

**WB MEMBERS**

AMY SCHULZ  
Sierra College

CHRISTINA NICHOLSON  
Whole Person Learning

DANIELA DEVITT  
California Employers Association

ERIC HENKEL  
UFCW-8 Golden State

JANIS AYDELOTT  
Placer County HHS/ES/BAN

JASON BUCKINGHAM  
Golden Sierra Job Training Agency

JEFF RICHARD  
Employment Development Department

JEFF SHARP  
Parker's Hot Dogs

JENNIFER POFF  
North State Building Industry Foundation

KYLE ZIMBELMAN  
County of El Dorado

MICHAEL SNEAD  
Sierra Consulting Services, Inc.

MICHAEL ZIMMERMAN  
MTI College

NICK GUNN  
The NiVACK Group

RANA GHADBAN, *Vice Chair*  
Roseville Chamber of Commerce

RICK LARKEY, *Chair*  
North State Building Industry Foundation

SCOTT ALVORD  
Advanced Development Concepts, LLC

STEVEN CASPERITE  
Placer School for Adults

TINK MILLER  
Placer Independent Resource Services

TODD BEINGESSNER JR.  
Quick Quack Car Wash

VIVIAN HERNANDEZ-OBALDIA  
Department of Rehabilitation

VOLMA VOLCY  
Sacramento Central Labor Council  
AFL-CIO

WILLIAM GONZALEZ  
District Council 16

WILLIAM REED  
United Domestic Workers of America

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

**Thursday, October 24, 2024 @ 1:00 pm**

**Golden Sierra Job Training Agency  
Board Room  
115 Ascot Drive, Suite 100  
Roseville, CA 95661**

**Teleconference Locations:  
Sacramento Central Labor Council  
2617 K Street  
Sacramento, CA 95816**

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

- I. ROLL CALL AND INTRODUCTION OF GUESTS
- II. APPROVAL OF AGENDA 1
- III. CONSENT AGENDA  
All matters listed under the Consent Agenda are considered to be routine in nature and will be approved by one blanket motion.
  - a. Approval of Minutes from September 19, 2024 EC Meeting 2-3
  - b. Attendance Log 4
- IV. PUBLIC COMMENT – FOR ITEMS ONLY ON THE AGENDA
- V. STRATEGIC PLANNING 5-10
  - Introductions – The NiVACK Group
  - Scope of Work/Timeline
- VI. FUTURE AGENDA ITEMS/NEW BUSINESS
  - AJCC/One-Stop Operator Application
- VII. NEXT MEETING  
Thursday, November 21, 2024 @ 12:00 pm
- VIII. ADJOURNMENT

**EQUAL OPPORTUNITY**

Golden Sierra is an equal opportunity employer/program. Auxiliary aids and services are available upon request. Special requests for services, aids and/or special formats need to be made by calling (916)-773-8540 (Voice). TTY users please call the California Relay Service at 711.

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

**Thursday, September 19, 2024 @ 12:00 pm**

**Roseville Chamber of Commerce  
650 Douglas Blvd.  
Roseville, CA 95678**

**Teleconference Location:  
Sonoma Coast Villa Resort  
16702 Shoreline Hwy.  
Bodega Bay, CA 94922**

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

Quorum was established and meeting called to order at 12:09 pm by Vice-Chair Ghadban

- |   |   |
|---|---|
| <input type="checkbox"/> Rick Larkey (Chair)                      | <input checked="" type="checkbox"/> Rana Ghadban (Vice-Chair) |
| <input type="checkbox"/> Daniela Devitt                           | <input checked="" type="checkbox"/> Greg Geisler              |
| <input checked="" type="checkbox"/> Steven Casperite              |   |
| <input checked="" type="checkbox"/> Jason Buckingham (Ex-Officio) |   |

**GSJTA Staff:**

- Melissa Keefe
- Lisa Nelson

**One-Stop Operator:**

- Michael Indiveri

GUESTS: None

**II. APPROVAL OF AGENDA**

**Motion** to approve agenda by Casperite, second by Casperite

**Motion** approved unanimously by roll call vote

**III. CONSENT AGENDA**

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

- a. Approval of Minutes from July 24, 2024 EC Meeting
- b. Attendance Log

**Motion** to approve consent agenda items a-b by Casperite, second by Geisler

**Motion** approved unanimously by roll call vote

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

NONE

V. FY 2024-2025 AGENCY BUDGET – FINAL

Buckingham reported out as outlined in the agenda packet

**Motion** to approve FY 2024-2025 Agency Budget–Final by Casperite, second by Geisler

**Motion** approved unanimously by roll call vote

VI. STRATEGIC PLANNING PROCUREMENT

Buckingham reported out as outlined in the agenda packet; Ratings sheets were distributed, roundtable discussion occurred. Five (5) applications were received during procurement process, Three (3) were selected for interviews. CAEL, MAP Advising, and The NiVACK Group.

**Motion** to select and award procurement contract to The NiVACK Group, by Casperite, second by Geisler

**Motion** approved unanimously by roll call vote

VII. WORKFORCE BOARD MEMBERSHIP

Keefe reported out as outlined in the agenda packet; Aydelott application

**Motion** to recommend approval of the application to the Governing Body by Geisler, second by Casperite

**Motion** approved unanimously by roll call vote

VIII. AJCC OPERATOR

- AJCC Certification: Indiveri and Buckingham reported out as outlined in the agenda packet; Evaluation Tool and Matrix were reviewed. AJCC certification due November 1, 2024.

**Motion** to adopt and approve the AJCC Certification as presented by Casperite, second by Geisler

**Motion** approved unanimously by roll call vote

- Report Out: Indiveri reported out as outlined in the agenda packet; Information only.

IX. FUTURE AGENDA ITEMS/NEW BUSINESS

- Strategic Planning Presentation with The NiVACK Group
- AJCC Certification
- One Stop Operator Procurement/Award to move “In-House”

X. NEXT MEETING

Thursday, November 21, 2024 @ 12:00 pm

XI. ADJOURNMENT

**Motion** to adjourn meeting at 12.38 pm by Ghadban - **Motion** approved unanimously

**GOLDEN SIERRA  
WORKFORCE BOARD  
EXECUTIVE COMMITTEE MEETING**

**ATTENDANCE LOG**

**OCTOBER 24, 2024**

<b>Date:</b>	11/16/23	1/18/24	2/27/24	3/21/24	5/16/24	7/24/24	9/19/24	Rate
<b>Executive Committee</b>	EC	EC	EC	EC	EC	EC	EC	
<b>Meeting Type</b>	Regular	Regular	<i>Special</i>	Regular	Regular	Regular	Regular	
Rick Larkey- <b>CHAIR</b>	1	1	1	1	1	1	0	86%
Rana Ghadban- <b>VICE CHAIR</b>						1	1	100%
Daniela Devitt	1	1	1	0	1	1	0	71%
Steven Casperite		1	1	1	1	1	1	100%
Volma Volcy								
Greg Geisler	0	1	1	1	1	0	1	71%
Jason Buckingham	1	1	1	1	1	1	1	100%

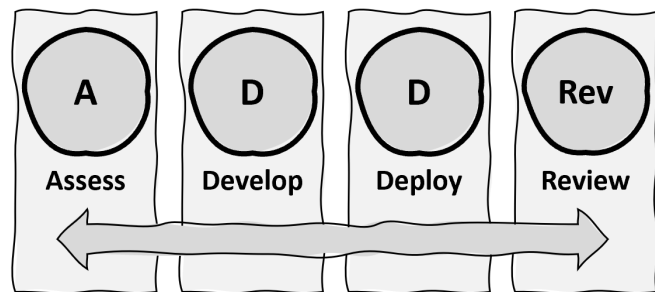
## (ii) Detailed Project Plan for Golden Sierra Workforce Development Board's Three-Year Strategic Plan

### Overview

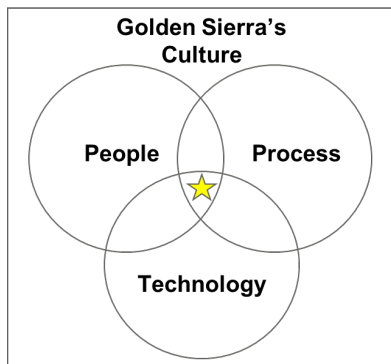
Golden Sierra Workforce Development Board (GSWDB) aims to design, develop, implement, and manage a new Three-Year Strategic Plan to guide its activities, practices, goals, and aspirations. This plan will require an understanding of both historical context and future needs. The NiVACK Group will collaborate with GSWDB to deliver tangible results in the form of an achievable Strategic Plan with measurable objectives and milestones, aligned closely with GSWDB's mission, vision, values, and underlying cultural needs.

### Approach

Our approach will focus on four key phases: Assess, Develop, Deploy, and Review (ADDRRev). This method ensures a thorough understanding of GSWDB's current state, engages stakeholders, and creates a robust plan for achieving GSWDB's strategic goals.



A propriety planning framework from The NiVACK Group, LLC



Prime opportunities to propel any organization forward often do not exist along a single axis, but optimally fall at the nexus of people, process, and technology, inherently supported by the organization's culture and leadership. We will, therefore, utilize the NiVACK ADDRRev framework to execute the Internal and External Assessment, focusing on each of these 4 critical areas.

### Project Framework: PMO Structure

We will establish a Project Management Office (PMO) to oversee the entire strategic planning process, ensuring structured governance and clear accountability.

#### PMO Structure:

- GSWDB Project Sponsor: Senior GSWDB leader accountable for the project.
- PMO Leadership: GSWDB leader and NiVACK Engagement Manager.

- Project Management Team: NiVACK Project Manager.
- Communication Lead: GSWDB leader Responsible for internal and external communication.

**PMO Responsibilities and Accountabilities:**

- Approve project scope, timeframes, resources, and key deliverables.
- Act as the decision-making and conflict-resolution body.
- Provide guidance and decisions, as necessary.

***Project Plan***

**STAGE 1: Strategic Planning Framework**

**Objective:**

Develop a comprehensive project framework and work plan detailing deliverables, timelines, meeting schedules, and outreach.

**Activities:**

1. Establish PMO: Define roles, responsibilities, and decision-making authority.
2. Kick-off Meeting: Align on project goals, scope, and timelines.
3. Stakeholder Engagement: Identify key stakeholders and develop an engagement plan. Identification will be done through conducting a stakeholder mapping exercise.
4. Communication Plan: Create a detailed communication strategy.

**Deliverables:**

- Approved project framework and work plan.

**Timeline:** \*all timelines are subject to change depending on the contract process

- Start: Nov 4th, 2024
- End: Jan 3rd, 2025

## **STAGE 2: Internal and External Assessment**

### **Objective:**

Conduct a comprehensive assessment of GSWDB's internal and external environment.

### **Activities:**

1. SWOT Analysis: Conduct a two-hour SWOT workshop.
2. Review of Existing Plans: Evaluate existing strategic plans and relevant reports.
3. Stakeholder Feedback: Collect input from board members, staff, partner agencies, and other key stakeholders. Data collection will be conducted through interviews, focus groups, surveys, and existing data analysis.
4. Benchmarking: Compare GSWDB with peer organizations to identify best practices.

### **Deliverables:**

- Comprehensive report on internal and external assessment.

### **Timeline:**

- Start: January 6th, 2025
- End: February 28th, 2025

## **STAGE 3: Strategic Plan Development**

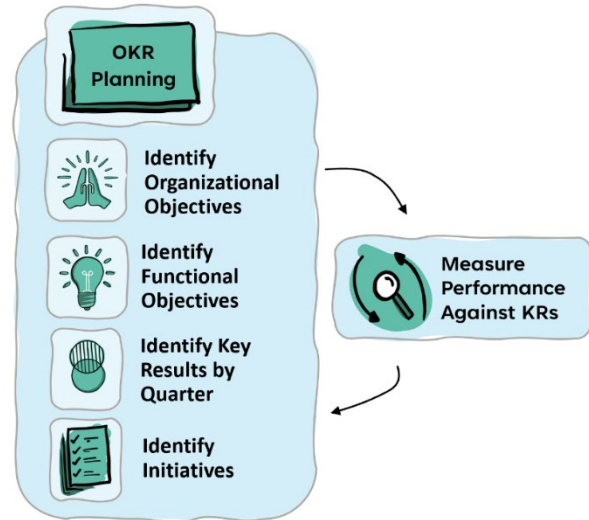
### **Objective:**

Develop a detailed Strategic Plan with specific, measurable, achievable, relevant, and time-bound (SMART) objectives (e.g., increase job placement rates by 15% over three years).

### **Activities:**

1. Define Mission, Vision, and Core Values: Facilitate two separate one-hour workshops to revisit and revise these statements.

2. Set Goals and Objectives: Facilitate two separate one-hour workshops to define SMART goals for the next three years.
3. Develop Strategies: Identify strategic initiatives to achieve goals.
4. Create Implementation Plan: Develop a detailed roadmap with timelines and responsibilities.
5. Establish Monitoring Framework: Develop a framework to monitor progress and effectiveness.



### Deliverables:

- Draft Strategic Plan for review and feedback.
- Final Strategic Plan document.

### Timeline:

- Start: March 3rd, 2025
- End: March 31st, 2025

## **STAGE 4: Strategic Plan Implementation Training**

### Objective:

Provide training to GSWDB's Executive Leadership team to ensure effective implementation of the Strategic Plan.

### Activities:

1. Develop Training Materials: Create comprehensive training materials and process documentation.
2. Conduct Training Sessions: Deliver two 4-hour sessions, either in-person or virtually.
3. Develop Implementation Support Tools: Provide tools such as Project Data Sheet templates, status reports, and communication strategies.



4. Post-Implementation Support: The NiVACK Group project team will check in at three and six months after the delivery of the final deliverable. These check-ins will be to address any challenges and ensure the implementation plan is working.

**Deliverables:**

- Up to eight hours of group coaching and mentoring sessions.
- Implementation support materials.

**Timeline:**

- Start: April 1st, 2025
- End April 25th, 2025

**Assumptions**

- Sufficient access to GSWDB resources will be provided.
- GSWDB is open to reviewing and possibly revising its Core Values, Mission, and Vision.
- Engagement from GSWDB leadership at both senior and mid-levels.
- Availability of appropriate training facilities or virtual collaboration technology.
- GSWDB personnel are capable of effective teleworking.

**Measuring, Monitoring, and Reporting Progress**

Status reports will be delivered by the Project Managers to the PMO on a pre-agreed cadence using standardized templates. Off-track initiatives will require a Corrective Action Plan (CAP). NiVACK will adhere to the scope of work, deliverables, and timelines specified in the contract, with all deliverables considered complete only when satisfactorily accepted by GSWDB.

**Monitoring and Continuous Improvement:**

- Establish a feedback loop through OKR Status Reports.
- Continuous assessment and adjustment of initiatives based on feedback and progress reviews.

By following this structured approach, The NiVACK Group will ensure that GSWDB receives a comprehensive, actionable, and effective Three-Year Strategic Plan that aligns with its mission, vision, and values, and addresses the organization's future challenges and opportunities.