

Mother Lode Workforce Development Board

Local Plan Program Years 2021 – 2024



Contact:	Amy Frost, Deputy Director
Phone:	(209) 536-4701
E-Mail	afrost@mljt.org

TABLE OF CONTENTS

		PAGE
I.	INTRODUCTION AND OVERVIEW	4
II.	WIOA CORE AND REQUIRED PARTNER COORDINATION	
	A. Coordination with AJCC Partners and WIOA Memoranda of Understanding	8
	B. Partners' Efforts to Collaborate on Co-Enrollment and Case Management	13
	C. One-Stop System's Use of Technology and Other Remote Strategies	14
	D. Coordination of Workforce Activities and Support Services	15
	E. Physical and Programmatic Accessibility for Individuals with Disabilities	15
III.	STATE STRATEGIC PARTNER COORDINATION	
	A. Coordination with County Human Services Agency and Other Local Partners That Serve Individuals Accessing CalFresh Employment and Training Services	17
	B. Coordination with Local Child Support Agency and Other Local Partners Serving Individuals That Are Non-Custodial Parents	18
	C. Coordination with Local Partnership Agreement Partners Established in Alignment with the Competitive Integrated Employment Blueprint and Other Local Partners That Serve Individuals with Developmental and Intellectual Disabilities	19
	D. Coordination with Community-Based Organizations and Other Local Partners That Serve Individuals Who Are English Language Learners, Foreign Born, and/or Refugees	21
IV.	WIOA TITLE I COORDINATION	
	A. Staff Training and Professional Development to Increase Digital Technology Skills	23
	B. Frontline Staff Training and Professional Development to Increase Cultural Competency and Effectiveness in Working with Individuals and Groups that Have Been Exposed to Trauma	24
	C. Coordination of Rapid Response and Layoff Aversion Activities	25
	D. Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs	26
	E. Services and Activities Available under WIOA Title I Youth Program	30
	F. Entity Responsible for Disbursal of Grant Funds and the Competitive Process Used to Award Contracts for WIOA Title I Activities	32

	G.	How the Local Board Fulfills the Duties of the AJCC Operator and/or the Career Services Provider or Selection of AJCC Operators and Career Services Providers	33
V.	CONSIDERATIONS FOR PROGRAM YEARS 2021 - 24		35
VI.	APPENDICES		
	A.	Stakeholder and Community Engagement Summary (Attachment 1)	39
	B.	Public comments received that disagree with the Local Plan (Attachment 2)	43
	C.	Signature Page (Attachment 3)	44

I. INTRODUCTION AND OVERVIEW

In accordance with the requirements of the Workforce Innovation and Opportunity Act of 2014 and guidance published by California Workforce Development Board (CWDB) and Employment Development Department (EDD), the Mother Lode Workforce Development Board (WDB) has developed a four-year Local Plan covering program years 2021-24. Upon approval by state officials representing the Governor, the plan will be effective from July 1, 2021 through June 30, 2025. This plan replaces the WDB's PY 2017-20 Local Plan and its 2019 modification. While this plan carries forward many of the strategies that have made local services effective and programs successful, it expresses the intention of the WDB to examine and embrace opportunities for improvement over the life of the plan.

The State of California has designated the counties of Amador, Calaveras, Mariposa and Tuolumne as a Local Workforce Development Area (LWDA) known as the Mother Lode Consortium (MLC). The four Counties have entered into a joint powers agreement (JPA), and established Mother Lode Job Training Agency (MLJT) as the Consortium's operations entity, a separate public agency responsible for administering workforce development programs under the direction and oversight of the Mother Lode Workforce Development Board (MLWDB). The joint power agency was formed in 1982 and has provided workforce development services consistently throughout the Mother Lode service area for nearly 40 years.

The abbreviations "MLWDB" and "WDB" are used throughout this plan interchangeably with "MLJT" to describe the agent leading the workforce system and providing WIOA services.

Developing Mother Lode WDB's PY 2021-24 Four-Year Plan

The WDB's management team and staff led the planning process on behalf of the board. Developing the plan involved reviewing and evaluating existing partnerships, services, and systems and identifying areas that can be strengthened. The WDB, system partners, businesses, and community stakeholders from all four MLJT counties were engaged in the planning process. Completion of the plan took approximately four months, after which it was made available for public review and comment.

Priorities and Key Issues for MLJT and the Local Workforce Development Delivery System

To provide context for the core elements of this Plan (Sections II through IV), following are summaries of priorities and key issues that will shape MLJT's approach to workforce development in the course of this four-year Plan. These include: supporting customers from crisis through recovery; partnerships with economic development agencies; and creating opportunities for workers.

Supporting Customers from Crisis through Recovery: From early 2020 through the development of this Plan in 2021, the region encountered numerous challenges due to

COVID-19 and its impacts on every aspect of life. MLJT increased its use of technology to deliver services, share information, and coordinate activities. MLJT has transformed its services from in-person to online. Hours of operation, cross-county staff resourcing, and intra-agency collaboration have been expanded. In some ways, the effects of the pandemic have been a catalyst for sustainable positive change. The WDB and partners have drawn from experience to identify strategies and potential priorities for the next four years. These are highlighted in recommendations that conclude this section and in the “Considerations” listed in Section V of this Plan.

Partnership with Economic Development Agencies: The Central Sierra Economic Development District (CSEDD) is the coordinated entity for economic development in Amador, Calaveras, Tuolumne, Mariposa, and Alpine Counties, along with the City of Angels Camp and the City of Sonora. CSEDD works closely with the Mother Lode Workforce Development Board and county-designated Economic Development Directors to bring workforce and economic development assistance to businesses and residents throughout the local workforce development area (LWDA). Leveraging resources in AJCCs across the LWDA, workforce and economic development entities are co-located and collaborate closely with one another.

A strategic objective of the WDB is to continue to strengthen relationships with existing partners and to develop relationships with new ones, being responsive to their needs, while leveraging resources to improve services throughout the region. In furtherance of this objective, the WDB will support the strategic performance goals and objectives of partners by strengthening business development and quality job creation within primary industries and in the region’s growth and emerging sectors.

Small Business Development: The WDB is a valuable resource for small business development. San Joaquin Delta College’s Small Business Development Center (SBDC) is affiliated with Amador and Calaveras, Valley Sierra SBDC covers Tuolumne County, Merced College’s SBDC works closely with Mariposa County. Chambers of commerce and all the respective programs and resources that support small business development are co-located with Mother Lode WDB’s One Stop/America’s Job Center of California in three out of four of the counties served. Small businesses are able to access Business Services at AJCCs throughout the Mother Lode area, leveraging WIOA resources to support the hiring needs of small businesses through in-person and virtual hiring events, on-the-job training contracts, customized training, tax credit assistance, business financing, and business development resources provided by the workforce system partners.

Prosperity Centers/Business Resource Center: The Amador County Prosperity Center, Calaveras Business Resource Center, and Tuolumne County Prosperity Center are associations of local and regional businesses that promote business development and deliver a variety of services and access to business development resources. These centers support growing and emerging business, targeted industries, and industry sectors interested in expanding in the Mother Lode area. These include but are not limited to, business service organizations such as the chambers of commerce, economic

development, Motherlode Educational Opportunity Center, Amador College Connect, Mother Lode Job Training, EDD, Service Corps of Retired Executives (SCORE), and county departments that provide services to businesses. The primary focus is business development, which includes small business development, expansion and retention, industry attraction, layoff aversion, rapid response activities, and business referrals to available programs, services and resources.

Creating Opportunities for Workers: The WDB is committed to providing services that will prepare the Mother Lode’s workforce to face the demands of a changing economy. The WDB envisions the following as key components of its workforce services over the next four years.

Coordinating Services: Mother Lode has joined the Unite Us online referral system for expedited and efficient customer connections to a comprehensive partner network of resources. The WDB is now represented on the governing board of Central Sierra Continuum of Care, providing services for the homeless and those at risk of being homeless. Through co-case management and online access to WIOA and partner programs, many customers have greater access than ever before to a full range of workforce services.

Employer-Led Work-Based Learning: It is critical to engage businesses in all facets of workforce development. MLJT has been successful in communicating to local businesses the value of their training new employees to meet the workforce needs of their operations. Work experience, transitional jobs, on-the-job training, and apprenticeship models have all been used to develop the skills of local workers while they are being paid.

Vision for Mother Lode WDB’s PY 2021-24 Four-Year Local Plan

The WDB’s vision, as stated in its memorandum of understanding, with system partners is as follows:

The Mother Lode Workforce Development Board (WDB) is committed to creating a system that will keep pace with new growth, the emerging economy, and the ever-changing needs of employers by creating a better educated, highly-skilled workforce that is capable, prepared, and thoroughly knowledgeable.

With this vision in mind, local board members and system stakeholders were asked to share opinions and make recommendations about a vision for the local workforce development system that will guide actions over the four-year period represented by this Plan. Based on this input, the partners have identified the following priorities, which are expressed across four categories that align with the agency’s goals.

Goal 1: Services will be comprehensive: The partners will offer a comprehensive array of employment, training, and education services for employees and individuals seeking jobs or wishing to enhance their skills.

- Conduct career assessments to identify career pathways, guide service delivery, and evaluate job readiness.
- Provide support for occupations offered by remote employers for remote workers who reside in the Mother Lode region.
- Support local education agencies as they seek to reinstitute vocational training in high schools.

Goal 2: Services will be accessible: The partners will support universal access to an array of information, resources and self-assisted services, including referrals to partner and community resources and services.

- Offer virtual services via technology, in addition to digital literacy programs, to provide access to remote customers.
- Work with community partners to make broadband, housing, and childcare available to all customers.
- Be deliberate in promoting equity to those who have historically been underserved.

Goal 3: Services will be customer-focused: The partners will provide information regarding the array of service options and the means for customers to judge the quality of services and make informed choices about those services, which will meet their unique and individual needs.

- Help customers affected by COVID-19 to reevaluate their needs and develop service strategies that reflect new in-demand occupations.
- Focus on evaluating individuals' inherent, learned, and earned skills.
- Establish realistic expectations for Youth in the workforce, including career pathways, focus and drive, and soft skills development.

Goal 4: Services will be performance-driven: The partners will establish mutually agreeable outcomes against which they will measure progress toward streamlining the delivery of services, reducing duplication, and evaluating the effectiveness of services, including considerations of customer satisfaction.

- Increase employer engagement by offering business incentives (e.g., tax credits, work-based-learning wage reimbursement).
- Develop operational efficiencies that will result in higher agency performance outcomes with the same resources.
- Engage chambers of commerce, business associations, and economic entities to enhance the agency's business service performance.

Other system priorities are summarized in Section V of the plan.

II. WIOA CORE AND REQUIRED PARTNER COORDINATION

The Workforce Innovation and Opportunity Act includes requirements for Local Boards to establish a framework for collaboration among state and local programs that are financially supported by nineteen distinct federal fund sources. Six of these programs constitute the four “core partners”: the WIOA Title I Adult, Dislocated Worker and Youth Programs; the WIOA Title II Adult Education and Family Literacy Act Program; the WIOA Title III Wagner-Peyser Act Program; and the WIOA Title IV State Vocational Rehabilitation Services Program. The core partners, together with thirteen other federally supported programs, make-up the WIOA-mandated one-stop partners. The Mother Lode WDB has entered into a memorandum of understanding (MOU) with the organizations managing each federal program at the local level. The narrative that follows describes coordination with the WIOA core and other required program partners as prescribed by the Act.

Coordination with AJCC Partners and WIOA Memoranda of Understanding

Mother Lode WDB has active, strong, and effective partnerships dating back 39 years with public and private agencies that administer the WIOA partner programs. In addition to the many day-to-day interactions that WDB has with the one-stop partner agencies, the participation of the partners in the planning process that has led to the development of the PY 2021-24 Local Plan is a testament to their commitment to Mother Lode’s local workforce development delivery system.

Overview of Local One-Stop System Partners

Following is a summary of the local/regional organizations representing federal one-stop partner programs with which the Mother Lode WDB has developed an MOU. Additionally, we describe important strategic partners who are not federally-required, but provide services connected to the one-stop system.

Federal Partner Programs	MOU Partner
Title I Adult Title I Dislocated Worker Title I Youth	Mother Lode Workforce Development Board
Title II Adult Education and Literacy	Columbia College
Title III Wagner-Peyser Unemployment Insurance (UI)	Employment Development Department (EDD)
Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	Columbia College
Title V Older Americans Act	AARP Foundation
Job Corps	N/A
Native American Programs (WIOA Section 166)	California Indian Manpower Consortium
Migrant and Seasonal Farmworkers (WIOA Section 167)	California Human Development
Jobs for Veterans State Grants	Employment Development Department (EDD)

Youth Build	N/A
Trade Adjustment Assistance (TAA)	Employment Development Department (EDD)
Community Services Block Grant	Amador Tuolumne Community Action Agency
Housing and Urban Development	Amador Tuolumne Community Action Agency
Unemployment Insurance (UI)	Employment Development Department (EDD)
Second Chance	N/A
Temporary Assistance for Needy Families (TANF)/CalWORKs	Mariposa County Health and Human Services Agency Tuolumne County Department of Social Services Calaveras County Health and Human Services Amador County Department of Health and Human Services

Memoranda of Understanding with System Partners

The Mother Lode WDB has a master MOU with the federally funded partners. The MOU describes shared customers, shared services, and shared costs. The purpose of the MOU is to establish a cooperative working relationship between the parties, and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services. The responsibilities of the partners are defined as follows:

- The AJCC partner agrees to participate in joint planning, plan development, and modification of activities to accomplish the following: continuous partnership building; continuous planning in response to state and federal requirements; responsiveness to local and economic conditions, including employer needs; and adherence to common data collection and reporting needs.
- Make the service(s) applicable to the partner program available to customers through the one-stop delivery system.
- Participate in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws.
- Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.
- The state is in the process of implementing the requisite statewide data tracking system, and once such data are available, all non-co-located partners who are receiving benefit from the AJCCs will also be required to contribute their proportionate share towards infrastructure costs. All parties agree that when data is available to determine the AJCC benefit to non-co-located partners, the infrastructure cost sharing agreement will be renegotiated.

Coordination with AJCC Partner Programs

The following information summarizes the ways in which the WDB and the local workforce system collaborate with organizations managing the federally mandated one-stop partner programs.

WIOA Title I – Adult, Dislocated Worker, and Youth Programs: The three formula-funded programs are administered by the Mother Lode WDB and services are delivered through the Comprehensive America’s Job Center of California (AJCC) in Sonora (Tuolumne

County) and three AJCC affiliates, which are located in Sutter Creek (Amador County), San Andreas (Calaveras County) and Mariposa (Mariposa County).

WIOA Title II – Adult Education and Literacy: The WDB has a strong working relationship with our Title II partner, Columbia College. Through advisory committee participation, consistent referrals, and coordination of education and training services, MLJT collaborates extensively with Columbia College. One example is through establishing apprenticeship programs for work-based learning and industry-recognized certificates. Another is through GED instruction and GED testing. MLJT refers appropriate participants for GED services and literacy. Columbia College is able to provide access to higher education and vocational training certificate programs. Columbia College also provides services for English language learners through no cost classes in multiple locations throughout Tuolumne and Calaveras Counties.

WIOA Title III – Wagner-Peyser: The California Employment Development Department (EDD) administers and staffs the Wagner-Peyser Program, which is a key partner program, providing connections to jobs, support for AJCC operations and workshops for participants.

WIOA Title IV – Vocational Rehabilitation: The State Department of Rehabilitation (DOR) has staff co-located on a part-time basis at the Comprehensive AJCC. Coordination between Title I, Title IV, and other workforce system partners and programs includes a variety of efforts, including:

- Cross referrals of applicants and participants between the AJCC and DOR staff when an individual with a disability is determined to need the services of one or both organizations.
- Co-enrollment and co-case management of participants, including leveraging programs and resources.
- Collaboration in efforts to increase the availability of competitive integrated employment (CIE) opportunities for individuals with intellectual or developmental disabilities, as outlined in the CIE local partnership agreement in which the WDB is listed as a community partner.
- The AJCCs designate a staff person as a Disability Resource Coordinator (DRC) to work with the disability-serving organizations, including DOR.

Carl Perkins Career Technical Education: Columbia College is a recipient of Perkins CTE grant funds. The college uses Perkins funding to develop and deliver technical training linked to occupations that are in demand in the county. Calaveras High School and Bret Harte also have Perkins CTE and are part of the Strong Workforce Initiative. Mother Lode Job Training has collaborated with Columbia College and the U.S. Forest Service to enroll some youth graduates into summer work experiences in the field of natural resources.

Title V Older Americans Act: AARP Foundation administers the Senior Community Service Employment Program (SCSEP) for residents of Tuolumne County. AARP Foundation first matches eligible older job seekers with local nonprofits and public

agencies so they can increase skills and build self-confidence, while earning a modest income. Based on their employment interests and goals, participants may also receive supportive services and skills training through an educational institution. Their SCSEP experience most often leads to permanent employment. SER–Jobs for Progress currently includes three of the four Mother Lode counties in its service district (Amador, Calaveras and Mariposa). WIOA-funded case managers and other partner staff refer individuals 55 years and older to the program, in cases where subsidized employment opportunities under SCSEP appear to be a good option for an individual’s transition back into the labor market.

Job Corps: There is no local Job Corps Center. When clients are interested in services that are provided through Job Corps, they are referred to the location that has the services that the client is interested in. The three sites that are most likely candidates for referrals from MLJT are the Sacramento Job Corps Center, the San Jose Job Corps Center, and the Treasure Island Job Corps Center.

Community Services Block Grant: Amador Tuolumne Community Action Agency (ATCAA) is a community-based organization that administers CSBG-funded programs in the Mother Lode. ATCAA provides housing assistance, financial literacy, childcare assistance, family resources, runs food bank and homeless shelter services along with case management. Calaveras Mariposa Community Action Agency (CMCAA): Established in 1991 through a Joint Powers Agreement (JPA), CMCAA is a Community Services Block Grant (CSBG) entity that is funded by the Federal Office of Community Services and is administered by the State Office of Community Services and Development (CSD). As part of the one-stop system, the WDB collaborates with ATCAA and CMCAA through referrals and co-case management, providing support services, training, and employment services.

Native American Programs (WIOA Section 166): California Indian Manpower Consortium, Inc. provides employment and training and related services to Indian and Native American people who live within a large service area that includes much of California. California Indian Manpower Consortium Inc., (CIMC) is the Section 166 grantee covering the Mother Lode. MLJT staff support CIMC by promoting its various programs, including workforce development, childcare and development, the Elders Nutrition program, National Caregiver Support Program, Native Entrepreneur Training Program, Census Data Services, Tribal Business Services, and the Tribal Business Export Development Program.

Migrant Seasonal Farmworker Program (WIOA Section 167): California Human Development (CHD) is the WIOA Section 167 grantee for Mother Lode. CHD provides a wide range of workforce development programs for migrant and seasonal farmworkers and their families, including training programs in construction, welding, and truck driving. Participants enrolled in training are eligible for supportive services such as assistance with rent, utilities, food, clothing, childcare, transportation and training-related expenses. Participants may be co-enrolled in WIOA Title I and Section 167 program services. The

WDB and CHD are developing ideas around co-location in the Calaveras AJCC with the potential to have outreach workers on a regular basis.

Jobs for Veterans State Grants: MLJT collaborates with EDD to serve veterans, providing priority of service. Once veterans complete an application, they are assigned to a case manager who conducts initial assessment and a determination of the career services needed to support job search and employment. EDD has a LVER and DVOP co-located at the comprehensive AJCC. These services can also be made available to affiliate site participants, as needed. Coordination with the Jobs for Veterans State Grant programs is achieved by co-location of EDD Disabled Veterans' Outreach Program (DVOP) Specialists and Local Veterans' Employment Representatives (LVER) staff at the AJCCs on a regularly scheduled basis. Center staff have been oriented to veterans' services and support that are provided by these staff. DVOP specialists provide intensive services to veterans and eligible spouses that are designed to facilitate participants' transition into meaningful civilian employment. LVER staff performs outreach to local businesses and employers to advocate for the hiring of veterans.

Trade Adjustment Assistance Act: MLJT staff refers individuals to EDD who qualify for TAA services. Participants may be co-enrolled in WIOA Title I services and TAA, with WIOA covering the costs of career services and EDD coordinating payments to training providers, as TAA funds support training.

Unemployment Insurance: The Unemployment Insurance program is generally represented at the AJCC by EDD's Wagner-Peyser staff. AJCC staff work with EDD to coordinate marketing and outreach to UI claimants, ensuring full access to all available WIOA services.

Temporary Assistance for Needy Families/CalWORKs: MLJT collaborates with county health and human service departments in all four counties to provide workforce development services including program eligibility, initial assessments, outreach, intake, orientations, labor exchange information, job search, paid work experiences, on-the-job training, vocational training, and labor market information as well as support services to assist in ultimately achieving self-sufficiency. MLJT has 5 county contracts with HHS that include the CalWORKS Welfare to Work Program and the CalFresh Employment and Training Program. Contract services include an assessment to identify barriers to employment, the development of an Individual Employment Plan, coaching through the application and interview process, job retention strategies, and follow up services. System cross training and explanations of various services and eligibility with HHS staff happens on a regular basis. In Tuolumne County, we have developed a special program for the Youth of welfare to work (WTW) participants. This project includes work experience funding to assist children of WTW participants in breaking the cycle of poverty, gaining good work experience and marketable skills to assist in achieving their future employment goals.

Key partners that are not party to the MOU, include:

Adult Education: Amador County Unified School District, Calaveras County Office of Education, Mariposa County Unified School District and Tuolumne County Superintendent of Schools offer Adult School programs. These programs focus on helping adults to increase their basic education skills, attain a secondary school diploma or prepare for an equivalency exam. English language learners are able to improve reading, writing, speaking, and comprehension skills in English.

Conservation Corps: Greater Valley Conservation Corps (GVCC) operates a forestry focused training program aimed at youth and young adults ages 18-25. Because the GVCC eligibility criteria is similar to WIOA Out of School Youth, MLJT and GVCC collaborate on projects and have an established referral system. Eligible youth are referred to GVCC for work placement assistance as well as adult education, because GVCC's programs are coordinated with Tuolumne County Superintendent of Schools to provide credit recovery and high school diploma instruction for those who need it. GVCC refers clients to MLJT for more in-depth workforce development, support services and training services. GVCC also collaborates with MLJT, San Joaquin County Office of Education, Tuolumne County Superintendent of Schools, construction laborers union, and San Francisco Public Utility District to operate a pre-apprenticeship program for construction trades. The addition of a customized work readiness program for the construction industry launched in 2021 and is established as a model that can be replicated for workforce development throughout the State. The program introduces industry-specific, as well as cognitive, behavioral, and motivational techniques to assist all job seekers, including the reentry population and the hardest to serve, in overcoming various barriers to employment and employment retention.

Partners' Efforts to Collaborate on Co-Enrollment and Case Management

In accordance with State guidance, co-enrollment strategies are specifically described in the MOU executed between the WDB and the AJCC partners. The MOU also acknowledges that participants may be co-enrolled into workforce development, training and support programs offered by WIOA and other funding administered by the Local Board (i.e., DOR Youth Work programs, AB 109 Re-entry grant), identifying processes to address opportunities for co-case management. Several AJCC partners have established structured relationships with the MLJT AJCC system. For example, the Amador Affiliate AJCC is co-branded as the Prosperity Center. In addition to WIOA programs and those of the one-stop partners, customers can access services provided by Amador College Connect, Columbia College, Central Sierra Economic Development District, Amador County Chamber of Commerce, and Independence High School adult education. Such co-location increases opportunities for co-enrollment of WIOA Title I participants in education programs funded by the WIOA Title II Adult Education and Family Literacy Act, Perkins Career and Technical Education grants, and other public funds supporting higher education and training.

Whether partners are co-located at AJCC locations or operate from other sites, shared participants, once co-enrolled, benefit from the commitment of local stakeholders to collaborate on the deployment and tracking of services, thereby co-case managing

participants. Case managers are likely to communicate frequently, both verbally and in writing, about a co-enrolled participants' progress, successes, challenges, and changing circumstances. This communication is the central feature of the system partners' approach to co-case management. For partner programs that utilize the CalJOBS system, co-case management is supported by the ability to share information online, when proper authorization by participant is documented.

One-Stop System's Use of Technology and Other Remote Strategies

Mother Lode Job Training serves a large four-county area spanning approximately 5,280 square miles. Vast distances between population centers make service delivery challenging. However, the geographic distribution of AJCCs enables staff and partners to offer services to remote communities within each county.

A comprehensive center in Sonora (the largest city in MLJT's service area) serves all of Tuolumne County. Affiliate centers are located in the other three counties within MLJT's jurisdiction: Amador, Calaveras, and Mariposa.

The affiliate centers provide the same services available through the comprehensive center in Sonora, albeit on a smaller scale and with fewer partners co-located onsite. In addition, the AJCCs have collaborated successfully with partner organizations to provide workforce development information and services from their facilities. Education agencies, county human service agencies, child support services agencies, and community-based organizations are among the partners that contribute most effectively to promoting workforce services from non-AJCC facilities located in communities spread across the four counties.

MLJT has moved many of its services online. Customers are able to interact with a knowledgeable staff through social media (e.g., Facebook, Twitter LinkedIn) and the WDB's website to receive direct referrals and general information, as well start a WIOA Pre-Application to expedite services. The AJCCs have adapted to a virtual services model and can help customers no matter where they live. With this migration to online platforms, MLJT leadership has recognized the need to ensure that online services are as effective as those provided in-person.

With the increased availability of online and remote services, remote areas also have better access to services from partners. Most partner agencies have transitioned to using technology for the exchange of information. Increasing internet access is imperative, and MLJT has been working with partners and local businesses to expand access. For example, a list of free Wi-Fi spots has been developed by coordinating with internet service providers, local schools, fast food establishments, hospitals, and libraries. MLJT is collaborating with economic development, business, and government to support increased availability of broadband and technology tools for the region. Planning is underway for improving the infrastructure of internet access, the availability of equipment for access, and the provision of skills training.

Coordination of Workforce Activities and Support Services

When job seekers are enrolled in WIOA Title I services, they participate in a comprehensive assessment and are assigned a case manager. Working together, participants and case managers develop an Individual Employment Plan (IEP), which identifies services and training the job seeker will participate in to prepare for employment. The development of an IEP also includes identification of supportive services that are needed to enable participation in career services, training, and work activities. Use of WIOA funds for supportive services occurs only when funding from other sources (e.g., grants, partner programs, community-based resources) is not available. WIOA participants who are co-enrolled in partner programs may be able to access support from those programs. MLJT case managers work directly with partner agencies to determine the availability of support resources. For example, an individual enrolled in both WIOA Title I and Title IV services, may receive individualized career services and training from MLJT and assistive technology support from DOR. Specific support services, such as housing assistance, may be available through select grants and funding sources. Various specialized grants administered by MLJT (e.g., Opioid, COVID-19, National Dislocated Worker Grant) make unique provisions for types and levels of support.

WIOA-funded supportive services include, but are not limited to, childcare, transportation, counseling, bus passes, clothing (as required for the job), tools (as required by an employer and necessary for a job), physicals; license fees (GED fees, credentials); and books and supplies.

Physical and Programmatic Accessibility for Individuals with Disabilities

Mother Lode WDB ensures that all customers have access to the full range of workforce system services. The AJCCs are physically and programmatically accessible to all customers, including individuals with disabilities. WDB managers and staff have participated in extensive human-centered design training. With regard to ADA accessibility, MLJT's team was challenged as part of this training to go into the real world and test our ideas on how to deliver solutions tailored to the needs of the people we serve. As a result, MLJT staff designed accessible work stations and set one up in each of our four AJCCs.

All applicants receive an orientation to MLJT's policy on equal opportunity (EO), accessibility, and grievance and complaint procedures. Every center has undergone an accessibility evaluation and has met the criteria for Hallmark of Excellence certification status. Accessibility is reviewed quarterly at every center through MLJT site inspections.

Assistive Technology and Other Forms of Support

Adaptive technology available to assist customers with disabilities includes TTY equipment, adjustable standing desks, voice to text, large screens, and screen magnification capabilities.

AJCCs staff work closely with partners on making and receiving referrals to enhance the delivery of services for individuals with disabilities. DOR representatives support AJCC operations by providing ongoing assessment and evaluation of assistive technology resources. American Sign Language (ASL) interpretation and other forms support are available upon request. Surveys inform the AJCCs about ways in which centers can be improved for all customers, including jobs seekers with disabilities.

Ensuring Compliance

Compliance with WIOA Section 188 and the applicable provisions of ADA are tested and documented through the following processes.

- Physical accessibility is reviewed every two years by the EDD Equal Opportunity (EO) Monitoring Unit.
- Program accessibility is reviewed every two years by the EDD EO Monitoring Unit.
- A designated EO Coordinator works with the State in addressing accessibility issues as expressed by the public, customers, or staff.
- The EO Coordinator works closely with co-located partners on any similar public concerns.

Each business partner acting as a worksite provides written assurance of compliance with federal and state requirements for non-discrimination and equal opportunity as expressed in State Workforce Services Directive 17-01. Training providers are also required to meet ADA and EO criteria and offer accommodations, as appropriate.

Staff Training to Increase Knowledge and Effectiveness

Mother Lode WDB has intentionally committed resources to strengthen the capacity of WIOA frontline staff and system partner representatives to serve job seekers with disabilities. Examples of this training include:

- Section 188 training
- Raising Disability Awareness and Creating an Environment that Encourages Disability Disclosure
- Disability Inclusion Summit
- CalWORKS Civil Rights training
- Human Centered Design
- Debunking the Three Biggest Myths about Disability Benefits and Work (Ticket to Work)

III. STATE STRATEGIC PARTNER COORDINATION

In 2018, the State completed and published a biennial modification to California's Unified Strategic Workforce Development Plan for Program Years 2016-19. Within this modification, the California Workforce Development Board identified several new strategic partnerships with state-level agencies and initiatives. Guidance issued by the State Board in 2018 to Local Boards regarding two-year modifications to their PY 17-20 Plans required that WDBs pursue these partnerships within their jurisdictions. In our 2019 modification to the Local Plan, Mother Lode WDB described these local level relationships, some of which were in an early stage of development. Following is a summary of the evolution of these strategic partnerships as well as approaches under consideration to further strengthen collaboration with local providers and programs.

Coordination with County Human Services Agency and Other Local Partners That Serve Individuals Accessing CalFresh Employment and Training Services

In the Mother Lode local workforce development area, there is one CalFresh Employment and Training (E&T) program, which operates under the administration of the Tuolumne County Health and Human Services Agency and for which MLJT is contracted to provide services.

Establishing and Developing the Partnership

During the development of our 2019 modification to the PY 2017-20 Local Plan, Mother Lode WDB convened stakeholders and the community around the establishment of local level partnerships between the workforce system and agencies involved in delivering CalFresh E&T services. Since initial discussions two years ago, communication and referrals have resulted in a contractual agreement between Tuolumne County and MLJT to provide services for the CalFresh E&T program.

Building on Existing Collaboration

Following stakeholder convenings and the plan modification submitted in 2019, additional discussions later took place between MLJT and three local health and human services agencies (HHSAs). MLJT has entered into contracts with HHSAs in Calaveras, Mariposa and Tuolumne counties.

- MLJT's relationship with Calaveras County Health and Human Services has evolved to include coordination of case management and a referral system with the Behavioral Health division, in addition to a renewal of our Expanded Supported Employment contract.
- In Tuolumne County, MLJT entered into an MOU with the Health and Human Services Agency to provide CalFresh Employment and Training services and has renewed that contract through September 30, 2021. There is an option to extend the MOU through 2024, as there is for MLJT's contracts with Tuolumne County Welfare to Work program.

- In Mariposa County, we have continued to contract with CalWorks to provide work readiness skills training and paid work experience through annual contracts.

Coordination with Local Child Support Agency and Other Local Partners Serving Individuals Who Are Non-Custodial Parents
--

This strategic partnership reflects goals and objectives expressed in the State Plan. The WDB and Central Sierra Child Support Agency (CSCSA) collaborate in providing services to a key target population: non-custodial parents (NCP) with child support orders, who are unemployed, underemployed, and/or payment delinquent. This population is diverse. Some individuals are completely disconnected from the labor market, having never worked a traditional job and possessing few marketable skills. Others may be formerly incarcerated individuals, including those who are recently released and, therefore, unemployed. Still others may be English language learners, persons with disabilities, disconnected youth or older workers. The common thread among them is their status with regard to child support payments, employment and the ability to attain family supporting wages within the marketplace. Given the diversity of the population and the spectrum of support needs that exists, AJCC staff work individually with each non-custodial parent to determine appropriate career services, training, and needs for support. CSCSA utilizes a range of motivational tools to support customers' participation. Among these are restoration of licenses; revisiting support orders to ensure they reflect the current circumstances of the NCP; deferring or lessening the requirement for payment during the time in which NCPs are engaged in workforce services, training, and job search; and, in specialized cases, under a compromise of arrears program, forgiving a portion of past due payments.

Establishing and Developing the Partnership

During the development of our 2019 modification to the PY 2017-20 Local Plan, Mother Lode WDB convened stakeholders and the community around the development of a local level partnership between the workforce system and local child support enforcement agencies. For Mariposa County, these services are provided by the county's Department of Child Support Services. For Amador, Calaveras, and Tuolumne counties these services are provided by CSCSA. Since those initial meetings, much has been accomplished, including, but not limited to the following:

- Mother Lode WDB and DCSS have entered a Memorandum of Understanding, which was codified and formally adopted in April 2019.
- A referral process and guidance are now in place, as outlined in the MOU.
- Referrals are recorded and a tracking system is in place to follow-through and report progress on referrals.
- Procedures for co-enrollment of participants have been established.
- MLJT and CSCSA representatives communicate regularly and coordinated staff training is held to provide program updates and essential knowledge sharing.
- Under non-pandemic conditions, CSCSA conducts regular site visits at all the centers, facilitating referrals of customers to WIOA services.

Building on Existing Collaboration

During discussions that took place during the development of this Plan, the partners agreed to examine opportunities in the following areas.

- Expand the focus of MLJT services for CSCSA customers to include a greater emphasis on also serving custodial parents.
- Increase staff knowledge about one another's programs through ongoing cross training.

Coordination with Local Partnership Agreement Partners Established in Alignment with the Competitive Integrated Employment Blueprint and Other Local Partners That Serve Individuals with Developmental and Intellectual Disabilities.

The four-counties served by Mother Lode Job Training are covered by two Local Partnership Agreements (LPAs) that promote expanded use of competitive integrated employment (CIE) for individuals with intellectual disabilities and developmental disabilities (ID/DD). These are: the Amador, Calaveras, San Joaquin, Stanislaus, and Tuolumne Counties LPA and the Madera-Mariposa County LPA.

For the Amador, Calaveras, San Joaquin, Stanislaus, and Tuolumne Counties LPA, the parties to the agreement include the following state-defined core partners:

Department of Rehabilitation: Stockton Branch, San Joaquin Valley District, and Modesto Branch, San Joaquin Valley District.

Regional Center: Valley Mountain Regional Center - Stockton, Main Office; Modesto Branch Office, Stanislaus County; and San Andreas Branch Office, Amador, Calaveras, Tuolumne Counties.

Local Education Agency Core Partners: Amador County Office of Education, Calaveras County Office of Education, East Valley Education Center (NPS), Lodi Unified School District/SELPA, San Joaquin SELPA, Stanislaus Academy (NPS), Stanislaus SELPA, Stockton Unified School District/SELPA, and Tuolumne County Superintendent of Schools.

Mother Lode Job Training is listed in the LPA as a community partner.

For Madera-Mariposa LPA, which was executed just prior to this Plan being published for public comment, the parties to the agreement include the following state-defined core partners:

Department of Rehabilitation: San Joaquin Valley District participating branch offices: Fresno, District Office, Fresno/Madera Counties; Merced Branch Office, Merced and

Mariposa Counties; and Modesto Branch Office Stanislaus County/Tuolumne County (Mother Lode)

Regional Center: Central Valley Regional Center (CVRC) - Fresno, Main Office Fresno County, and Merced Branch Office, Merced County.

Local Education Agency Core Partners: Madera County Superintendent of Schools; Madera - Mariposa SELPA; Madera Unified School District; Golden Valley Unified School District; Chawanakee Unified School District; Yosemite Unified School District; Mariposa County Unified School District; Mariposa County Office of Education; Chowchilla Union High School District; Sherman Thomas Charter Schools; and Western Sierra Charter Schools.

Mother Lode Job Training (America's Job Center of California) is listed in the LPA as a community partner

Establishing and Developing the Partnership

While developing of the 2019 Local Plan Modification, representatives of MLJT, Columbia College, DOR, EDD, DRAIL, WIPA, Mariposa Health and Human Services, Tuolumne County Schools, and WATCH met to discuss how coordination of services and case management has been occurring across programs that serve individuals with disabilities. MLJT has a Disability Resource Coordinator, who acts as a single point of contact, coordinates staff training, and as is responsible for communicating with the partners.

Building on Existing Collaboration

In connection with the goals of the Statewide CIE Blueprint, MLJT will work to more clearly define our role in working with staff of DOR branch offices to outreach to businesses to identify CIE opportunities for individuals with ID/DD.

MLJT is well positioned to expand collaborations with the disability service community. Example of recent and current efforts include the following:

- In the fall of 2020, the LPA partners submitted letters of support and agreed to provide in-kind contributions for MLJT's Disability Employment Accelerator (DEA) grant application. This effort toward continued collaboration and sustainability of programs was made after the successful collaboration of partners, particularly DOR and Columbia College, in the MLJT's 2017-18 DEA grant.
- MLJT collaborated with DOR in the operation of the STEPS program, which provides paid work experiences to high school students with disabilities. Workability programs at local high schools have collaborated by referring students and assisting them with the application progress.

- In each county within the local workforce area, MLJT provides work-based learning opportunities for Workability students and other individuals with disabilities at various worksites. MLJT continues to apply for grants to support the continuation of this effective strategy.

Achieving authorization to provide Ticket to Work program services is an MLJT goal for the four-year period covered by this Local Plan.

Coordination with Community-Based Organizations and Other Local Partners That Serve Individuals Who are English Language Learners, Foreign Born, and/or Refugees

The Mother Lode local area does not have large immigrant, refugee, or English language learner (ELL) populations. As such, there is not an extensive network of organizations that specifically focus on these populations. Columbia College offers English-as-a-second language (ESL) instruction for ELLs. California Human Development, the WIOA Section 167 program grantee for the area, provides services in adjacent San Joaquin County. However, another local organization has developed several unique services for Spanish-speaking immigrants: Amador Tuolumne Community Action Agency (ATCAA), which is an MLJT one-stop partner. Some of ATCAA's services for the ELL and immigrant community include:

- Promotores de Salud, which loosely translates to “Promoters of Health”. Promotores are volunteers who are trusted members and/or have an unusually close understanding of the community served. This peer-to-peer program uses Spanish-speaking Hispanic/Latino community members to outreach to community members to promote mental health and overall wellness, to reduce the stigma, mistrust and other barriers to accessing services, and to provide a safe and comfortable cultural context for sharing important information about community resources.
- A Spanish-Speaking Advisory Council, which was formed as a way for Spanish speaking parents enrolled in ATCAA's Head Start program and the Columbia College ESL class to better access and influence community services. ATCAA staff and volunteers provide translation as needed
- An outgrowth of the Advisory Council is a Mental Health Support Group, which was co-sponsored by ATCAA and the Center for a Non-Violent Community. This peer-support group serves about 20 individuals and is facilitated by a bilingual advocate on a bi-weekly basis.

Establishing and Developing the Partnership

Los Promotores and the Advisory Council are part of ATCAA's strategy to continue to develop culturally competent services in Tuolumne County. MLJT will continue to invite Council Members to collaborative meetings with community partners, to enhance culturally competent service design.

Building on Existing Collaboration

In discussions that took place during the development of this plan, the partners agreed to examine opportunities in the following areas.

- Establish a structure for meetings, communication, and coordination among the network of education, workforce development and community providers that serve English Language learners and immigrants.
- Collaborate on specific initiatives to increase access to technology and the Internet for English Language learners and immigrants.
- Identify opportunities to better engage English Language learners and immigrants in career pathway programs and inform them that bi-lingual staff is available.

IV. WIOA TITLE I COORDINATION

The following narrative addresses services, activities, and administrative requirements of the Mother Lode WDB under the WIOA Title I formula programs, along with strategies for staff preparation, training, and ongoing professional development to effectively respond to participant needs.

Staff Training and Professional Development to Increase Digital Technology Skills

As MLJT expands virtual service delivery, it is critical that staff remain up to date on the use of various software programs and web applications. Ensuring that staff is trained in the use of video conferencing platforms is also essential to MLJT's ability to provide quality services to our participants.

MLJT intends to make technical skills training available to staff on a quarterly basis. Sessions will cover updates that have been released for software, applications and platforms used by staff to perform work-related task and duties. Any new software programs or systems will also be introduced during the quarterly training sessions. Digital skills/technology topics that are currently relevant to staff include:

- Microsoft 365 software
- Proctoring online TABE assessments
- Best practices while working remotely (e.g., accessing files, sharing information)
- Personal branding and social media presence
- Protecting personally identifiable information (PII)
- Using Microsoft Teams, Zoom and other videoconferencing platforms

Because training is intended to provide instruction on new or revised product and applications, training topics will be in a constant state of update and revision.

MLJT plans to make use of a number of strategies to deliver training. Among these are:

Peer Trainers: There are several MLJT managers and staff who are highly experienced and skilled in digital technology. These individuals would be the first choice to serve as trainers.

Independent Contractors: Such individuals could include representatives of industry groups or uniquely qualified consultants that specialize in the use of certain products.

College and Adult Education Instructors: Training provided by Columbia College and local education agencies is an option. The college offers a course dealing with using technology for remote learning and work that could possibly be adapted to MLJT's needs.

Online Instruction and Tutorials: LinkedIn Learning and other online platforms are potential resources for training.

Frontline Staff Training and Professional Development to Increase Cultural Competency and Effectiveness in Working with Individuals and Groups that Have Been Exposed to Trauma

MLJT managers and staff have participated in training focused on the needs of various target groups including, but not limited to, disconnected youth, individuals with disabilities, English language learners, and formerly incarcerated and justice-involved individuals. Various sessions have touched upon cultural competency and others have included content dealing with the effects trauma on individuals and groups. As efforts to increase equity, diversity, and inclusion have come to the forefront for local workforce development systems across the country, MLJT is committed to ensuring that our staff has all of the tools necessary to ensure that all customers have ready access to a full range of services that will enable their success in the labor market.

Training to Increase Cultural Competency

Developing cultural competency requires specific knowledge. Understanding the concepts of cultural competency and cultural humility should make up initial training for staff.

Cultural Competency is the ability to understand and interact effectively with people from different cultures, backgrounds and experiences. Recognizing one's own cultural beliefs, values and biases is also part of developing cultural competency.

Cultural humility is the lifelong process of learning about one's own and different cultures, and about respecting each person's unique experiences.

Culturally aware individuals are more likely to recognize and address biases (conscious and unconscious) and microaggressions: barriers to diversity and inclusion that can lead to discrimination.

Additional topics that would support staff in developing cultural competency and humility, could include:

- The importance of cultural competency in the workplace;
- Factors and characteristics that affect one's cultural identity;
- Overcoming cultural barriers;
- Actions for improving cultural competency

Training to Increase Staff Understanding of the Impacts of Trauma

Every day, AJCC staff work with individuals that have experienced significant trauma. The impacts of trauma are far reaching and affect every aspect of health and wellbeing. By implementing a trauma-informed approach to service delivery, staff can improve the

effectiveness of services and the quality of participant outcomes. Topics that should be addressed through staff training include:

- Understanding trauma;
- Situations that can be traumatic;
- Types of trauma;
- Impact of trauma on development and behavior;
- Understanding traumatic stress; and
- Treating customers in a trauma-sensitive manner.

Identifying Training and Securing Training

A variety of training programs and providers can be found online. MLJT will continue to work to identify training dealing with issues of cultural competency and trauma. In addition, we plan to reach out to the California Workforce Association (CWA), as the organization may have trainers already identified or could survey its slate of consultants regarding their ability to develop training for local workforce boards and their partners.

Coordination of Rapid Response and Layoff Aversion Activities

Rapid Response activities are coordinated with EDD and other system partners to ensure that workers affected by business closures and other dislocation events have access to a broad range of resources to support their reemployment and, as needed, retraining. When possible, MLJT will attempt to avert layoffs through services and interventions, which are described below.

Lay-Off Aversion Activities

Center Managers act as liaisons to assist employers in retaining skilled workers and to provide workers with a rapid transition to new employment, minimizing periods of unemployment. One form of assistance provided to business is “layoff aversion” services. MLJT works to identify at-risk businesses in advance of layoffs, assess their needs, and deliver solutions to address identified risks. MLJT works to provide business solutions to employers that want to save jobs. Activities such as customized training, incumbent worker training, and EDD’s Work Share program are strategies that MLJT can utilize to assist companies in averting layoffs.

Layoff aversion strategies rely on information and efforts such as: utilizing EconoVue to find hiring patterns and demand for skills development; job classifications and descriptions that identify critical skillset requirements; frequency of the hiring in each classification; number of vacant positions to be filled; and opportunities for upskilling, such as incumbent worker training.

As part of this PY 2021-24 Local Plan, MLJT will research and seek to replicate effective strategies and approaches used throughout California and across the nation for layoff aversion.

Rapid Response Function

When a Worker Adjustment and Retraining Notification (WARN) Act notice is issued, MLJT staff immediately contact the business to arrange deployment of services to affected workers. EDD UI representatives are a critical partner in this process. Orientations that are scheduled with workers generally take place at the worksite. These events are used to provide workers with information on UI benefits, labor market and workforce system information, including the availability of WIOA and partner services through the AJCCs, and the availability of retraining programs. For certain dislocation events, workers are eligible for assistance, including training, funded by the Trade Adjustment Act.

When a Rapid Response activity takes place, MLJT’s Rapid Response Team gathers pertinent information from published data sources to facilitate the rapid reemployment of potentially displaced workers into other employment opportunities. This minimizes the impact of the displacement on affected workers, their families, and the communities in which they live.

Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs

The Mother Lode WDB’s one-stop/AJCC system includes one comprehensive one-stop center and three affiliate centers. In addition, strategic partner agency locations throughout the area provide access to the local workforce development delivery system through information and referrals, thereby serving as system “entry points.” Throughout the four counties, libraries and other public agencies serve in this capacity.

Comprehensive America’s Job Center of California

MLJT’s comprehensive AJCC in Sonora has earned both baseline and “Hallmarks of Excellence” certification and has developed a structured continuous improvement plan to ensure that services are consistently being reviewed and strengthened to reflect evolving workforce and labor market needs. Co-located partner programs at the comprehensive center include: all WIOA Title I programs and programs operated by EDD, including the WIOA Title III Wagner-Peyser Program, Veteran’s Services, UI and TAA. The comprehensive center is also the home to Central Sierra Economic Development District, the Service Corps for Retired Executives (SCORE), and the Tuolumne County Chamber of Commerce. The co-location of business-serving agencies within the center provides local employers easy access to the workforce system partners and a variety of other resources, programs, and services to support hiring and training workers.

The Tuolumne AJCC, a comprehensive center, provides services to Tuolumne County and is located in Sonora.

Affiliate AJCCs

By collaborating with system partners in each county through referrals and leveraged resources and connecting to the comprehensive center, as needed, MLJT's affiliate centers deliver all services available through the comprehensive AJCC. Managers and staff located at the comprehensive center are available to assist affiliate sites as center activities and service levels require. To respond effectively to hiring or downsizing by local businesses served by affiliates, staff from the comprehensive center may be temporarily stationed at other AJCCs to meet customers' needs.

Customers of the affiliate sites can also access services of the comprehensive AJCC through the MLJT website, videoconferencing, or teleconferencing sessions. Staff training and meetings are conducted online to enable access to professional development for affiliate center staff.

The three affiliate centers include the following:

- The Calaveras Affiliate AJCC provides services to residents and businesses in Calaveras County and is located in San Andreas. The AJCC is a cornerstone partner in the Calaveras Business Resource Center, which is co-located inside the Calaveras Chamber of Commerce and is in close proximity to various county services, including probation and behavioral health.
- The Amador Affiliate AJCC provides services to all of Amador County and is located in Sutter Creek. The Amador AJCC is co-located with the Amador Chamber of Commerce, Columbia College, Central Sierra Economic Development District, and Amador College Connect, thereby facilitating services for businesses and training and education for job seekers.
- The Mariposa Affiliate AJCC provides services to Mariposa County's local businesses and job seekers and is located in Mariposa. The center is located within the modern Mariposa County Department of Social Services complex. AJCC staff works closely with various county agencies and the Mariposa Chamber of Commerce, as well as with Yosemite National Park.

MLJT has implemented a variety of virtual services that include telephone and web-based orientation, career exploration, and access to partner services. Expansion of virtual service delivery, as a companion to in-person services, will be a priority for the four-year period covered by this Local Plan.

Adult and Dislocated Worker Career Services

Through the AJCCs, Mother Lode WDB ensures all WIOA Title I basic career services are available to the public. These include:

- Determinations of eligibility;

- Outreach, intake, and orientation;
- Initial assessment;
- Labor exchange services;
- Referrals to system partners and community resources;
- Workforce and labor market employment information;
- Performance information and program cost information;
- Information on performance accountability measures;
- Information on the availability of supportive services or assistance;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Information and assistance regarding filing claims under UI programs.

For job seekers who meet eligibility requirements and are need additional support, individualized career services are available, such as:

- Comprehensive and specialized assessments of skill levels and service needs, which may include: diagnostic testing and use of other assessment tools; and in-depth interviews and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve employment goals;
- Group and/or individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance;
- Adult education and literacy activities.

Training Services for Adults and Dislocated Workers

The WDB provides access to a wide range of training programs, including classroom training, online training, customized training, and work-based training. For many MLJT customers, use of Individual Training Accounts (ITAs) for off-the-shelf, WIOA-approved courses/programs listed on the WDB's Eligible Training Provider List (ETPL) is the preferred method of training. Training services are provided in a manner that maximizes customer choice for both career goals and selection of eligible providers. The ETPL provides information about schools, labor market information, and programs' alignment with industry. After assessment and consultation with a career counselor, customers seeking training services may select a training provider. Arrangements for payment of such services is provided through ITAs. At times local board-approved training

contractors are utilized. Commonly used work-based training strategies include on-the-job training and transitional jobs.

Priority of Service

WIOA establishes a priority requirement for adult employment and training activities. Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population.

MLJT gives priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services and training services. Veterans and eligible spouses receive priority of service for all DOL-funded job training programs, including WIOA programs. Priority is provided in the following order:

- First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
- Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
- Last, to non-covered persons outside the groups given priority under WIOA.

Focus on Individuals with Barriers to Employment

Most job seekers served by Mother Lode's WIOA Title I programs are individuals with one or more major barriers to employment. Through intensive assessment and one-on-one planning, services are customized to meet the unique needs of each participant. In addition, MLJT regularly pursues initiatives that are aimed at meeting the needs of various vulnerable populations. Examples include the following:

Persons With Disabilities: To supplement WIOA Title I formula programs, the WDB has secured other sources of funding to assist persons with disabilities, such as the STEPS and DEA grants. MLJT has designated a Disability Resource Coordinator to provide additional support, guidance, and training to staff as they navigate challenges and opportunities serving this population. The Mother Lode WDB applied for a 2020-21 DEA funds to continue and expand upon work that has been successfully completed in previous grants.

Previously Incarcerated Individuals: The WDB has secured funding through the Prison to Employment initiative and, in coordination with other local areas around the state, has applied for a Pathway Home grant to provide a pathway to employment after incarceration, thereby reducing the likelihood of recidivism.

Homeless and At Risk of Homelessness: The WDB has become a governing board member for Central Sierra Continuum of Care, coordinating employment services with homeless service providers across all four counties represented by MLJT.

Covid-19-Impacted Individuals: The WDB secured specialized funding for individuals who were impacted by the pandemic in 2020 and are in need of immediate assistance through supportive services.

Services and Activities Available under WIOA Title I Youth Program

Mother Lode WDB's Title I WIOA Youth Programs meet all federal and state requirements. While WIOA funding for youth programs has significantly decreased over the last twenty years, MLJT continues to work with system partners and local stakeholders to ensure that a robust set of workforce development services is available to youth and young adults throughout our four-county area.

Delivery of WIOA Youth Program Services

MLJT WDB directly provides all Youth Program services. MLJT has nearly forty years of experience providing employment and training services to youth and young adults. MLJT continues to innovate and implement effective services and activities focused on the needs of disconnected and other vulnerable youth, including those with multiple barriers to employment.

Services provided to Youth Program participants include all 14 WIOA Youth elements prescribed by WIOA, including:

Tutoring, Study Skills Training, and Instruction Leading to Secondary School Completion: Education and educational support activities support completion of a high school diploma or recognized equivalent.

Alternative Education: These services assist youth who have struggled in traditional secondary education or who have dropped out of school.

Paid Work Experience: This structured work-based learning experience provides opportunities for career exploration and skills development.

Occupational Skills Training: This organized program of study provides specific skills and leads to proficiency in an occupational field. Training may be delivered through didactic instruction in a classroom or online setting, or through work-based learning options including pre-apprenticeships, apprenticeships, or on-the-job training programs.

Education Offered Concurrently with Workforce Preparation: This integrated education and training model combines workforce preparation, basic academic skills, and occupational skills

Leadership Development Opportunities: These services encourage responsibility, confidence, employability, self-determination, and other positive social behaviors.

Supportive Services enable a youth or young adult to participate in WIOA activities.

Adult Mentoring: This formal relationship between a youth and an adult mentor focuses on structured activities through which the mentor offers guidance, support, and encouragement.

Follow-Up Services: These services are provided following program exit, these services ensure youth succeed in employment or education.

Comprehensive Guidance and Counseling: Individualized counseling is provided to participants, including drug/alcohol and mental health counseling.

Financial Literacy Education: Youth participating in these services gain knowledge and skills they need to achieve long-term financial stability.

Entrepreneurial Skills Training: Youth learn the basics of starting and operating a small business and develop entrepreneurial skills.

Services that Provide Labor Market Information: These services offer employment and labor market information about in-demand industry sectors or occupations.

Postsecondary Preparation and Transition Activities: Services assist youth in preparing for and transitioning to postsecondary education and training.

Highlights of MLJT's WIOA Youth Program services includes:

- Paid work experience is a key program element. MLJT collaborates with local businesses to provide work-based learning opportunities to Youth. Youth learn not only job-specific skills but have the opportunity to put their soft skills training to work by demonstrating workplace attitudes and behaviors that businesses most value.
- Partner organizations braid services to support successful program completion. Among these organizations are adult education providers and Columbia College, which provide instruction in high school diploma attainment preparing for the GED exam, and various other credit recovery services.
- Because MLJT is the service provider for both Youth and Adult programs, participants receive many services at the AJCC, which exposes them directly to extensive

information and resources. Youth use the center for job search, career exploration, and other services that prepare them for employment and careers.

Services for Youth with Disabilities

All of the programs and services described above are available to youth with disabilities. When a young person with a disability seeks services from MLJT, assessments are administered and an Individual Service Strategy is developed to identify past educational attainment, skills levels, interests, barriers, and unique or specialized needs. Depending on the results of the assessment and service planning process, staff may engage colleagues from the DOR, special education, or other partners to assist in securing services and, as necessary, accommodations, to facilitate the youth/young adult's participation in the WIOA Youth program.

MLJT is committed to our role as a community partner with the organizations that have entered into two Local Partnership Agreements that will increase CIE opportunities for job seekers with disabilities, including youth.

Local agencies that comprise the local disability service network include many that service youth and young adults. MLJT collaborates with high school transition programs, Workability programs, WATCH Resources, Inc., DOR, Valley Mountain Regional Center, Thumbs Up!, ARC, Calaveras Mentoring, Greater Valley Conservation Corps, and the YES Partnership in providing services and support to individuals with disabilities.

Digital Skills Training For WIOA Youth Program Participants

Strategies for increasing the digital literacy skills of youth participants are focused on increasing their access to training. For In-School Youth, digital skills training is provided through the public school system. As a result of closures resulting from the pandemic, students have had significant exposure to distance learning and videoconferencing platforms, along with opportunities to learn about and utilize various software programs, including the Microsoft 365 products. For Out-of-School Youth, there are technology and software skills development courses available through Columbia College and Amador College Connect.

As we move into the period covered by this four-year Plan, MLJT intends to develop a greater number of options for job seekers, including youth and young adults, to increase their digital skills. Online platforms, such as LinkedIn Learning, which hosts hundreds of technology-related courses, may be excellent resources.

Entity Responsible for Disbursal of Grant Funds and the Competitive Process Used to Award Contracts for WIOA Title I Activities
--

The State of California has designated the counties of Amador, Calaveras, Mariposa and Tuolumne as a local workforce development area (LWDA), which is known as the Mother Lode Consortium (MLC). The four counties have entered into a joint powers agreement,

which established Mother Lode Job Training (MLJT) agency as an independent public entity responsible for administration of local workforce development programs. WIOA programs are governed by Mother Lode Workforce Development Board (MLWDB), which has entered into agreement with the chief local elected official representing the LWDA. Pursuant to this agreement, included among the roles of MLJT, is that of “fiscal agent” as defined by WIOA. Furthermore, the By-laws of MLWDB document a process whereby funds are allotted upon approval of the local board, providing the Executive Director signatory authority.

The Mother Lode WDB has elected not to contract out WIOA Title I Programs. Rather, it has opted to continue as the service provider for the WIOA Title I Adult, Dislocated Worker and Youth programs. In accordance with WIOA requirements, the WDB procures the services of the AJCC/One-Stop Operator using an open and competitive request for proposals process. Procure takes place every three years.

How the Local Board Fulfills the Duties of the AJCC Operator and/or the Career Services Provider or Selection of AJCC Operators and Career Services Providers
--

Mother Lode WDB is in compliance with all federal requirements and state guidance regarding the AJCC Operator (referred to by WIOA as the one-stop operator) and career services provider functions.

Fulfilling the AJCC Operator Function

One-Stop Operator services have been competitively procured and a contract has been executed with ProPath, Inc. ProPath has nearly four decades of experience serving California’s workforce development system and is well qualified to function as the operator for the local workforce system led by the WDB and MLJT.

The One-Stop Operator has two distinct roles:

1. Coordinating the service delivery of required AJCC partners and service providers; and
2. Ensuring the implementation of partner responsibilities and contributions agreed upon in the MOUs.

Specific services provided by the OSO include the following:

- In conjunction with oversight by Workforce Development Board and designated administrative staff, the OSO coordinates the implementation of negotiated MOUs and Cost Sharing Agreements with all mandated partners;
- The OSO convenes and facilitates quarterly WIOA partner meetings that focus on systems alignment, process improvement, and building value-added collaboration among system partners; and

- Serves as liaison between the WDB and the system partners and, as such, attends meetings of WDB or its Executive Committee to receive direction and to report on progress no less than three times annually.

Specifically excluded from the OSO functions are the following responsibilities and tasks: convening system stakeholders to assist in the development of the local plan; preparing and submitting the local plan; oversight of its own work; managing or significantly participating in the competitive selection process for one-stop operators; selecting or terminating one-stop operator, career services, and youth providers; negotiating local performance accountability measures; and developing and submitting a budget for activities of the local board.

WIOA Adult and Dislocated Worker Service Provider

The Mother Lode Workforce Development Board has received approval from the California Workforce Development Board and EDD to function as, and fulfill the duties of, the career services provider for the WIOA Title I Adult and Dislocated Worker Programs. The WDB, through its AJCCs, has been providing these services for decades. MLJT recently submitted an application to the California Workforce Development Board requesting approval to continue functioning in the capacity of career services provider. The application cited the workforce development knowledge, skills and experience of the MLJT team as the primary rationale for the requested renewal of state approval.

V. CONSIDERATIONS FOR PROGRAM YEARS 2021-24

Based on discussions held throughout the planning process with the public, partners, board members, and staff, the following topics have been identified as priorities for further exploration, development, and/or enhancement as the WDB and the partners implement the Local Plan.

Business-Focused Opportunities

1. Utilize chambers of commerce, business associations, and economic development entities to augment MLJT’s business service resources, gather business priorities and, promote MLJT’s business services’ value proposition.
2. Establish a structured process for businesses to meet with educators and workforce development professionals to regularly review businesses’ skill needs and opportunities to develop curricula that responds to these needs, based upon the model used by the Calaveras CTE Advisory Committee.
3. Formally adopt a business service plan with partners, including a process to regularly secure feedback from businesses on the full range of services provided by MLJT and the local workforce system.
4. Establish a “workplace expectations” curriculum, perhaps through mentorships with local businesses, based on feedback from business partners and industry groups.
5. Develop business education programs that involve technology skill building and are related to the future of remote work, anticipated growth, and the disruptive nature of AI and robotics, e-commerce, and cultural shifts of the region.

Service-Focused Opportunities

6. Address transportation needs by collaborating with local transit agencies and rideshare companies.
7. Explore ways to leverage resources of partner programs that have transportation resources.
8. Create a cohort model for delivering specific vocational trainings in key sectors.
9. Improve outreach to youth, utilizing youth-focused social media platforms.
10. Increase the use of “navigators” across the system to address the needs of vulnerable populations and to support special initiatives, such as the Pathway Home grant.

11. Identify strategies to make available more training, coaching, and support for entrepreneurship, as opportunities are likely to abound as the economy recovers.
12. Bring workforce development and education together to identify critical workplace communication skills and consider options for providing ‘soft skills’ training to job seekers and incumbent workers.
13. Bring system partners together to develop a protocol for defining “essential digital skills” recognizing that these are now considered by many to be basic education skills comparable to math and English.
14. Revisit assessment tools to consider including inherent (aptitude), learned, and earned skills, learning styles, interests, and values.
15. Collaborate with existing vocational training centers for career pathways.

System-Focus Opportunities

16. Examine opportunities for expanded use of the Unite Us online information, referral, and information sharing platform.
17. Create a workgroup of system stakeholders to develop strategies to address the childcare crisis. This critical need will affect the success of women rejoining the workforce as the economy fully reopens.
18. Join with other local and regional initiatives to address the technology gap that exists for vulnerable populations and communities and develop a plan for digital inclusion.
19. Pursue opportunities to align the workforce system’s recovery strategy with state, county, and municipal efforts.
20. Pursue opportunities to collaborate with tribal services and California Indian Manpower Consortium to assess gaps in the workforce system service delivery strategies targeting the Native American population.
21. Continue to improve and innovate on programs for people with disabilities and justice-involved individuals.
22. Address the impact of COVID by coordinating services to re-engage the workforce and develop jobs that are done in virtual environments.
23. Develop a locally focused pathway video series educating students and AJCC participants about careers in the MLJT service area.

24. Improve delivery of work readiness and soft skills training for a larger number of job seekers.

Partnership-Focused Opportunities

25. Explore opportunities to expand partnerships.
26. Formalize relationships for resource sharing, communication, and coordination among the network of education, workforce development and community providers that serve English Language Learners and women.
27. Identify opportunities to better engage people with disabilities in career pathway programs.
28. Utilize the WDB's industry connections to develop systemwide strategies to increase services to address workforce needs in key sectors.
29. Expand the focus of MLJT services for CSCSA customers to include greater emphasis on also serving custodial parents.
30. Increase CSCSA, Health and Human Services, community resource centers, and MLJT staff knowledge about one another's programs through cross training.
31. Identify opportunities and strategies to better publicize collaboration between community partners and MLJT, along with the benefits of participation in workforce programs.

VI. APPENDICES

The following Items are Included as part of the Local Plan.

Attachment 1: Stakeholder and Community Engagement Summary

Attachment 2: Public Comments Received that Disagree with the Local Plan

Attachment 3: Signature Page

Stakeholder and Community Engagement Summary

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the PY 2021-24 Local Plan, the Mother Lode WDB hosted a community and stakeholder forum focused on how workforce system partners and other stakeholders can create a system that is more equitable, accessible, and effective. The forum was held via Zoom on Thursday, February 18, 2021 during a joint meeting of Mother Lode's Governance Board of Directors (comprised of elected officials from each of the four counties) and the Workforce Development Board. Input included the following:

Overarching Themes

- People no longer need to commute, and it is bringing a new and remote workforce to the area. Alternatively, some workers are not able to work where internet and broadband are scarce.
- There has been an increase of people having to switch career paths and acquire new skill sets due to pandemic.
- Re-evaluate the use of various assessments and put them back in the center of workforce.
- Increase information for people that are looking for work but are not sure which career path to take.
- Job seekers need clear information on realistic career paths.

Major Discussion Topics

Technology

- People that no longer need to commute are moving to the Mother Lode area to work remotely.
- There is a new category of people moving to the area with different skill sets and different requirements regarding amenities that we need to keep in mind for our vision.
- T-Mobile, Starlink and Amazon are disrupting the space with high-speed satellite internet. Fast internet is a must for a robust workforce.
- Equitable chances: opportunity for roles that can be done remotely.
- There are certain jobs and industries that are not hybrid jobs.
- Without the right vision, we will miss the boat on what we provide.
- There is a disruptive change of AI and Robotics and the impact of ecommerce.
- There will be job elimination with or without COVID, technology will change the region but eliminate jobs, we need look at jobs that are going to be eliminated.
- Need access to satellite CTE/certification education hubs.

Assessments/Needs of the Community

- There are people coming into the workforce that don't want to be working at the same level. We need to look at how these individuals will accept learning or gain knowledge.
- Focus on evaluating individuals' inherent, learned and earned skills.
- We need to assess people's skill set, interests, aptitudes and learning styles.
- Need to bring back more vocational training in high schools. Don't see soft skills being taught.
- Opportunity to look to the future, California Human Development has vocational training centers. How do we bring the needs of the community to the forefront? How can we collaborate? Career pathways are a great opportunity to encourage people to stay in the region.
- Digital literacy: How do we get clients to access information?
- Making equitable services is priority for persons with disabilities.

Impact of COVID

- People are trying to re-engage in the workforce, there has been a challenge of getting people employed during the pandemic.
- Relief staff for healthcare and staff that are working from home.
- Is there is a way to make jobs virtual, in a more virtual environment?

Pathway Development

- Understand the skill sets necessary for career paths that allow us to focus on transferable skills and skill gaps.
- Create a "Day in the life" series of videos for different industries to distribute to schools and job training centers to help people become familiar with what your lifestyle would look like in various careers.
- Keeping up with demand is difficult when you do not have the staff: How do we outreach? How do we advertise jobs that are currently out there?
- Parallel training opportunities for individuals to learn a strengths-based approach to their career choice. Invest in their success from the inside out.
- Career Mapping: workers have to see where they are going but it also benefits the Owner in providing expectations so the employee is not over eager to be promoted when it might not yet have been earned.
- Create more employer incentive programs.
- There is a need to develop better articulated career paths for people.
- Employers struggle with finding people that are driven but are not sure where to focus their energy.
- Work on something visual to take to workforce development offices; give workers something tangible to see realistic development expectations.
- Employers struggle with hiring workforce that doesn't want to work nights, weekends and holidays. Some employers have had a lot of employees that have been in a role for one or two years that expect promotion.

- Focus on expectations for Youth in the workforce.

Where necessary, agency-to-agency discussions were held with various partners and stakeholders. Such discussions were conducted via TEAMS, Zoom, in person and by phone and included meetings with:

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
TEAMS call 3/8/2021	Anneka Rogers Whitmer, Columbia College (WIOA Title II)	Amy Frost, Emily Graham, Anneka Rogers Whitmer	Discussed how partnership with MLJT, MEOC, and Columbia College can be improved to increase access to WIOA, Special Grants, MEOC and adult education services, especially for targeted populations. Plans for combining program application packets was discussed as a possible strategy (saving the applicant time by enrolling into multiple programs at once).
ZOOM call 3/10/2021	Career Technical Education, Calaveras High School, Calaveras County Office of Education (Perkins)	Scott Nanik, Kevin Hesser, Kathy Gallino, Paul Debaldo, Odile Morrison, Noah Crosson, Mariah Kunz, Suzanne Butler, Jason Weatherby, Kayla Gaffrey, Matt Ospital, Jim Leslie, Mark Borchin, Suzie Coe, Emily Graham	Reviewed state of the programs and offerings in 4 CTE pathways: Agri Science, Automotive, Engineering, and Medical Science. Partnership includes MLJT providing LMI and economic outlook data along with work-based learning opportunities and connections to business. Agenda attached- alignment of goals and commitment to continued collaboration.
EMAIL 2/24/2021	Natural Resources Industry focus	Casey Jardine, US Forest Service	Discussed how MLJT can work to help US Forest Service develop local pipeline of qualified candidates for future forest care needs.
Zoom call 12/10/2020	Small Business Development	Central California SBDC Network Board	The primary focus was how to assist businesses during this pandemic; providing them community resources to reopen safely and how to stabilize their business if they had to shrink or modify services. Christine Nutting facilitated a discussion on how to best automate and market services in a way that communities such as the Mother Lode could access, being that we are geographically dispersed and may not be able to physically access many of the services and workshops SBDC normally offers.
Phone call 2/24/2021	Health Care workforce Investment	Paul DeBaldo, Community Volunteer developing private industry CTE funding in Calaveras County	Discussed health care industry demand and how the high school Health Science program is obtaining resources and partnerships with Dignity Health
Linked In Survey – 3/1/2021	Construction Industry business stakeholders	Cory Fisk, Nicholas Winn, Dan Fauchier, Kirsten Newton, Jason Forgette, Christopher Italiano, Ken Harms, Kevin Lund, Jeff Howell, Corey Coleman, Larry Cabodi,	Industry perspective of the types of skillsets needed that will contribute to accelerated and streamlined growth of the employee workforce. - Soft skills - Positive attitude

			<ul style="list-style-type: none"> - Reading trade drawings and specs - Team work - Trade skills and codes - Critical thinking - Character - Adaptable - Communication - Perseverance - Mentorship - Apprenticeship - Mechanical aptitude
Emailed Survey- 2/2/2021	MOU and other partners	<p>Tuolumne County Superintendent of Schools Calaveras Health and Human Services Agency Harrah's Northern CA Calaveras County Economic and Community Development</p>	<p>Asked to identify training needs for employees:</p> <ul style="list-style-type: none"> Cultural Competence and inclusion Trauma and resiliency training Leadership Managing Conflict Interpersonal and soft skills development Case Management Strategies Problem Solving Connecting participants to high road employment
Zoom – 10/15/2020	Partnership Meeting	<p>One stop partnership meeting</p> <ul style="list-style-type: none"> Calaveras HHS CA Indian Manpower Consortium ATCAA Columbia College Mariposa HHS Tuolumne DSS Tuolumne DSS Calaveras HHS MLJT OSO MLJT Unite Us Amador HHS Calaveras HHS Tuolumne County Superintendent of Schools 	<p>Discussion on System-Wide Training Needs and Establishing a Regional Training Strategy</p> <ul style="list-style-type: none"> • Partner Training Survey
Phone call 2/22/2021	Health Care	Tuolumne County Public Health – Emily Hamilton, Lindsay Macon, MLJT	Discussed a possible trauma informed training that could be conducted for staff development for system partners, including MLJT
In person 3/17/2021	Business stakeholder	Tuolumne County Chamber of Commerce – Parkyre Zelinsky-Salcedo, Lindsay Macon, MLJT	Discussed continuous improvement of services to businesses and job seekers through collaboration.
Zoom 3/17/2021	Title II – equity and inclusion	Columbia College Special Programs Advisory Board – Jill Olson facilitator, attended by Lindsay Macon, MLJT	Discussed services for DSPS, re-entry, low income (CalWorks), GED, 1 st generation students and digital learning improvements
TEAMS 3/24/2021	MLJT staff WIOA Title I	Case managers, resource specialists, HR, Center Managers, business services	Discussed possible solutions for increased expansion of services through strategic collaboration and co-case management among partners.

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN

1.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		

2.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		

SIGNATURE PAGE

The following signatures represent approval of the Local Plan by Mother Lode Workforce Development Board and the Chief Elected Official for the Mother Lode Local Workforce Area

For the **Mother Lode Workforce Development Board**

Tyler Newton, Chair	Date

For the **Mother Lode Consortium Board of Directors**

Frank Axe, Chair	Date