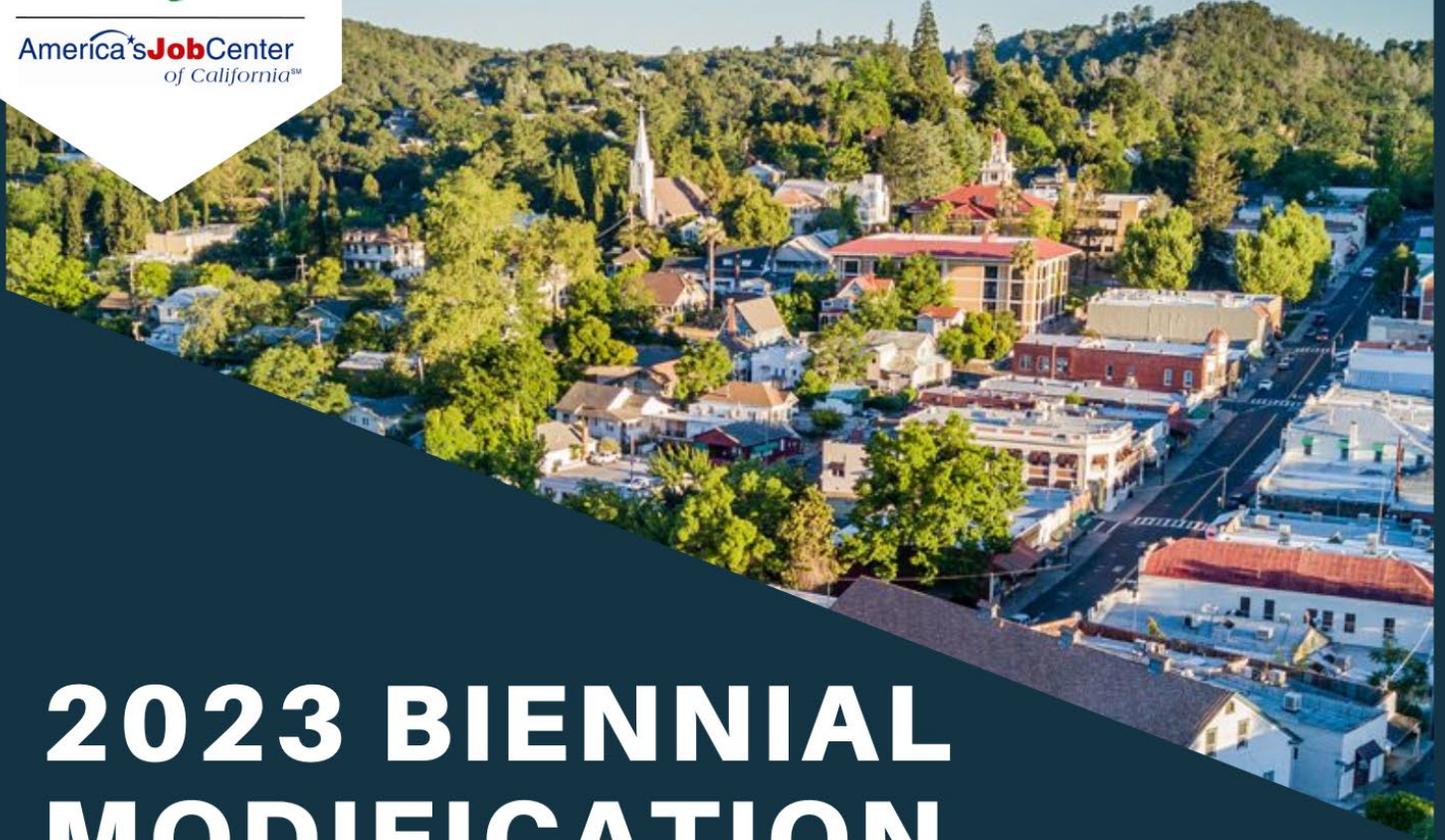




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# **2023 BIENNIAL MODIFICATION TO THE PROGRAM YEAR 2021-2024 REGIONAL PLAN MIDDLE SIERRA REGIONAL PLANNING UNIT**

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**MOTHER LODE WORKFORCE  
DEVELOPMENT BOARD**

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<b>TABLE OF CONTENTS</b>
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		PAGE
<b>I.</b>	<b>INTRODUCTION AND OVERVIEW</b>	2
<b>II.</b>	<b>ANALYTICAL OVERVIEW OF THE REGION</b>	
A.	Analysis of Employment and Unemployment Data	8
B.	Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps	9
C.	Analysis of Industries and Occupations with Existing and Emerging Demand	11
<b>III.</b>	<b>REGIONAL INDICATORS</b>	
A.	Regional Indicators and Associated Metrics	16
B.	Impact of Indicators and Metrics on Service Delivery	17
<b>IV.</b>	<b>FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT</b>	
A.	In-Demand Industry Sectors for the Region	19
B.	Sector Initiatives	22
C.	Strategies to Communicate with Regional Employers	24
<b>V.</b>	<b>ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS</b>	
A.	Working with Businesses that Provide Quality Jobs	26
B.	Shared Target Populations and Targeted Service Strategies	27
C.	Equity and Ensuring Equal Access to Training and Services	28
<b>VI.</b>	<b>ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES</b>	
A.	Regional Service Strategies	30
B.	Regional Administrative Cost Arrangements	33
<b>VII.</b>	<b>PRIORITY CONSIDERATIONS FOR PROGRAM YEARS 2021-24</b>	34
<b>VII.</b>	<b>APPENDICES</b>	
A.	Stakeholder and Community Engagement Summary (Attachment 1)	38
B.	Stakeholder and Community Engagement Attendance (Attachment 2)	44
C.	Public comments received that disagree with the Local Plan (Attachment 3)	46
D.	Signature Page (Attachment 4)	47

<b>I. INTRODUCTION AND OVERVIEW</b>
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With its passage of the Workforce Innovation and Opportunity Act (WIOA) of 2014, Congress moved the national workforce system in a new direction in terms of how to approach economic and labor market demands. In addition to designating local workforce development areas (LWDAs), which reflect local labor markets, WIOA enables Governors to establish workforce regions comprised of one or more local areas that represent common economic interests. California has identified fifteen Regional Planning Units (RPUs), of which eleven represent two or more local areas. The Middle Sierra RPU is comprised of just one local area, Mother Lode, which has long been recognized by the four counties it represents as an economic region separate from adjacent areas, such as communities surrounding the State Capital and those in the Central Valley. By establishing the RPU, workforce issues reflecting regional economies can be addressed through specialized planning, initiatives, and funding.

In accordance with federal and state guidance, the Middle Sierra Regional Planning Unit, consisting of four counties: Amador, Calaveras, Mariposa, and Tuolumne, developed a four-year Regional Plan to guide strategic initiatives throughout Program Years (PY) 2021-24. The Plan, which covers July 1, 2021 through June 30, 2025, received Governor’s approval. WIOA requires a Biennial Modification to the Regional Plan. This 2023 version of the Plan serves as the required update and, once approved by state officials, will become the official version of the PY 21-24 Regional Plan from July 1, 2023 through June 30, 2025.

Pursuant to WIOA, Mother Lode Workforce Development Board has also prepared a PY 21-24 Local Plan, which describe partnerships and service delivery strategies. The Local Plan and its 2023 Modification are considered part of the 2023 Biennial Modification to the PY 21-24 Middle Sierra Regional Plan.

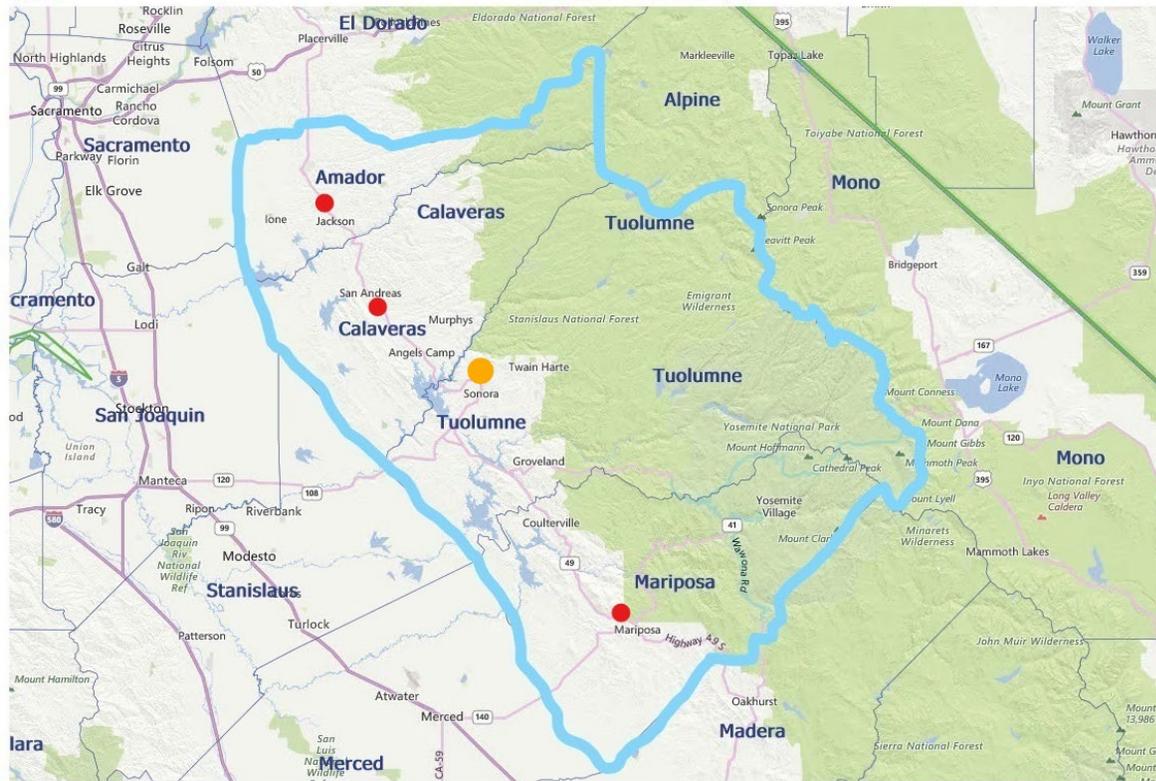
***Overview of the Middle Sierra RPU and the Region***

In 1982, the four Sierra Nevada joined together to form the Mother Lode Consortium (MLC). The consortium is a special services government district established through a joint powers agreement for the purposes of administering programs that were originally funded by the federal Job Training Partnership Act (JTPA). In 1998, JTPA was replaced by the Workforce Investment Act (WIA) and the joint powers agreement, special services government district, and the MLC were reaffirmed by the member counties. In 2014, WIA was replaced by the Workforce Innovation and Opportunity Act (WIOA), and the MLC was again reaffirmed by the member counties. At that time, the Mother Lode Workforce Development Board (WDB) was established to replace the preexisting board.

The Middle Sierra Regional Planning Unit/Mother Lode local workforce development area covers approximately 5,280 square miles in the central portion of California’s Sierra Nevada mountain range. Its economy is driven by recreational tourism and contains one National Park, three State Parks, two National Forests, four tribal casinos, three ski resorts, and numerous lakes and streams. The region is rural and sparsely populated.

However, relationships are close-knit and local culture is collaborative and community-oriented. Industry is comprised mostly of small businesses, with the handful of larger employers representing government, healthcare, retail, and hospitality/gaming. Each of the four counties comprising the Middle Sierra region is served by MLJT through a local America’s Job Center of California (AJCC), with the comprehensive AJCC center located in Tuolumne County.

**Figure 1. Middle Sierra RPU’s Boundaries and Four AJCCs**



(Amber = Comprehensive; Red = Affiliate)

**Guiding Principles**

The Middle Sierra Regional Plan acknowledges and supports the vision for the workforce system that is described in California’s PY 2020-23 Unified Strategic Workforce Development Plan, including its 2022 modification, which is the overarching state policy document. The State Plan’s policy objectives have been developed in collaboration with local boards and WIOA partners and communicate California’s intention to create a comprehensive system that impacts poverty, promotes income mobility, and embeds equity as a cornerstone of service-delivery. The State Plan also highlights the unique approach to addressing the workforce needs of California’s core industries through regional approaches and initiatives executed by the RPUs.

The Regional Plan is built upon four central principles, each of which represents the values, vision, and commitment of the Middle Sierra’s workforce stakeholders. They include:

1. The Workforce System is Demand-Driven: Industry drives job demand and businesses define skills needed for jobs. It is the obligation of the workforce system to train candidates in these skills, preparing them for careers.
2. Make Workforce Development Relevant: Select innovative, impactful members for the WDB, educate them on their roles, and collaborate on strategy. Furthermore, the board's efforts should direct workforce development service delivery toward the board's goals, attach these goals to the community's priorities and projects, and take every opportunity to ensure that local workforce development programs make a lasting impact.
3. Workforce Development is a "Team Sport:" The system does not consist solely of WIOA programs. Rather, it is comprised of the work, resources, and unique capabilities of all organizations and individuals with a stake in building and maintaining a prosperous, competitive economy. It is the collective effort that yields individual success.
4. Lead From the Front: As the region continues to address the wide-ranging impacts of the worldwide pandemic, the workforce development delivery system must continue to head off crises rather than simply react to them. The workforce system partners are committed to being leaders in the community and to driving innovative change.

### ***The Plan Development Process***

To support plan development, the region contracted with an experienced consultant to design the stakeholder engagement process, facilitate community forums, and craft the language of both the original PY 21-24 Plan and its 2023 update. The local board Director, managers, and staff were actively engaged during every stage of developing the original Plan and the modification.

Extensive Engagement with Stakeholders and the Community: The region relied on input from workforce system stakeholders during the development of the Middle Sierra RPU's PY 2017-20 Plan and 2019 Regional Plan Modification. Because of the sweeping effects of the public health crisis brought on by COVID-19, engagement with system partners, other stakeholders, and the community took on even greater significance during development of the PY 21-24 Plan. In collaboration with local board leadership, MLJT held a forum that engaged participants in discussions on topics about which they had unique insights. The forum posed questions aimed at eliciting responses to inform the content of this plan and the direction of regional strategies over the next four years. Questions posed to stakeholders, included, but were not limited to, the following:

- What have been the most significant events of COVID-19 on the Mother Lode Economy?
- What Mother Lode Industries have been most affected by COVID-19?

- Which industries are expected to recover quickly?
- Which worker groups have been most impacted by the effects of the pandemic?
- Which sectors have been least affected? Which industries are still hiring?

Responses were insightful and it was clear that individuals representing government, business, education and other interests shared both concerns about the economic impacts of the pandemic and optimism that the workforce development system could play an important role in efforts to rebound and recover from a recession that deeply impacted the region.

The development of the 2023 modification to the Plan occurred under much different circumstances. Businesses and communities had fully re-opened and it was possible to evaluate the effects of the pandemic more clearly. Again, board members, workforce partners, system stakeholders, and members of the community were engaged in critical discussions about their roles in supporting businesses and the job seekers during economic recovery from the pandemic. Their input was, once again, insightful

The Plan concludes with a series of regional “priority considerations” for the next four years, the majority of which were recommended by stakeholders during the community engagement processes.

<b>II. ANALYTICAL OVERVIEW OF THE REGION</b>
----------------------------------------------

The Regional Plan for the Middle Sierra RPU provides an overview of the region’s economy and workforce environment and describes collaborative strategies across the four-county region.

***Overview of the Regional Economy and Workforce***

Key economic and demographic data for the region includes:

Population: As of 2022, the region's population increased by 4.4% since 2017, growing by 6,866. Population is expected to increase by 5.0% between 2022 and 2027, adding 8,205. The California EDD LMID estimate of the current population of the Middle Sierra region is 162,487.

Total Regional Employment in 2022 includes 47,066 jobs. Jobs grew by 317 since 2017 and are projected to grow by 4,160 over the next 5 years to 51,226.

Average Earnings Per Job (2022) is \$65.7K, which is \$14.1K below the national average earnings of \$79.8K per job.

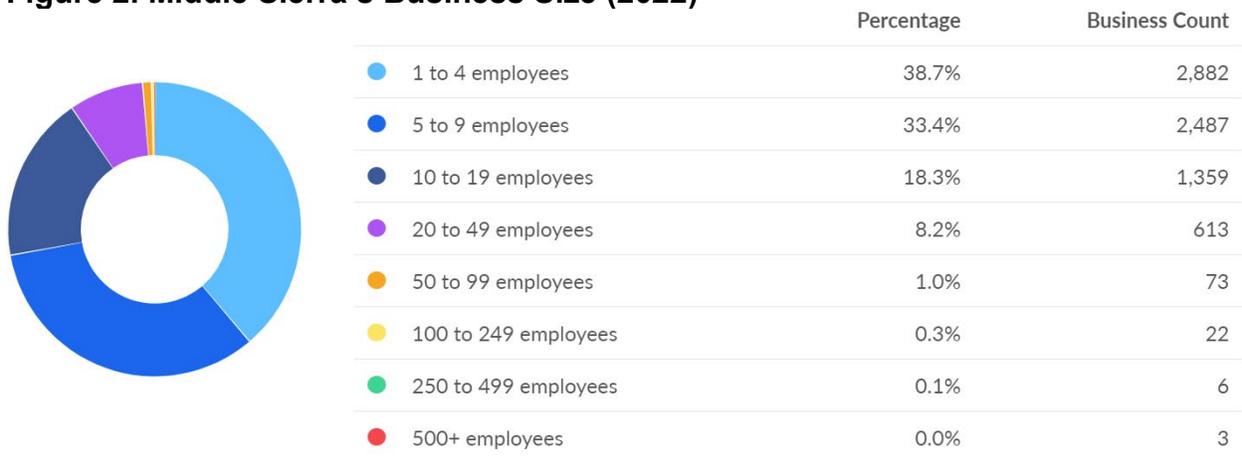
Job Growth: From 2017 to 2022, jobs increased by 0.7% in Middle Sierra, from 46,749 to 47,066. This change fell short of the national growth rate of 2.4% by 1.7%. As the number of jobs increased, the labor force participation rate decreased from 51.38% to 47.79% between 2017 and 2022.

**Sources:** Emsi, U.S. Census Bureau; American Community Survey (ACS), California Employment Development Department (EDD), Labor Market Information Division (LMID)

***Big on Small Business***

Of Middle Sierra’s ~7,500 businesses, 39% have <5 employees, 72% have <10 employees, 90% have <20 employees, and 98.6% have <50 employees (See Figure 2). Most of these enterprises are entrepreneurial in nature and operate as sole proprietors. They have little to no human resources or training capacity, and benefit from assistance with recruiting, onboarding, training, and retaining their workforce.

Figure 2. Middle Sierra’s Business Size (2022)



Source: DatabaseUSA.com

**Seasoned Population**

Figure 3, below, illustrates that the Middle Sierra region has 27,276 millennials (ages 25-39), while the national average for an area this size is 32,772. Retirement risk is high in the region with 70,027 people 55 or older (44% of the population), compared to the national average of 47,688. Racial diversity is low in the Middle Sierra Region, with 35,890 racially diverse people vs. the national average of 65,288.

Figure 3. Middle Sierra Population Characteristics (2022)

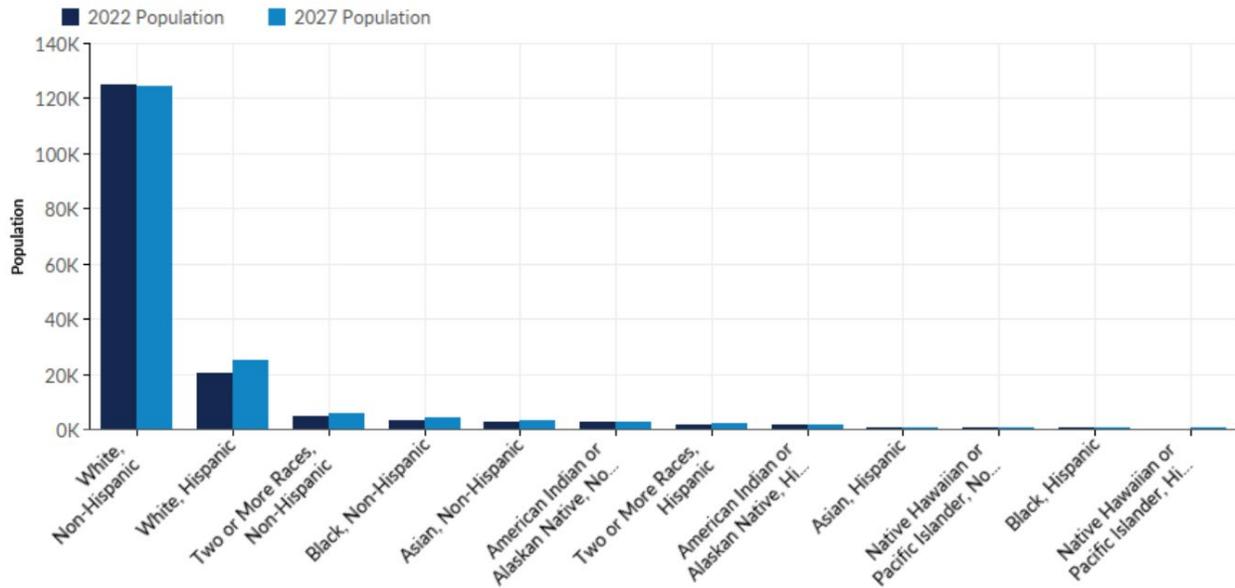


Source: US Census Bureau; US Health Department; California EDD LMID

**Race/Ethnicity Overview**

In 2021, 89.3% of Middle Sierra’s population is considered white (non-Hispanic & Hispanic), 1.97% black, 1.50% American Indian, and 1.60% Asian (See Figure 4, below). No other race/ethnicity accounts for more than 1% of the population. In the next 5 years, the white (non-Hispanic) population is expected to *decrease* by 350 while the white (Hispanic) population is expected to increase by 4,658. The black and Asian segments are expected to account for 1,542 of the anticipated 8,206 population increase over the next 5 years.

Figure 4. Middle Sierra’s Population by Race/Ethnicity (2021-2025)

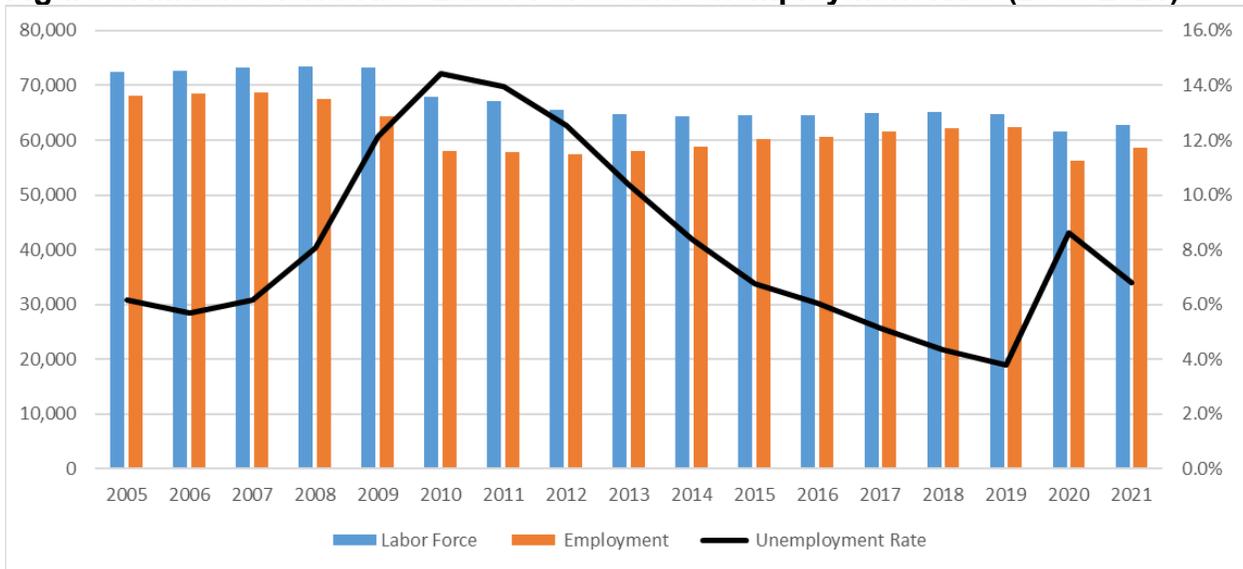


Source: US Census Bureau; US Health Department; California EDD LMID

**Analysis of Employment and Unemployment Data**

As Figure 5 demonstrates, unemployment over the past 16 years in the Middle Sierra region has closely mirrored the State’s, with a peak of over 14% during the height of the recession in 2010 and subsequently dropping to just below 4% in 2019. At the beginning of 2020, unemployment rates were relatively low in the Middle Sierra RPU, on par with the unemployment rate across the State. With the onset of the COVID-19 pandemic, there was a sharp increase in the rate of unemployment at the regional and state levels in April 2020. The unemployment rate has decreased steadily since June 2020, although there was a slight uptick at the end of the year in December 2020. As COVID-19 recovery and rebuilding continues, it is expected that the Middle Sierra unemployment rate will continue to drop, although, at this time, it is difficult to predict by how much and when.

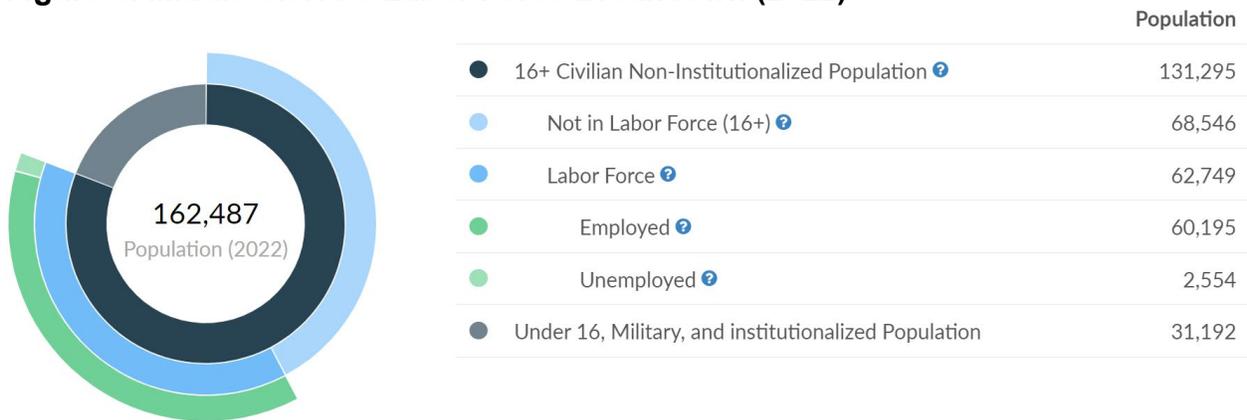
**Figure 5. Middle Sierra RPU Labor Force and Unemployment Rate (2005-2021)**



Source: California EDD LMID

In 2022, Middle Sierra RPU had a working age (15+) population of 131,295 with 62,749 in the Labor Force, for a labor participation rate of 47.8%. See Figure 6, below. This participation rate has returned to its historical average after a drop in 2020 as the result of COVID-19 displacing workers, and government assistive programs providing some with a work disincentive.

**Figure 6. Middle Sierra’s Labor Force Breakdown (2022)**



Source: California EDD LMID

**Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps**

**Education and Skills Levels of the Middle Sierra Workforce**

Concerning educational attainment, 15.5% of the Middle Sierra RPU’s residents possess a bachelor’s degree (5.4% below the national average), and 11.6% hold an associate

degree (2.8% above the national Average). See Figure 7, below.

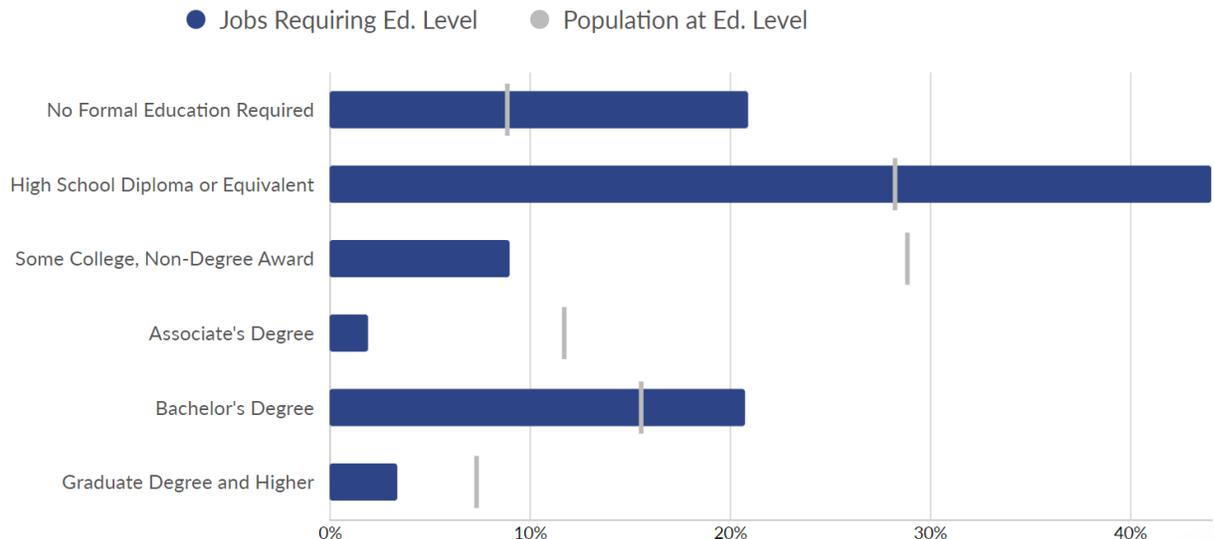
**Figure 7. Middle Sierra RPU Educational Attainment (2022)**



Source: Emsi's demographic data and the American Community Survey. Educational attainment data covers only the population aged 25 years or more and indicates the highest level achieved.

A comparison of the supply of workforce education levels to the demand (See Figure 8 and Table 9 below) reveals two underemployment gaps. 44% of jobs require a high school diploma or equivalent, whereas only 28% of the population are at that education level. This results in a gap of 16%, or 10,040 workers, based on the size of the labor force. At the higher end of the spectrum, the supply/demand gap for jobs requiring a bachelor's degree is 5%, or 3,137 workers.

**Figure 8. Middle Sierra RPU Underemployment (2022)**



Source: Emsi's demographic data and the American Community Survey. Educational attainment data covers only the population aged 25 years or more and indicates the highest level achieved.

**Table 9. Middle Sierra RPU Underemployment by Education (2022)**

Education Level	Jobs Requiring Education Level	Population at Education Level	Difference
No Formal Education Required	21%	9%	-12%
<b>High School Diploma or Equivalent</b>	<b>44%</b>	<b>28%</b>	<b>-16%</b>
Some College, Non-Degree Award	9%	29%	20%
Associate's Degree	2%	12%	10%
<b>Bachelor's Degree</b>	<b>21%</b>	<b>15%</b>	<b>-5%</b>
Graduate Degree and Higher	3%	7%	4%

Source: Emsi's demographic data and the American Community Survey. Educational attainment data covers only the population aged 25 years or more and indicates the highest level achieved.

Based on the feedback from community stakeholders (qualitative data) during the public convenings, there is a skills gap in digital literacy, housing and construction trades, and small business online marketing. Middle Sierra's regional workforce needs to develop digital literacy skills, which presents opportunities for continued education and training.

**Analysis of Industries and Occupations with Existing and Emerging Demand**

In reviewing the tables below, note the following definitions/descriptions:

*Location quotient* (LQ) is a way of discovering the industries or occupations that are truly unique and specialized in a regional economy (compared to the national average).

The *Standard Occupational Classification* (SOC) System was developed in response to a need for a universal method of occupational classification. Such a classification system allows government agencies and private industry to produce comparable data. The first two digits of the SOC code represent a major occupational group; the third digit represents the minor group; the fourth and fifth digits represent the broad occupation; and the detailed occupation is represented by the sixth digit.

Occupations with Existing Demand: To understand occupations with existing demand, we used similar indicators (% employment, LQ, and annual growth) to assess demand by two-digit SOC occupations. Table 10, below, depicts Middle Sierra RPU occupations with moderate to high demand as of Q4, 2022. Management, Office and Administrative Support, and Health Practitioners show the strongest employment demand.

**Table 10. Middle Sierra RPU Occupation Clusters with Existing Employment Demands (2017-2022 Actuals)**

Description	% of Total Jobs	2022 LQ	Annual Growth Rate	Median Annual Earnings	Employment Demand
Management	6.3%	0.91	4.8%	\$84,379	High Demand
Office and Administrative Support	11.1%	0.92	-2.6%	\$42,332	High Demand
Healthcare Practitioners and Technical	4.8%	0.85	-1.1%	\$92,825	High Demand
Construction and Extraction	6.5%	1.45	2.0%	\$55,013	High Demand
Business and Financial Operations	3.7%	0.58	2.1%	\$66,049	High Demand
Healthcare Support	5.3%	1.18	3.6%	\$29,907	High Demand
Production	3.4%	0.62	2.4%	\$42,512	High Demand
Farming, Fishing, and Forestry	1.8%	2.52	2.7%	\$31,432	High Demand
Protective Service	6.1%	2.84	-0.5%	\$73,515	Moderate Demand
Educational Instruction and Library	5.9%	1.03	0.0%	\$55,631	Moderate Demand
Installation, Maintenance, and Repair	4.3%	1.10	0.5%	\$47,171	Moderate Demand
Community and Social Service	2.6%	1.49	-1.2%	\$53,863	Moderate Demand
Life, Physical, and Social Science	2.0%	2.21	-0.9%	\$52,708	Moderate Demand
Personal Care and Service	2.8%	1.07	-4.1%	\$32,128	Moderate Demand
Architecture and Engineering	1.0%	0.61	7.6%	\$88,443	Moderate Demand

Source: Occupation employment data are based on Emsi industry data and staffing patterns. Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors). This report uses data from California EDD LMID.

***Emerging demand***

**Occupations with Emerging Demand:** To understand occupations with emerging demand, we used similar indicators (% employment, LQ, and annual growth) to assess demand by two-digit SOC occupations. Table 11, below, depicts Middle Sierra RPU occupations with moderate to high demand as projected for the period 2022-2027. Management, business and financial operations, and healthcare practitioners show the strongest emerging employment demand.

**Table 11. Middle Sierra RPU Occupations with Emerging Employment Demands (2022-2027 Projections)**

Description	% of Total Jobs	2027 LQ	Annual Growth Rate	Median Annual Earnings	Employment Demand
Management	6.3%	0.90	1.9%	\$84,379	High Demand
Business and Financial Operations	3.6%	0.57	1.4%	\$66,049	High Demand
Healthcare Practitioners and Technical	4.4%	0.77	-0.2%	\$92,825	High Demand
Healthcare Support	5.6%	1.17	2.8%	\$29,907	High Demand
Office and Administrative Support	10.5%	0.91	0.5%	\$42,332	High Demand
Farming, Fishing, and Forestry	1.7%	2.44	0.9%	\$31,432	High Demand
Construction and Extraction	6.8%	1.51	2.6%	\$55,013	High Demand
Production	3.5%	0.65	2.3%	\$42,512	Moderate Demand
Community and Social Service	2.7%	1.48	2.1%	\$53,863	Moderate Demand
Educational Instruction and Library	5.9%	1.03	1.8%	\$55,631	Moderate Demand
Protective Service	5.9%	2.79	0.8%	\$73,515	Moderate Demand
Personal Care and Service	2.8%	1.06	1.9%	\$32,128	Moderate Demand
Installation, Maintenance, and Repair	4.4%	1.12	2.0%	\$47,171	Moderate Demand

Source: Occupation employment data are based on Emsi industry data and staffing patterns. Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors). This report uses data from California EDD LMID.

Table 12, below, identifies the top 20 middle-skill occupations in the Middle Sierra region, by five-digit SOC occupation, as a ten-year projection from 2018-2028. Middle skill jobs are defined as requiring at least a high school education, but less than a bachelor's degree. The top occupation of bookkeeping, accounting, and auditing clerks is applicable across all vertical industry sectors. Nine of the top 20 middle skill occupations come from the Healthcare industry sector.

**Table 12. Top 20 Middle-Skill Occupations in Middle Sierra RPU, Ranked by 10-year (2018-2028) Total Projected Job Openings**

SOC Code	Occupational Title	Total Projected		Median Annual Wage
		Job Openings	Education	
43-3031	Bookkeeping, Accounting, and Auditing Clerks	920	Some college, no degree	\$48,549
33-2011	Firefighters	540	Postsecondary non-degree award	\$55,497
25-9045	Teaching Assistants, Except Postsecondary	540	Some college, no degree	\$38,169
31-1131	Nursing Assistants	470	Postsecondary non-degree award	\$40,044
31-9092	Medical Assistants	460	Postsecondary non-degree award	\$40,232
53-3032	Heavy and Tractor-Trailer Truck Drivers	410	Postsecondary non-degree award	\$51,194
19-4071	Forest and Conservation Technicians	360	Associate's degree	\$39,185
49-3023	Automotive Service Technicians and Mechanics	320	Postsecondary non-degree award	\$49,009
31-9091	Dental Assistants	290	Postsecondary non-degree award	\$50,470
29-2061	Licensed Practical and Licensed Vocational Nurses	200	Postsecondary non-degree award	\$64,417
29-2040	Emergency Medical Technicians and Paramedics	140	Postsecondary non-degree award	N/A
25-2011	Preschool Teachers, Except Special Education	100	Associate's degree	\$38,143
25-4031	Library Technicians	100	Postsecondary non-degree award	\$48,432
49-2022	Telecommunications Equipment Installers and Repairers	80	Postsecondary non-degree award	\$61,964
15-1232	Computer User Support Specialists	80	Some college, no degree	\$63,610
29-1292	Dental Hygienists	70	Associate's degree	\$103,812
29-2056	Veterinary Technologists and Technicians	70	Associate's degree	\$46,363
39-5092	Manicurists and Pedicurists	70	Postsecondary non-degree award	\$33,261
29-2098	Medical Dosimetrists, Medical Records Specialists, and He	70	Postsecondary non-degree award	N/A
23-2011	Paralegals and Legal Assistants	60	Associate's degree	\$63,526

Source: Employment Development Department, Occupational Employment Statistics (Published October 2022); Employment Development Department, Occupational Employment Projections 2018-2028. Median Annual Wage references 2022 first quarter

Earn and learn occupations are those for which workforce preparation includes a blend of workplace experience (including internships and externships) and classroom training. These types of occupations offer opportunities for job seekers to gain real-life work skills and increase their career options. Middle Sierra's top occupations of this type are projected to produce 2,350 total job openings between 2018 and 2028 (See Table 13, below). Median Annual Wages in the top earn and learn occupations range between \$39,024 and \$83,257.

**Table 13. Middle Sierra RPU Earn and Learn Occupations (2018-2028)**

SOC Code	Occupational Title	Total Projected Job Openings		Job Training	Median Annual Wage
		Openings	Job Training		
43-3031	Bookkeeping, Accounting, and Auditing Clerks	920		Moderate-term on-the-job training	\$48,549
33-2011	Firefighters	540		Long-term on-the-job training	\$55,497
53-3032	Heavy and Tractor-Trailer Truck Drivers	410		Short-term on-the-job training	\$51,194
49-3023	Automotive Service Technicians and Mechanics	320		Short-term on-the-job training	\$49,009
49-2022	Telecommunications Equipment Installers and Repairers	80		Moderate-term on-the-job training	\$61,964
33-1021	First-Line Supervisors of Firefighting and Prevention Work	50		Moderate-term on-the-job training	\$83,257
49-2094	Electrical and Electronics Repairers, Commercial and Indu:	10		Long-term on-the-job training	\$73,881
27-2011	Actors	10		Long-term on-the-job training	N/A
43-4151	Order Clerks	10		Short-term on-the-job training	\$39,024
		<b>2,350</b>			

Source: Employment Development Department, Occupational Employment Statistics (Published October 2022); Employment Development Department, Occupational Employment Projections 2018-2028. Median Annual Wage references 2022 first quarter

<b>III. REGIONAL INDICATORS</b>
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The California Workforce Development Board has established “regional indicators” to assess coordination and measure progress within California’s 15 RPUs. The indicators serve to track processes and activities utilized by regions, providing a foundation for regional approaches that align with the needs of businesses in key sectors.

Regions must choose at least one of the following indicators:

Indicator A: The region has a process to communicate industry workforce needs to supply-side partners.

Indicator B: The region has policies supporting equity and strives to improve job quality.

Indicator C: The region has shared target populations of emphasis.

Indicator D: The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

### **A. Regional Indicators and Associated Outcomes and Metrics**

Given the vast geography, limited public resources, and significant need for career pathway training and related career service across the four counties that comprise the Middle Sierra region, MLJT leadership has chosen to focus on Indicator D: *The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.*

#### ***Overview of RPU Vision for the Meeting the Objectives of Indicator D***

The Middle Sierra RPU developed the Regional, Equity, Access, Collaboration High Road (REACH) System Project in direct response to the objectives inherent in Indicator D. The REACH System Project builds on the premise that the regional and local workforce system must remove barriers to system engagement and program participation to effectively promote equity, access, and opportunity for traditionally underserved and excluded populations in the region. The project also leverages knowledge and awareness the region has gained during its pandemic response: technology enables “reach” far beyond the doors of AJCC facilities. While a digital divide, including a lack of digital literacy continues to exist among many disenfranchised individuals, MLJT saw a sharp uptick in use of virtual features of workforce system during the pandemic. Still, MLJT leadership, staff, and partners recognized that while on-line services help those understanding what the workforce system has to offer, something significant was missing. Online services need to be simplified and designed so that individuals, no matter how unfamiliar they may be with workforce system opportunities, can easily navigate information, understand benefits, assess options, make decisions, and take action. Ultimately, the implementation of the REACH System online technology via the Unite Us platform will enable regional and local workforce system partners to reach more people, eliminating barriers resulting from geography/distance, racial and ethnic disparities, limited awareness, age, gender, economic inequalities, attitudes, and individual life experiences and circumstances.

The Unite Us platform is designed to enable vetted partners to easily and effectively make referrals, share information, and, ultimately, ensure that customers have the full range of services that they need to succeed as they pursue training or career services leading to employment. Those using the system can collect personal identifying information and other sensitive data about participants within a secure setting. Unite Us eliminates the need to send encrypted emails or faxed paper documents. The system allows for tracking of referrals and partner responses. The Unite Us system identifies “gaps in service”, so providers can jump in and assist in any areas not currently being covered by other providers for a comprehensive wrap-around approach to support customer success. The Unite Us participant information sharing agreement is HIPPA compliant and is recognized by all in-network partners. Referrals to out-of-network partners can still be tracked through the system to manage “traditional” referral processes. MLJT staff is working with Unite Us to onboard local partners as in-network to enable their full utilization of the system.

### ***Outcomes and Metrics***

Outcomes concerning the regional indicator include the following:

Outcome 1: The region has a system in place to track co-enrollment strategies to engage with participants holistically and track individuals that complete training and/or attain industry-recognized credentials aligned with the sectors and occupations emphasized in the Regional Plan.

Metrics, include:

- Number, type, speed, and outcome of referrals
- Number of WIOA applications started
- Expansion of customer reach
- Number of certifications in priority industry sectors

Outcome 2: The region has developed benchmarks and methods to track workforce staff's and partners' professional development training on services, training, and education to meet target population needs.

Metrics include:

- Number of staff or partner training sessions completed
- Number of partners served
- Training subject
- Date of training

### **B. Impact of Indicators and Metrics on Service Delivery**

Local workforce system leaders chose to concentrate on an indicator that would directly improve the quality of direct services through improving coordination throughout the

network of organizations and programs that provide workforce development services within the Middle Sierra region. Core and significant impacts on the local workforce development delivery system will include, but not be limited to, the following.

- Provides program and resource access to those without transportation. The Middle Sierra region covers more than 5,000 rural square miles with very limited access to public transportation in many areas. While MLJT administers four AJCCs (one in each of our 4 counties), some areas find the closest job center is nearly an hour away from their residence.
- Provides 24/7 access to services. Many MLJT job seekers are underemployed and cannot access job centers during business hours because of their schedules. This approach increases the reach of the workforce system and capacity to provide services to those who otherwise wouldn't be able to access them.
- Provides a comprehensive menu of services for customers to navigate and select from, without having to contact individual providers one at a time. This increases the probability of accessing services without abandoning efforts along the way.
- Ultimately, the REACH system removes many of the barriers our partners' mutual customers face, expediting connections to all resources quickly and improving success rates.

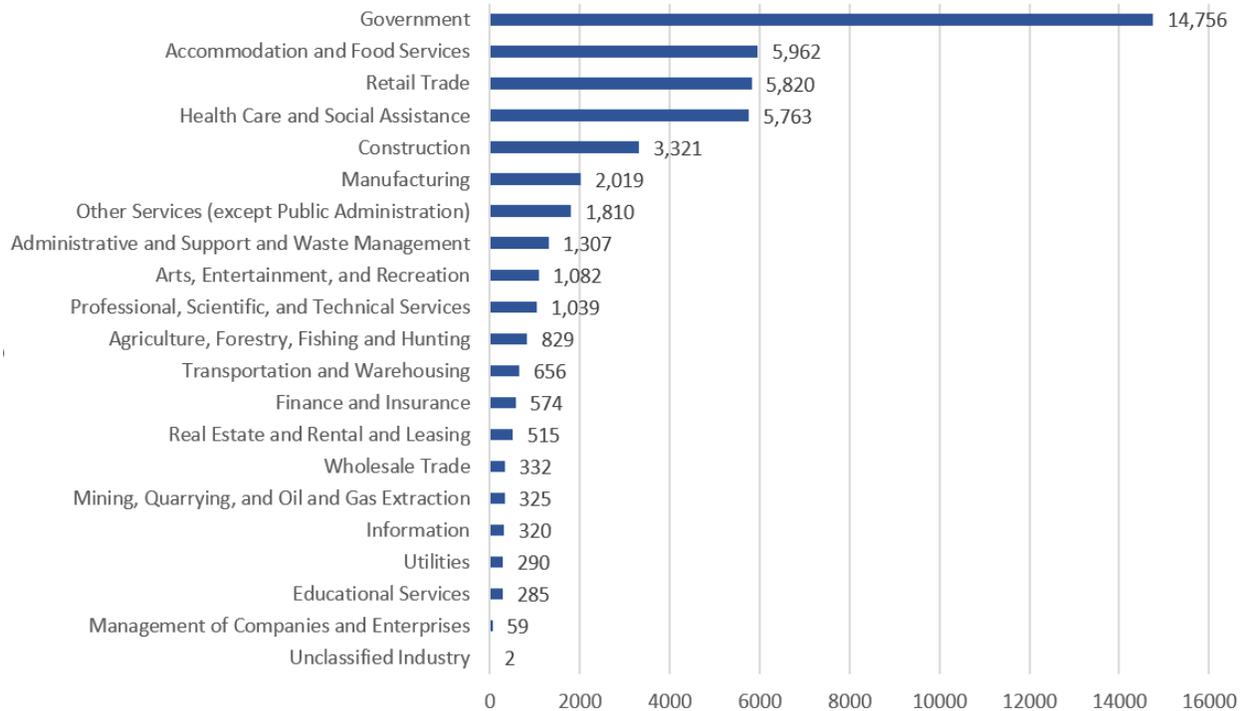
**IV. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT**

Labor market information and intelligence gathered from representatives of businesses in priority sectors help to inform the content and quality of local and regional workforce programs.

**In-Demand Industry Sectors for the Region**

Middle Sierra’s largest industry sector by far is government, with 14,756 jobs, more than twice as many as the largest private sector industry (See Figure 14, below). Government’s LQ of 2.17 is due to the unique labor market landscape of the of Middle Sierra region, which includes local, state, federal government oversight of the many parks, forests, and two State prisons. The top three private sector industries by total jobs are accommodation and food services (the backbone of hospitality and tourism), retail trade, and healthcare and social assistance,

**Figure 14. Middle Sierra Industry Sectors, by Number of Jobs (2022)**



Source: QCEW (Quarterly Census of Employment and Wages); Current Employment Statistics; County Business Patterns; BEA State and Local Personal Income reports; the National Industry-Occupation Employment Matrix (NIOEM); the American Community Survey; Railroad Retirement Board statistics; California EDD LMID.

**Industries with Existing Demand:** Under the Middle Sierra RPU’s PY 2017-20 Regional Workforce Development Plan, the WDB and partners selected five target sectors based on a combination of criteria including size, growth, median wages, and strategic importance. Healthcare and social assistance has a strong representation in all criteria areas, and hospitality and tourism’s lower wages are offset by very high strategic value.

In addition to the five target sectors described below, Middle Sierra RPU secondarily tracks the government and information technology sectors. Government employs more than twice as many workers as any other sector in the region and is an integral component of economic vitality. Even with limited access to broadband internet in the Middle Sierra region's mountainous, forested region, information technology is an enabling factor for business retention and remote worker accommodation.

### Construction

The construction industry sector is the fifth largest employer with 3,321 jobs and is expected to add 453 new jobs over the next 5 years. The sector is strategic, in that limited available housing in the region is a critical factor for worker recruitment and economic growth. Considering the trend toward more full-time remote workers moving to the area, this growth prediction could well be exceeded. The average earnings per job of \$68.8K is slightly higher than the regional average of \$65.7K.

### Healthcare

The healthcare industry sector is the fourth largest employer with 5,763 jobs and is the third largest private sector employer. Considering the increased health needs of an aging population in the region, and the anticipated influx of new remote workers, the sector is strategic to the local economy. Middle Sierra's healthcare industry is expected to add the second highest number of new jobs (504) over the next 5 years, resulting in 8.7% growth. The average earnings per job of \$66.0K is in line with the regional average of \$65.7K. Middle Sierra's Healthcare sector is generally considered the highest priority, considering it meets all the criteria of size, growth, median wages, and strategic importance.

### Hospitality and Tourism

Hospitality and Tourism is Middle Sierra's largest base industry, in that it attracts the most outside money to the area and has an enormous multiplier effect on the regional economy. The sector is defined in the Middle Sierra region primarily as accommodation and food services but encompasses or is aligned with other industries including retail trade; real estate and rental and leasing; arts, entertainment and recreation; and government. Middle Sierra's hospitality and tourism industry is the largest private sector employer and is expected to add several hundred new jobs to the region over the next 5 years. Alone, the expansion of the Chicken Ranch casino will bring more than 350 new jobs. The average wage is significantly lower than the region's average, with the highest paying subsegments coming from culinary and management/operations. Despite the lower average wage, hospitality and tourism is very strategic to this "destination" region, and fuels economic vitality for all industries and occupations.

### Manufacturing

Given that the Middle Sierra region is not close to major shipping routes (e.g., railroads,

airports, and interstate highways) and the terrain ranges from hilly to mountainous, large-scale industrial manufacturing is not prevalent in the region. However, there is a well-established community of advanced manufacturers in the area engaged in biochemistry, biomedical engineering, software development, and precision tooling. Furthermore, many industries otherwise categorized have manufacturing aspects to their business, including agriculture, as well as meat packers and wineries; mining, logging, and lumber mills; and more. Manufacturing is the 5<sup>th</sup> largest private sector industry in Middle Sierra with 2,019 jobs and is expected to add 249 new jobs in the next 5 years. The average earnings per job of \$66.0K is slightly above the regional average. Manufacturing is a base industry that brings outside money to the region and is targeted for expansion by economic development because it is less cyclical than hospitality and tourism, and less susceptible to natural disasters, such as forest fires and pandemics.

### Natural Resources

Like hospitality and tourism, natural resources (e.g., mining, logging, water, and forestry) is a composite base industry that leverages the region's unique characteristics. With abundant forest land, watersheds, and mineral deposits, the Middle Sierra region strategically monetizes these natural assets while maintaining vigilance to protect the scenic wonders that draw visitors to the area. Although total job numbers are modest by comparison to other industries, natural resources employers and jobs represent the cultural identity of the "Mother Lode" and leverage economic strength and durability across the region. As described in Section VI, MLJT has received state funding for two specialized forestry-related projects. Forestry is a major focus in the region given its susceptibility to fires. Mother Lode assisted the community colleges system in developing new forestry curricula to respond to the growing need for workers.

It should be noted that, on top of new jobs that will be added in each priority sector as described above, worker replacement will make many more jobs available, particularly given the number of individuals within the regional labor force who are approaching, at, and beyond retirement age. An unknown factor concerning worker replacement over the next five years is the lasting effect of the pandemic-driven recession on workers' decisions to remain employed past retirement age to increase their retirement savings or otherwise improve their financial position entering retirement.

Industries with Emerging Demand: Based on projections from 2022-2027 (See Table 15, below), the Accommodation and Food Services industry sector is expected to grow the most with the addition of 945 new jobs. Health Care and Social Assistance is second with 504 jobs, and Construction is third with 453 new jobs. That means the largest industry currently will expand their dominant position in the employment landscape in the future, and Healthcare will become increasingly more strategic.

**Table 15. Top-10 Middle Sierra Industry Sectors, by Future Job Growth (2022-2027)**

Description	2022 Jobs	2027 Jobs	2022 - 2027 Change	Avg. Earnings Per Job
Accommodation and Food Services	5,962	6,908	945	\$31,500
Health Care and Social Assistance	5,763	6,267	504	\$66,049
Construction	3,321	3,774	453	\$68,801
Retail Trade	5,820	6,253	433	\$44,087
Government	14,756	15,184	429	\$90,720
Manufacturing	2,019	2,268	249	\$66,085
Administrative and Support and Waste Management	1,307	1,554	247	\$59,022
Arts, Entertainment, and Recreation	1,082	1,245	163	\$34,045
Transportation and Warehousing	656	818	162	\$65,937
Other Services (except Public Administration)	1,810	1,956	146	\$34,484

Source: QCEW (Quarterly Census of Employment and Wages); Current Employment Statistics; County Business Patterns; BEA State and Local Personal Income reports; the National Industry-Occupation Employment Matrix (NIOEM); the American Community Survey; Railroad Retirement Board statistics; California Labor Market Information Department

### Sector Initiatives

MLJT has implemented several sector-related projects and initiatives, including the following:

**Construction Sector Initiatives:** In partnership with industry leaders and education, Mother Lode WDB launched a construction sector industry partnership to advise on the development of programs and services to meet industry needs. Teaming up with the Tuolumne County Collaborative (Mother Lode Job Training, San Joaquin County Office of Education, Tuolumne County Office of Education, San Francisco Public Utilities Commission, Habitat for Humanity, and Greater Valley Conservation Corps), a pre-apprenticeship training program with intensive work readiness and soft skills training is provided to cohorts of learners. Graduates of the program receive industry-recognized credentials and skills that meet the needs identified by industry representatives at forums and stakeholder convenings held throughout the year and as part of the strategic plan development. MLJT is considering expansion of the program into the region's other three counties.

**Healthcare Sector Initiatives:** The Mother Lode WDB is collaborating with multiple organizations addressing the healthcare industry in the Middle Sierra region. Through the Mother Lode Healthcare Industry Partnership (M-HIP), industry needs are identified, and shared resources are leveraged. Members of the partnership include Adventist Health,

Dignity Health, Sutter Health, John C. Fremont Healthcare District, MACT (Mariposa, Amador, Calaveras, Tuolumne) Health Board, Columbia College, and a diverse group of stakeholders from employers to support organizations, educators, and workforce representatives. As a result of ongoing industry forums, career pathways are being developed for in-demand occupations in the Mother Lode. The Calaveras High School medical science program has expanded and is coordinating with Dignity Health Mark Twain Medical Center to offer work-based learning opportunities and employment for high school students and graduates. Adventist Health Sonora is coordinating with Mother Lode WDB, Tuolumne County Superintendent of Schools, Columbia College, and Modesto Junior College to provide career pathways through vocational training and internship programs leading to employment in Certified Nursing Assistant and Medical Assistant occupations. Accessibility to healthcare-related training focusing on the multiple high-demand occupations in the local area has been the main focus for the WDB's role in the partnership, in addition to facilitating wide-reaching partnership collaborations.

Under a Regional Equity Recovery Partnership (RERP) grant, MLJT is collaborating with Columbia College to build capacity in healthcare training and in modifying curricula to meet the current needs of the industry. The college will offer courses under more flexible schedules and make course content available online. New curricula is being developed to support the need to train more patient access representatives.

*Hospitality and Tourism Sector Initiatives:* This is a cornerstone sector that has been hit hard by the pandemic, and recovery is an important focus going forward. Developing highly skilled workers with transferrable skills that enable them to be flexible to the rapidly changing needs of the industry is an area of focus for MLJT. A partnership has been developed with key sector leaders in all four counties, including Harrah's Northern California Casino in Lone, the Winegrape Alliance in Calaveras County, and Yosemite National Park. Local partners have developed an apprenticeship program with education tied directly to employment. An example is a Hospitality Management apprenticeship made possible by Amador College Connect, Columbia College, and Jackson Rancheria.

*Manufacturing Sector Initiatives:* Mother Lode WDB works closely in partnership with the industry leaders to develop a skilled workforce for Manufacturing through on-the-job training programs and vocational training provided by postsecondary institutions. With high-profile projects like the manufacturing of the Da Vinci Surgical System, as well as COVID testing kits, this industry continues to be in-demand and a priority for the region. MLJT is considering the establishment of a manufacturing industry partnership to address the needs of businesses in this key sector.

*Natural Resources Sector Initiatives:* Addressing the residual effects of drought, the tree mortality crisis, and increased fire danger, Mother Lode WDB continues to coordinate services and programs with targeted business and government investments in the region that are focused on forests, water, and land use. As a rural area, it is imperative that MLJT collaborate with neighbors to deliver stronger, more cohesive services for the development of the Natural Resources sector. Expanding upon the Columbia College Forestry and Natural Resources Apprenticeship programs, MLJT is teaming up with the

Fresno Regional WDB to launch a forestry corps in the Middle Sierra region, and has developed an infrastructure to support work experience, training, and job development for the forest and fire resource occupations. MLJT will seek funding to further support the development of career pathways into the Natural Resource industry. The agency collaborates with the Stanislaus National Forest in facilitating the Summer of Success Forest Youth Partnership, providing high school students work-based training and paid work experience as an introduction to a variety of disciplines within the industry.

### **Strategies to Communicate with Regional Employers**

Unlike RPUs made of or several local workforce boards, the Middle Sierra region does not experience competing workforce “brands” and messages, which can confuse customers and weaken the impact of messaging. As described in Section V of this Plan, consistency across the AJCCs, system partners, and local stakeholders is an overarching Middle Sierra strategy to ensure that customers receive that same services and get the same information no matter where they encounter the workforce system.

While there are variations in precise wording used by various organizations, communications with and messaging to businesses about workforce development is remarkably uniform throughout the region. Various strategies used by MLJT and the partners to communicate effectively and consistently with business customers include the following:

- All AJCCs operate under a single brand: All employment centers housing WIOA Title I programs, along with workforce system partners on a full- or part-time basis, are branded with the Mother Lode Job Training and America’s Job Centers of California names and logos. Business in the region encounter the brand in all four counties and recognize the centers as a resource for hiring and training.
- Regular, structured communication among MLJT, core and mandatory partners, and local organizations: Given the rural nature of the Middle Sierra region and the overall small population, people know each other. This is true among the workforce system partners, who come together on a quarterly basis to discuss a wide range of issues of mutual importance, including messaging to and services for the region’s businesses. MLJT is widely recognized as the lead, along with economic development, in communicating to employers on a regional basis.
- Integration with Central Sierra Economic Development District (CSEDD): MLJT and CSEDD are co-administered which enables messaging from the two organizations to remain in sync. CSEDD partners with MLJT and local economic development offices to bring workforce and economic development assistance to businesses and residents throughout the Middle Sierra Region.
- Co-location and other close collaboration with chambers of commerce: MLJT recognizes that chambers maintain very close ties to local businesses. Therefore, in Tuolumne and Calaveras counties, the AJCCs are fully co-located

with the chambers. In the other two Middle Sierra counties, Mariposa and Amador, while the chambers are not co-located, coordination is strong and joint ventures are common.

- Coordination in promoting and delivering services to businesses: The full range of system stakeholders, including one-stop partners and a wide array of local organizations understand that coordination and collaboration are key to reaching businesses. Therefore, job fairs, special hiring events, and information campaigns about services to business are regularly coordinated among many organizations and brands.

**V. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS**

Workforce system leaders in the Middle Sierra region fully support the State Plan’s focus on ensuring that workforce and education programs are accessible for all Californians, especially populations who experience barriers to employment. The region is committed to promoting access for everyone to training and services needed to prepare for careers that offer opportunities for long-term economic self-sufficiency and economic security.

**Working with Businesses that Provide Quality Jobs**

After assessing the income level necessary to meet basic needs without public subsidies or private assistance, the WDB has identified 175% of the Lower Living Standard Income Level, as published by the U.S. Department of Labor, to be the measure used in determining self-sufficiency. This standard is utilized throughout the region when working with businesses to develop career pathways and programs leading to quality jobs.

**Table 15. Mother Lode WDB’s Self-Sufficiency Standard (2022)**

MLWDB's Self-Sufficiency Standard = 175% of the Lower Living Standard Income Level (LLSIL)							
Family Size	1	2	3	4	5	6	Income
Self-Sufficiency	\$ 30,464	\$ 49,928	\$ 68,548	\$ 84,610	\$ 99,856	\$ 116,788	Annual
	\$ 14.65	\$ 24.00	\$ 32.96	\$ 40.68	\$ 48.01	\$ 56.15	Hourly

**Focus on Career Pathways**

Career Pathways provide a valuable mechanism for skill and career development, positioning job seekers to reach individual career goals, attain quality jobs, and achieve income mobility. Understanding there are many entry-points along a career pathway, assessments are provided administered and individuals engage in career exploration that informs their choices about the jobs and careers they are targeting. Labor market information is provided to assist in identifying in-demand and growth occupations throughout the region. For example, healthcare is the sector with the highest demand for jobs in the Middle Sierra region, providing a range of career ladder and career lattice opportunities. Through the option of stackable credentials, career progression and income growth are achievable within a reasonable timeframe, regardless of an individual’s starting point.

**Promoting Job Quality**

The Middle Sierra recognizes that quality jobs provide a living wage, safe and fair working conditions, the ability to engage in meaningful contribution to organizational goals, and accessibility to growth opportunities. The local board promotes job quality by identifying the best job matches for participants at all skill levels, aligning with career pathways to provide talent for industry needs. Services like on-the-job training and incumbent worker training are provided where employers can demonstrate clear pathways to self-sufficiency and upward mobility for workers at various levels, including entry-level workers, along

with full-time permanent employment opportunities.

MLJT has developed the following policy on job quality:

*Mother Lode Job Training (MLJT); a consortium of the following four counties: Amador, Calaveras, Tuolumne, and Mariposa; has a formal policy related to job quality that promotes and supports self-sufficiency for families. Quality jobs are defined as jobs that connect to career pathways and lead to self-sufficiency. Working together with area businesses and training providers, MLJT can develop OJTs and individual training accounts (ITAs) based on occupational demand-driven programs which result in industry-recognized skills and certificates to support upward mobility and higher quality job opportunities. In addition, services like OJT and IWT are only provided where employers can demonstrate clear pathways to self-sufficiency and upward mobility for workers at various levels, including entry-level workers, along with full-time permanent employment opportunities.*

### **Shared Target Populations and Targeted Service Strategies**

In alignment with the State Plan and the needs of the region, the Middle Sierra RPU and regional workforce partners will continue to work to serve shared target populations and develop targeted service strategies across the Middle Sierra region's four-county service area.

#### **Shared Populations**

Middle Sierra RPU, along with WIOA-mandated and other local partners, has identified target populations including veterans, those affected by the Opioid Crisis, homeless individuals and at those at risk of being homeless, formerly-incarcerated and justice-involved individuals, non-custodial parents with child support enforcement orders, those who are basic skills deficient, individuals who lack a high school credential, CalWORKS participants, CalFresh recipients, people with disabilities, and disconnected youth. Other populations for which service strategies will be expanded include: tribal members/Native Americans; underemployed individuals; individuals diagnosed with long COVID; and women, many of whom have not returned to the workforce following the pandemic.

#### **Targeted Service Strategies**

MLJT collaborates with the Central Sierra Continuum of Care, which targets the region's homeless and extremely low-income populations. Partnerships with each of the four county governments' health and human services agencies have resulted in targeted service strategies for people who are unemployed, cash aid recipients, and veterans. These programs include supported expanded employment, assessment, work readiness services, and individualized employment plan development. Justice-involved individuals also receive the benefit of targeted service strategies, as demonstrated by an MOU with California Department of Corrections, and each of the four county governments, allowing for the efficient delivery of comprehensive services that result in reduced re-incarceration

rates and improved labor market capacity. Disconnected youth and young adults comprise another target population that is served through partnerships with service providers in the region, including AB 12 extended foster youth services, mentoring programs, adult education, juvenile probation, alternative education, and career technical education (CTE). MLJT staff works as a partner in the Strong Workforce Initiative in Calaveras High School, connecting CTE programs and participants to local employers and work-based learning opportunities. Additionally, staff works with adult education providers on credit recovery, high school diplomas, and, increasingly digital literacy services.

Individuals with disabilities have been identified as a population in greater need of assistance to secure and sustain quality employment in the Middle Sierra region. Coordination with regional centers and disability resource networks, as well as the Department of Rehabilitation, continues. In addition, MLJT's continuous improvement plans have resulted in ADA compliant accessibility at all service levels. MLJT continues to actively participate with regional partners to coordinate efficient service strategies for person with disabilities that minimize duplication of services and enhance opportunities for competitive, integrated employment.

### **Equity and Ensuring Equal Access to Training and Services**

The Middle Sierra RPU provides equal access to all customers, promoting regional prosperity and sustainable systems.

#### ***Promoting Equal Access***

Regional leadership acknowledges that there are unequal starting places for historically disadvantaged groups in the region. MLJT is committed to engaging with businesses and economic leaders to ensure that all people who identify with historically unserved and underserved groups have the opportunity to prepare for careers that lead to family sustaining income and advancement opportunities. The REACH system, which was described earlier, is a uniquely effective tool for promoting access.

#### ***Workforce System Commitment to Equity***

Demographic data from the U.S. Census Bureau indicates that, within the Middle Sierra region, widespread racial and ethnic diversity is not predominant. On average, 46.5% of the labor force in the Middle Sierra was female in 2019. Gender equity is an issue in the region. High demand in industries that have been historically dominated by men, such as construction and telecommunications, is projected to continue. The RPU and regional partners will work with employers to educate them on inclusion, identifying barriers, and obtaining commitments to correct and address imbalances. Within construction and extraction occupations, an estimated 5.7% of employees are women, indicating possible inequity in those occupations. Within telecommunications and information technology occupations, there is estimated to be 32.7% women, also indicating a possible area for equitable growth. (Source: Emsi)

The RPU and regional partners will work with employers and training providers to assess what factors are contributing to the equity imbalance in construction and other sectors; improve access through targeted marketing for training providers; and enhance career exploration services for women to generate interest and increase the likelihood that they will see themselves working in those occupations. This will lead to greater female representation in high-demand, high-wage occupations within the sector pathways of construction. An example of this is a partnership with Greater Valley Conservation Corps, San Joaquin County Office of Education, Tuolumne County Superintendent of Schools Office, and Habitat for Humanity that launched pre-apprenticeship cohorts with 50% to 100% female participation.

**Sources:** U.S. Census Bureau, American Community Survey and Puerto Rico Community Survey, 5-Year Estimates. <https://www.census.gov/quickfacts/fact/table/mariposacountycalifornia.calaverascountycalifornia.amadorcountycalifornia.tuolumnecountycalifornia/LFE046219>

<b>VI.</b>	<b>ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES</b>
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Alignment of programs and services within the Middle Sierra RPU is distinct from other workforce regions in California, as the Middle Sierra region represents just one local workforce development area, the Mother Lode. While other regions work to craft strategies for coordination across multiple workforce areas, achieving alignment, consistency, and service equity across jurisdictions has long been a hallmark of MLJT's approach to service delivery, as Mother Lode represents four counties.

For MLJT, alignment, coordination, and integration of programs and services is critical to ensuring that businesses and job seekers are served as effectively as possible and that programs make maximum use of the limited public and private funding that is available in the region to support workforce development, job training, and related services that promote opportunity and regional prosperity.

<b>Regional Service Strategies</b>
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Since California established regional planning units as part of its statewide workforce development strategy under WIOA, MLJT has been keenly focused on developing approaches that emphasize collaboration and coordination with as many organizations and programs as possible. Among the overarching strategies adopted by Mother Lode Job Training are:

- Clarity and consistency of service delivery across the region;
- Leveraging the resources, assets, and know-how of the WIOA core and mandatory partners;
- Strengthening relationships with local partner organizations and programs that add value to MLJT's programs and outcomes; and
- Collaborating with other workforce development boards throughout California.

***Striving for Consistency in Workforce Development Service Delivery throughout the Region***

As indicated, MLJT manages and operates four AJCCs across the region, with a center in each consortium county. MLJT is headquartered within the comprehensive AJCC in Tuolumne County, while affiliate centers are located in the main population centers of the other three counties. As the AJCCs are the principle mechanism for providing workforce services to job seekers and businesses, MLJT strives to ensure that the content and quality of services at each center are consistent, meeting the standards set by the Mother Lode WDB. Oversight is provided to each center manager by MLJT's Operations Manager and comprehensive support for center staff is provided by MLJT's administrative team. While each of the four AJCC's has unique local partnerships and is committed to meeting specific needs of the people and businesses serves, clear and consistent policies, procedures, and guidelines are provided by MLJT to ensure that services across

are aligned the workforce development system in the region.

***Collaboration with WIOA Core and Mandatory Partners***

WIOA requires that a MOU be developed and executed between the Local Board and the AJCC partners. The purpose of the MOU is to establish a cooperative working relationship between the parties, and to define their respective roles and responsibilities. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services. Parties to the current MOU are:

<b>Federal Partner Programs</b>	<b>MOU Partner</b>
WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth	Mother Lode Workforce Development Board
WIOA Title II Adult Education and Literacy	Columbia College
WIOA Title III Wagner-Peyser	Employment Development Department (EDD)
WIOA Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	Columbia College
Title V Older Americans Act Senior Community Service Employment Program	SER – Jobs for Progress
Job Corps	San Jose Job Corps Center
Native American Programs (WIOA Section 166)	California Indian Manpower Consortium
Migrant and Seasonal Farmworkers (WIOA Section 167)	California Human Development Central Valley Opportunity Center
Jobs for Veterans State Grants	Employment Development Department
YouthBuild	San Joaquin County YouthBuild
Trade Adjustment Assistance (TAA)	Employment Development Department
Community Services Block Grant	Amador Tuolumne Community Action Agency Calaveras Mariposa Community Action Agency
Housing and Urban Development	Amador Tuolumne Community Action Agency Calaveras Mariposa Community Action Agency
Unemployment Insurance (UI)	Employment Development Department
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

In addition to ensuring that MLJT meets U.S. Department of Labor requirements for coordination with specific federally funded programs, the MOU serves to promote coordination with organizations and activities that serve a client base that is substantially similar to the one served by Mother Lode under its WIOA Title I programs. The MOU outlines agreements among the partners to adhere to procedures for referrals and sharing of information. It highlights the need for cross training for staff representing all one-stop/AJCC partner programs and establishes a working group of partners that meet on a quarterly basis. The MOU also identifies partner programs that are co-located on a full- or part-time basis in the AJCCs and establishes a basis for shared costs of center operations.

***Collaboration with Local Agencies and Programs***

In addition to the many partnerships that MLJT maintains with core and mandatory partners that are signatory to the MOU, the agency has developed dozens of effective local partnerships that support and strengthen MLJT's capacity to deliver effective services to its customer and to achieve its mission. These partnerships include relationships with many business-focused organizations, such as chambers of commerce, local and regional economic development agencies, and industry associations. Local partners also include county and municipal agencies, non-profit and community-based agencies, tribal organizations, and civic groups. Local businesses of all types and sizes are also essential partners.

***Collaboration with Other Local Workforce Development Boards and Regional Planning Units***

MLJT has a long history of collaboration with the eight local workforce board located in the San Joaquin Valley and Associated Counties RPU. These boards have established a partnership body referred to as the Central California Workforce Collaborative (CCWC). MLJT participates in monthly CCWC meetings, which are used as a forum for information sharing, joint planning for regional and sub-regional initiatives and grant applications, and discussion on opportunities for scaling local strategies.

Supporting inter-regional and local efforts to serve business is the Central Valley Industry Engagement Roundtable (CVIER), which includes participation by all eight local boards in the Central Valley and the Mother Lode WDB. Also participating in CVIER are EDD, the Small Business Development Center, the California Workforce Development Board, and the California Labor Federation. The group meets quarterly to coordinate messaging and discuss rapid response, layoff aversion, and other strategies for the region. CVIER members have identified needs to increase staff knowledge about labor market information, Incumbent Worker Training, rapid response services, and sector partnerships.

An example of one of the many ways that MLJT coordinates and shares resources with local workforce boards in the San Joaquin Valley is a "peer review" process which took place in May and June 2022. During this process, MLJT reviewed the case files of Kings County Job Training Office, and MLJT files were reviewed by Stanislaus County Workforce Development. All samples of documentation reviewed for the purpose of this monitoring activity constituted 10% of the total participant caseload available or a maximum of 25 participants for the period covered. The peer review process found that the Mother Lode's Comprehensive AJCC is in compliance with all key WIOA statutory and regulatory requirements as required by State Directive WSD16-20

Specialized grant opportunities also provide an opportunity for collaboration with MLJT's neighboring workforce boards. As of 2023, MLJT is participating in a number of grants with the Fresno Regional Workforce Development Board. These include A High Road

Training Partnership grant focused on construction pre-apprenticeships and two programs focused on careers in forestry, with one grant coming from the California Workforce Development Board and the other from CalFire.

MLJT also regularly communicates and collaborates with local boards in distant areas of the state. MLJT's leadership on projects and initiatives with a statewide impact, such as the California Prison to Employment (P2E) grant program, provides the basis for MLJT to provide information, guidance, and support to other workforce boards and regions.

### **Regional Administrative Cost Arrangements**

As a single local area region, MLJT does not regularly share administrative costs with other local areas. However, the organization has developed an Infrastructure Funding Agreement that specifies facility and operations-related cost sharing with partners.

MLJT leadership worked with the California Employment Development Department (EDD), Department of Rehabilitation (DOR), and Mother Lode Workforce Development Board (WDB) to agree on a cost sharing arrangement in Mother Lode's comprehensive AJCC located in Sonora. These three organizations represent eight federal partner programs that utilize the comprehensive job center to serve workforce system customers in the region.

**VII. PRIORITY CONSIDERATIONS FOR PROGRAM YEARS 2021-24**

Based on input that local and regional workforce leaders and stakeholders provided during discussions held throughout the process of planning the original PY 21-24 Regional Plan, the topics enumerated below have been identified as priorities for further examination, exploration, development, and/or enhancement as the workforce system partners over the four-year period represented by the PY-21-24 Middle Sierra RPU Regional Plan.

MLJT leadership will continue to work with WDB members, elected officials, business leaders, and local partners and stakeholders to review, evaluate, and, as appropriate, take action on these priorities throughout the remaining period of the PY 21-24 planning cycle.

***Recovery Strategies***

1. Distance working, learning, and commerce will continue after the COVID pandemic is over. Reengineer the workforce system, adopting a range of online service strategies, to get in front of that curve.
2. Middle Sierra's target industry sectors have been the most impacted by the COVID pandemic. The workforce system must align with industries' recovery efforts and timelines and deliver services in unison.
3. Technology is a key component to post-COVID recovery. Develop digital literacy programs for both the demand- and supply-side workforce system customers.

***Operational Effectiveness***

4. 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.
5. Develop or adopt systems that allow service partners to seamlessly share referrals, co-case manage participants, and measure outcomes. In the rural Middle Sierra region, partners must join forces to achieve shared goals.
6. Optimize MLJT's limited workforce system resources by acting as one region-wide service provider rather than four separate AJCC-based entities/service providers. Leverage technology and staff coverage to create a virtual service area.

***Social Equity***

7. Use the workforce development system to provide equal career opportunities for all jobseekers through targeted outreach, awareness building, and tailored program development.

8. Identify disenfranchised, vulnerable, and underserved populations in the Middle Sierra region and provide workforce system services that address their needs. These might include groups that reflect the community's unique demographics.

### ***Business/Economy***

9. The workforce system will actively participate in the development of solutions to issues that limit businesses and economic growth, including housing, internet bandwidth, transportation, and childcare.
10. As ninety percent of all Middle Sierra businesses have fewer than 50 employees, develop efficient business outreach tools that will exploit economies of scale to impact as many small businesses as possible.

Progress has been made on several of the foregoing priorities, such as the adoption of the Unite Us platform, which enables web-based referrals and information sharing among partners and enhances opportunities for co-enrollment and co-case management.

All of the foregoing priorities remain relevant and will continue to be a focus of the local workforce development system during the remainder of the PY 21-24 planning period.

During the development of the 2023 Modifications to the PY 21-24 MLJT Local and Middle Sierra Regional Plans, the WDB again engaged the community and stakeholders in a discussion on workforce system priorities. Many individuals provided input similar to priorities identified when the original PY 21-24 Plans were developed. The engagement process implemented to support the Plan's biennial updates revealed the following additional workforce priorities.

11. The workforce system should look for opportunities to align more closely with K-12 education to expose students to career information during or before they begin high school.
12. Given the effects of the pandemic, the workforce system partners should formalize relationships with public and private organizations offering services to support mental health and wellbeing.
13. For newer generations of workers, "social skills" training may be beneficial in understanding workplace relationship dynamics with managers, co-workers, and customers.
14. With the limited number of vocational training programs available in the region, the workforce system partners should support businesses in becoming trainers that are capable of developing skilled workers.
15. With the changing landscape of the labor market, job seekers should be assessed

for skills that may be transferrable from past jobs to new industries and occupations.

16. Information on paths to middle-income jobs should be made available for all job seekers.
17. As apprenticeships represent a proven model for helping move low wage workers to higher paying jobs, workforce and education partners should concentrate on developing more registered apprenticeship programs.

<b>VIII. APPENDICES</b>
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The following items are included as part of the Regional Plan.

- Attachment 1: Stakeholder and Community Engagement Summary
- Attachment 2: Stakeholder and Community Engagement Attendance
- Attachment 3: Public Comments Received that Disagree with the 2023 Biennial Modification to the Middle Sierra Regional Planning Unit Regional Plan
- Attachment 4: Signature Page

## **Stakeholder and Community Engagement Summary**

To facilitate the engagement of stakeholders in planning for development of regional workforce system priorities and in developing the original PY 2021-24 Regional Plan, the Mother Lode WDB hosted a community and stakeholder forum titled, “The Mother Lode Economy through the Eyes of Business and the Community.” The forum explored how the workforce system can be more demand driven and responsive to the needs of the business community partners and other stakeholders, and how to create a system that is more equitable, accessible, and effective. The forum was held via Zoom on Thursday, February 11, 2021, and the discussion topics included:

- What have been the most significant events of COVID-19 on the Mother Lode Economy?
- What Mother Lode Industries have been most affected by COVID-19?
- Which industries are expected to recover quickly?
- Which worker groups have been most impacted by the effects of the pandemic?
- Which sectors have been least affected? Which industries are still hiring?

Input included the following.

### **Overarching Themes**

- Businesses and community members are adjusting to the new “normal” age of digital and socially distant services.
- Industries most impacted have been healthcare, personal care, education, government, hospitality, tourism, and technology.
- The demand for training in digital literacy skills has seen a massive increase since the pandemic.
- Demand for broadband and internet has increased since pandemic.
- Available housing has decreased since the pandemic, but the need for affordable housing has increased.

### **Major Discussion Topics**

#### Industry Impact

- County government has been affected in its ability to provide services (hit to budget). Government hasn't filled positions and has had to implement emergency hires. 50% of discretionary funds come from TOT (transient occupancy tax - tourism) and sales tax. Restaurants can't open.
- Prisoners released out of jails; bail bonds have taken a hit.
- Ranchers: disruption in agricultural supply. Suggestion: Work regionally to get meat to people.

- Healthcare: either overwhelmed or underwhelmed (people putting off procedures) Red Tier = Mariposa, so starting to open up
- Tourism = Base industry. Tourism has taken a significant impact - multiplier affect into other businesses. Lack of overnight lodging due to Covid orders, everyone is doing day use.
- Focus on targeting base industries for support.
- Amador and Calaveras county now have Grubhub and DoorDash services, these services weren't available in our area pre-COVID.
- More online services are available such as schooling, which helps our region.
- Some jobs require no more commuting, there are permanent remote workers.
- Mariposa lost chamber executive director. Working closest with business now - primary focus since March 2020, changed focus of government jobs. People are moving to Mariposa and starting local businesses.
- Digital divide: ensure all have high speed internet and give special attention to reaching and understanding customers without internet access.
- Transition of people moving from bay area, businesses closing and having to comply with state orders, but also have a benefit due to increased interest in region.
- Mariposa opened 7 new businesses during Covid. 4-5 more waiting to open. Self-care businesses have had 74% growth since March, looking to hire (3 or 4), demand for self-care increased.
- Columbia College enrollment is down 30%, MEOC goes out and works 1 on 1 with anyone wanting to get into college.
- In Amador, Health business has seen an increase, service industry is hurting, cannot find enough employees to do all the jobs.
- Some businesses can do online trainings, but some industries cannot.
- Some businesses have to turn down work due to not having workers to do it.
- Production problem: manufacturers who made stoves slowed down, now lumber slowed. Elderly have no heat and can't get to them.
- Awareness of training needs to industry - In non-pandemic, changes occur more slowly, now there is urgency to develop rapid and agile responses.
- In Calaveras, hardest hit has been hair salons and personal care. Trying to recoup but there is a lag.
- In Calaveras, visitors are not engaging with community- don't know who's open, who's closed, need the educated traveler to engage with museums.
- Calaveras Chamber has had to furlough employees 6 months.
- Restaurants have taken a hit, TOT (Transient Occupancy Tax) actually went up in Calaveras, broadband and housing are prominent needs.
- A lot of tourism without employees, forest is getting overused.

#### Digital Literacy/ Broadband

- Demand for broadband connectivity and speed increases in circuits (work from home and distance learning).
- Summer homes are now permanent if there is broadband, workers will no longer need to commute.

- Internet continues to be a huge bottleneck. Most areas have Gigabyte internet and Tuolumne's fastest non-Comcast offering is 25MB.
- People don't have access to computers due to economic status.
- There is less access to broadband and an increase in demand for talent.
- Businesses that are not tech savvy have missed out on grant opportunities.
- MEOC (Motherlode Educational Opportunity Center) goes into jails, high schools, etc. teaching basic computer skills, college stepping up and lending laptops and hotspots, mostly online, some lab classes.
- We need to be increasing capacity to provide tech training.
- Amador Adult Ed partnered online learning for basic digital learning skills.
- Businesses were used to having walk-in traffic, but now they're online.
- Need technology grants for advertising to get a proper website (many businesses can't afford proper online representation) and business marketing online.
- Fast internet can be delivered to large developments, but companies won't put connections in for one home; having solutions for this with outside entities for long range wireless needed.
- Cal.net has received grants and is building towers in unserved areas, hiring non-stop, but more grant funding is needed. There is a need for more job training for technicians. What can local supervisors do to help with expanding broadband? Work to keep permitting easy and fast for towers and structures that support internet delivery, get educated on what ISP (Internet Service Providers) like Cal.net and Volcano need to deliver broadband faster and build out quicker in your region. All of the small ISP are working hard to expand and upgrade, reach out to them and see how the local government can help.

### Housing

- In Amador education, there is a lack of tech skills in workforce and a large technology gap.
- Amador Adult Ed has digital literacy programs, but the office space is empty. Homes are scarce in Mother Lode because people are telecommuting.
- People are moving from the Bay Area, buying and turning available properties into airbnb's.
- Marijuana growers coming up with cash and outbidding everyone.
- Local workers are getting squeezed out of housing, creating a bigger housing issue looming in the Mother Lode.
- People are selling and moving out of state, others cannot afford a house due to market skyrocketing.
- Can't double up housing space, employers with openings want to hire local, but can't offer housing.
- People can't afford to live here.
- There is a lack of homes for \$15-\$24/hr workers.
- Need large scale developments for homes \$300-400k.
- Need concentrated effort with businesses and home developers to come to community.

- People are moving up from the Bay Area from jobs like Apple and Intel. How can we address that market better?
- Another impacted group are younger workers in the food service and retail industries, individuals in their mid-20s that must move back home, but don't make enough money to move back out.
- No place affordable to live and there is a shortage of housing.
- People from Apple, Google, Netflix moving here.

Education

- Columbia College continues to explore programs that will help build employable skills for local communities.
- There are a lot of emerging opportunities in the technology area and education is interested in listening to the community more about their needs to determine the way forward.
- Tech playing a pivotal role in education.
- Computer literacy program in high school doesn't exist.
- Companies want Word and Excel, Windows 10, Outlook. How can we get training for incoming workers?
- Amador Adult Ed March 1st Windows 10 training starts.
- For people working full time at minimum wage, the thought of continuing education both credentialed and college degree programs is overwhelming and unaffordable.
- People dropping out of online classes due to difficulty.

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	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. Discussed alignment of goals and commitment to continued collaboration.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
	(Perkins)		
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. <ul style="list-style-type: none"> <li>- Soft skills</li> <li>- Positive attitude</li> <li>- Reading trade drawings and specs</li> <li>- Teamwork</li> <li>- Trade skills and codes</li> <li>- Critical thinking</li> <li>- Character</li> <li>- Adaptable</li> <li>- Communication</li> <li>- Perseverance</li> <li>- Mentorship</li> <li>- Apprenticeship</li> <li>- Mechanical aptitude</li> </ul>
Emailed Survey- 2/2/2021	MOU and other partners	Tuolumne County Superintendent of Schools Calaveras Health and Human Services Agency Harrah's Northern CA Calaveras County Economic and Community Development	Asked to identify training needs for employees: 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	One stop partnership meeting Calaveras HHS	Discussion on system-wide training needs and establishing a regional training strategy

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
		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	<ul style="list-style-type: none"> <li>Partner Training Survey</li> </ul>
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 <sup>st</sup> 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 major themes of regional plan including ways to address connectivity, digital literacy, and housing. Discussed best practices and sector strategies that can be replicated.

During the development of the biennial update to the MLJT PY 21-24 Local Plan and the Middle Sierra RPU PY 21-24 Regional Plan, MLJT leadership hosted a community and stakeholder forum on “Economic Recovery and the Role of the Workforce System.”

This forum was held in-person during a joint meeting of Mother Lode’s Governing Board and the Workforce Development Board on October 27, 2022 in Sonora.

The table below summarizes attendance at the forum.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
In-person and via Zoom	Both WD boards, partners, and the public	See Attachment 2	See page 35

**2021-2024 Local and Regional Plan (2023 Mod)**  
**10-27-22 Stakeholder Meeting**

Ben Stopper	ML Board of Directors, Calaveras County Supervisor
LaChelle Adams	EDD Stockton ARU 175, ML Workforce Development Board
Karen Warburton	Amador County
Joe Lynch	Mariposa Health and Human Services
Kim Britt	Central Sierra Child Support Agency
Monica Lewis	RN from Mathiesen Memorial Health Clinic
Heather Smith	GEO Re-Entry Services Tuolumne County
Margo Ilonummi	Calaveras Health and Human Services Agency
Mark Luster	Sierra Pacific Industries, ML Workforce Dev Board
Annette Solis Rios	MLJT Amador/Calaveras Manager
Lindsay Macon	MLJT Tuolumne Manager
Corey Yates	MLJT Accountant
Juan Francisco Prieto	California Human Development
David Baquerizo	MLJT One Stop Operator
Audrey Cox	CTE VP, SCC CDCR
Nati Martinez	Labor Market Consultant, E.D.D.
Stephanie Quilon	Greater Valley Conservation Corps
Mary Watts	Columbia College Career & International Services
Kevin Parr	Tuolumne Probation
Rebecca Espino	Tuolumne County Health and Human Services Agency
Kelly Smith	MLJT Communication Analyst
Lisa Edwards	MLJT Program Manager
Dave Thoeny	MLJT Executive Director
Amy Frost	MLJT Deputy Director
Marshall Long	MLJT Board of Directors, Mariposa County Supervisor

Ryan Campbell	MLJT Board of Directors. Tuolumne Supervisor
Bill Redford	ML WDB, Calaveras County Office of Education
Cathy Parker	ML WDB, Tuolumne County Superintendent of Schools
Frank Leschinsky	ML WDB, Volcano Telephone
Jason Wood	ML WDB, Union Laborer
Vigi Austin	ML WDB, Harrahs Northern CA
Mike Lemke	ML WDB, Lemke Home Construction
Tim Hildebrand	ML WDB, Cal.Net
Tara Schiff	Mariposa Economic Development
Peniel Wilk-Whitmer	Center for NonViolent Community Operations Director
Cori Allen	Calaveras County Health and Human Services
Pam Orebaugh	Center for NonViolent Community
Jen Guhl	Tuolumne County Dept. Social Services
Staci Johnston	Calaveras Mariposa Community Acton Agency

<p><b>PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE 2023 BIENNIAL MODIFICATION TO THE PY 2021-24 MIDDLE SIERRA REGIONAL PLANNING UNIT REGIONAL PLAN</b></p>
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1.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		

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

<b>SIGNATURE PAGE</b>
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The following signatures represent approval of the 2023 Modification to Program Year 2021-24 Middle Sierra Regional Planning Unit Regional 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**

Benjamin Stopper, Chair	Date