glenn, Colusa, Sutter

As stated earlier, WIOA is the federal law that funds employment, training, and career services across the United States. Its purpose is to help job seekers access the training and employment opportunities they need to succeed, while also ensuring employers can find workers with the skills required to remain competitive. To administer these services, each state is divided into local workforce areas, and each area has a Local Workforce Development Board responsible for overseeing job centers and related programs.

Because regional economies naturally extend beyond city and county boundaries, WIOA also requires states to create planning structures that bring multiple local areas together. These structures ensure that workforce efforts reflect the realities of regional labor markets rather than being limited by jurisdictional lines.

In California, Local Workforce Development Areas are grouped into Regional Planning Units (RPUs). An RPU is essentially a multi-county partnership in which several workforce boards coordinate their efforts to address shared economic challenges and opportunities. Through these partnerships, workforce boards work jointly to align strategies, respond to industry needs, strengthen employer engagement, and ensure services are delivered efficiently across the region. By collaborating in this way, they can avoid unnecessary duplication, streamline training and service delivery, and pool resources to better support both workers and businesses.

GSWDB participates in the Capital Region RPU (Cap RPU) through Golden Sierra Job Training Agency (GSJTA) staff. This region includes Golden Sierra, the Sacramento Employment and Training Agency (SETA), Yolo County, and the North Central Counties Consortium (NCCC), which represents Yuba, Sutter, Glenn, and Colusa counties. Together, these agencies work on numerous shared initiatives, develop a combined regional plan, and pursue regional grant opportunities that support integrated services across the Capital Region. A new regional plan must be developed every four years with modifications taking place every 2 years.

Example: Over the last several years, the Cap RPU collaborated on the Prison to Employment Initiative (P2E), the Regional Plan Implementation (RPI) funding, and the Regional Equity and Recovery Partnership (RERP) grants, The Disability Employment Accelerator (DEA), The High Road Training Partnership grant (HRTP), and several others competitive grant applications. Together, these areas have brought in well over \$5,000,000 for regional services and collaboration including business services, job training to targeted populations, and pre-apprenticeship programs.

Regional Plan

Regional Organizer

The Regional Organizer under WIOA in California is a designated individual or entity who serves as a central connector between the California Workforce Development Board and the local workforce boards within a region. Their purpose is to ensure that regional planning, communication, and collaboration occur smoothly across all partners.

In this role, the Regional Organizer functions as a liaison who keeps information flowing between state-level leadership and local workforce directors and regional leaders. They help align workforce, education, and economic development partners by promoting ongoing dialogue among employers, labor organizations, educators, community groups, and the public workforce system. Through this coordination, they support the implementation of the region's WIOA Regional Plan and help translate policy into practice on the ground.

The Regional Organizer also plays a practical role in strengthening regional capacity. They identify promising practices within the region, connect local boards with technical assistance providers, and participate in meetings, convenings, and conference calls that support cohesive regional action. They help coordinate related state and federal grant projects to ensure that regional efforts are aligned rather than duplicated. Their collaboration also ensures that the workforce system's staff development and training needs are addressed in a coherent way across the region.

Overall, the Regional Organizer helps a region function as a unified workforce system rather than as isolated local boards. They promote communication, coordination, and strategic alignment so that the region can effectively implement its shared goals under WIOA.

Example of how this works:

In the Cap RPU, regional organizer services are provided by Valley Vision. Valley Vision is a nonprofit civic leadership organization that works to improve the Sacramento region through research, collaboration, and community engagement. The organization brings together business, education, workforce, and community partners to advance inclusive economic and workforce development across the Capital Region.

As the Regional Organizer, they leverage funding from multiple sources to support strong regional collaboration. By convening industry advisory committees, employer roundtables, and cross-sector collaboratives they help to ensure the voice of business is consistently informing workforce strategies and investments. These convenings help the four workforce areas align their efforts around high-demand sectors, emerging labor market trends, and regional talent needs.

Staff from each local workforce area meet monthly with Valley Vision to share insights, coordinate service strategies, and jointly respond to business needs across the region. This collaboration extends to regional initiatives that address persistent challenges, such as the digital divide, which disproportionately affects rural communities, low-income households, older workers, and individuals with limited access to broadband or digital devices. Through coordinated efforts, the RPU promotes digital-skills training, access to technology, and equitable participation in the modern workforce.

To support digital skill development across the entire region, the RPU also utilizes Metrix Learning, an online learning platform that provides thousands of courses in digital literacy, workplace skills, and industry-recognized competencies. Metrix Learning allows job seekers (especially those facing barriers to training, transportation, or scheduling) to build essential skills remotely and at their own pace. This regional resource strengthens upskilling efforts, enhances job readiness, and ensures that individuals have access to the digital tools required to compete in today's labor market.

The Local Plan

The Local Plan outlines service delivery within the Golden Sierra Local Workforce Development Area. The State provides the framework for this plan, and the Board uses it to describe how local workforce, education, and economic development partners align their efforts to support the Regional Plan, foster economic growth, and advance statewide workforce priorities. The Local Plan explains how services such as training, career services, and business services are coordinated across programs and partners, and how the local area ensures access and equity for individuals with barriers to employment. The plan is developed every four years, with required updates every two years to align with the regional planning cycle.

For board members, the Local Plan serves as a key document outlining how services are organized and delivered locally. To develop the plan, Golden Sierra staff (working in partnership with Valley Vision) convene public input sessions to gather feedback from employers, community organizations, partners, and residents. Staff then draft the plan, present it to the Board for review and input, and finally forward it to the Governing Body for approval before submitting it to the State for acceptance.

Local Plan



Roles of the Workforce Development Board

The Workforce Development Board is a business-led body that guides how employment and training services are delivered in Placer, El Dorado, and Alpine Counties. You serve in a strategic, not operational, capacity. Staff handle day-to-day operations; the Board provides oversight, direction, and approval of key decisions.

Under WIOA, every local Workforce Development Board has a set of responsibilities that guide how the workforce system operates in the community. These duties fall into two main areas:

- **System-Building Roles** – helping shape the direction of the broader workforce system and building strong partnerships.
- **Title I Roles** – overseeing how WIOA Adult, Dislocated Worker, Youth, and AJCC services are delivered.

Most of the day-to-day work is completed by **GSJTA** staff. As a Board Member, your role is to provide leadership, review recommendations, and approve major decisions.

The Workforce Board's Roles (Simplified)

Under WIOA, Workforce Development Boards oversee the public workforce system's delivery of employment and training services.

System-Building Roles	Title I Roles
<ul style="list-style-type: none">• Developing the Local Plan• Understanding Labor Market Trends• Bringing Partners Together• Supporting Career Pathways• Promoting Effective Practices• Ensuring Technology	<ul style="list-style-type: none">• Budget and Administration• Selecting Operators and Providers• Program Oversight• Coordination with Education Providers• Negotiating Performance Measures• Ensuring Accessibility

These responsibilities ensure that local decisions reflect the needs of employers, job seekers, and the regional economy.

System-Building Roles

These duties focus on strengthening the overall workforce system and making sure partners work well together.

1. Developing the Local Plan

The Board works with local elected officials to create the Local Plan, which explains how the region will deliver workforce services and align with state priorities.

Example: Golden Sierra staff prepare a draft Local Plan describing how career services will improve access in rural areas like Alpine County.

At a board meeting, staff present the draft. Board members discuss regional employer needs, suggest adding new language about advanced manufacturing training, and vote to approve sending the plan to the Governing Body.

2. Understanding Labor Market Trends

The Board helps ensure the region stays informed about which industries are growing, what skills employers need, and how the economy is changing. This information guides decisions and investments.

Example: Staff share new labor market data showing strong growth in behavioral health jobs. A board member from the healthcare sector explains local hiring challenges and recommends exploring tuition assistance for psychiatric technician programs.

The Board requests a follow-up report on training capacity at nearby colleges.

3. Bringing Partners Together

The Board helps convene business, education, labor, and community organizations to coordinate services and reduce duplication.

Example: The Placer Workforce Development Foundation hosts a regional roundtable with community colleges, adult education, EDD, and local hospitals to discuss the shortage of Surgical Technicians.

Board members attend and help identify shared priorities that become part of the next workforce initiative.

4. Engaging Employers

The Board builds relationships with employers to ensure the workforce system responds to real business needs, addresses skill gaps, and keeps employers involved in system planning.

Example: An employer tells a Board member that entry-level technicians lack basic tool-use skills.

The Board member shares this insight during a meeting.

Staff follow up with the employer and develop a short-term training cohort incorporating tool-readiness skills.

5. Supporting Career Pathways

The Board works with K–12 schools, adult education, and colleges to support clear career pathways that connect learning to employment.

Example: The Adult Education Consortium introduces a new ESL-to-Healthcare pathway. The Board reviews the model and recommends adding contextualized English instruction for healthcare terminology.

Golden Sierra staff then integrate this pathway into WIOA training offerings.

6. Promoting Effective Practices

The Board lifts up strategies and models that improve job-seeker success and meet employer needs.

Example: Staff present evidence that “work-based learning first” (OJT and paid internships) is outperforming classroom training for youth outcomes.

The Board recommends scaling up work-based learning across all counties and requests quarterly updates.

7. Ensuring Technology & Accessibility

The Board supports the use of technology to make services more accessible, especially for rural communities and individuals with barriers to employment.

Example: The Regional Organizer identifies that employers see a skills gap exists in job seeker’s digital literacy.

The Board partners with the RPU utilizing regional funds to institute Metrix Learning platform.

Title I Roles

WIOA is divided into four titles. Title I funds job seeker and business services that Golden Sierra oversees. The Board's Title I responsibilities relate to how these services are funded, delivered, and evaluated.

1. Budget and Administration

The Board approves the budget and ensures Title I funds are used responsibly.

Example: Staff present a budget showing an increase in supportive services funding due to rising transportation costs in rural areas.

Board members ask clarifying questions, discuss impacts, and vote to recommend approving the allocation which gets reviewed and finalized by the Governing Body.

2. Selecting Operators and Providers

The Board selects:

- The AJCC (One-Stop) Operator
- The Youth and Adult/Dislocated Worker Service Providers
- Training providers that meet eligibility standards

Example: Golden Sierra completes an RFP for a Youth Services provider. Staff present evaluation scores and recommend Provider A.

Board members review the scoring, ask questions, and vote to recommend Provider A to the Governing Body.

3. Program Oversight

The Board monitors Title I programs to ensure quality services, appropriate use of funds, and strong performance outcomes.

4. Coordination With Education Providers

The Board works with education and training partners and reviews applications for adult education programs to support alignment and pathways.

Example: The local Community College receives funding and needs assistance with employer outreach for students completing programs in advanced manufacturing. They contract with Golden Sierra Staff to assist those students in obtaining employment in the field.

5. Negotiating Performance Measures

Staff work with the Governor's designated representatives to set performance goals for the local area.

6. Ensuring Accessibility

The Board ensures that all AJCC locations meet ADA requirements and that services are accessible to everyone.

Example: Staff complete an annual accessibility review administered by the Employment Development Department that ensures compliance with all regulations and identifies where assistive devices might be appropriate upgrades.

These responsibilities ensure that local decisions reflect the needs of employers, job seekers, and the regional economy.

The Strategic Plan:

Expanded Roles:

Local Boards can also expand on these statutory obligations. This is where Board members really get to focus on impacts they feel have personal meaning. In 2025 The GSWDB adopted a new Three-year Strategic Plan. This plan set forth a new Mission and Vision, and three strategic priorities.

The new strategic plan recognizes the strength of the Board's ability to meet its obligations while expanding goals from a compliance focus to strategic leadership. Through this plan. The GSWDB aims to become a recognized regional force that aligns public and private efforts, maximizes federal and state investments, and helps communities thrive through equitable access to opportunity.

To develop this plan, the GSWDB engaged The NiVACK Group to facilitate a comprehensive strategic planning process to define its direction and priorities for the next three years. This plan represents the collective insights, experience, and aspirations of the Board and its partners, developed through a series of structured and engaging workshops.

The result is a focused set of Objectives and Key Results (OKRs) that will guide GSWDB in transforming from a compliance-driven organization to one that delivers measurable strategic impact across the region, including:

- Improved accessibility of workforce services.
- Expanded employer partnerships.
- Increased visibility of the Board as a strategic convener.

The updated mission and vision emphasize collaboration, accessibility, and economic growth through workforce development.

Over the next three years, GSWDB will focus on three strategic priorities:

1. **Employer Engagement:** Strengthen partnerships with industry to ensure workforce programs align with real-world needs.
2. **System Coordination and Accessibility:** Build a coordinated, accessible workforce ecosystem that serves employers, job seekers, and training providers equitably.
3. **Outreach and Awareness:** Increase understanding of the membership, visibility, stakeholder engagement, and Board member participation thereby enhancing the GSWDB's regional influence.

Mission:

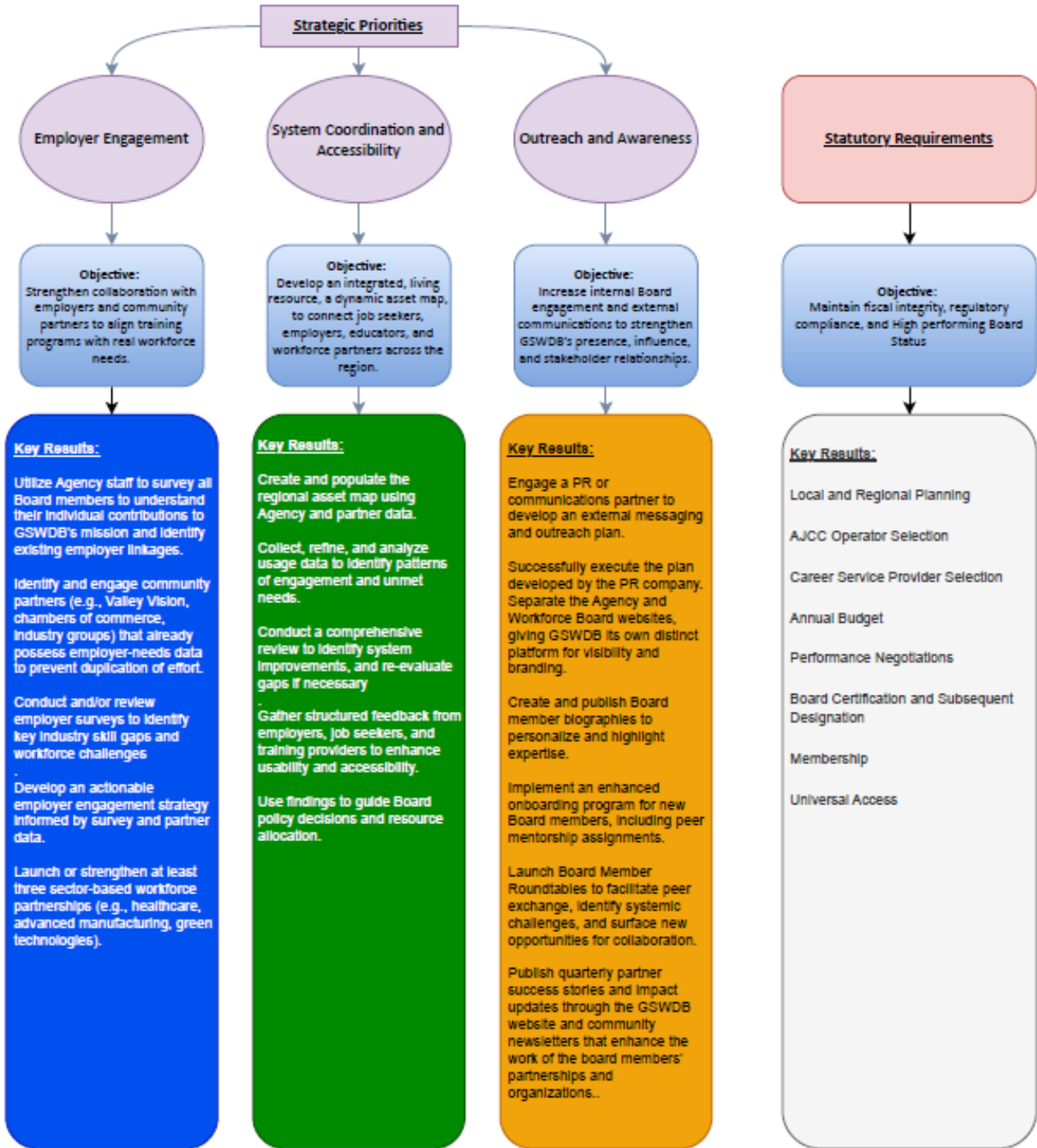
The Golden Sierra Workforce Development Board convenes industry leaders and key partners to provide strategic oversight, policy, and regional coordination to drive positive outcomes for employers and job seekers.

Vision:

A collaborative and accessible workforce system creating pathways to economic growth within our communities.

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To facilitate this work the board established ad hoc sub committees corresponding to each priority. Board members are expected to participate in at least one of these committees. Examples of the work include mapping resources, identifying Board member connections with regional initiatives, Improving the Board member experience, and creating better connections with business.

Golden Sierra 3-year Strategic Plan

Composition of the Board

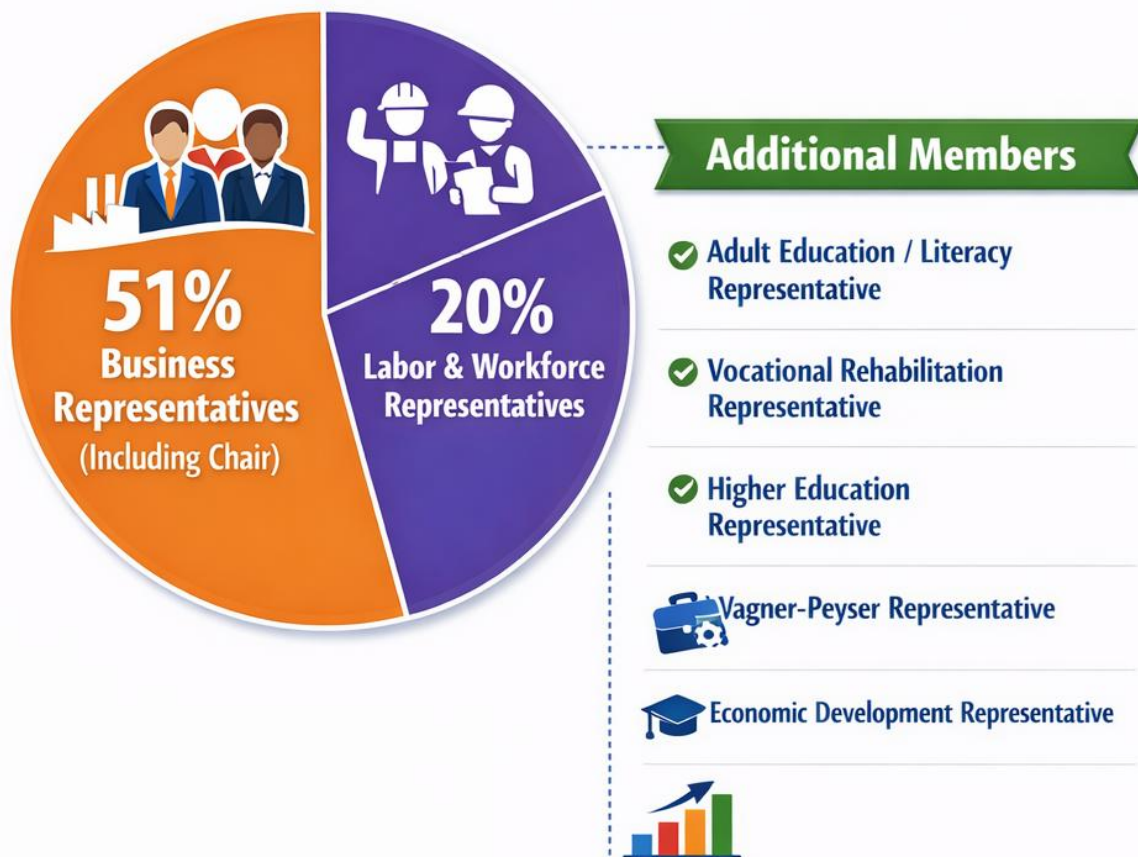
The Golden Sierra Workforce Board actively seeks members from throughout the region to fill available seats on the board. The majority of the board is represented by business and industry from the private sector. Other sectors represented include education, labor, rehabilitation and state employment services, public assistance agencies, community-based organizations as well as local economic development interests. The Golden Sierra WDB attempts to maintain a board whose private sector members are representative of small business or the sectors of interest to our initiatives. In addition, we strive ensure that our member county's interests are at the table while keeping the board nimble. Because of this, our board composition and recruitment efforts may change over time.

Minimum Representation on the local board includes:

1. Business Representatives (51%), including the Chair
2. Labor and Workforce Representatives (20%) (further definitions apply)
3. Adult Education/Literacy Representative
4. Vocational Rehabilitation Representative
5. Higher Education Representative
6. Wagner-Peyser Representative
7. Economic Development Representative

Current Board membership

Workforce Development Board Membership



Required by WIOA

Time Commitment

Board members should be active and engaged in the work of the board to understand its operations and deliver its message. Serving on the Golden Sierra Workforce Board will require a commitment of at least 12 hours per year. The time commitment includes six board meetings held every other month in addition to ad hoc and subcommittee work as necessary.

Term of Office

Currently board members serve fixed terms of four years from the July 1st immediately preceding the appointment/re-appointment date. All WDB terms shall expire on June 30th, except that members may continue to serve after the end of their term until a successor is appointed.

Board Member Expectations

1. Develop and oversee the mission.
2. Engage in strategic planning.
3. Participate in at least one of the strategic planning ad hoc committees.
4. Encourage and educate employer organizations and affiliations to leverage the system.
5. Recommend for appointment and mentor new Board members.
6. Enhance the organization's public image and deliver its message.
7. Ensure Board efficiency in its operations.
8. Prepare for and actively participate in meetings, including engaging other resources as needed.
9. Miss no more than three consecutive Board meetings.
10. Complete periodic ethics training as required by California law. *
11. Complete and submit Form 700 (Statement of Economic Interests). *

*Staff will help ensure these get completed as required

WIOA & Workforce System: Quick Reference

Plain-language definitions for new board members.

Core Laws & Structures

WIOA – Workforce Innovation and Opportunity Act: Federal law that funds and guides workforce services to help people get jobs and businesses find talent.

LWDA – Local Workforce Development Area: A state-designated geographic area that receives WIOA funds and operates workforce programs.

JPA – Joint Powers Agreement: A legal agreement allowing multiple public agencies (e.g., counties) to jointly manage the workforce system.

GB – Governing Body: The elected officials who manage the JPA and act as the Chief Local Elected Official (CLEO) for WIOA.

CLEO – Chief Local Elected Official: Top local elected official(s) responsible for WIOA oversight and appointing the local board.

Boards & Regional Alignment

WDB or LWDB – Local Workforce Development Board: Business-led board that plans, oversees, and evaluates local workforce services.

CWDB – California Workforce Development Board: The state board that sets statewide workforce priorities and approves plans.

RPU – Regional Planning Unit: Neighboring LWDA's working together on shared strategies. Golden Sierra participates in the Capital Region RPU with Sacramento Works, North Central Counties Consortium, and Yolo County.

Regional Organizer – A Regional Organizer is the group that helps the workforce boards in a region work together by coordinating communication, aligning projects, and supporting shared planning efforts.

Plans (How Strategy Becomes Action)

State Plan: California's statewide workforce strategy set by the CWDB.

Regional Plan: Created by RPU partners; identifies key regional industries, workforce needs, and joint strategies.

Local Plan: Created by the local board; describes how local partners will meet state goals and serve priority industries and populations.

Service Delivery & Operations

AJCC – America’s Job Centers of California: Community access points for job seekers and employers to get WIOA and partner services.

One-Stop System: The coordinated network of AJCCs and partners delivering employment, training, and support services.

OSO / AJCC Operator – One-Stop Operator: Entity designated to coordinate daily AJCC operations and partner activities.

Career Services Provider: Organization that delivers WIOA Title I services to Adults, Dislocated Workers, and Youth.

Local Entity

GSJTA – Golden Sierra Job Training Agency: Administers workforce programs and services for the Golden Sierra LWDA (Placer, El Dorado, and Alpine Counties).

Appendix A:

Timeline of Federally Funded Workforce System

From Wagner–Peyser to WIOA

Chronological Timeline

Year	Act / Program	Description & Governance
1933	Wagner–Peyser Act	Established U.S. Employment Service; created state-run employment offices for job matching.
1935	Works Progress Administration (WPA)	Provided direct public employment through federally funded infrastructure and arts projects.
1962	Manpower Development and Training Act (MDTA)	Addressed unemployment caused by automation; funded retraining and skills development programs.
1973	Comprehensive Employment and Training Act (CETA)	Consolidated job training programs into local block grants; included public service employment and youth programs.
1982	Job Training Partnership Act (JTPA)	Replaced CETA; introduced Private Industry Councils (PICs)—business-led boards overseeing local training programs.
1998	Workforce Investment Act (WIA)	Replaced JTPA; created Workforce Investment Boards (WIBs) to manage One-Stop Career Centers and align services with employer needs.
2014	Workforce Innovation and Opportunity Act (WIOA)	Modernized WIA; renamed WIBs as Workforce Development Boards (WDBs); emphasized regional planning, employer engagement, and integrated service delivery.

Appendix B:

Quick Access Links

Category	Resource (click to open)	Description / Notes
 Governance	Workforce Board Bylaws (2026)	Governing rules for board structure, membership, roles, and operating procedures
 Governance	Workforce Board/Governing Body Agreement	Defines roles and responsibilities between the Workforce Board and the Governing Body (CLEO)
 Planning	Capital Region Regional Plan	Four-year regional strategy developed collaboratively by the Capital Region RPU
 Planning	Golden Sierra Workforce Board Local Plan	Describes local service delivery, partner roles, and alignment with state and regional priorities
 Strategic Plan	Golden Sierra Workforce Board 3-year Strategic Plan (Nov 2025)	Board mission, vision, strategic priorities, and key objectives
 Membership	Workforce Board Membership Roster	Public webpage listing current Board members and representation
 Contact	Jason Buckingham, Executive Director, Golden Sierra Job Training Agency	Primary staff contact for Board leadership, strategy, and governance questions
 Contact	Melissa Keefe, Administrative Analyst, Golden Sierra Job Training Agency	Board administration, compliance, and reporting support
 Contact	Lisa Nelson, Administrative Clerk, Golden Sierra Job Training Agency	Board logistics, records, and meeting coordination