MOTHER LODE WORKFORCE DEVELOPMENT AREA
WORKFORCE INNOVATION AND OPPORTUNITY ACT
LOCAL STRATEGIC PLAN 2017-2020

Introduction

In July of 2014, Congress passed the Workforce Innovation and Opportunity Act (WIOA). WIOA Section 108 and California UI Code Sections 14221-22 require the Local Workforce Development Area to submit a comprehensive local plan to the State Workforce Development Board every 4 years. This document represents the Strategic Local Plan for the Mother Lode Workforce Development Area (Mother Lode WDA) consisting of Amador, Calaveras, Mariposa, and Tuolumne Counties. These counties also encompass the Middle Sierra Regional Planning Unit (Middle Sierra RPU). This plan builds on previous work and is jointly submitted by the Chief Local Elected Official (CLEO), the Mother Lode Board of Directors and the Mother Lode Workforce Development Board (MLWDB). The administrative entity for the area is the Mother Lode Job Training Agency (MLJT). The Mother Lode Local Plan outlines strategies that assist adults, dislocated workers, youth, and individuals with barriers to gain access to employment opportunities, including career pathways, within critical in-demand industry sectors identified within the greater Middle Sierra RPU. The ultimate goal of these strategies is to support economic prosperity and income mobility. This will be completed through aligning the local plan goals in support of sector strategies that enhance WIOA outcomes and the State Workforce Development Plan Goals. These goals include producing a million “Middle-Skill,” industry valued and recognized post-secondary credentials while doubling the number of apprenticeships statewide between the years of 2017 and 2027 (CDWB State Plan page 12). Strategic areas of focus include:

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

A. Vision, goals, and strategy

The MLWDB reviewed WIOA and resulting regulations. The MLWDB worked on a transition plan to move from the Workforce Investment Act (WIA) to WIOA. The vision and mission statements needed to be updated to ensure that the Board’s goals, strategies, and objectives would be in alignment with the goals of the new legislation and the State Plan. The MLWDB and its partners updated the vision and mission to obtain the goals of WIOA and the State Plan.
**Vision:**
Through partnerships create a thriving business community with quality jobs, skills, wages and life-long learning.

**Mission:**
To bring together workforce development, educational, economic development and other employment services in a seamless customer-focused delivery network that enhances access to program services and improves long-term employment outcomes. As AJCC partners, we are committed to administering our independently funded programs as a set of integrated streamlined services to job seekers and employers, by:

- Helping businesses find skilled workers and access other support services, including education and training, for their current workforce.
- Providing an array of employment and business services and connecting customers to work-related training and education.
- Continuing to align investments in workforce, education and economic development to regional in-demand jobs.
- Reinforcing partnerships and strategies to provide job seekers and workers with high-quality career services, education and training, and supportive services needed to get good jobs and stay employed.

  i. **Strategic vision supporting regional economic growth and economic self-sufficiency.**

The vision reflects the principles of WIOA as well as the Board’s intent to build a collaborative system that integrates the services of partners which meets the needs of businesses and targeted populations; therefore, leading to regional economic growth and self-sufficiency.

The Board’s mission outlines its systems building strategy concisely and includes meeting its goals by working regionally to convene key industry leaders, identifying differences unique to the Middle Sierra RPU, braiding system services then measuring the effectiveness of those services for the purposes of continuous improvement. The MLWDB believes that the self-sufficiency determination should not be based only on monetary earnings to meet the basic requirements of existence, but fulfillment of credentials earned and potential promotional opportunities encompassing the entire business organizational chart. In order to administer career pathways programs effectively, opportunities need to capitalize on positions ranging from entry-level positions to executive management.

The MLWDB framework includes 5 strategic areas in which to apply practical actions over the next year toward reaching state and local outcomes. The actions will be evaluated annually
and modified as necessary to ensure the local plan aligns with the RPU and the State Plan.

The MLWDB framework ensures action with specific tasks that meet defined outcomes verifying the Board’s progress toward meeting its success measures annually. These measures build the local system while ultimately assisting the partners in meeting the goals relating to the WIOA performance accountability indicators described in 20 Code of Federal Regulations Notice of Proposed Rulemaking 677.155(a)(1). The five strategic areas include the following:

Leadership and Strategy

- Meet with the CLEO and other stakeholders including Economic Development to determine workforce priorities
- Ensure success for partnerships
- Provide direction to and oversight of One-Stop Operator

Business Engagement

- Engage as many RPU businesses as possible through measured strategy
- Hold sector engagement meetings to determine needs and develop service plans
- Implement coordinated service strategy braiding partner services to meet needs

Training

- Meet and coordinate efforts with groups including strong workforce, Adult Ed Block Grant, Sector Navigators, Labor Unions and other key stakeholders
- Meet with training providers to share findings from sector partnerships
- Reach agreements with training providers to ensure relevant and timely training offered within sectors
- Get feedback from sector partners

Best Practices

- Connect with the California State Workforce Development Board, the National Association of Workforce Boards, and the California Workforce Association to identify promising practices within each of the strategic areas
- Identify businesses and job seekers who have used the system to gain insights
from their experiences

- Ensure private sector membership of the MLWDB identifies with and uses the workforce system and provide feedback

Outreach

- Develop unified message conveying workforce system and economic development goals, strategies, and objectives
- Communicate system successes that leverage partnership best practices
- Ensure stakeholder, partner and MLWDB unified message delivery and workforce system promotion

The MLWDB plan, vision, mission, goals, strategies, and objectives rely on strong analytical background information. Consistent with the State Policy Framework, the MLWDB adopts a regional approach to the identification of priority economic and occupational sectors. It began this process by utilizing the following historical evidence driven data sources in addition to those referenced in the Middle Sierra RPU document:

- **Regional Economic Analysis Profile, EDD LMID, April 2015**: The Profile provides an analysis profile of the Eastern Sierra Economic Sub-Market. It includes the top 10 industry clusters and occupations in the clusters. In addition, it includes new and replacement job openings for each industry cluster.

- **Regional Planning Unit Summary: Middle Sierra, EDD LMID, September 2016**: The Summary provides an economic and demographic analysis of the Middle Sierra RPU. It includes UI information, industry demand sub sectors (current and emergent), middle-skill/middle-wage occupations (including skill and knowledge requirements), and demographics.

- **Labor Market Overview: Mother Lode Subregion, Center of Excellence, May 2016**: The Overview provides an economic and demographic analysis of the Middle Sierra RPU. It includes UI information, industry demand sub sectors (current and emergent), middle-skill/middle-wage occupations (including skill and knowledge requirements), and demographics. Labor market and educational supply data compiled in this report derive from a variety of sources. Data was drawn from external sources, including the Economic Modeling Specialists, Inc., the California Community Colleges Chancellor’s Office Management Information Systems Data Mart, the National Center for Educational Statistics (NCES), Integrated Post-secondary Education Data System (IPEDS), the Bureau of Labor Statistics, and the MIT Calculator.

- **Central Sierra Economic Development District 2017-2022 Comprehensive Economic Development Strategy, January 2017**: The Strategy provides an economic and demographic SWOT analysis of the Central Sierra Economic Development District. It is
an overall economic analysis of Alpine, Calaveras, Mariposa, and Tuolumne Counties.

- **Mother Lode Labor Force Analysis, Applied Development Economics, November 2013**: This analysis represents a decisive stage in economic and workforce development planning for the region. Under the leadership of ADE, the report presents an analysis of the Mother Lode economy.

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

- Health Services
- Construction
- Leisure and Hospitality
- Advanced Manufacturing
- Fire, Water, and Forestry Technology

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

- Demand driven skills attainment
- Enabling upward mobility
- Aligning, coordinating, and integrating programs and services.

The intent is to build coordination and alignment within the Middle Sierra RPU partnership and to further develop Sector Partnerships and on-ramps to career pathways in priority industries fostering upward mobility. In this local plan document, the MLWDB provides a strategy to work with the entities that carry out the core programs and other required partners to align resources available within the local area, to achieve the strategic vision of the local plan.

The strategies chosen are limited by resource availability and draw upon lessons learned during the past thirteen years under WIA and previous experience under the Job Training Partnership Act. Considerable expertise and experience of our labor, public, and private sector partner networks ensures effective utilization of resources. Best practices and promising innovations will be produced across the region, state, and nation through the pursuit of service coordination, partnership, integration, and excellence.
ii. Mother Lode’s strategy to work with partners to achieve the strategic vision of the local plan.

The MLWDB recognizes that economic self-sufficiency and economic growth is a continuous endeavor and that accomplishing the changes necessary to support this shift in culture are systemic. Recognizing fully that this work requires broad engagement, MLWDB has established an extensive network of community, local, regional, and state level partnerships. These relationships were developed and are maintained for the purpose of collaboration to learn about best practices and to better blend and braid resources to the benefit of our partners, communities, businesses, and workers.

The strategies speak directly to the desire of the Board to establish an accessible means for business to join with community partners and the public to identify workforce needs, articulate strategies, provide solutions, and connect with economic development and other partners to blend and braid funds while assuring a compliant system, quality services, and continual improvement. To provide for an action plan supporting achievement of strategies, the Board connected goals and action steps to each strategy.

**Strategic Goals:**
In support of its vision and mission, MLWDB has established the following strategic goals fostering the advancement of the local workforce system.

<table>
<thead>
<tr>
<th>GOAL #1</th>
<th>Identify workforce opportunities in the local community and develop strategies to address them.</th>
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<tbody>
<tr>
<td>Strategy</td>
<td>Objective</td>
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<tr>
<td>Re-focus Workforce Development Board on identification and resolution of workforce opportunities.</td>
<td>Establish strategic plan</td>
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<td>Focus agendas of the Workforce Development Board on identification and resolution of workforce opportunities.</td>
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<td>Recruit representatives of high priority industry sector employers and businesses for Workforce Development Board membership.</td>
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<td>Use Labor Market Information to inform investments.</td>
<td>Partner with the Central California Workforce Collaborative and Central Region Community Colleges to complete a study of the regional labor market.</td>
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<td>Partner with Columbia College and the local chambers of commerce and economic development authorities to survey local business needs.</td>
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<td>Revise strategic plan to better consider labor market information.</td>
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<td>Collaborate with Columbia College and the Central Region Community Colleges to better understand and connect employer skill needs with available training.</td>
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## GOAL #2
Conduct oversight of AJCC system and Workforce Innovation and Opportunity Act.

<table>
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<tr>
<th>Strategy</th>
<th>Objective</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Ensure a service balance between job seekers and employers by developing and fostering employer and business services relationships.</td>
<td>Re-introduce on-the-job training as a primary business service and training and placement strategy supporting business and job seeker success.</td>
<td>July 2016 and on-going</td>
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<td></td>
<td>Establish business outreach and on-the-job training development as a primary accountability of MLJT, AJCC Managers, and staff.</td>
<td>July 2016 and on-going</td>
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<td>Partner with Columbia College to provide customized training services for employers.</td>
<td>January 2016 and on-going</td>
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<td>Establish a Business Services plan in compliance with UI Code Section 14200(c)(9)(C).</td>
<td>March 2017 and on-going</td>
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<tr>
<td>Provide for oversight of the AJCC system and Workforce Innovation and Opportunity Act.</td>
<td>Request that each AJCC Partner provide a brief overview of their mission, strategies and goals, and service populations and performance, and establish quarterly or annual reporting to the Workforce Development Board.</td>
<td>August 2015 and on-going</td>
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<td>Establish AJCC certification standards and process and review MLJT AJCC centers against standards.</td>
<td>On-going</td>
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<td>Apply for WIOA Career Service Provider and RFP the AJCC Operator.</td>
<td>January 2017</td>
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<td>Review quarterly service level, customer satisfaction and expenditure performance of the AJCC provider, and annual WIOA performance metrics as available.</td>
<td>On-going</td>
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<td>Develop and maintain strong working relationships that will facilitate coordinating workforce and economic development strategies.</td>
<td>On-going</td>
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## GOAL #3
Identify significant economic development and business alliances, i.e., Economic Development Agencies, Chambers of Commerce, Business Service Clubs and Associations, etc.

<table>
<thead>
<tr>
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<th>Timeline</th>
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<tbody>
<tr>
<td>Work collaboratively with economic development agencies and business alliances in each county.</td>
<td>Identify hot-topics for each group and staff with WDB for prioritization and engagement.</td>
<td>On-going</td>
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<td>Share labor market and program service information and related to services for business and job seekers.</td>
<td>March 2016 and on-going</td>
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<td></td>
<td>Engage like and similar business in joint discussion and articulation of workforce and skills needs and barriers.</td>
<td>March 2016 and on-going</td>
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<td>Establish regional partnerships supporting collaborative work, i.e. Central California Workforce Collaborative (CCWC), Central Region Community Colleges (C6), etc.</td>
<td>On-going</td>
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<td>Establish WDB as a principal forum for businesses and employers to bring forth workforce issues.</td>
<td>On-going</td>
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## GOAL #4
Work to assure that significant economic development, business alliance, businesses, and partners, and emerging and transitional workers know about the mission and vision of the Workforce Development Board.
<table>
<thead>
<tr>
<th>Strategy</th>
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<th>Timeline</th>
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<tbody>
<tr>
<td>Increase visibility of and accessibility to the WDB.</td>
<td>Re-establish and assure the availability of, incumbent worker, on-the-job and customized training, and business services.</td>
<td>On-going</td>
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<td></td>
<td>Establish a Business Services plan in compliance with UI Code Section 14200(c)(9)(C).</td>
<td>March 2017 and on-going</td>
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<td>Establish a WDB Scholarship program as a means to increase the visibility of the WDB, assist business by assuring a skilled workforce, and to carry the message regarding the importance of skills development.</td>
<td>May 2016 and on-going</td>
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<td>Develop and maintain a performance oriented culture for the Workforce Development Board.</td>
<td>January 2016 and on-going</td>
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**Goal #5**

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<th>Strategy</th>
<th>Objective</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>Be data driven.</td>
<td>Use Labor Market Information, performance and expenditure information and other data sources to inform investment decisions.</td>
<td>On-going</td>
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<tr>
<td>Establish accountability.</td>
<td>Establish a strategic plan.</td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td>Establish an annual budget.</td>
<td>May 2016</td>
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<td>Inspire leadership and engagement.</td>
<td>Establish annual service and performance plans.</td>
<td>On-going</td>
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<td>Establish policy guidance for process, procedure and investments.</td>
<td>On-going</td>
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<td>Promote the engagement of staff and Board members in support of the continual improvement of the AJCC and workforce system.</td>
<td>On-going</td>
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**B. Local program alignment implementing State Plan policy strategies.**

Through its role as leader and convener, the MLWDB will engage its members in identifying workforce needs and the gaps in services that affect target populations to direct continuous quality improvements in the workforce system.

Each WIOA provider that offers an occupational skills training experience that leads to an industry recognized or valued credential may ensure it aligns with one of the high growth industries. The Mother Lode Board of Directors sets the strategic direction for the programs and initiatives of the MLWDB. The Board is a strong advocate for building robust pipelines of qualified workers, increasing the competitive advantage of the RPU business community, and strengthening the local economy as a result. This will support other RPUs, the state, and the global economy.
i. Workforce development system and programs included in the system.

The workforce development system within the Middle Sierra RPU is a diverse partnership of subject matter experts and service providers committed toward a common goal – economic opportunity. The partner system is necessarily as diversified as its member counties which include Amador, Calaveras, Tuolumne, and Mariposa counties. The Middle Sierra RPU, situated in the heart of the California Gold Country, includes Mark Twain’s iconic story “The Celebrated Jumping Frog of Calaveras County”, global destinations of the Yosemite National Park, Big Trees State Park, and several summer and winter sports destinations.

All local partners and stakeholders in the Middle Sierra RPU have been invited to be actively engaged in the planning process and to continue that engagement during service implementation and on-going performance reviews. This includes employers, labor, education partners, CBOs, and the local political jurisdictions. Stakeholders, as part of the Mother Lode WDA, are already part of the Middle Sierra RPU. Stakeholders include the Community College Districts, Labor and the Chambers of Commerce. Collaboration among the region’s workforce development system is under development and these plans will be modified as needs and economic conditions change. Career pathway programs will include moving individuals from low-skill and low-wage jobs with the aid of AJCC basic skills services to partners in the community colleges or occupational skills training for industry valued certification. MLJT will provide additional “Essential Skills” to these individuals to ensure entry into the Middle Class.

Currently, work is underway within a number of system stakeholders such as the community colleges toward building comprehensive services to businesses and jobseekers that will coordinate and align workforce and educational services to increase access for individuals with barriers. These planning initiatives include Adult Education Block Grants, Strong Workforce Initiatives, WIOA Title II, Career Technical Education Incentive Grants (CTEIG), and others.

The MLWDB workforce partnership has exhibited a significant work required for the development of the Middle Sierra RPU. It began by assessing the hiring needs of the local employer community. The MLWDB collaborates with businesses to identify skill gaps that are reducing local competitiveness. Regional feedback from employers and businesses identified an insufficient skilled technical workforce as an impediment inhibiting business innovation and growth. However, it has also been determined by the Local Board that with increased focus and system alignment, the regional workforce development system can address current and anticipated gaps in labor supply and demand within the core clusters. This effort towards alignment starts with a comprehensive State Policy Framework, is guided by regional planning, and is implemented by the local board to provide on-ramps to success within key sectors for system participants.
ii. Support of the seven policies in the State Plan.

The State Policy Framework

The MLWDB and the Middle Sierra RPU have developed the local and regional plans with a clear understanding of the State Policy Framework and its objectives. The State Policy Framework includes the following:

Three policy objectives

1. Demand driven skills attainment
2. Enabling upward mobility, and
3. Aligning, coordinating and integrating programs and services

Seven strategies

1. Sector strategies
2. Career pathways
3. Organizing regionally
4. Earn and learn models
5. Supportive services
6. Building cross system data capacity
7. Integrating services and braiding resources

Two primary goals

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

The local system is informed by regional planning and coordination that is formalized through the implementation of an RPU.

The RPU

The WIOA (Section 106) includes a requirement that the Governor identify planning regions in the state and enumerates specific elements that must be considered as part of this process. The purpose of identifying regions is to align workforce development activities and resources with larger regional economic development areas and available resources to provide coordinated and efficient services to job seekers and employers. WSD15-17 identifies Mother Lode Consortium as the Middle Sierra RPU.

The Middle Sierra RPU ensures regional coordination and systems alignment including the
regional planning items outlined in WIOA Section 106 commonly referred to as the A-H requirements. In order for the Middle Sierra RPU Plan to be successful, MLWDB intends to review and align local policies and procedures; investigate cobranding of initiatives; coordinate outreach and business engagement strategies; coordinate capacity building for Workforce Board Members, Chief Local Elected Officials, Partners and staff; coordinate staff and system partners' development activities; coordinate regional business advisory groups and employer engagement strategies; and provide continuous planning in response to state and federal requirements.

The Local System

As noted, the local system adopts the State Policy Framework informed by the efforts of the RPU. The MLWDB, whose members are selected carefully to represent key industries and small business, guides its practices through the use of the local framework discussed in Section A. The MLWDB membership is set with clear expectations as to their Workforce System and Title I responsibilities.

Each of the partners required in WIOA section 121(b) have completed Phase I MOUs for their respective programs (Attachment O). These MOUs describe the partner contributions and commitments to the local workforce development system. Physical access to the system includes one comprehensive America’s Job Center of California (AJCC) and three affiliate AJCCs. Each member county houses one AJCC. Partners to the system and their services are identified in the MOUs. The Mother Lode WDA is currently adopting the state approved branding of the AJCC tagline.

The comprehensive AJCC is located in Sonora (Tuolumne County). This center offers a full array of services listed in WIOA section 134(c)2 commonly referred to Basic and Individualized Career Services and WIOA funded training activities are available. Additionally, the Comprehensive AJCC houses either co-located partner services, real-time access to partner services or cross-trained staff access to partner services.

The system also includes three recognized affiliate AJCCs, one in Sutter Creek (Amador County), one in San Andreas (Calaveras County), and one in Mariposa (Mariposa County). Though these AJCCs may not meet all the requirements to be considered comprehensive by WIOA definition, they do offer a nearly complete list of career and training services and access to partner services though those services may not be co-located or considered real-time.

Service Alignment

Mother Lode Job Training provides WIOA Title I Adult, Dislocated Worker, and Youth Services.
Specific deliverables are maintained, including the negotiated WIOA accountability measures; direct training expenditure requirements of SB734; work-based training requirements; and system branding requirements. In order to ensure that these deliverables are met, MLJT provides an ongoing professional development which includes discussions on the day-to-day use of the CalJOBS system and how to best meet the WIOA performance. Additionally, MLJT provides on-site and desk reviews for quality assurance and continuous improvement purposes.

In the future, additional coordination will occur through a series of regular partner meetings. These meetings include the MLJT staff as well as the required WIOA partners and other important system stakeholders. Currently, meetings are being coordinated for the purposes of completing MOU Phase II. These meetings provide an opportunity for those partners providing direct services to receive up to date labor market information in addition to discussions on maximizing the efficiency of the local system by eliminating duplication, leveraging, blending, and braiding program funding and improving referrals and meeting state goals. Furthermore, joint staff development occurs including topics such as the use of the CalJOBS system and various partner program offerings.

**Additional Partners**

The local system includes the available required partners identified in WIOA. These partners are represented in the required MOU documentation provided in Attachment O and identified in WSD15-12. It is the intention of MLWDB and the Middle Sierra RPU to include additional partners in the future.

**The One-Stop Operator**

The MLWDB plan is to contract the critical functions of systems alignment to the One-Stop Operator. The One-Stop Operator procurement is anticipated to be released in February 2017. The MLWDB is anticipated to approve the release of an RFP that defines the role of the One-Stop Operator as follows:

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

In the Mother Lode WDA, the One-Stop Operator will facilitate collaborative partner meetings to address the seven policy strategies identified in the State Plan. The One-Stop Operator is expected to assume a leadership role in the quarterly partner meetings while identifying work assignments that should occur between the quarterly meetings. They will play an integral role in how the MLWDB oversees the systems alignment and integration movement. Furthermore, the One-Stop Operator may assist the board in providing oversight to the local service providers while monitoring the partners’ commitments as identified in the MOUs.

C. Specified services and service delivery strategies

i. Collaboration to carry out core programs.

The strategy of MLWDB includes career pathways to ensure success for students, workers and job seekers. This includes expanding access to employment, training, education and support services to eligible individuals and the target populations identified in WIOA Section 24(a)-(M)

The Mother Lode Board of Directors as the CLEO and the MLWDB bring together key players in workforce development, locally and regionally. The CLEO and the MLWDB continue to collaborate with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment in part by stressing the following state workforce priorities:

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

The MLWDB has adopted the state’s proven strategy to meet businesses’ workforce and other needs through effective sector strategies. Sector strategies are partnerships of employers within an industry that bring government, education, training, economic development, labor and the community together to focus on the workforce and other needs of an industry within a regional labor market.

ii. Career pathways and co-enrollment in core programs.

Through the current application of sector strategies such as the Water Operator Technician outreach, the local area is able to apply similar career pathway developments to other programs. One recent example of how the board facilitates the development of career
pathways and co-enrollment can be found under funding received via the Workforce Accelerator Fund (WAF). Under WAF Regional Water Program (RWP), the region worked on an application for funding that resulted in MLJT receiving funding to provide Water Resource Management training to individuals with barriers to employment.

For this initiative, MLJT worked with local water associations and Columbia College to identify labor needs and career pathways. Mother Lode Job Training worked with Columbia College to identify curriculum appropriate for Operator Certification. The training currently is being provided by Columbia College and participants are earning Operator certificate that opens the door to career pathways within the water operator technician field and possibly apprenticeship programs statewide.

Participants in the Water Resource Management training are also enrolled in WIOA and received additional employment assistance where necessary. The RWP is a prime example of a region coming together with sector and training partners while aligning systems to integrate services using braided funding. Furthermore, the RWP partnership provided industry recognized certificates that are portable and stackable in sector identified career pathways. Lastly, the ability to continue to offer the RWP career pathway now exists within the region where it did not previously. Therefore, the partnership enhanced the capacity of the system to meet future industry needs.

This is just one example of the partner collaboration and career pathway development for the MLWDB. In the future, there will be additional opportunity to develop multiple career pathways related to the in-demand sectors identified in the Middle Sierra RPU. MLWDB plans on capitalizing on this model and will co-enroll to blend and braid all available sources to ensure the success of the career pathway model.

iii. Industry-recognized or valued post-secondary credential and certificate.

The CLEO, MLWDB, and MLJT staff are dedicated to improving access to recognized post-secondary credential including credentials that are an industry-recognized certificate or certification. These credentials will be portable and stackable which lead to middle-skill and middle-wage jobs within the RPU and state. Work is currently being done to align career pathways and credentials with the California Workforce Development Board’s Credentialing Framework. The overall message from the state is to focus on the “Value” of stackable and portable credentials. Career pathways are being established for key regional sectors. By reverse engineering each career and identifying required skills and knowledge, post-secondary degrees can be evaluated for impact and “Value.” On-ramps and off-ramps can be established and coordinated with adult basic education students, post-secondary education, and/or training participants needed for industry. Underprepared job seekers, all along the age spectrum, will be guided into education and training programs in demand occupations and growth industry sectors. Increased emphasis on these education and training programs will
stress “earn and learn” models.

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

The Middle Sierra RPU data indicates middle-skill and middle-wage jobs are in demand. The goal of the MLWDB is to move adults and youth with low job skills into middle-skill jobs that require 12 to 18 months of certified or credentialed training. The idea is to move target populations who have had lower paying jobs into better paying occupations. This can be done through bridge programs in the community colleges and pre-apprenticeship career pathway programs.

iv. Engagement of small employers and in-demand industry sector employers.

The intention of MLWDB Business Services staff and relevant partners is to target all employers in the Mother Lode WDA. Additionally, focus is being directed toward small employers and employers in in-demand industry sectors and occupations identified in the Middle Sierra RPU Plan. Business services staff meet with the company executives and Human Resource staff to determine workforce challenges and solutions that can meet the employer need and benefit residents. These workforce solutions will include strategies which enable the employer to develop training for targeted new hires (career pathway development) that is customized specifically for the in-demand occupation.

Business services team members encourage & incentivize customized training/on-the-job training/incumbent worker training by offering employers a reimbursement of training funds using WIOA and other funding resources. In accordance with WIOA guidelines, reimbursements can range between 50% and 75% of the total training costs. Employers that participate in the customized training and OJT strategies must make an up-front commitment to hire trainees who successfully complete the training. As funding allows, MLWDB will also assist businesses to train incumbent workers using a similar strategy of customized training for the employee based upon the current occupation, career path and resulting economic impact for the company.

In addition, the Business Services Team provides and anticipates providing a mix of the following services to area employers in a coordinated manner to avoid multiple points of contact. The following services that are provided and will be available to local employers:

- Prescreening candidates for job opportunities;
• Recruiting assistance;
• Occupation/industry information and data;
• Job fairs/recruiting events;
• Customized assessments;
• Human Resources assistance;
• Subsidized and non-subsidized work-based training;
• Apprenticeship development;
• Referral to other business services;
• Layoff aversion and early warning systems;
• Response to layoff events;
• Convening and facilitating industry partnerships to address common talent development issues;
• To support a local workforce development system that meets the needs of businesses in the Local Area;

The MLWDB envisions a comprehensive system (fully involved economic system development) in which public agencies, the nonprofit community, and the private sector work in true partnership to create an industry sector strategy that stimulates career pathways for residents to access good jobs and provides a simplified process for employers to find their skilled workforce. Workforce solutions have proven successful when we engage our local partners. An industry sector strategy approach will collectively address the workforce needs of businesses and the needs of residents by creating better employment opportunities with career pathways.

v. Business needs and the workforce development system.

As stated in the aforementioned section, the intention of MLWDB Business Services staff and relevant partners target all employers in the Mother Lode Workforce Development Area. A uniform approach and branding is under development and will incorporate all of the activities mentioned in Section C (iv). This, in conjunction with a comprehensive approach to Rapid Response and Layoff Aversion, will address the needs of local and regional businesses throughout the business cycle.

Rapid Response activities are a critical component of any comprehensive business services strategy. The MLWDB has been constructing and refining its strategy for many years and currently incorporating the CalJOBS system to report and track activities. Layoff aversion activities were conducted and tracked by the former Workforce Investment Board. These reports also included numerical metrics.

It is the intention of MLWDB to add the California Employment Development Department (EDD), as part of the Rapid Response team, to coordinate service delivery. All closures will be assessed, as a team, to determine if Trade Adjustment Assistance (TAA) services are
appropriate for the affected dislocated workers as well as the appropriateness for Unemployment Insurance (UI).

The MLWDB plans on using the CalJOBS CRM system, the Dun & Bradstreet EconoVUE system, and EDD LMI information to target and engage businesses in the Mother Lode WDA. Furthermore, a report is under development to gauge the effectiveness of services provided to businesses and employers:

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

This report will also help determine the future employer performance metrics and collect data for the current 121 and 122 reports as an RPU.

The MLWDB participates in the Central Valley Rapid Response Roundtable. The Roundtable meetings are centered on promoting collaboration to enhance layoff aversion strategies throughout the Central Valley. Best practices are shared and the collaboration works to coordinate activities when a layoff affects multiple regions. Furthermore, the Roundtable group attempts to create effective early alert systems.

vi. Workforce development programs and economic development.

MLWDB partners with the regions Central Sierra Economic Development District (CSEDD), other local economic development agencies, and the Small Business Development Agency to encourage business to locate stay and expand in the Mother Lode WDA. As businesses express interest in the Middle Sierra RPU, CSEDA conducts meetings with MLWDB and the business to discuss the local labor force and workforce strategies that can assist the company. This partnership enables MLWDB to work with its AJCCs, youth programs and regional workforce partners to prepare jobseekers for the employment opportunities that will become available. Using this model, MLWDB will take this information and create training workshops for jobseekers that will be customized to the specific skill requirements of the business and results in a better job match and increased employment for residents.

Economic development creates workforce development and working with CSEDD, MLWDB has established many relationships to coordinate recruitment activities on a regional basis. This ensures that there is a streamlined process to help job seekers access opportunity and employers locate their skilled workforce. In addition, joint staff meetings and presentations are held between MLWDB and CSEDD staff to educate each other on upcoming projects and new services. As a liaison for CSEDD, MLWDB also supports outreach efforts and partners to conduct information/educational and network events for businesses.
vii. One-stop delivery system and unemployment insurance programs.

Working in conjunction with the EDD UI Division and the EDD Workforce Development Division, UI claimants are required to attend re-employment workshop. These workshops facilitate the connection to basic and individualized career services and training services available. In the future, joint staff meetings will help staff stay apprised of upcoming opportunities and events. Through information shared at these workshops, UI staff will ensure that claimants are connected to additional individualized and training services. In addition, UI staff may attend the center’s staff meetings to stay apprised of upcoming opportunities and events.

Re-employment workshops are currently not delivered in the AJCC; however, it is anticipated that it may be an option in the near future now that the California Employment Development Department has a full-time presence. The future model may include where MLJT staff provide an overview of individualized and training services and claimants are introduced and connected to center services to access individualized and training options and employment opportunities. Additionally, information on training(s) is posted in the AJCC and disseminated telephonically using the phone tree system and electronically through social media, associated workforce systems and websites.

D. America’s Job Centers of CaliforniaSM and State Plan requirements.

The MLWDB is emphasizing the training activity of the WIOA service menu for the 2017-2020 local strategic plan. Through the identification of key training career clusters within priority sectors the local AJCC system is promoting and informing AJCC customers of the viability and benefits of the key career clusters in the region. As mentioned previously, WIOA funding will be directed toward training employees for these key industries with an emphasis on “earn and learn” workplace based initiatives. In addition, the MLWDB is coordinating with other local providers of training to promote these key clusters. This would include the community college, Career Technical Education, various private post-secondary training institutions, and local apprenticeship programs.

i. Eligible providers of services.

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

MLJT provides technical assistance to new and established providers to meet and exceed federal, state, and local requirements. MLJT ensures compliance and strives to improve performance with providers and recommends updates to programs so that they meet the needs of local employers, workers, and jobseekers.
ii. AJCC delivery system access.

The Mother Lode WDA, as the Middle Sierra RPU, is rural in nature. Limited broadband availability presents unique challenges when attempting to provide services virtually within those outlying areas. Currently, the majority of the region’s broadband access is expanding under the direction of the Central Sierra Broadband Consortium (CSBC). The CSBC is a public-private partnership aimed at increasing digital access and use in Amador, Calaveras, Tuolumne and western Alpine counties. The CSBC is one of 14 regional consortia in the state funded by the California Advanced Services Fund Rural and Urban Regional Broadband Consortia grant program. The Consortium was formed to leverage regional, state and national resources as an investment in improving and expanding broadband access.

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

iii. AJCC delivery system entities and compliance with WIOA Section 188 and Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

As with all individuals, whether they have a disability or not, who access the AJCC, the goal is to have a universal referral form, which will enable individuals to select the services they feel they need. In addition, the goal is to ensure that all information and services provided are accessible, regardless of the individual’s disability.

The MLWDB understands that there are multiple obstacles faced by individuals with significant barriers to employment in rural areas. Additionally, through the use of mobile tools such as tablets and laptops, service providers are encouraged to meet their audience where they are as rural regions require mobile service connections.

Entities within the AJCC delivery system are subject to the Governor’s Methods of Administration (MOA). The MOA is a state-level document that reflects the Governor’s commitment to the nondiscrimination and equal opportunity provision of WIOA. The MOA contains nine distinct elements.
Designation of an Equal Opportunity Officer
Consistent with WSD15-24, the local area has designated an EO officer who is responsible for coordinating its obligations under these regulations. The local area is committed to assigning sufficient staff and resources to the EO Officer to ensure compliance with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

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

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

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

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

- Implementing an outreach and recruitment plan to solicit participation of all potentially WIOA Title I eligible reportable individuals in the entire region.
- Creating an outreach and recruitment plan that will reach specific target populations through media, schools, and community services groups.
- Considering a pool of individuals for participation that includes members of both sexes, various racial and ethnic age groups, and individuals with disabilities.
- Establishing a hiring and eligibility process that is accessible to qualified individuals with disabilities.
- Utilizing facilities designed to provide reasonable access to individuals with disabilities in the following areas: training, job structure, work schedule, work procedure, and work equipment and auxiliary aids accommodations.
Obligation Not To Discriminate On The Basis Of Disability
The local area has established a reasonable accommodation policy and procedure guide. In addition, the local area actively participates in biennial compliance monitoring to ensure physical and programmatic accessibility. The local area provides the following:

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

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

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

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

The MLJT is committed to providing appropriate training activities for staff to best address the needs of people with disabilities. The MLJT anticipates training staff on case notes, safeguarding personally identifiable information, disability awareness, mental health first aid, reasonable accommodations, and how to communicate with the deaf and hard of hearing. Ongoing meetings, sensitivity training, and policy reviews are scheduled throughout the year.
iv. **AJCC partner roles and resource contributions.**

The Mother Lode WDA workforce community involves many partners. The core partnership ensures that the full range of basic and individualized career services as well as training services are provided within the comprehensive and affiliate sites. The WIOA core entities in partnership with local HHSA are the face of the AJCCs in the region. These partners provide staff support in terms of the day-to-day operations of the AJCC as well as workshops, staff development and additional resources that enhance the system’s ability to provide Career, Youth, Training, Business and Rapid Response services. Negotiations are currently underway with regards to Cost Sharing Agreements (CSA). These negotiations will further define the resource contributions provided to the system which will include both infrastructure and other cost support.

v. **Copies of executed MOUs**

Completed MOUs are provided in Attachment O.

vi. **Equal access to AJCC services with WIOA Section 166 grantees (Indian and Native Americans).**

The MLWDB coordinates activities with the local WIOA Section 166 provider; California Indian Manpower Consortium (CIMC). CIMC staff are active participants on the MLWDB Board. This includes both during WIA and through the implementation phase of WIOA. CIMC staff provide valuable insights regarding the provision of services to California’s Native American population. Additionally, CIMC participates in regular partner meetings and have completed the required WIOA MOU for Phase I. Furthermore, Tuolumne, Amador, and Calaveras counties Tribal TANF collaborate with MLWDB on a regular basis.

vii. **Equal access to AJCC services with WIOA Section 167 grantees (Migrant Seasonal Farmworkers).**

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

viii. **AJCC on-ramp for the regional Sector pathways in the RPU.**

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

**E. Specific Programs, Populations, and Partners**

i. **Economic development and entrepreneurial skills and microenterprise services.**

The MLWDB has participated in or led many initiatives that seek to improve system alignment and service integration with local and regional economic development activities and an example was given in Section C (vi).

The Mother Lode WDA and corresponding Middle Sierra RPU, as a rural area, understands the need of entrepreneurial and microenterprise services. MLWDB and CSEDD are discussing additional strategies to strengthen the region’s entrepreneurial ecosystem and catalyze a culture of innovation, thereby spurring economic growth and job creation.

The MLWDB has worked with Columbia College on developing career pathways for entrepreneurs. Current collaboration with CSEDD is underway to identify and provide additional services so that business startups can be successful. The goal is to engage and incorporate economic development leadership and regional entrepreneurs and businesses to strengthen innovation and stimulate new company creation. This will ensure the alignment of economic development, workforce development and education strategies and shared goals among private and public stakeholders.

ii. **Adult and dislocated worker employment and training activities.**

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

iii. **Rapid response activities.**

Rapid Response activities are integrated and applied to the entire business cycle in order to be successful. They are a critical aspect of any comprehensive business services strategy. These services are discussed in Section C; however, the MLWDB approaches Rapid Response services as coordinated consortium activity. The Middle Sierra RPU shares labor markets with multiple jurisdictions outside its boundaries. Therefore, in order to maximize efficiency, Rapid Response activities remain centralized. The Rapid Response coordinator’s responsibilities include
participating in local business service activities, providing outreach and remaining engaged with chambers, business intermediaries, economic development, and others. The job needs to engage business throughout the business cycle; both proactive and reactive. The Rapid Response coordinator must work to build early alert systems and coordinate response teams when responding to events where layoff aversion is not possible.

iv. Youth workforce development activities.

Youth activities in the region target out-of-school youth with barriers to employment including low-income, public assistance recipients, foster youth, youth with disabilities and others. The MLWDB, consistent with WIOA, targets WIOA Title I Youth funding toward workplace learning activities.

Examples of success for youth programs include continuing partnerships with the US Forest Service and the Resource Advisory Committee, providing the Forest Youth Partnership – Summer of Success PROGRAM (SOS) which includes targeting services to youth facing a wide range of barriers, including: basic literacy/numeracy skills deficiency, disability, mental illness, substance addiction, poor work history, homelessness, subject to the juvenile or justice system, experience in foster care, limited English proficiency, and/or attending alternative school. From 2001-2016 SOS PROGRAM was able to provide Work Experience and ancillary services to 140 youth between the ages of 16-18. Many of the youth had barriers to employment; however, tracking this metric was not a requirement and self-disclosure was limited. According to LMID Youth unemployment in the Mother Lode WDA is relatively high; therefore, these youth gained a significant edge on their peers.

v. Secondary and post-secondary education programs and activities.

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

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

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

vi. WIOA Title I workforce development activities and supportive services.

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

vii. One Stop delivery system plans, assurances, and strategies with Wagner-Peyser Act (29 U.S.C. 49 et seq.).

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

viii. WIOA Title I and II activities with adult education literacy activities.

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

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

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

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

ix. Local plans affecting services in the counties of Imperial, Monterey, San Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento.

Not applicable

F. Grants and Grant Administration

i. Entity responsible for the disbursal of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Section 107(d)(12)(B)(i).

MLJT serves as the local grant recipient and is responsible for the disbursement of grant funds.

ii. Competitive process and sub-grants and contracts for WIOA Title I activities.

MLJT follows procurement policies and procedures to award contracts for services and activities carried out under this plan. The goal of the these policies and procedures is to ensure that all MLJT 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.

MLJT 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. MLJT 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 MLWDB when applicable.

MLJT 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 procurements 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.

<table>
<thead>
<tr>
<th>G. Performance goals</th>
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<tbody>
<tr>
<td>i. Negotiated performance and compliance.</td>
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</tbody>
</table>

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

**Adult & Dislocated Worker**

- **Employment Rate Q2** - The percentage of program participants who are employed during the second quarter after exit. (for Title I Youth, the indicator is participants in education, or training activities or employment in the 2nd quarter after exit).
- **Employment Rate Q4** - The percentage of program participants who are employed during the fourth quarter after exit. (for Title I Youth, the indicator is participants in education, or training activities or employment in the 4th quarter after exit).

**Youth**

- **Youth Placement Rate Q2** - The percentage of youth program participants who are in education, or training activities or employment in the second quarter after exit.
- **Youth Placement Rate Q4** - The percentage of program participants who are in education, or training activities or employment in the fourth quarter after exit.
Adult, Dislocated Worker, & Youth

- **Median Earnings** - The midpoint of wages earned during the second quarter after exit of program participants with wages in the second quarter after exit.
- **Credential Rate** - The percentage of program participants, in post-secondary education or training program plus program participants that were in a secondary education program and were also employed or enrolled in education/training who attain a recognized post-secondary credential, or a secondary school diploma or its recognized equivalent, during participation in or within 1 year after exit from the program.
- **Measureable Skills Gain** - The number of in-program participants in an education or training program that leads to a post-secondary credential or employment and are achieving skill gains.

**Employer**

- **Employee Retention Rate** – Not Defined Yet
- **Employer Penetration Rate** – Not Defined Yet
- **Repeat Business Customers Rate** – Not Defined Yet

In September 2016, consistent with WSDD-149, MLJT participated in the negotiation process. The outcomes of those negotiations are not published at the issuance of this plan; however, the State has published its performance goals and is as follows:

<table>
<thead>
<tr>
<th>State 2016-17</th>
<th>Employment Rate 2nd Quarter after Exit</th>
<th>Employment Rate 4th Quarter after Exit</th>
<th>Median Earnings 2nd Quarter After Exit</th>
<th>Credential Attainment within 4th quarter after Exit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>65.0%</td>
<td>62.5%</td>
<td>$4,957</td>
<td>52.9%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>68.0%</td>
<td>66.5%</td>
<td>$7,308</td>
<td>60.0%</td>
</tr>
<tr>
<td>Youth</td>
<td>62.4%</td>
<td>64.2%</td>
<td>Baseline</td>
<td>54.7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>State 2017-18</th>
<th>Employment Rate 2nd Quarter after Exit</th>
<th>Employment Rate 4th Quarter after Exit</th>
<th>Median Earnings 2nd Quarter After Exit</th>
<th>Credential Attainment within 4th quarter after Exit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>68.0%</td>
<td>65.5%</td>
<td>$5,157</td>
<td>55.9%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>71.0%</td>
<td>69.5%</td>
<td>$7,523</td>
<td>63.0%</td>
</tr>
<tr>
<td>Youth</td>
<td>65.4%</td>
<td>67.2%</td>
<td>Baseline</td>
<td>57.7%</td>
</tr>
</tbody>
</table>
It should be clarified that California LWDAs will not be held accountable for the first year’s performance indicators negotiated for WIOA. Instead, these will be used to determine baseline information while WIOA data collection and reporting is transitioned from WIA to WIOA. Furthermore, Employer measures (two of the three measures), Youth Median Earnings, and Measureable Skills Gains are not taken into account for the first year’s performance as well.

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

H. Federal High Performance Board (HPB)

i. Compliance with state-issued AJCC policies specified in the following policy directives:

- WSD15-14 - WIOA Adult Program Priority of Service
- WSD15-12 - WIOA Memorandums of Understanding Phase I
- WSD16-09 - WIOA Phase II Memorandums of Understanding

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

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

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

MLJT staff continues to ensure the MLWDB remain in compliance with State Policy directives including those related to WIOA Memorandums of Understanding (MOU). This includes
informing the board of its requirement to comply with both WSD15-12 (WIOA MOUs- Phase I) and WSDD-151 (WIOA MOUs Phase II). With respect to MOUs staff from MLJT, the core and required partners convened for several months prior to the publication of WSD15-12 to establish agreements with regards to the MOU requirements. Once the Directives were published, the parties to the MOU attended state sponsored and local staff development events. MOU templates were developed and MOU Phase I completed and approved by the MLWDB and the CLEO. Those MOUs are included as attachments to this plan (Attachment O).

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

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<th>I. Training activities</th>
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<td>i. Individual training accounts and contracts for training services.</td>
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The MLWDB provides linkages to financial support and training opportunities (stackable and portable certificates) that incorporate career pathways with middle-skill and middle-wage opportunities within the region’s priority clusters. These clusters are identified in the Middle Sierra RPU. The Middle Sierra RPU collects labor market data using sources that include EDD’s Labor Market Information Division (LMID), EconoVUE, and CalJOBS CRM module. The RPU then incorporates this information with the region’s businesses with aid of the CalJOBS CRM module. WIOA Title I service providers make available all training services outlined in section 134(c)(3)(D) of the act. The MLWDB and MLJT policies and procedures place priority on training efforts in high growth/high demand occupations identified through the aforementioned means. These policies require the use of Individual Training Accounts (ITAs) to formalize training agreements when Occupational Skills Training is determined to be appropriate. WIOA Title I service providers may use contracts when cohorts are required to meet industry need. MLWDB and MLJT policies and procedures outline the development of ITAs, On-The-Job Training Contracts, Incumbent Worker Training, and Transitional Jobs.

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

i. Public comment process consistent with WIOA 108(d).

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

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

Mother Lode Job Training
197 Mono Way, Suite B
Sonora, CA 95370

Or, via email to lyanni@mljt.org

All comments must be received no later than March 3, 2017 at 5:00 pm.

For those wishing to bring their comments/concerns directly to the Board, an opportunity for public input is scheduled for February 16, 2017 at the following location:

Mother Lode Job Training
197 Mono Way, Suite B
Sonora, CA 95370

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

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

In March 2017, final input, questions or comments, including those representing disagreement with the Plan, will be reviewed prior to submission.

Comments received in disagreement will be included in the Plan as an attachment (Attachment S).
K. Common intake and case management efforts

i. Intake, case management, and tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.

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

L. Other miscellaneous information requirements

i. Title II program local plan access and review.

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

ii. Priority of service requirements [WIOA Section 134(c)(3)(E)].

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

Priority is provided in the following order:

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

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

Additionally, priority may be given to special populations as a result of funding specific for that special population.

iii. Portions covered in the narrative content of the regional plan.

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

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