

**WORKFORCE INVESTMENT ACT
LOCAL STRATEGIC WORKFORCE PLAN
PROGRAM YEARS 2013-17**

Local Workforce Investment Area:

Name: Mother Lode Consortia

Date of Submission: August 23, 2013 (Updated)

Contact Person: Jeff Dickason

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**Check the box if you would like to be considered for High
Performing Board Designation**

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ATTACHMENT 2



Mother Lode Workforce Investment Board Five Year Strategic Plan

**For Period:
July 1, 2013 to June 30, 2018**

Comments to the plan and requests for
additional information should be directed to:

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Mission

“Be a leader in the development of a quality workforce that meets the needs of the business community.”

Vision

“Through partnerships create a thriving Business Community with quality jobs, skills, wages and lifelong learning.”

SECTION 1: VISION

The Governor’s vision calls for a state strategy based on ongoing skills attainment focused on regional growth industry sectors and clusters. By braiding education, training, and employment services together to support these sectors, the workforce system can both effectively address employers’ needs for a high-quality, appropriately skilled workforce and support workers’ needs for well-paid, steady work. This strategy draws on lessons learned from the traditional apprenticeship model -- providing workers maximum employment outcomes through mobility among multiple employers within an industry sector or cluster.

Business and Industry Goal:

Meet the workforce needs of high demand sectors of the regional economy.

- ***Describe the Chief Local Elected Official (CLEO)/Local Board vision for bringing together key stakeholders in workforce development, including business and industry employers, organized labor, economic development specialists and education experts to continuously identify workforce challenges facing the Local Area or region and also to develop innovative strategies and solutions that effectively leverage resources to address regional workforce challenges.***

In 1983 the counties of Amador, Mariposa, Calaveras and Tuolumne joined together to form the Mother Lode Consortia. This is a special services government district through a Joint Powers Agreement for the purposes of administering programs funded by the Job Training Partnership Act (JTPA). In 1998, JTPA was replaced by the Workforce Investment Act (WIA) and the Joint Powers Agreement, the special services government district, and the Mother Lode Consortia were reaffirmed by the member counties and the Mother Lode Workforce Investment Board was formed. The four member counties charged the Mother Lode Workforce Investment Board with program policy guidance and oversight of programs funded through WIA, review and selection of grant recipients and program operators in the member counties, design and development of the WIA strategic plan, and other duties identified under the WIA in alignment with accomplishing the intent and purpose of the Act.

The Mother Lode Workforce Investment Board (WIB) is comprised of business leaders recruited from demand and growth industry sectors and business clusters, labor leaders representing similar industry sectors and clusters as well as apprenticeship and training, and public partner leadership representing local, regional and state level social,

community, education, and economic and workforce development organizations. Membership of the WIB meets requirements of the WIA and the state of California, establishes the nucleus for broad ranging local and regional partnerships, and provides the impetus for engagement of business, labor and public agencies in the development of the workforce and support for business success and community prosperity.

Along with required and mandated membership, the Mother Lode Workforce Investment Board includes local and regional community stakeholders. Each of these stakeholders, as well as a number of other community and regional partners, were consulted and contributed to the development of the strategic plan. As a part of this process, the Mother Lode Workforce Investment Board reviewed and undated its mission, which is *“Be a leader in the development of a quality workforce that meets the needs of the business community.”* The Mother Lode Workforce Investment Board also re-articulated a vision for how this mission might be accomplished and the meaning of success. The vision is *“Through partnerships create a thriving Business Community with quality jobs, skills, wages and lifelong learning.”*

Company/Organization
Dell Jackson Insurance Services
MRL Industries
Lowes
Mariposa County Chamber
Calaveras Chamber of Commerce
California Training Center
HSTAR, Inc.
La Petite Maison
Delaware North Corporation
Columbia Community College
Sonora School District
Unite-Here! Local 19
SEIU Local 1021 / SEIU Local
California Training Center
NCCRC
Amador-Tuolumne Community Action Agency
Central Sierra Economic Development District
Calaveras Chamber of Commerce
Tuolumne County Economic Development Authority
California Indian Manpower Consortium
Mother Lode Job Training
Tuolumne County Department of Social Services
Employment Development Department
Department of Rehabilitation
SER Jobs for Progress National, Inc.

In support of the mission and vision Mother Lode Workforce Investment Board is pursuing local and regional strategies focused on nurturing, supporting and assisting partners and providers in the development of high quality and responsive education, training, social and employment services, and braiding and leveraging services to support effective, efficient and economical service delivery meeting the needs of the business community. The pursuit of this vision include a commitment to investments supporting on-going skills attainment, job readiness and sustainable connections to work and career pathways leading to self-sufficiency, family wages and financial independence while addressing regional growth industry sectors and clusters, and

replacement employment needs and opportunities. The strategies chosen are mitigated by resource realities and draw upon lessons learned during the past thirteen years under the Workforce Investment Act and previous experience under the Job Training Partnership Act, the considerable expertise and experience of our labor, public and private sector partner networks, and from best practice and promising innovation produced across the region, state and nation through the pursuit of service coordination, partnership, integration and excellence.

The Mother Lode Workforce Investment Board recognizes that skills development is a life-long endeavor and that accomplishing the changes necessary to support this shift in culture are systemic. To this end, Mother Lode Workforce Investment Board has established training set-a-sides that address the requirements of SB764. Recognizing fully that this work requires broad engagement, Mother Lode Workforce Investment Board has established an extensive network of community, local, regional and state level partnerships. These relationships were developed and are maintained purposefully in the spirit of collaboration, through the need to be better informed, in the hope of sharing and learning about promising and best practice, and the desire to better leverage and braid resources to the benefit of our partners, communities, businesses and workers. The following strategies articulate and capture the essence of this work:

1. Identify workforce issues in the local community and develop strategies to address them.
2. Conduct oversight of One-Stop system and Workforce Investment Act.
3. Develop and maintain strong working relationships that will facilitate coordinating workforce and economic development strategies.
4. Establish WIB as a principal forum for business owners to bring forth workforce issues.
5. Develop and maintain a performance oriented culture for the Workforce Investment Board.

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

Goals:

In support of its mission and vision, the Mother Lode Workforce Investment Board has established the following strategic goals fostering the advancement of the local workforce system.

STRATEGY #1	Identify workforce issues in the local community and develop strategies to address them.	
Goal	Description	Timeline
Re-focus Workforce Investment Board on identification and resolution of workforce issues.	Establish strategic plan	May 2013
	Focus agendas of the Workforce Investment Board on identification and resolution of workforce issues.	On-going
	Recruit representatives of high priority industry sector employers and businesses for Workforce Investment Board membership.	On-going
Use Labor Market Information to inform investments.	Partner with the Central California Workforce Collaborative and Central Region Community Colleges to complete a study of the regional labor market.	January 2014 and on-going
	Partner with Columbia College and the local chambers of commerce and economic development authorities to survey local business needs.	January 2014 and on-going
	Revise strategic plan to better consider labor market information.	January 2014 and on-going
	Collaborate with Columbia College and the Central Region Community Colleges to better understand and connect employer skill needs with available training.	January 2014 and on-going

STRATEGY #2	Conduct oversight of One-Stop system and Workforce Investment Act.	
Goal	Description	Timeline
Ensure a service balance between job seekers and employers by developing and fostering employer and business services relationships.	Re-introduce on-the-job training as a primary business service and training and placement strategy supporting business and job seeker success.	July 2012 and on-going
	Establish business outreach and on-the-job training development as a primary accountability of Job Connection One-Stop Managers and staff.	July 2012 and on-going
	Partner with Columbia College to provide customized training services for employers.	January 2014 and on-going
	Establish a Business Services Committee and plan in compliance with UI Code Section 14200(c)(9)(C).	May 2013 and on-going
Provide for oversight of the One-Stop system and Workforce Investment Act.	Request that each One-Stop Partner provide a brief overview of their mission, strategies and goals, and service populations and performance, and establish quarterly or annual reporting to the Workforce Investment Board.	August 2013 and on-going
	Establish One-Stop certification standards and process and review Job Connection One-Stop centers against standards.	On-going
	Assure an active Youth Advisory Council.	On-going
	Approve annual WIA service plan of the WIA provider and One-Stop Operator.	On-going
	Review quarterly service level, customer satisfaction and expenditure performance of the One-Stop provider, and annual WIA performance metrics as available.	On-going

STRATEGY #3	Develop and maintain strong working relationships that will facilitate coordinating workforce and economic development strategies.	
Goal	Description	Timeline

Work collaborative with economic development agencies and business alliances in each county.	Identify significant economic development and business alliances, i.e., Economic Development Agencies, Chambers of Commerce, Business Service Clubs and Associations, etc.	On-going
	Identify hot-topics for each group and staff with WIB for prioritization and engagement.	March 2014 and on-going
	Share labor market and program service information and related to services for business and job seekers.	March 2014 and on-going
	Engage like and similar business in joint discussion and articulation of workforce and skills needs and barriers.	On-going
	Establish regional partnerships supporting collaborative work, i.e. Central California Workforce Collaborative (CCWC), Central Region Community Colleges (C6), etc.	On-going

STRATEGY #4	Establish WIB as a principal forum for businesses and employers to bring forth workforce issues.	
Goal	Description	Timeline
Increase visibility of and accessibility to the WIB.	Work to assure that significant economic development, business alliance, businesses, and partners, and emerging and transitional workers know about the mission and vision of the Workforce Investment Board.	On-going
	Re-establish and assure the availability of on-the-job and customized training, and business services.	July 2012 and on-going
	Establish a Business Services Committee and plan in compliance with UI Code Section 14200(c)(9)(C).	May 2013 and on-going
	Establish a WIB Scholarship program as a means to increase the visibility of the WIB, assist business by assuring a skilled workforce, and to carry the message regarding the importance of skills development.	January 2014 and on-going

STRATEGY #5	Develop and maintain a performance oriented culture for the Workforce Investment Board.	
Goal	Description	Timeline
Be data driven.	Invest in systems providing critical data to inform decision making.	On-going
	Use Labor Market Information, performance and expenditure information and other data sources to inform investment decisions.	On-going
Establish accountability.	Establish a strategic plan.	May 2013
	Establish an annual budget.	On-going
	Establish annual service and performance plans.	On-going
	Establish policy guidance for process, procedure and investments.	On-going
Inspire leadership and engagement.	Promote the engagement of staff and Board members in support of the continual improvement of the One-Stop and workforce system.	On-going

- **Include in your response actions that support the following State priorities:**
 - **Preparing skilled workers for employment in competitive and emergent regional industry sectors and to fill skill gaps created by retirements.**

- ***Supporting the development of regional workforce and economic development networks that address workforce education and training priorities.***

To the extent practical, and with the understanding that data itself is an investment and that investments may have diminishing returns, the Mother Lode Workforce Investment Board is committed to being data driven in its decision making in support of partnership, program and training investments, and to leveraging investments through the coordination of services and braiding of funding streams. To this end Mother Lode Workforce Investment Board has endeavored to acquaint itself with the labor market through the use of a variety of publicly available labor market information tools supplemented by information garnered through the operation of a local labor exchange system, connections to employers and economic development, feedback provided through an extensive and active local and regional partner network, local and regional employer surveys, and consultation with local, regional, state and national level experts. The data, information and opinion provided by these efforts is synthesized and used in an on-going basis to inform investment decisions supporting the development of partnerships, programs and educational and skill development opportunities. Mother Lode Workforce Investment Board plans to be compliant with the investment requirements of SB764 and when possible leverage and expand these investments with complimentary contract, grant and other funds. To this end, the Mother Lode WIB is proposing to emphasize training availability and value through the launch of a scholarship program. This process will provide a means through which to invest in meritorious participants meeting eligibility and prioritization criteria and to fund skills development opportunities leading to certification, diplomas and credentials, or employer recognized skills. The process will also establish a waiting list for scholarship applicants that are not funded supporting resource and grant development activities. The focus on skills development and the launch of the scholarship process is intended to contribute toward a cultural shift that emphasizes and values skills and life-long learning both within the organization and across the communities that we serve.

Mother Lode Workforce Investment Board has established an extensive network of community, local, regional and state and national level partnerships. These relationships were developed and are maintained purposefully in the spirit of collaboration, through the need to be better informed, in the hope of sharing and learning about promising and best practice, and the desire to better leverage and braid resources to the benefit of our partners, communities, businesses and workers. A significant portion of the work of Mother Lode Workforce Investment Board is at the community and county level. The partnerships at this level are well developed and are rich in history of collaboration, joint venture and leveraged investment, and while deserving of meritorious mention are simply too numerous to list. Local level initiatives and partnerships spanning two or more counties are less numerous and include but are not limited to the Central Sierra Broadband Coalition, Amador-Calaveras Consensus Group, Columbia College, Amador-

Tuolumne Community Action Agency, and Calaveras-Mariposa Community Action Agency. Among critical regional level groups are the Central California Workforce Collaborative and the Central Region Consortia.

At the regional level, the partnerships the Central California Workforce Collaborative (CWCC) has been particularly beneficial to program development, connection to other regional consortia, and joint programming and service delivery. The CWCC is well organized, connected and positioned as a regional partner in the San Joaquin Valley and surrounding areas, and involves nine local workforce investment areas including Stanislaus, San Joaquin, Mother Lode, Tulare, Kings, Fresno, Madera, Merced and Kern, Inyo, Mono LWIAs. As a result of this collaboration Mother Lode has contributed to several regional projects and activities, including capacity building, employer, Green Jobs, veterans and dislocated workers service projects. The Mother Lode is also participating in the Central Region Consortia of community colleges through its partner organization, Columbia College, and is closely tracking the purpose, goals and progress of this emerging organization. Mother Lode sees the benefit of working together in broader regional initiatives as a catalyst for innovation and change, and to leverage and braid funding for broader and deeper results.

- ***Based on the regional economic and workforce information analysis, identify the industry sectors and occupational clusters within the region that are high-growth , high-demand, projecting skills shortages (due to replacements and/or growth), and/or vital to the regional economy. The Local Board may want to consider:***
 - ***Industries projected to add a substantial number of new jobs to the regional economy;***
 - ***Industries that have a significant impact and/or multiplier effect on the overall economy;***
 - ***Industries that are being transformed by technology and innovation that require new skill sets for workers;***
 - ***Industries that are new and emerging and are expected to grow;***
 - ***Industries that are experiencing or projecting significant job openings or skills gaps due to retirements or labor market volatility/churn.***

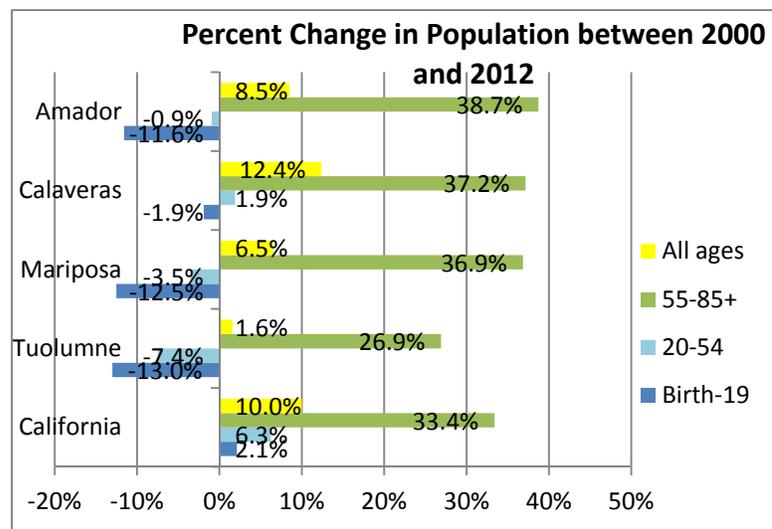
The Mother Lode Workforce Investment Board has identified the following industry sectors as the primary targets for partnership development supporting business growth and employment opportunities:

- Education and Health Services;
- Leisure and Hospitality;
- Professional and Business Services;
- Trade, Transportation & Utilities; and
- Agriculture and Forestry.

These sectors were chosen after a review by Mother Lode Workforce Investment Board of available labor market information and consultation with the EDD Labor Market

Coordinator and staff, the community college, local economic development organizations and chambers of commerce, and local elected officials. Consideration was given to the characteristics each sector, including size, concentration and growth, investments in the local economy by businesses and organizations, perceptions regarding existing and potential synergistic businesses and organizations in complimentary clusters, and area demographics. Mother Lode Job Training, in partnership with the Central California Workforce Collaborative, is working to produce a current, more complete and quantifiable analysis of the labor market, including growth sectors and clusters, occupational skills needs, and multiplier effects. This study will be completed in July 2013 and will be provided to CWIB for consideration along with any necessary amendments to the strategic plan.

The four counties composing the Mother Lode Consortia include Amador, Calaveras, Mariposa and Tuolumne. These counties are located in the western foothills of the Sierra Nevada Mountains and lie beyond the eastern edge of Merced, San Joaquin, Stanislaus and



Sacramento counties. The area is rich in natural resources, quality of life and California history, and is to a great degree geographically isolated with just a few east/west routes supporting access to adjacent labor markets. The 2010 census suggests that the population of the four counties is about 157,285. The 2013 Community Data Report shows overall population growth across the four counties ranging from 1.6% in Tuolumne County to 12.4% in Calaveras. The age group with the largest growth is the group aged 55 – 85+. The groups representing Birth – 19 and 20 -54 both show a net loss in population.

The EDD LMID report produced on March 29, 2013 and containing February 2013 data shows a

EDD LMID Report 400W – February 2013 Preliminary (data not seasonally adjusted)				
Mother Lode	Labor Force	Employment	Unemployment	Unemployment Rate
Feb-13	69,700	61,600	8,100	11.6%
Feb-07	72,600	67,700	4,900	6.8%
Difference	-2,900	-6,100	3,200	4.8%

labor force of 69,700 with 61,600 employed and 8,100 unemployed for an unemployment rate of 11.6%. Using February 2007 as a baseline, in the past six years the labor force has decreased by 2,900 participants, the number of employed individuals has decreased by 6,100 employees. This is a net loss of 6,100 jobs. During the same

period the number of unemployed has increased by 3,200 individuals. The difference between job loss and unemployment represents a decline in labor force participation between February 2012 and February 2013 which can be explained by individuals that have moved from the local area, individuals that have retired from the labor force, and individuals that have become discouraged and given up actively looking for work.

For the past year Employment Development Department has been providing mandatory Reemployment and Eligibility Assessment workshops in the local area for individuals receiving Federal Unemployment Extension benefits. In planning for these workshops EDD identified 1,485 individuals eligible for the mandatory workshops. While limited off-the-shelf labor force data is available, this data and employer surveys through the various chambers of commerce as well as individual conversations with employers each suggest that employers are cautious in their level of confidence in a recovering economy and remain hesitant to hire. A review of unemployment claims between May 2007 and February 2011 by EDD Research Analyst Matthew Sweet shows:

“The number of people who were jobless for 27 weeks or more in California rose an astounding 620 percent. The number increased from a low of 143,300 in May 2007, to a peak of 1,031,700 in February 2011.

The share of total unemployment represented by the long-term unemployment nearly, tripled during the recent economic downturn. The share of long-term unemployed grew from a low of 15.9 percent in September and October 2007 to a record high of 46.8 percent in March 2011.

Prior to June 2009, nearly 40 percent of unemployed residents had periods of unemployment of less than five weeks, while unemployment period lasting 27 weeks and longer represented 19.9 percent of the total. Since June 2009 this trend has been reversed, and the longer periods of unemployment now represent the largest portion of the overall jobless, growing from 19.9 percent of the total in December 2005 to 46.1 percent of the total in December 2010.”

This trend is also evident in area served by the Mother Lode Consortia, where we are seeing similar patterns of long term unemployment, and employers that are striving to retain their workforce and are reducing hours of work rather than down-sizing and reducing their workforce.

To address these conditions, the Mother Lode Workforce Investment Board is implementing strategies to expand services to business, including assistance with recruitment services and provision of incentives to offset the cost of training new workers through expanded on-the-job training and customized training programs. Mother Lode Workforce Investment Board is also adopting strategies to encourage emerging workers, those in transition and those returning to the workforce to consider skills development opportunities to increase their competitiveness.

SECTION 2 ECONOMIC and WORKFORCE INFORMATION ANALYSIS

The Governor’s vision of an effective workforce system committed to sector strategies will be advanced through data-driven decision-making, policy development, strategic planning, and investment. In collaboration with state-level partners, regional and local partnerships must perform data-driven analyses to provide the most relevant economic information, labor-market analysis, and industry projections for their regions.

System Alignment and Accountability Goal:

Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.

Action: *Coordinate and develop high quality, actionable labor market information (LMI) data that assesses regional industry and occupational trends and needs and include a “skills gap” analysis.*

Local economic and workforce information analysis should include the following elements:

- **A description of the data gathered and the method of analysis and review;**
 Data contributing to this analysis include comparative views of populations, labor force participation and unemployment between 2008 - 18 prepared by Employment Development Department LMI D and industry sector concentrations and growth for the 2007-13 period prepared by the EDD Labor Market Coordinator. Data and comparative studies were reviewed and analyzed through consultation with local labor market experts, including the Mother Lode Workforce Investment Board and representatives of business, labor and workforce programs, Community College and Economic Development.
- **An assessment of the current economic situation and projected trends of the local area economy, industries and occupations, including major economic regions and industrial and occupational sectors;**

The Mother Lode Consortia has experienced high levels of sustained unemployment between 2008 and 2013. Labor market participation has decreased during this period at higher levels than job growth. An industry sector concentration study comparing 2007 and 2011 provided by the EDD Labor Market Coordinator shows that in comparison to the state the Mother Lode Consortia has higher levels of concentration of industry in the areas of Leisure and Hospitality, Education and Health Services, Construction and Trade,

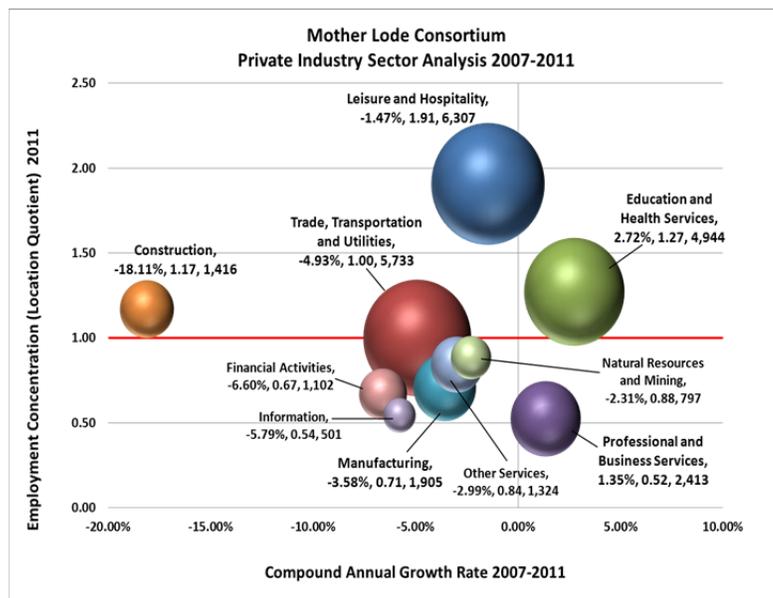


Figure 1: Leisure & Hospitality, Education & Health Service and Professional & Business Service all showed positive or near positive growth between 2007 and 2011 and substantial concentration in the local economies.

Transportation and Utilities. The sectors showing measurable economic growth include Education and Health Services, Professional and Business Services, with Leisure and Hospitality trailing behind and showing slightly negative growth. For more information please see the attachments:

- Section 2 – EDD Labor Market Highlights 2001-18;
 - Section 2 – EDD Industry Projections 2008-18;
 - Section 2 – EDD Mother Lode Consortium Profile 2012;
 - Section 2 – EDD Mother Lode Consortium Industry Analysis 2007-11
- **An assessment of the required workforce skills and knowledge individuals need in order to find employment in the priority sectors identified in the local area economic and workforce information analysis;**

While the four sectors chosen by Mother Lode Consortia for priority focus include Leisure & Hospitality, Education & Health Services, Professional & Business Services and Trade, Transportation & Utilities, the small size of the labor market and scarcity in employment opportunity support a more inclusive approach to business outreach and support, and training investments and placement that match customers to available jobs. Within the industries identified as areas of priority focus there are a broad spectrum of occupations, each with their own education and skills needs. These are listed in the following attachments:

- Section 2 – EDD Occupational Projections 2008-18;
- Section 2 – EDD Occupations with the Most Job Openings 2008-18;
- Section 2 – EDD Fastest Growing Occupations 2008-18.

The most recent available projections of occupational demand are for the 2008-2018 period. These show that 318 jobs will be added to the Mother Lode Consortia region over this ten year time period. In addition, there will be 1,169 replacement job openings. Total projected job openings during this ten year time frame are 1,487. Occupational openings are broadly projected and include few, if any, concentrations or groupings, especially when the ten year time frame of the projection is considered. While this data and these projections are somewhat dated and are clearly only predictive, the information contained in these was verified by the experience and perspectives of the consulting local labor market experts. On this basis, the majority of local demand and need will likely be addressed one employer and one worker at a time.

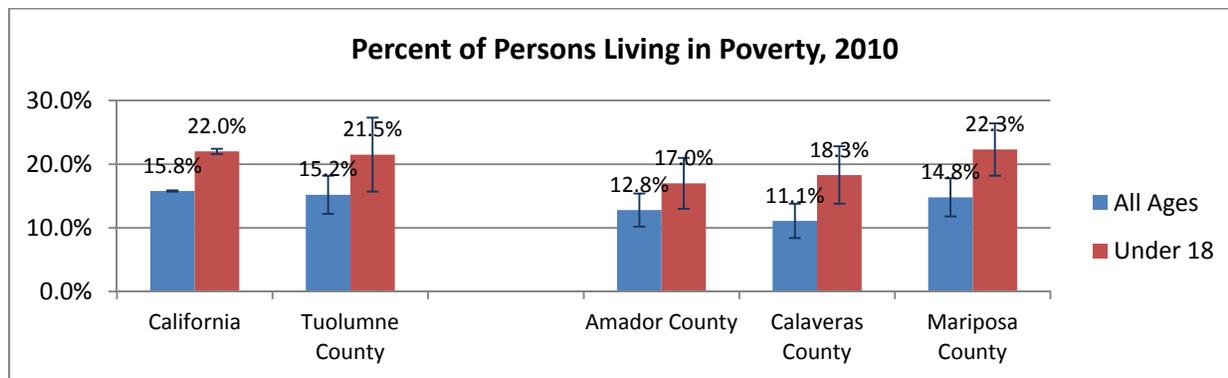
The preparation necessary for the listed occupations ranges from short-term on-the-job training to advanced educational preparation requiring a Bachelor's degree and beyond. Preparation for the majority of occupations projected to have the most openings can be completed through on-the job training, work experience related to the occupations, post-secondary vocational education or an Associate's Degree. Among the listed occupations, the need for a Bachelor's degree or beyond is required for a low percentage of jobs.

- ***A description of the characteristics and employment-related needs of the local area population and diverse sub-populations, including those from target populations such as racial, ethnic, linguistic groups, older persons, youth, veterans, individuals with disabilities, native Americans, etc.;***

A Review of updated 2012 census estimates shows that there in 2012 there were about 153,690 residents of the four county consortia, and that population was down about 2.3 percent from 2010 population estimates. The population is fairly equally divided with about 22% being younger than age 18 and about the same percentage older than age 65. About 56% or 86,066 individuals in the population are between age 18 and 65. This correlates to 2013 EDD data that shows a civilian labor force of 71,500 which is a labor force participation rate among the working age population (age 18-65) of about 83%. Civilian employment is 62,900. This places the 2012 unemployment rate at 12.0%.

2012 Census Data - People Quick Facts	Tuolumne County	Amador County	Calaveras County	Mariposa County	Total
Population, 2012 estimate	54,008	37,035	44,742	17,905	153,690
Population, 2010 (April 1) estimates base	55,365	38,091	45,578	18,251	157,285
Population, percent change, April 1, 2010 to July 1, 2012	-2.5%	-2.80%	-1.80%	-1.90%	-2.3%
Population, 2010	55,365	38,091	45,578	18,251	157,285
Persons under 5 years, percent, 2011	4.1%	3.70%	4.30%	4.20%	4.07%
Persons under 18 years, percent, 2011	17.1%	16.40%	19.10%	17.60%	17.57%
Persons 65 years and over, percent, 2011	21.1%	21.50%	21.80%	21.60%	21.46%
Female persons, percent, 2011	47.2%	45.60%	50.00%	49.20%	47.86%
White persons, percent, 2011 (a)	90.8%	90.40%	92.20%	90.70%	91.10%
Black persons, percent, 2011 (a)	2.3%	2.80%	1.00%	0.90%	1.88%
American Indian and Alaska Native persons, percent, 2011 (a)	2.2%	2.10%	1.80%	3.20%	2.18%
Asian persons, percent, 2011 (a)	1.2%	1.30%	1.40%	1.30%	1.29%
Native Hawaiian and Other Pacific Islander persons, percent, 2011 (a)	0.2%	0.20%	0.20%	0.20%	0.20%
Persons reporting two or more races, percent, 2011	3.2%	3.20%	3.40%	3.60%	3.30%
Persons of Hispanic or Latino Origin, percent, 2011 (b)	11.3%	12.90%	10.80%	9.90%	11.38%
White persons not Hispanic, percent, 2011	81.3%	79.30%	82.90%	82.40%	81.41%
Living in same house 1 year & over, percent, 2007-2011	83.6%	85.90%	88.90%	86.40%	86.02%
Foreign born persons, percent, 2007-2011	4.4%	5.80%	4.30%	4.80%	4.75%
Language other than English spoken at home, percent age 5+, 2007-2011	7.7%	8.10%	7.10%	9.20%	7.80%
High school graduate or higher, percent of persons age 25+, 2007-2011	88.3%	87.30%	92.40%	88.70%	89.30%
Bachelor's degree or higher, percent of persons age 25+, 2007-2011	17.9%	18.80%	20.70%	20.50%	19.23%
Veterans, 2007-2011	5,870	5,210	5,752	2,334	19,166
Mean travel time to work (minutes), workers age 16+, 2007-2011	26.4	28.3	36.2	33.8	30.57
Housing units, 2011	31,307	18,115	28,002	10,216	87,640
Homeownership rate, 2007-2011	70.8%	78.50%	78.70%	70.90%	74.97%
Housing units in multi-unit structures, percent, 2007-2011	8.9%	7.50%	4.00%	6.50%	6.86%
Median value of owner-occupied housing units, 2007-2011	\$304,700	\$318,400	\$312,000	\$248,900	\$ 303,626
Households, 2007-2011	22,157	14,283	18,865	7,607	62,912
Persons per household, 2007-2011	2.32	2.35	2.4	2.28	2.35
Per capita money income in the past 12 months (2011 dollars), 2007-2011	\$26,084	\$28,030	\$28,667	\$27,209	\$ 27,436
Median household income, 2007-2011	\$47,359	\$56,180	\$55,256	\$49,174	\$ 51,995
Persons below poverty level, percent, 2007-2011	13.3%	10.00%	8.30%	14.40%	11.18%

These individuals are divided among 62,912 households. The average number of persons per household is 2.35. Per capita money income for the past 12 months in 2011 dollars was \$27,246. The median household income was \$51,995. The percentage of persons below poverty level across the four counties is 11.18%.



The population is fairly equally divided by gender with about 48% female and 52% male. Racial demographics show a population mix that is 81% white (not Hispanic), with 1.9% black, 2.2% American Indian and Alaska Native, 1.3% Asian and about .2% Native Hawaiian and Other Pacific Islander. Persons of Hispanic origin make up about 11.4% of the population. About 4.8% of the population is foreign born and a language other than English is spoken in about 7.8% of households. There are about 19,166 veterans in the area.

Of the population age 25 or over, 89% have earned a High School Diploma and 19.2% of the population have a Bachelor’s degree or higher. See attachment, Section 2 – 2012 Census Data for additional detail.

- **Based on the local area economic and workforce information above, an analysis of the skill and education gaps for all individuals in priority sectors within the local area or region;**

For the most part, this data is not available. Conversations with business leaders in the Tourism and Hospitality sector reveal willingness to train, and no special additional skill needs. Conversations with leaders in the Education and Health Services sectors reveal on-going needs for enhanced skills based on continual changes within the industry and that these are being addressed through a variety of means. Conversations with business leaders in each of the priority sectors, as well as leaders in other areas of the economy are on-going.

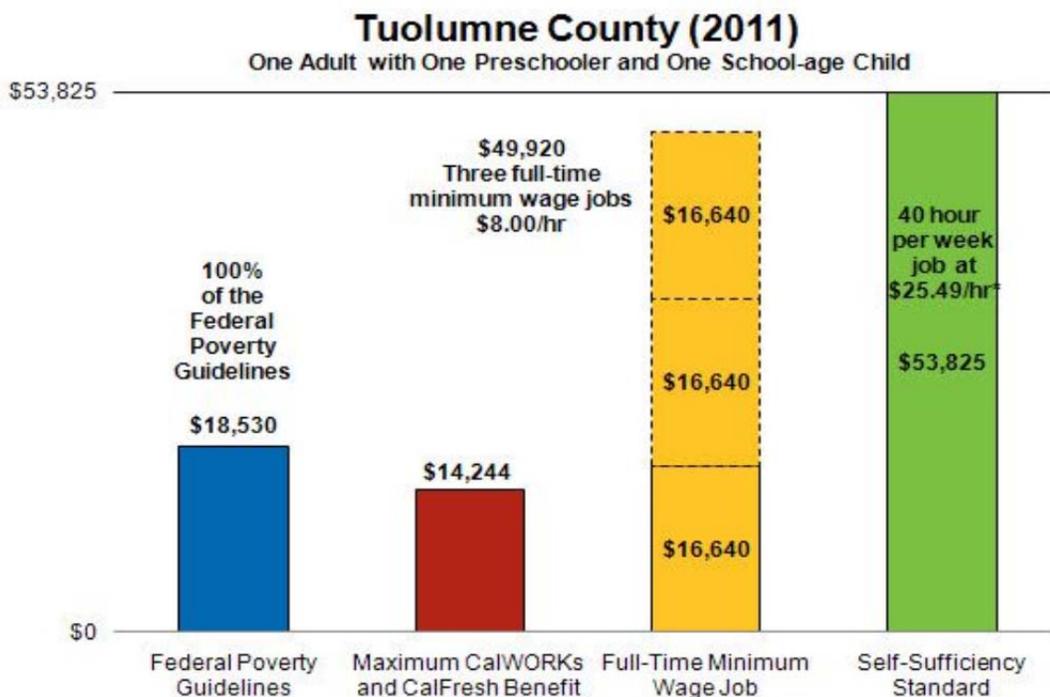
2012 Tuolumne Chamber of Commerce Business Survey				
1	Type of Business:	18% Retail	72% Services	9% Manufacturing
2	Business in 2012 as compared to previous year:	42% Up	28% Down	30% Same
3	Intent to expand business in near future:	28% Yes	72% No	
4	Intent to hire more employees in near future:	19% Yes	71% No	
5	Intent to make capital investments	9% Yes	85% No	
6	Intent to downsize number of employees	9% Yes	91% No	
7	Current employee pool has type of people that I am looking to hire:	57% Yes	28% No	
8	Work ethics are very important to me as an employer:	100% Yes		
9	National economy will continue to improve this year:	61% Yes	33% No	
10	State economy will expand this year:	33% Yes	57% No	
11	Local economy will expand this year:	57% Yes	43% No	
12	Tuolumne County is a good place to do business:	85% Yes	9% No	
13	I am aware of Business Alliance workshops:	95% Yes	5% No	
14	Believes the County and City are doing their best in supporting economic development:	38% Yes	47% No	
15	The regulatory environment is better in City or County:	42% City	23% County	

A recent survey, see above, by the Tuolumne County Chamber of Commerce shows that 57% of the employers responding to the survey believe that the local employee pool contains the type of people that the employer is looking to hire, and 28% do not (item 7). This is an indicator that the employee pool is not sufficient to meet the skill needs of a portion of the employers or that these employers do not believe the employee pool meets their work place basic skills and work readiness needs.

Mother Lode Consortia in partnership with the nine local Workforce Investment Boards composing Central California Workforce Collaborative and the six Community Colleges composing the Central Region Consortium have invested in a sector study of the San Joaquin labor market, including the Mother Lode Consortia. This study is expected to provide a more detailed look at industry sectors and business clusters, as well as occupational projections and projected skill and educational needs. This study is scheduled to be delivered around the first of the year and, as appropriate, the Mother Lode Consortia’s five year strategic plan may be updated should the information provided in the study result in a change of strategy or direction.

- ***Based on the local area economic and workforce information above, an evaluation of underemployment and jobs that can provide economic security or “self-sufficiency.”***

A review of the May 2008 report “How Much is Enough in Your County? The 2008 California Family Economic Self-Sufficiency Standard” published by INSIGHT Center for Community Economic Development provides interesting perspectives on self-sufficiency and establishes benchmarks providing a basis for analysis and discussion.



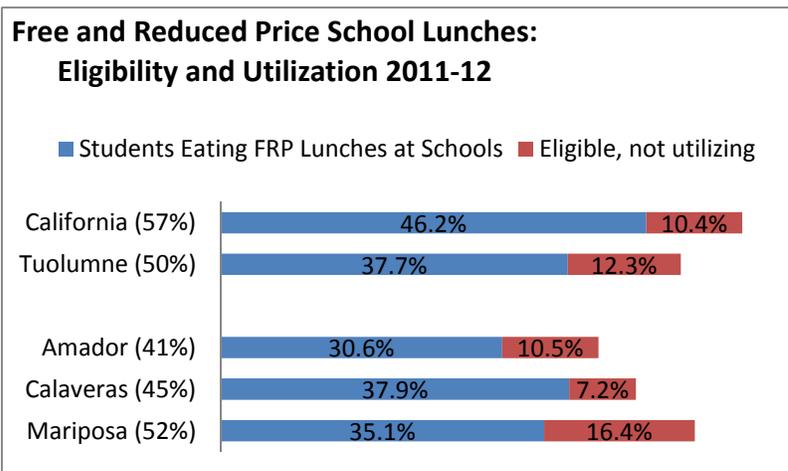
* Note: The Self-Sufficiency Standard includes the net effect of the addition of the child care and child tax credits and the subtraction of taxes.

The report describes the calculation of a Self-Sufficiency Standard and describes the income needed by working families to meet their basic needs in *every county in California* and for *156 family types*. The calculations uses county-specific costs for housing, food, and health care, as well as costs associated with work including transportation, child care, and taxes to determine a county specific Self-Sufficiency Standard. Using this approach, the self-sufficiency standard for each county of the consortia varies slightly depending on local costs, and the number of adults and the number and ages of the children in the household.

This calculation of Self-Sufficiency using data from Tuolumne County data, see chart above, shows that an income of \$53,825 is necessary to support self-sufficiency for a family of three that includes a single adult with two young children. In comparison, the Federal Poverty Level (\$18,530) and the average benefit provided through CalWORKS with food stamps (\$14,244). For the family of three described in the graph (1 Adult and 2 children) the family would need the income from more than three full-time minimum wage jobs in order to meet the self-sufficiency standard provided by INSIGHT or a single full-time job paying \$24.49 per hour. For this family grouping, the self-sufficiency wages for Amador, Calaveras and Mariposa are similar, ranging from \$24.35 to \$26.65 per hour. The table below shows the Tuolumne County specific factors used for the calculation.

Self-Sufficiency Tuolumne County Monthly Costs	One Adult	One Adult and One Child				One Adult & Two Children
		Infant	Pre-School	School-Age	Teenager	
Housing	688	889	889	889	889	889
Child Care	0	605	644	335	0	1210
Food	241	354	365	429	455	465
Transportation	255	262	262	262	255	262
Health Care	142	413	412	418	433	425
Miscellaneous	133	252	257	233	203	325
Taxes	274	460	476	392	336	595
Earned Income Tax Credit	0	0	0	0	-54	0
Child Care Tax Credit	0	-58	-58	-63	0	-100
Child Tax Credit	0	-83	-83	-83	-83	-167
Self-Sufficiency Wage Hourly	\$9.85	\$17.58	\$17.98	\$15.98	\$13.83	\$22.18
Monthly Salary	\$1,733	\$3,094	\$3,165	\$2,813	\$2,435	\$3,904
Annual Earnings	\$20,797	\$37,124	\$37,975	\$33,760	\$29,219	\$46,854

Comparatively, updated 2012 census data estimates show that the median number of people per household across the four counties is 2.35 with a median household income of \$51,995. The



same data estimates that the percentage of persons below the Federal Poverty Level is 11.18% which is about 17,182 persons. At the same time data for free and reduced price school lunches show that 40 to 50 of school age children qualify for free and reduced price meals. EDD data for the 2008-18 occupational analysis shows that of the 51,130

occupations listed for the four county consortia provide a median hourly wage for the four county area of \$16.54 which is close to the estimated self-sufficiency wage for a single adult.

An evaluation of underemployment might best begin with a definition of terms. For the context of this plan underemployment might best be defined as work in an occupation that under utilizes and under values the education and skills of the individual or provides less than the desired level of hourly work, i.e., part-time instead of full-time. Labor statistics showing comparative working hours for the various industry sectors are not available for the local area. Anecdotal information gained through conversations with workers, business owners and employers show that in many cases workers are being offered fewer hours or are working one or more part-time jobs. Based on the EDD Reemployment Eligibility Adjustment process and available labor statistics we can easily determine the increased presence of long-term unemployment and potential for discouraged workers and underemployment.

A review of unemployment claims between May 2007 and February 2011 by EDD Research Analyst Matthew Sweet shows:

“The number of people who were jobless for 27 weeks or more in California rose an astounding 620 percent. The number increased from a low of 143,300 in May 2007, to a peak of 1,031,700 in February 2011.

The share of total unemployment represented by the long-term unemployment nearly, tripled during the recent economic downturn. The share of long-term unemployed grew from a low of 15.9 percent in September and October 2007 to a record high of 46.8 percent in March 2011.

Prior to June 2009, nearly 40 percent of unemployed residents had periods of unemployment of less than five weeks, while unemployment period lasting 27 weeks and longer represented 19.9 percent of the total. Since June 2009 this trend has been reversed, and the longer periods of unemployment now represent the largest portion of the overall jobless, growing from 19.9 percent of the total in December 2005 to 46.1 percent of the total in December 2010.”

This trend is also evident in area served by the Mother Lode Consortia, where we are seeing similar patterns of long term unemployment, and employers that are striving to retain their workforce and are reducing hours of work rather than down-sizing and reducing their workforce.

The study by Matthew Sweet also makes another interesting point related to educational level and unemployment. This is simply the higher the level of education the lower the rate of unemployment generally experienced. This observation is further described and detailed in a 2007 study by The College Board titled “Education Pays: The Benefits of Higher Education for Individuals and Society” and in a 2010 follow-up study with the same title. This research clearly shows that increases in education levels equate to:

- Higher wages, annual and lifetime earnings;
- Higher levels of full-time year-round employment
- Higher levels of local, state and federal tax contributions;
- Higher levels of educational success and attainment of their children;

- Higher levels of community volunteerism; and,
- Lower levels of unemployment;
- Lower levels of receipt of public assistance payments;
- Lower levels of incarceration.

In terms of providing support for self-sufficiency and reducing underemployment, it seems clear that adopting strategies promoting the creation of a well educated populace is good public policy.

For additional detail, see attachments:

- Section 2 – Self-Sufficiency CA – How Much Is Enough? 050508
 - Section 2 – Self-Sufficiency CA – Best Practices 050508
 - Section 2 – Self-Sufficiency Tuolumne County
 - Section 2 – Self-Sufficiency Calaveras County
 - Section 2 – Self-Sufficiency Amador County
 - Section 2 – Self-Sufficiency Mariposa County
 - Section 2 – EDD CA – Long Term Unemployment – Jan 2012 Report
 - Section 2 – Education Pays 2007
 - Section 2 – Education Pays 2010
- ***An analysis of the challenges associated with the local area population attaining the education, skills, and training needed to obtain employment;***

The challenges associated with successfully connecting the local area population with educational and skills development

EDD LMID Report 400W – February 2013 Preliminary (data not seasonally adjusted)				
Mother Lode	Labor Force	Employment	Unemployment	Unemployment Rate
Feb-13	69,700	61,600	8,100	11.6%
Feb-07	72,600	67,700	4,900	6.8%
Difference	-2,900	-6,100	3,200	4.8%

opportunities and training supporting the transition to employment may be articulated in terms of scope, geographic barriers and resource limitations. The February 2013 labor market estimates from EDD show about 8,100 unemployed in the local area. This number does not include discouraged workers or provide for underemployment or the emerging workforce.

In the 2011-12 program year a total of 5,374 unique job seekers were served through the four Job Connection One-Stop Centers within

CUSTOMER TRAFFIC Job Connection	PY11/12	PY12/13 (thru 3/31)				
	Unique Customers	Unique Customers	Total Visits	Return Rate	Visits / Month	Visits Per Day
JCA	1,290	778	2,193	2.8	244	14
JCC	1,182	644	1,874	2.9	208	12
JCM	860	497	1,717	3.5	191	11
JCT	2,042	2,031	5,067	2.5	563	32
Total	5,374	3,950	10,851	2.7	1,206	70

the Mother Lode Consortia. The Centers are on track to serve a similar number of unique individuals in 2012-13 program year.

It is notable that services are provided without the benefit of co-location with EDD or the resources and flexibility provided through on-site availability of EDD staff. The nearest EDD services are located in Placerville to the North, Modesto and Stockton to the West, and Merced to the Southwest. The lack of an EDD presence means that the more flexible WIA Title 1B resources must then be used to fully support One-Stop Center resource room staffing and the delivery of Universal Job Search services rather than using these funds to support and expand the availability of training resources. The allocation of EDD Wagner-Peyser resources is outside of the scope, control and authority of the Mother Lode Workforce Investment Board but may be influenced by CWIB.

Training set-a-sides to address SB764 requirements are currently compliant, however the increases included in the requirements for 2015 and beyond will be difficult to address without an infusion of resources to provide for the support of universal and core job search services. At this point in time the resources available to support training are sufficient to provide education or skills development opportunities for about 100 individuals. This number represents about 1.2% of the current unemployed population. The situation is further complicated by the shortage of eligible training providers, listed or otherwise, which means that often those in training must commute for long-distances. With current resource shortages there are no funds with which to provide support services to assist low-income and unemployed participants with the costs associated with training participation.

- ***A discussion of the ability of the local area's workforce programs to meet the skill needs of priority sector employers in the local area or region and close any identified skill gaps.***

The Mother Lode Consortia has adopted a strategy of addressing the workforce needs of employers through the provision of employer services, including but not limited to recruitment, customized and on-the-job training and rapid response. Each of these service sets provides an opportunity to get to know, review and evaluate the skills needs of each employer and to provide a customized solution. This use of on-the-job training in particular has shown great success, and the use of this strategy is expected to continue to grow and evolve. The on-the-job training strategy provides for reimbursement to employers for the extraordinary costs of training on a sliding scale from zero to ninety percent based on the quality of the job and the depth of training necessary to meet specific employer needs.

The Mother Lode Consortia is also engaged with other Workforce Investment Boards through the California Workforce Association, regional partnerships such and the Central California Workforce Collaborative, and individual partnerships around specific projects such as the recent Regional Economic Impact Grant sub-recipient agreement with Tulare. These partnerships support the propagation of best practice and the creation of opportunities to improve, connect, leverage and expand services.

SECTION 3 BUSINESS SERVICE PLAN

The Governor believes that by building an industry-responsive, well-coordinated workforce development system, California will maximize the return on its limited resources and make its education and training programs work for California's employers and working families. The Governor also recognizes the importance of targeting workforce investment resources in support of priority sectors and clusters that will create a vibrant economy and shared prosperity. The Governor believes California must build on and strengthen private sector partnerships so its training systems are nimble enough to adapt to the changing needs of the 21st century economy.

Business and Industry Goal:

Meet the workforce needs of high demand sectors of the state and regional economies.

Consistent with the Workforce Training Act, the CLEO and their Local Board shall establish a Business Service Plan that integrates local business involvement with workforce initiatives. This Business Service Plan at a minimum shall include the following:

- ***Description of a sub-committee of the Local Board that develops recommendations for the Business Service Plan to the Local Board in an effort to increase employer involvement in the activities of the Local Board. The sub-committee members should be comprised of business representatives on the Local Board who represent both the leading industries and employers in the relevant regional economy and emerging sectors that have significant potential to contribute to job growth and openings in the local area or regional economy. If such a sub-committee does not currently exist, describe the steps the Local Board will take to establish this sub-committee and include its formation in the Local Board's bylaws [UI Code Section 14200(c)(9)(C)];***

In compliance with UI Code Section 14200(c)(9)(C) on May 16, 2013 the Mother Lode Workforce Investment Board established an adhoc Business Services Committee. This committee was tasked with developing and making recommendations for a business service plan. Committee members are comprised of business representatives on the local workforce investment board who represent both the leading industries and employers in the relevant regional economy and potential emerging sectors that have potential to contribute to job growth in the relevant regional economy if investments were made for training and educational programs.

Based on the recommendations of this committee, the Workforce Investment Board adopted and established a business service plan that integrates local business involvement with workforce initiatives. This plan includes:

- Strategies to partner with businesses to identify the workforce training and educational barriers to attract jobs in the relevant regional economy;
- Methods to identify existing skill gaps reducing the competitiveness of local businesses in the relevant regional economies;

- Identification of potential emerging industries that would likely contribute to job growth in the relevant regional economy if investments were made for training and educational programs; and,
- Establishment of an electronic system for both businesses and job seekers to communicate about job opportunities.

These strategies and methods are articulated and incorporated within this strategic plan.

- ***Description of the types of services the Local Board offers to businesses, including a description of how the CLEO and Local Board intend to:***
 - o ***Determine the employer needs in the local or regional area;***

Mother Lode Workforce Investment Board is focused on expanding services to address the needs of business. Methods to identify these needs includes outreach to individual business, conversations with individual and groups of business leaders, review of labor market information, discussion and consultation with economic development and other partners serving business, review of business and employer surveys conducted by local chambers of commerce, and support and sponsorship of the annual Mother Lode Management & Business Summit providing local employers in the four county area with training opportunities specific to their needs.

In partnership with the Tuolumne County Chamber of Commerce, Tuolumne County Economic Development Authority and Columbia Community College, the Mother Lode Workforce Investment Board supports, sponsors and assists in the presentation of an annual Mother Lode Management & Business Summit. This summit provides local business and employers with an opportunity to receive training and to expand their network. This year's training offerings include:

- Take Your Business to the Next Level, a workshop highlighting proven strategies used by small and mid-sized businesses for improving operations and increasing profitability.
- Employee Engagement, a workshop about inspiring top performance from employees and generating enthusiasm to achieve the organization's goals.
- Branding you Business, a workshop discussing the need for and best practices and strategies in building a quality brand for your business or company.
- Generational Diversity, a workshop focused on understanding and leveraging the differences among the four generations in the workforce and providing assistance with leading, motivating and communicating with cross-generational teams.
- Budgeting Tools, Tips and Tricks, a workshop providing the latest tools, tips and tricks to make budgeting the key to the future health of your business.

- Social Media Marketing, a workshop on how to engage in and use social media in a way that builds confidence and trust, and provides a pathway to a business transaction.
- Expert Panel: Practical Management Strategies, a panel of experienced managers to discuss practical and simple management strategies and effective tools.

Each year the Mother Lode Business Summit brings local employers together around a series of workshops and provides opportunities to network, learn and leverage local knowledge to the benefit of all participants.

Staff of the One-Stop Operator for the Mother Workforce Investment Board is responsible for identifying employment opportunities for Job Connection job seekers and linking business to the resources to assist them in business start-up, growth and retention. Job Connection staff is experienced and able to identify and understand and respond to business needs. Through our One-Stop Operator, the Mother Lode Workforce Investment Board supports a full range of business services through its One-Stop Operator. Services include those universally available to all employers within the local area and fee for service, as follows:

- Maintain electronic job board and labor exchange services;
- Provide job listing and recruitment services;
- Application screening against established criteria;
- Initial applicant Interviewing for key experience and skills;
- Resource and referral to appropriate services;
- On-the-Job Training;
- Customized Training;
- Work Experience;
- Job description development;
- Employee training plan development;
- Labor Market Information; and,
- WARN notice, Rapid Response and Layoff Aversion Services.

Employer needs are determined through contact and one-on-one discussion with job developers and One-Stop Operator or partner staff, through survey, and through outreach and marketing to encourage connection of employers to the One-Stop service delivery system. Business services are well integrated into the One-Stop service delivery system and staff trained, knowledgeable and empowered to provide services , connect employers to on-line or partner resources, or make appropriate referrals.

- ***Integrate business services, including W-P Act services, to employers through the One-Stop delivery system; and***

It is notable that the California Employment Development Department is not co-located in any of the four Job Connection One-Stop Centers serving the four county local workforce investment area. Services are provided without the benefit of co-location with EDD or the

resources and flexibility provided through on-site availability of EDD staff. The nearest EDD services are located in Placerville to the North, Modesto and Stockton to the West, and Merced to the Southwest.

EDD does provide a weekly Reemployment Adjustment Eligibility Assessment (REA) workshop at the Sonora One-stop located in Tuolumne County, and does periodically make available a Veterans Service representative. In total EDD provides about 15 hours of staffing a week specific to REA and Veterans services. The lack of staffing for general Wagner-Peyser services means that such services are generally limited to those available on-line or by phone, or through complimentary universal services provided by the Mother Lode Workforce Investment Board through the support of Title IB of the Workforce Investment Act. The lack of an EDD presence and the need to use WIA Title 1B resources to fully support One-Stop Center resource room staffing and the delivery of Universal Job Search services limit the availability of business services and the availability of training resources.

- ***Leverage and braid other resources through education, economic development and industry associations to support OJT and other customized training ventures.***

The Mother Lode Workforce Investment Board encourages and pursues on-going efforts to educate and inform partner agencies of the full range of job seeker and business services available through the Mother Lode Job Connection One-Stop service delivery system, as well as the leveraging and braiding of funds through coordination, co-location and integration of services. Relationships with local education, community college and training providers, social service, and economic development organizations are well developed and robust. Opportunities to partner to leverage and braid resources are regularly presented and currently include:

- Amador County Health & Human Services Contract for Cal WORKS Assessment of Learning Disabilities;
- Calaveras County CDBG sub-recipient agreement for employment services for low income populations;
- Calaveras-Mariposa Community Action Agency CSBG sub-recipient agreement for employment services for low income populations;
- Mariposa County CDBG sub-recipient agreement to provide computer based skills development and learning opportunities for low income and other populations;
- Mariposa County Human Services Department contract to provide employment assessment services for CalWorks;
- Tuolumne County Social Services Department contract to provide employment services for CalWorks;
- EDD MOU supporting Reemployment Adjustment Eligibility Assessment workshops, and services to Veterans and populations with disabilities;

- Department of Rehabilitation agreement to house services for peoples with disabilities; and,
- MOU supporting senior employment services funded under Title V in the Mother Lode area.
- Tuolumne County U.S. Forest Service contract providing for summer work experience for eligible youth.

This list of partnerships is not all inclusive, and it doesn't include the local businesses and organizations that have partnered to provide learning work experience opportunities for emerging and transitional workers, those that have partnered to provide on-the-job training, or even begin to articulate the close working relationships with Columbia College, K-12 and Alternative Schools, or the numerous community based organizations that contribute to the board network of services and resources within the local area and communities.

Relationships and partnerships with business and industry associations in support of business engagement, growth, and the development of a skilled workforce are present and the Mother Lode Workforce Investment Board is a regular contributor and sponsor of the annual Tuolumne County Business Summit and also has a well developed relationship with the Amador-Calaveras Consensus Group, as well as a variety of Chambers of Commerce and business groups in the local area. Relationships with individual business are good, and the Mother Lode Workforce Investment Board through our One-Stop Operator regularly provides businesses with assistance with jobs listings, recruitment, screening, work experience and the development of the workforce through on-the-job training.

- ***Describe how the CLEO/Local Board intend to accomplish the following:***
 - ***Identify training and educational barriers that hinder job creation in the regional economy;***
 - ***Identify skill gaps in the available labor force that contribute to the lack of local business competitiveness; and***
 - ***Identify priority sectors that would likely contribute to job growth in the local area or regional economy if investments were made for training and educational programs.***

Currently available labor market information is not sufficiently detailed to accurately identify and forecast training and educational barriers hindering job creation, skill gaps in the available labor force contributing to a lack of local business competitiveness, or the priority sectors likely to contribute to future job growth given investments for training and educational programs. To this end, Mother Lode Consortia continues to converse with business and labor leaders, education and economic development partners and service organizations to identify employer and business needs and to establish strategies to address these. Mother Lode Job Training is also partnering with the Central California Workforce Collaborative and the Central Region Community

Colleges to produce a labor market study directed at identifying needs, gaps and opportunities. This study should be available before the first of the year, January 2014. Upon availability this plan will be modified to include this information and appropriate strategies for its use.

While this study is pending, the most recent EDD LMID data for the four counties, for 2010, shows that there are about 3,993 private employers in the four counties.

Total Private Sector Employers	Amador	Calaveras	Mariposa	Tuolumne
3,993	912	1,155	447	1,479

Beginning with those employers in the previously identified priority industry sectors and prioritizing those employers that are currently actively recruiting for workers, Mother Lode Workforce Investment Board intends to contact each employer to:

- Identify training and educational barriers that may be hindering job creation;
- Identify skill gaps in the available labor force that may contribute to the lack of local business competitiveness;
- Offer assistance with recruitment and on-the-job training; and
- Identify priority sectors that would likely contribute to job growth in the local area or regional economy if investments were made for training and educational programs.

Direct contact with employers will be supplemented through presentations to organizations where employers gather, and the use of survey and outreach materials designed to encourage interested employers to contact their nearest Job Connection One-Stop center for information and assistance with services.

- **Describe how the CLEO/Local Board will accomplish the following:**
 - **Partner with priority-sector employers to develop potential OJT and other customized training strategies;**

Using funds allocated from WIA Title 1B Adult and Dislocated Worker formula grants, Mother Lode Workforce Investment Board has established set-a-sides for participant training. Given the limited number eligible training providers and training options in the local area and the prevalence of occupations appropriate for on-the-job training, Mother Lode Workforce Investment Board has established on-the-job training as a primary training strategy. The Job Connection One-Stop center in each of the four counties is provided with an allotment of training set-a-side funds proportionate to its formula allocation share. These funds are then programmed to support training and educational opportunities, with on-the-job training as a primary and preferred strategy.

A comparison of labor market information over time shows that the Mother Lode labor force has been in decline since February 2007 and continued this decline

EDD LMID Report 400W – February 2013 Preliminary (data not seasonally adjusted)				
Mother Lode Consortia	Labor Force	Employment	Unemployment	Rate (%)
Feb-2013	69,700	61,600	8,100	11.6%
Jan-2013	69,740	61,140	8,600	12.3%
Feb-2007	72,600	67,700	4,900	6.8%

into 2013. Initial 2013 data shows that while employment grew by 460 jobs between January and February 2013, the size of the labor force has continued to decline.

Labor market information and the 2012 Tuolumne County Chamber of Commerce survey show that employers in the local area have been generally hesitant to hire. The Chamber survey also shows a lack of confidence in the state and national economies. As a strategy, Mother Lode Workforce Investment Board is seeking to expand on-the-job training and to use this off set to training expense as an incentive to hire. This strategy is beginning to show positive results. In 2012 businesses took advantage of on-the-job training opportunities in greatly expanded numbers compared to previous years. The Mother Lode Workforce Investment Board will continue to expand the use of on-the-job training as a primary strategy in this five year plan. Opportunities to train groups of new employees through customized training have not presented themselves however assistance with this is available and is being marketed as a service to employers.

Recognizing that funds are limited, Mother Lode Workforce Investment Board has in place a compliant priority of service policy. Should the capacity to provide training and educational opportunities be exceeded, Mother Lode Workforce Investment Board will consider adding additional criteria to its prioritization criteria to weight opportunities in priority industry sectors and business clusters and occupations providing for or leading to self-sufficiency. Such criteria might include:

- Over 32 hours per week, full-time regular employment;
 - Average wage more than minimum wage and approaching or exceeding local median wage or providing for a self-sufficiency wage;
 - Provision of Health, retirement and other benefits;
 - Low turn-over occupations;
 - Within growth industry or targeted sector; and,
 - Support for promotional opportunities.
- ***Encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training;***

Each on-the-job training contract is customized in partnership with the employer and the training participant. This joint planning produces a training plan, means to deliver, and training duration that are specific to the needs of the employer and the skills-gap of

the participant. Customized training is provided through similar means and the curriculum and durations of training are also products of joint planning. The Mother Lode Workforce Investment Board is also interested in career pathways concepts, and has begun a conversation with the Central California Workforce Collaborative and Central Region Community Colleges to explore these concepts and the benefits to students, the workforce and employers.

- ***Work collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations in high-growth, high-demand industries and to ensure they are being identified as a critical pipeline of workers;***

Collaborative work with business, industry and education communities to assure a workforce that meets the needs of employers, especially those experiencing high growth to assure that there is a critical pipeline of workers is the primary purpose and goal of the Mother Lode Workforce Investment Board and its public and private sector partners.

- ***Foster collaboration between community colleges and DIR-DAS approved/Registered apprenticeship programs, through MOUs or other formal mechanisms. Explain how services funded by WIA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted in coordination with one or more apprenticeship programs approved by the DIR-DAS for the occupation and geographic area (UI Code Section 14230(3));***

The Mother Lode Workforce Investment Board continues to work closely with labor leaders and organizations in relation to the addressing workforce demand and skills needs. Board membership includes five labor representatives providing perspectives on Tourism & Hospitality, construction, and training and apprenticeship programs. Through our One-Stop Operator, the Workforce Investment Board has worked closely for a number of years with Delaware North Corporation and UNITE-HERE! in support of the annual hiring process for jobs in Yosemite National Park. Over the last few years labor leadership has been hesitant to increase pre-apprenticeship training or to add apprentices given the difficulty of currently trained members in finding appropriate projects and work. Mother Lode Workforce Investment Board continues to support pre-apprenticeship and apprentice opportunities, and is open to expanding such opportunities should this be justified by economic growth and employer need.

- ***Use innovative training strategies to fill skills gaps [include the Local Board's efforts to leverage additional resources to maximize the use of Individual Training Accounts through partnerships with business, education (in particular, community and technical colleges), economic development agencies, and industry associations, and how business and industry involvement is used to drive this strategy];***

Mother Lode Consortia has a long history of partnership with Columbia College, educational and technical colleges, vocational schools, other providers of training, economic development and business. Whenever possible, other resources and funds are leveraged to meet the needs of the individual participant. The use of institutionally based training through a college, school or provider is well supplemented through the development of on-the-job and customized training opportunities with individual employers.

○ ***Promote Rapid Response as a proactive intermediary for priority industry sectors (rather than as a reactive service only for layoff response); and***

Rapid response services are provided by the One-Stop Operator, Mother Lode Job Training. Whenever possible the team responding to an event includes representatives of the local Job Connection One-Stop Center and EDD. The team responds to events, evaluates, and provides services appropriate to the needs of employers and workers. Services include:

- On-site contact with employer and employee representatives to evaluate the situation and provide program information and emergency assistance.
- Referral and connection with economic development companies and other organizations to assist in the effort to avert worker dislocation.
- Development of local community coordinated response including access to state economic development assistance.
- Assistance with the establishment of labor-management committees.
- Collection of information related to economic dislocation and available resources.
- Dissemination of information on the availability of services and activities carried out to serve dislocated workers.
- Referral and connection of impacted workers to services.

○ ***Identify how Rapid Response will develop effective early layoff warning systems and layoff aversion strategies;***

Mother Lode Consortia has developed a network of resources including Business, Labor, Economic Development Authorities, and public agencies and private sectors partners, which may assist in identifying options that result in layoff aversion as an alternative to layoffs or closure. Rapid response staff will assist interested businesses to identify options and resources, which include but are not limited to work-sharing, incumbent worker training, operations and cost review, financial restructuring, modernization, upgrades, and conversions to their products and/or services, employee buyouts, general buyouts, and succession. If layoffs are imminent, staff is prepared to assist the employer in meeting WARN requirements and assisting impacted workers early in the process.

○ ***Identify how Rapid Response assistance and appropriate core and intensive services are made available to those covered by the TAA program.***

As rapid response is provided inquires are made to determine if the closure, down-sizing or relocation is potentially related to foreign competition. Should such potential exist, contact is made with Employment Development Department and the local TAA specialist to provide opportunity for the TAA specialist to investigate, evaluate and determine the opportunity for TAA assistance. During this process the TAA specialist provides an overview of TAA eligibility and potential benefits should an application be approved, and assistance is offered or provided to the employer in the completion of an application.

SECTION 4 ADULT STRATEGIES

By utilizing shared strategies, California’s statewide workforce investment system will focus on helping students and workers obtain industry-recognized certificates, credentials and degrees in priority sectors to fill critical labor market skills gaps, strengthen key industry sectors, and achieve economic growth and shared prosperity.

Adults Goal:

Increase the number of Californians who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, disabled individuals, and other at-risk populations.

The Mother Lode Consortia has established strategies and goals supporting the attainment of basic literacy and computer skills and education and industry recognized certification, credentials and diplomas supporting the connection of emerging, transitioning and re-entry workers to employment in occupations connected to career pathways providing for or leading to self-sufficiency. The Mother Lode Consortia recognizes that skills development is a life-long endeavor and that accomplishing the changes necessary to support this shift in culture are systemic. To this end, Mother Lode Consortia has established required training set-a-sides and is launching a Scholarship program focused on recruitment of eligible applicants and expanding the pool of customers interested in training.

In support of this strategy to expand the availability of training resources and opportunities, the Mother Lode Consortia requests and encourages the California Workforce Investment Board (CWIB) to recognize the role that supportive services play in assisting participants to attend and complete skills development and training activities. Mother Lode Consortia encourages CWIB to review SB764 match requirements to ensure that there are no unnecessary constraints to the leveraging and braiding of funds, and to engage the legislature in amending this legislation to recognize and address the critical need for support services to assist individuals that are of limited means, including low-income adults and long-term unemployed, to successfully participate in and complete training. The sources of acceptable match under the current legislation are unduly constraining and doesn’t recognize or account for the full effort and capability to leverage and braid resources.

- ***Describe the CLEO/Local Board’s vision for alignment of the regional education system to develop career pathways and meet the educational needs of workers and priority-sector employers in the local area or regional economy. Include detailed actions to address the following state priorities:***
 - ***Increase the number of career pathway programs in demand industries;***

The vision of the Mother Lode Workforce Investment Board would be to assure educational offerings through local area high schools allowing advanced students to earn community college credit for the completion of coursework, and would provide for the full transferability of credits and credits earned at any community college or state of California University between institutions and the application of these toward certificate, credential and degree programs among these institutions. Certificates, credentials and degrees would be fully recognized, credited, and stackable supporting

student and worker progress along clearly mapped and articulated career pathways, and training programs and curriculums would be competency based and open entry/open exit and well supported through web-based curriculum and on-site instruction and coaching allowing students and workers to progress at their own pace.

In pursuit of this vision, the Mother Lode Workforce Investment Board is interested in career pathways concepts, and has begun a conversation with the Central California Workforce Collaborative and Central Region Community Colleges to explore this concept and its benefits to students, the workforce and employers. In addition, the availability and quality of accredited web-based training programs supporting recognized certificates, credentials and diplomas is being explored.

- ***Increase the number of adult basic education students who successfully transition to postsecondary education, training or employment and reduce the time students spend in remediation;***

The Mother Lode Workforce Investment Board recognizes that High School completion resulting in the award of a diploma or attainment of a G.E.D. is critical to employment, retention, and ability to earn and maintain a self-sufficiency wage. Labor market information and available research is clear in regard to the relationship between the levels of educational attainment, risk of unemployment during economic down-turn, and life-long earnings.

To this end Mother Lode Job Training has historically supported participants seeking to remediate basic literacy and computer skills, complete high school or attainment of a G.E.D. and the transition of these individuals to post-secondary training or employment, and to reduce the time necessary for this process. We are working diligently to increase these numbers.

- ***Increase the number of underprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations;***

Mother Lode WIB has established training set-a-sides in accordance with SB764 requirements and is working to effectively leverage these set-a-sides to maximize the use of funds and the numbers of individuals that enter and successfully complete programs. A preliminary identification of priority industry sectors and clusters is complete and this work is being refined through a partnership with the Central California Workforce Collaborative and the Central Region Community Colleges. A more refined study should be available around the first of the year, January 2014.

- ***Develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and provides rapid transitions to new employment minimizing periods of unemployment; and***

No two layoffs, closures or re-locations are the same, and each must be separately assessed to identify cause and effect. To this end, Mother Lode Consortia has developed a network of resources, including Labor, Economic Development Authorities, and public agencies and private sectors partners, which may be of assistance in identifying options that may include or result in layoff aversion as an alternative to layoffs or closure. Rapid response staff will assist interested businesses in identification of options and resources, which include but are not limited to work-sharing, incumbent worker training, operations and cost review, good management cooperation, financial restructuring, modernization, upgrades, and conversions to their products and/or services, employee buyouts, general buyouts, and succession. If layoffs are imminent, staff is prepared to assist the employer in meeting WARN requirements and assisting impacted workers early in the process.

Mother Lode Consortia has not yet been successful in implementing a layoff aversion strategy and is open to referral to best or promising practices. Mother Lode Consortia provides support for and regularly attends regional Rapid Response Roundtable events to learn and share practice.

- ***Expand the availability of and participation in “Earn and Learn” models such as apprenticeships, OJT and other customized training where workers can build skills while working.***

Using funds allocated from WIA Title 1B Adult and Dislocated Worker formula grants, Mother Lode Consortia has established set-a-sides for participant training. Given the limited number eligible training providers and training options in the local area and the prevalence of occupations appropriate for on-the-job training, Mother Lode Consortia has established on-the-job training as a primary training strategy. The Job Connection One-Stop center in each of the four counties is provided with an allotment of training set-a-side funds proportionate to its formula allocation share. These funds are then programmed to support training with on-the-job training a primary strategy.

Work to expand of on-the-job training is beginning to show positive results. In 2012 businesses took advantage of on-the-job training opportunities in greatly expanded numbers compared to previous years. Recognizing that funds are limited, Mother Lode Workforce Investment Board has in place a compliant priority of service policy. Should the capacity to provide on-the-job training be exceeded, Mother Lode Workforce Investment Board will consider implementing a screening process to assure that on-the-job training opportunities in priority industry sectors and business clusters and occupations providing for or leading to self-sufficiency are prioritized. Such prioritization criteria might include:

- Over 32 hours per week, full-time regular employment;
- Average wage more than minimum wage and approaching or exceeding local median or self-sufficiency wage;
- Health, retirement and other benefits;

- Low turn-over occupations;
- Within growth industry or targeted sector; and,
- Support for promotional opportunities.

Mother Lode Consortia also supports customized training and is ready to support local employers seeking to bring on multiple new employees with the same or similar training and skills needs. Mother Lode Workforce Investment Board continues to work closely with our labor organizations to identify and address workforce needs. During the last five years our trade associations have been hesitant to add more pre-apprenticeships and apprentices because many of their members are not finding projects and work. Mother Lode Consortia is open to expanding referrals to pre-apprenticeship and apprentice opportunities.

SECTION 5 YOUTH STRATEGIES

The Governor believes California must have a well-educated and highly-skilled workforce in order to remain prosperous and competitive in the 21st century global economy.

Youth Goal:

Increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and/or a career.

- ***Describe the CLEO/Local Board vision for increasing the educational, training and career attainment of youth, consistent with the following state priorities:***
 - ***Increase the number of high school students who complete a challenging education, including math gateway coursework and industry-themed pathways that prepare them for college, “Earn and Learn” training through apprenticeships, OJT, etc., and other postsecondary training; and***

Mother Lode Consortia recognizes that education and training leading to the attainment of post-secondary certificates and diplomas and industry recognized certification and credentials is a critical strategy supporting entry and on-going labor market participation, and sustained employment and advancement supporting connection to career pathways leading to and supporting self-sufficiency. This observation is further described and detailed in a 2007 study by The College Board titled “Education Pays: The Benefits of Higher Education for Individuals and Society” and in a 2010 follow-up study with the same title. This research clearly shows that increases in education levels equate to:

- Higher wages, annual and lifetime earnings;
- Higher levels of full-time year-round employment
- Higher levels of local, state and federal tax contributions;
- Higher levels of educational success and attainment of their children;
- Higher levels of community volunteerism; and,
- Lower levels of unemployment;
- Lower levels of receipt of public assistance payments;
- Lower levels of incarceration.

In terms of providing support for self-sufficiency and reducing underemployment, it seems clear that adopting strategies promoting the creation of a well educated populace is good public policy.

The youth strategy articulated by the Mother Lode Consortia includes the enrollment of eligible low-income at-risk youth with a preference provided to Foster Youth that are aging or transitioning out of care. The service strategy is simple:

- Assisting enrolled youth to successfully complete their senior year supporting High School graduation;
- Providing labor market information, basic skills, interest and aptitude assessment and career guidance supporting the identification of a career goal connected to a career pathway and the development of an individual service strategy;

- Completing work readiness and workplace safety training and placing the youth into a paid or unpaid work experience or internship related to their career interest during the summer between graduation and entry into post-secondary;
- Supporting application for financial aid and scholarships, establishing an individual budget, and transitioning youth to post-secondary education or training.

On-the-Job training will be developed for those youth that decide not to immediately continue their education, and one year of follow-up services will be provided to support the academic and employment success of youth exiting the program. A minimum of thirty percent of youth funds will be expended in support of eligible out-of-school youth.

The Mother Lode Workforce Investment Board is engaged with administrators in the K-12 education system, community college and vocational schools in support of course offerings that are in alignment with local, regional, national and global employer needs, increasing student success rates for completion and graduation, and articulation of career pathways and stackable credentials.

- ***Increase opportunities for high school students and disconnected youth to transition into postsecondary education and careers.***

Mother Lode Consortia is working on establishing a Mother Lode Workforce Investment Board Scholarship application process. Through this process Mother Lode Consortia will identify eligible in-school and out-of-school youth, adults and dislocated workers and will have sufficient information to prioritize, evaluate and score applications resulting in the award and funding of scholarships supporting education and training programs and the creation of waiting lists supporting fund, grant and resource development. This process will support outreach to interested and eligible populations and provide the basis through which to inform and educate local populations, partners and constituencies regarding the importance and value of educational attainment.

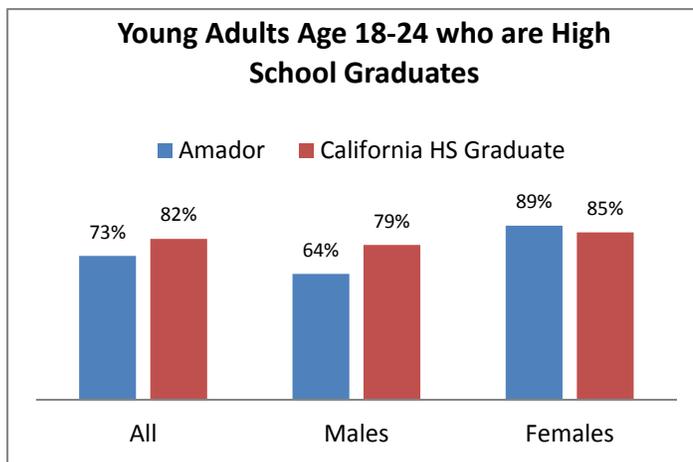
Include the following:

- ***Description of the local area or region’s eligible youth population and any special or specific needs they may face which are unique to the local area or region;***

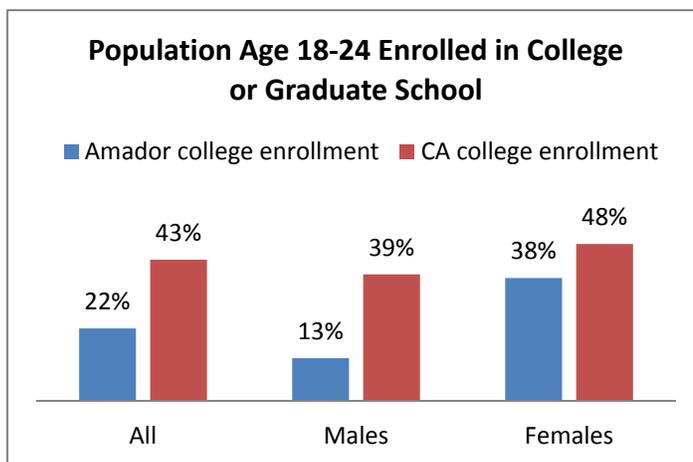
2012 Census Data - People Quick Facts	Tuolumne County	Amador County	Calaveras County	Mariposa County	Total
Population, 2012 estimate	54,008	37,035	44,742	17,905	153,690
Population, 2010 (April 1) estimates base	55,365	38,091	45,578	18,251	157,285
Population, percent change, April 1, 2010 to July 1, 2012	-2.5%	-2.80%	-1.80%	-1.90%	-2.3%
Persons under 5 years, percent, 2011	4.1%	3.70%	4.30%	4.20%	4.07%
Persons under 18 years, percent, 2011	17.1%	16.40%	19.10%	17.60%	17.57%
Foreign born persons, percent, 2007-2011	4.4%	5.80%	4.30%	4.80%	4.75%
Language other than English spoken at home, percent age 5+, 2007-2011	7.7%	8.10%	7.10%	9.20%	7.80%
High school graduate or higher, percent of persons age 25+, 2007-2011	88.3%	87.30%	92.40%	88.70%	89.30%
Bachelor's degree or higher, percent of persons age 25+, 2007-2011	17.9%	18.80%	20.70%	20.50%	19.23%
Persons per household, 2007-2011	2.32	2.35	2.4	2.28	2.35
Per capita money income in the past 12 months (2011 dollars), 2007-2011	\$26,084	\$28,030	\$28,667	\$27,209	\$ 27,436
Median household income, 2007-2011	\$47,359	\$56,180	\$55,256	\$49,174	\$ 51,995
Persons below poverty level, percent, 2007-2011	13.3%	10.00%	8.30%	14.40%	11.18%

The 2013 Community Data report shows that youth populations in the four counties are shrinking as the demographic makeup of the four counties continues to shift to a more aged population. Across all age groups, education levels of the general population in the four counties are similar to those found in the balance of the state. By age 25 about 89% of the population has achieved a High School Diploma or equivalent and by the same age about 19% have obtained a Bachelor’s degree or higher.

A look at the 18 to 24 year-old age group shows a different story. The rates for students graduating high school across the four counties are lower than the balance of California counties, in some cases significantly lower. In addition,



the percentage of graduates enrolling in college after High School (at age 18-24 years) is about a third lower than statewide. This may be due to the fact that, while Tuolumne County has a community college,



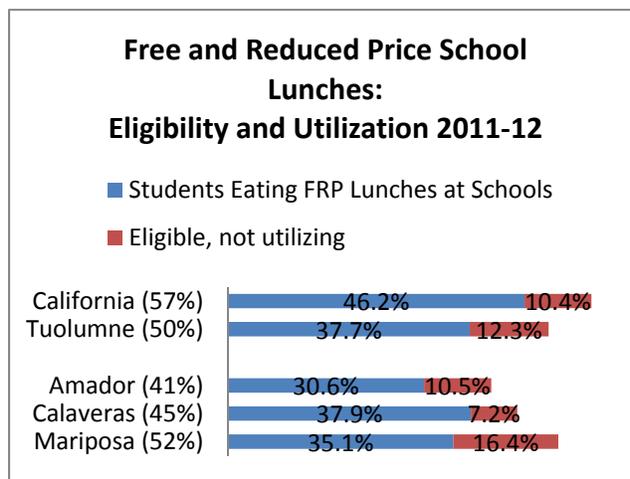
the nearest public 4 year college is in Stanislaus County and the surrounding counties (Mariposa, Amador and Calaveras) do not have a local community college. Depending on where residents live, the distance to a public post-secondary institution represents significant travel time, anywhere from 1- 3 hours. Family culture as well as economics may be contributing factors along with the geographic barriers and the fact that public transportation, both within county and along the Highway 49 corridor is very limited both in range and in hours of service.

Tuolumne County Transit, which is operated by the County of Tuolumne, has 4 fixed route bus routes on weekdays, radiating from Sonora to serve most areas of the county, on a limited schedule. There are plans to expand to six

routes. The system also operates three demand response services: (1) A Dial-A-Ride service for seniors and persons with disabilities; (2) a weekly shuttle to residents of the Groveland area (located on the border of Yosemite National Park), and a general public demand response service in the Sonora area on Saturday. The transit system links at Columbia College with neighboring Calaveras Transit. Fares are low cost. While Tuolumne Transit provides a critical service to residents, the major barriers to utilization are the limited schedules and routes, which may be located miles from housing. This is true of all transit systems serving small, rural counties with geographically isolated housing developments.

Poverty is an issue, especially among families with school-age children. For a child to qualify for free or reduced price meals, the family income must fall below 130% of the federal poverty guidelines (\$29,055 for a family of four in 2011) to qualify for free meals, or below 185% of the federal poverty guidelines (\$41,348 for a family of four in 2011) to qualify for reduced-cost meals.

In Tuolumne County, 50% of school age children qualify for free and reduced price meals. Of these, 75% (or 37.7% of the children attending) utilize school lunches. Tuolumne has utilization rates for school lunches slightly lower than the state, and similar to surrounding counties.



➤ **Youth activities available in the local area or region (Identify successful providers such as Job Corps);**

The Mother Lode Workforce Investment Board with the concurrence of the Mother Lode Board of Directors awarded Mother Lode Job Training the contract for Youth Services based on the results of a competitive request for proposals procurement process. The Youth Services contract will expire on June 30, 2014 and before that date will need to be either extended or procured. As the designated Youth Services provider for the local workforce investment area, Mother Lode Job Training provides the full range of WIA youth services including the ten required program elements. Services are coordinated with K-12 education and alternative schools, Columbia College, and a number of community based organizations and partners.

- ***Description of the CLEO/Local Board strategies to promote collaboration between the workforce investment system, education, human services, juvenile justice, Job Corps, and other systems to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment;***

Within each of the four counties composing the Mother Lode Consortia, relationships with education, human services, juvenile justice, and community based organizations and other public partners and private business are well developed and include an understanding of referral methods and cooperation in the access to and coordination of services. Mother Lode Job Training works closely with each of these partners, as appropriate to the successful completion of the individual youth service plan.

- ***Organizations or bodies designed to guide and inform an integrated vision for serving youth in the regional economy within the context of workforce investment, social services, juvenile justice, and education (describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth);***

In compliance with the requirements of the Workforce Investment Act and the state of California, the Mother Lode Workforce Investment Board has established a Youth Council. Membership of the Youth Council is compliant with state requirements and includes:

- ***Description of the use and development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills;***

The Mother Lode Workforce Investment Board works closely with business, system and education partners to identify and pursue strategies designed to bring youth successfully in the workforce pipeline with the right skills.

Strategies include but are not limited to:

- High School or GED Completion;
- Labor market and career information supporting informed choice;
- Individualized assessment and education and employment planning;
- Career Counseling;
- Adult Mentorship;
- Work Readiness;
- Work Experience;
- Post-secondary education and training;
- On-the-Job Training;
- Follow-Up.

In all cases, services are individualized to align with the needs of the youth. In all cases one or more strategies are aligned and applied.

➤ ***Practices used to ensure continuous quality improvement in the youth program; and***

The Mother Lode Workforce Investment Board develops annual service level, expenditure and performance goals, and the youth provider Mother Lode Job Training maintains additional metrics. Progress toward goals is reviewed quarterly by the Workforce Investment Board and continuous improvement is a part of corrective action and goal setting. The youth provider, Mother Lode Job Training, assures on-going monitoring of local policy and process including modifications necessary to ensure quality outcomes.

➤ ***The CLEO/Local Board's strategy, goals and objectives for ensuring that every youth has the opportunity for developing and achieving career goals through education and/or workforce training (including but not limited to: the youth most in need of assistance, such as out-of-school youth; homeless youth; youth in foster care; youth aging out of foster care; youth offenders; children of incarcerated parents; migrant and seasonal farmworker youth; youth with disabilities, and other at-risk youth).***

WIA Title 1B funds are programmed to provide services for 40 to 70 youth each year. Youth enrolled in WIA Title 1B funded services receive comprehensive services as required by the Workforce Investment Act and described in this plan. The Mother Lode Workforce Investment Board will program its WIA Title 1B funds to provide services for eligible youth with a priority focus provided to youth that are in or transitioning from Foster Care. The focus of these services is High School graduation or GED completion and connection to post-secondary education or employment providing for a career pathway leading to and supporting self-sufficiency.

Youth not enrolled in WIA 1B funded services may access the broad range of services provided by education, community based, and other partners. The Mother Lode Workforce Investment Board is engaged with administrators in the K-12 education system, community college and vocational schools in support of course offerings that are in alignment with local, regional, national and global employer needs, increasing student success rates for completion and graduation, and articulation of career pathways and stackable credentials. The Mother Lode Workforce Investment Board is also engaged with community based and other partners to assure the availability of the broadest possible range of quality services meeting the needs of youth and their families.

SECTION 6 ADMINISTRATION

System alignment and Accountability Goal:

Support system alignment, service integration and continuous improvement using data to support evidence-based policymaking.

- ***Describe how the Local Board is a community leader on workforce issues compared with other organizations;***

The mission of Mother Lode Workforce Investment Board is the alignment, braiding and leveraging of resources focused on the development of a workforce system that provides for a ready, able and skilled workforce that meets the evolving needs of business. To this end, the Workforce Investment Board brings together business leaders with the partners engaged in education and skills development, economic development, labor and others to identify and strategically invest resources to prepare an emerging and transitional workforce that is able to address specific employer needs, and that is competitive in the local, regional and global market.

- ***Describe how the local planning process considered the regional training and education pipeline, including but not limited to K-12 education, CTE and vocational education, the community college system, other postsecondary institutions, and other LWIAs;***

The local planning process included and brought together representatives from K-12, Career Technical Education, a variety of vocational education providers, and Columbia Community College as well as other post-secondary institutions to discuss labor market conditions, identify emerging trends and areas of focus, and to begin to align strategies and resources to provide for best effect. This discussion was also conducted on a regional basis through the forum provided by the Central California Workforce Collaborative (CCWC) and the Central Region Consortium (CRC).

The CCWC covers fourteen counties, nine local workforce investment areas, and includes Workforce Investment Boards, Economic Development Authorities, One-Stop service providers and social service programs. The geographic area covered by the partnership includes the counties of San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare, Kern, Inyo, Mono, Calaveras, Tuolumne, Mariposa and Amador. The CCWC has been meeting, sharing practice and partnering on projects and regional issues for over fifteen years.

The Central Region Consortium (CRC) is one of seven regional consortia funded by the federal Carl D. Perkins Career and Technical Education Improvement Act of 2006 (Perkins IV), Public Law (P.L.) 109-270. The mission of the CRC is to invest in California's economic growth and global competitiveness through industry specific education, training and services that contribute to a highly skilled and productive workforce. Funds are awarded via competitive bid by the Chancellor's Office of the California Community Colleges (CCCCO) to enhance the development of Career Technical Education (CTE) leadership and economic and workforce development (EWD). Geographically distributed

from Stockton in the north, to Bakersfield in the south, east to the Nevada border, and west to the coastal communities of Salinas and Gilroy, the Central Region Consortium provides an avenue for coordinating both regional and statewide CTE and EWD programs, increasing collaborative responses to state and regional needs, facilitating the endorsement of new credit CTE programs, and serving as a primary link between local colleges.

Currently, the CCWC and the CRC are conducting a joint labor market evaluation that will include an evaluation of underemployment and jobs that can provide economic security or "self-sufficiency", and an analysis of the challenges associated with the local area population attaining the education, skills, and training needed to obtain employment. The study will also contain a discussion of the ability of the local area's workforce programs to meet the skill needs of priority sector employers in the local area or regional and close any indentified skill gaps.

- ***Describe how the local planning process engaged key stakeholders, including the major priority-sector employers in the relevant regional economy and organized labor (include written documentation of stakeholder involvement);***

In alignment with the intent and requirements of the Workforce Investment Act of 1998 and the California Workforce Investment Act, the Mother Lode Workforce Investment Board (WIB) is comprised of business leaders recruited from demand and growth industry sectors and business clusters, labor leaders representing similar industry sectors and clusters as well as apprenticeship and training, and public partner leadership representing local, regional and state level social, community, education, and economic and workforce development organizations. Membership of the WIB establishes the nucleus for broad ranging local and regional partnerships, and provides the impetus for engagement of business, labor and public agencies in the development of the workforce and support for business success and community prosperity. The Mother Lode Workforce Investment Board conducted a public planning process in compliance with the

Company/Organization
Dell Jackson Insurance Services
MRL Industries
Lowes / Mountain Springs Golf Club
Mariposa County Chamber of Commerce
Calaveras Chamber of Commerce
California Training Center
HSTAR, Inc.
La Petite Maison / Banny's / The Embers
Delaware North Corporation
Columbia Community College
Sonora School District
Unite-Here! Local 19
SEIU Local 1021 / SEIU Local
California Training Center
NCCRC
Amador-Tuolumne Comm. Action Agency
Central Sierra Economic Development District
Calaveras Chamber of Commerce
Tuolumne County Econ. Development Authority
California Indian Manpower Consortium
Mother Lode Job Training
Tuolumne County Department of Social Services
Employment Development Department
Department of Rehabilitation
SER Jobs for Progress National, Inc.
Amador County Board of Supervisors
Calaveras County Board of Supervisors
Mariposa County Board of Supervisors
Tuolumne County Board of Supervisors

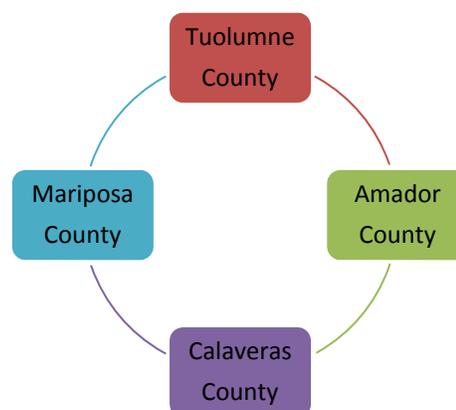
Brown Act requirements that included the following public meetings:

- Mother Lode WIB/BOD Joint Meeting, October 2012;
- Mother Lode WIB/BOD Joint Meeting, November 2012;
- Mother Lode WIB Meeting, February 21, 2013;
- Mother Lode Adhoc Planning Committee Meeting, March 7, 2013;
- Mother Lode Adhoc Planning Committee Meeting, April 25, 2013;
- Mother Lode WIB/BOD Joint Meeting, May 16, 2013.

Along with required and mandated membership, the Mother Lode Workforce Investment Board includes local and regional community stakeholders. Each of these stakeholders, as well as a number of other community and regional partners, were consulted and contributed to the development of the strategic plan. Copies of meeting minutes related to strategic planning are attached, see Section 6 attachments.

- ***Describe the Local Board public comment process, including comment by representatives of businesses and organized labor and input into the development of the Local Plan prior to submission of the plan. Include any comments that represent disagreement with the plan;*** Comments received by representatives of business and organized labor that were provided during the planning process were incorporated into the draft plan. The availability of the draft plan was published in local newspapers, providing for public notice and requesting review and comment, on July 3, 2013. Notices of plan availability and public comment period are also posted on public announcement boards, and were sent to county Board of Supervisors and chambers of commerce. The public, local, regional and state organizations are invited to request a copy of the draft plan and to provide comment within the thirty day public comment period. Comments received during this process will be assembled, shared with the Mother Lode Workforce Investment Board and California Workforce Investment Board, addressed and incorporated into the plan.
- ***Identify the entity responsible for the disbursement of grant funds. Provide a description of the competitive process used to award the grants and contracts in the LWIA for activities carried out under this plan;***

In 1983 the counties of Amador, Mariposa, Calaveras and Tuolumne joined together through a Joint Powers Agreement to form the Mother Lode Consortia. This is a special services government district for the purposes of administering programs funded by the Job Training Partnership Act (JTPA). In 1998, JTPA was replaced by the Workforce Investment Act (WIA) and the Joint Powers Agreement, the special services government district, and the



Mother Lode Consortia were reaffirmed by the member counties and the Mother Lode Workforce Investment Board was formed. Member counties more recently reaffirmed the consortia in April 2008, copy attached, see Section 6 – MLC JPA Rev 041608.

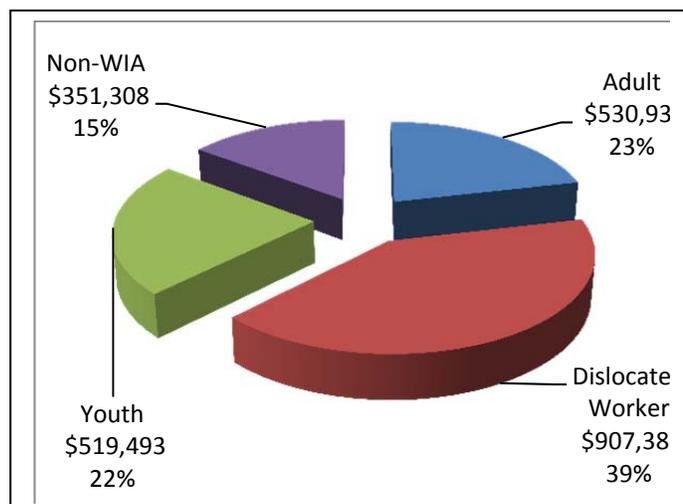
Under the Joint Powers Agreement Tuolumne County is the designated grant recipient. The Joint Powers Agreement also created Mother Lode Job Training Agency. Tuolumne County passes funds through to Mother Lode Job Training and this agency is the designated fiscal agent for management of the funds. In accordance with the Workforce Investment Act, the four member counties charged the Mother Lode Workforce Investment Board with program policy guidance and oversight of programs funded through WIA. The Workforce Investment Board in partnership with the Mother Lode Board of Directors reviews and selects the One Stop Operator as well as grant recipients and program operators in the member counties.

The Mother Lode Board of Directors and the Mother Lode Workforce Investment Board through an agreement have designated Mother Lode Job Training as the operations entity and One-Stop Operator; see attachment, Section 6 – WIB LEO Agreement Rev 101707. In 2011 The Mother Lode Workforce Investment Board utilized a competitive Request for Proposal (RFP) process to obtain providers for comprehensive WIA youth services. Mother Lode Job Training was the only compliant and qualified respondent and was selected as the youth provider. The procurement of youth services will be completed again in 2014.

- **Describe the LWIA One-Stop system. Include as an attachment a list of the One-Stop locations in the LWIA;**

As prescribed by the WIA, the One-Stop delivery system is comprised of the available mandatory One-Stop partners and services. Optional partners are added to the system to address local needs. Each of the partners is greatly valued, and each is committed to the vision of a One-Stop that is job seeker-focused, performance-based, accountable, and that meets the local needs of job seekers and employers.

The One-Stop delivery system was developed in collaboration with the required partners and has evolved over-time through a continual improvement process and in response to resource and budget limitations. While all partners are not physically in all locations, due to manpower and resource constraints, each is able to effectively refer customers. The delivery system is based on



the "One-Stop" concept, where information about and access to a wide array of job training, education, and employment services is available for job seekers at a single location where job seekers will be able to identify needed services.

Mother Lode Consortia maintains four One-Stop Centers, one in each of the four member counties, as follows:

Center	Location
Amador Job Connection	245 New York Ranch Road, Suite A, Jackson CA 95642
Calaveras Job Connection	700 Mountain Ranch Road, Suite A, San Andreas CA 95249
Mariposa Job Connection	5362 Lemee Lane, Mariposa CA 95338
Tuolumne Job Connection	19890 Cedar Road North, Sonora CA 95370

Because of manpower and resource constraints, the centers are open to customers Monday – Thursday from 8:00 a.m. to 4:30 p.m. Twenty-five percent of the annual allocations of WIA Title 1B Adult and Dislocated Worker funds have been set-a-side to support training. Any allowable match generated by programming training resources may be used to provide support services, as necessary and allowable to assist participants in the completion of their program.

Co-location of services and service integration has been difficult. Resource constraints have greatly impeded co-location of partners and integration of services. At the current time Employment Development Department (EDD) is not co-located in any of the four One-Stop centers providing services to the local area. EDD does support a number of workstations with internet access and also provides staffing for weekly Reemployment Eligibility Adjustment workshops and for quarterly Veterans services at the Tuolumne County location. Tuolumne Department of Social Services has co-located part-time staff in the Tuolumne County location. The local Title V provider, services for older workers, is co-located in the Calaveras County location and funds two part-time positions that assist with services in the Tuolumne County location. The Mariposa County location is located within the County Department of Human Services complex, and the Amador and Calaveras locations are on bus routes providing for customer access. The major portion of expense to operate the One-Stop centers is born by WIA Title 1B funding, see chart, above.

For the past two program years the Mother Lode Consortia has served about 5,300 job seekers each year. On

CUSTOMER TRAFFIC Job Connection	PY11/12	PY12/13 (thru 3/31)				
	Unique Customers	Unique Customers	Total Visits	Return Rate	Visits / Month	Visits Per Day
JCA	1,290	778	2,193	2.8	244	14
JCC	1,182	644	1,874	2.9	208	12
JCM	860	497	1,717	3.5	191	11
JCT	2,042	2,031	5,067	2.5	563	32
Total	5,374	3,950	10,851	2.7	1,206	70

average these customers have each returned about three times for services. The number of individuals enrolled into WIB Title 1B funded services is about five percent of this total, and those provided with a training opportunity is about half of that total. While it is possible to increase the number of enrollments into Core “B” constraints related to performance, see section 8 of this plan, make this a difficult decision.

The job seeker flow within the One-Stop System starts with Core "A", Universal services, and proceeds through Core "B", Staff Assisted services, and then on to Intensive and Training services, based on the individual need and ability to benefit. A full range of universal, self-service, and informational resources are available at each of the four physical locations and through the on-line Virtual One-Stop System (VOS). Access to Core “A” level services do not require eligibility and are universally available. As they first come into contact with staff, job seekers are advised of the range of resources and self-service options that are universally available both on-site and through the on-line Virtual One-Stop (VOS) system.

Prior to consideration for staff-assisted Core “B” services, a job seeker must demonstrate that they have completed the following items in the on-line Virtual One Stop (VOS) system:

- ✓ Background Wizard collecting basic contact and demographic information;
- ✓ Master Application providing information necessary for eligibility determination;
- ✓ Resume providing work history and identification of skills; and
- ✓ Request for a meeting with a Career Counselor.

If these items are not complete, One-Stop Center staff will identify any priority needs and make appropriate referrals, and as appropriate re-acquaint the customer with the resources and tools available in the center and on-line including the need to complete the above listed items to make the best use of staff time. If the items are complete then One-Stop Center staff will identify any priority needs and complete appropriate referrals including establishing an appointment with a Career Counselor.

The first meeting with a Career Counselor generally lasts twenty to thirty minutes and is intended to lay out in broad terms the goals of the customers, prior work history and skills, and results to date of the customer’s job search. Out of this meeting the Career Counselor and individual may identify the following referrals:

1. To the center to use available universal services, including providing access to workshops supporting the development of job seeking skills such as application and resume development, interview skills, use of self-assessment tools and basic computer skills, including use of on-line electronic job boards, labor market, career information and skills development;
2. To the center to complete one or more assessment tools, including an appointment as necessary to interpret assessment results; or

3. To a Resource Specialist for eligibility determination, documentation and enrollment while scheduling time for assessment, interpretation, goal setting, barrier identification, service planning and next steps.

The Career Counselor, with concurrence of the One-Stop Manager, provides approval for job seekers to move from Core "A" to Core "B" and from Core "B" significant staff services to Intensive and/or Training services. As appropriate, services for the job seeker may be coordinated with a partner agency. In such cases the Career Counselor that is assigned to the individual arranges for a joint staffing with the partner agency to facilitate joint planning, coordination of services and outcomes.

Employers are provided a single point of contact within each county through which to list job openings, identify current and future skills needed of their workers, and obtain information and options related to skills development and training assistance and engagement with the Workforce Investment Board.

- ***Describe the LWIA's "fire-wall" between One-Stop services and local board [WIA Section 117(f)(2)], including the process for designation and certification of One-Stop operators;***

In the public sphere of activity, conflict of interest is a very important area and there are federal and state laws designed to maintain the public trust that is given to organizations that handle taxpayer dollars. Under the Workforce Investment Act, a high standard is required. The following standard was articulated and adopted by the Mother Lode Workforce Investment Board and applies to staff and members of the Workforce Investment Board, Board of Directors and Mother Lode Job Training:

No employee, officer or agent of Mother Lode Job Training shall participate in selection, or in the award or administration of a contract supported by federal funds if a conflict of interest, real or apparent, would be involved. Such conflict would arise when the employee, officer or agent, any member of his or her immediate family, his or her partner, or any organization that employs, or is about to employ, any of the above has a financial or other interest in the organization selected for award. Officers, employees or agents of Mother Lode Job Training shall neither solicit nor accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to sub-agreements. [Mother Lode Job Training Policy & Procedures for procurement and standards of conduct, approved by the Mother Lode Workforce Investment Board, May 17, 2007]

A potential conflict of interest occurs when a board member or employee of a public organization is in a position to influence the actions of that organization for his/her own direct financial or personal benefit, the benefit of a family member, or the benefit of an organization to which the member/staff has a formal connection. Under the Workforce Investment Act conflicts of interest cannot be avoided—they are built into the system because of the membership requirements in the law itself. There is nothing wrong with

having a conflict of interest, but problems can occur if appropriate action is not taken to deal with such conflicts of interest.

The Workforce Investment Act and implementing regulation specifically addresses the potential for conflict, as follows:

WIA Final Regulations 667.200 (a)(4)(i)

A State Board member or a Local Board member or a Youth Council member must neither cast a vote on, nor participate in any decision-making capacity, on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member or a member of his immediate family.

WIA Final Regulations 667.220 (a)(4)(ii)

Neither membership on the State Board, the Local Board, the Youth Council nor the receipt of WIA funds to provide training and related services, by itself, violates these conflict of interest provisions.

One difficult area, particularly for the Mother Lode Consortia is consideration of whether participation in the Management of the organization that is the One-Stop Operator, to which funding is directed, constitutes a conflict of interest. Through the leveraging and braiding of funds, some which is through contract, many of the partner agencies have an interest. Nevertheless, it is the express purpose of the federal law to include representatives of the required partner agencies on the Workforce Investment Board to participate in the creation and development of the One-Stop system.

To limit both real and perceived conflict of interest the Mother Lode Workforce Investment Board advises members to abstain from voting on funding issues if:

1. The agency that employs the Board member receives funding from the Workforce Investment Board for agency staff costs;
2. The agency that employs the Board member will serve as a fiscal agent for a job center;
3. The Board member serves in a governing capacity (e.g., is a board member) for an agency that may directly receive Workforce Investment Board funds for staff (i.e., as a direct contractor of the Workforce Investment Board); or
4. An immediate family member is employed through the use of Workforce Investment Board funds.

Conflicts of interest are not always clear. The Mother Lode Board of Directors, Mother Lode Workforce Investment Board and Mother Lode Job Training each have clearly designated roles and responsibilities and each recognizes and actively supports the requirement and the need to maintain the public trust in carrying out the fundamental mission of the partnership which is create and develop a local One-Stop system to meet the real needs of job seekers and employers and to contribute toward the development

of a workforce supporting local prosperity. A division among the roles and responsibilities of these partners assists in the establishment of appropriate checks and balances. In broad terms the responsibilities are as follows:

Mother Lode Board of Directors:

- Administrative Policy Direction
 - Acceptance of funds;
 - Formula allocation of funds among counties;
 - Review and approval of the agency budget.
- Oversight
 - Use of funds;
 - Supervision of Mother Lode Job Training;
 - Hiring and firing of the Executive Director;
- Workforce Investment Board
 - Appointments; and,
 - Review and approval of the local strategic plan.

Mother Lode Workforce Investment Board:

- Leadership
 - Development of the workforce system;
 - Strategic planning for the workforce system;
 - Performance goals and accountability;
 - Establishment of an annual budget;
 - Prioritization investments and service.
- Oversight
 - Of the local workforce investment system;
 - Designation of One-Stop Operators in partnership with LEOs;
 - Certification of eligible training providers;
- Evaluation and continual improvement of the workforce system.

Mother Lode Job Training:

- Program Delivery
 - Programs funded under Title 1B of the Workforce Investment Act and related grant and contract funding (under the Joint Powers Agreement);
 - One-Stop Operations and Coordination (under the WIB/LEO Agreement);
- Program Operations
 - Policy Implementation and operating procedures;
 - Service Delivery
 - Produce, track and report performance outcomes;
 - Maintain compliant systems and processes;
 - Develop partnerships.

- Support for Workforce Investment Board and Board of Directors
 - Staffing;
 - Strategic Plan Development;
 - Policy option identification and development;
 - Annual agency budget.

In keeping with these responsibility, the Mother Lode Workforce Investment Board and Board of Directors recently reviewed conflict of interest requirements and options through which to limit and address these conflicts, see attachments:

- Section 6 – Separation of Roles 091912;
- Section 6 – Minutes – Joint WIB-BOD Meeting 101512;
- Section 6 – Minutes – MLWIB Meeting 111512;
- Section 6 – Minutes – MLWIB Meeting 022113;
- Section 6 – Minutes Draft – Joint WIB-BOD Meeting 051613;
- Section 6 – Agenda – Joint WIB-BOD Meeting 051613.

As a result of this review and extensive discussion, the following organizational adjustments were reviewed and incorporated into the FY13/14 budget that was adopted by the Mother Lode Board of Directors and the Mother Lode Workforce Investment Board during the May 16, 2013 joint meeting:

- Combine the vacant WIB Coordinator position with the existing Human Resource/Administrative Analyst position;
- Establish direct reporting relationships between this position and the Board of Directors to facilitate the complaint resolution process, the Workforce Investment Board to facilitate the staffing relationship, and the Mother Lode Job Training Executive Director to maintain daily oversight, work-planning and performance accountability; and
- Classify the position as management exempt in keeping with the high level of individual decision making, accountability, and use of independent judgment expected from the position.

These adjustments provide for necessary budget savings given past and anticipated future declines in resources, direct reporting relationships to support clear communication, transparency and ability of the Boards to provide independent direction, and support for appropriate independence in judgment and action on the part of staff. The Workforce Investment Board and Board of Directors and staff recognize that these actions alone will not and cannot resolve the potential for conflict of interests that are inherent in the Workforce Investment Act. This action is intended to recognize conflicts when they arise and to provide for transparency in their resolution.

- ***Provide a comprehensive list of services provided in each One-Stop in the LWIA;***

Each of the four Job Connection One-Stop Centers operated by Mother Lode Job Training and supported by the Mother Lode Workforce Investment Board and Board of Directors offers a full range of services for the emerging, reentry and transitional workforce and for business. These services are either offered on-site or through referral and include:

Services for Job Seekers:

- Labor Market Information
- Career counseling
- Assessment
- Referral to Resources & Services
- Job Search
- Job Match & Electronic Labor Exchange
- Effective Applications & Resumes
- Interviewing Skills
- Work Readiness
- Work Experience
- Basic Skills Remediation
- HS Diploma/GED Completion
- Skill Upgrades and Development
- Vocational Training
- Occupation Specific Training
- On-the-Job Training
- Entrepreneurship and small business development

Services for Business:

- Labor Market Information
- Referral to Resources & Services
- Electronic Job Board Listing
- Job Match & Electronic Labor Exchange
- Job Description Development and articulation of skill requirements
- Recruitment support
- Applicant screening
- Work Experience
- Rapid Response & Layoff Aversion
- On-the-Job Training
- Customized Training
- Entrepreneurship and small business development

Connections to services that are not available on site may be provided through referral to one or more of the many partners in the local workforce system.

- ***Describe Local Board strategies to ensure that the full range of employment and training services delivered through the local One-Stop system are accessible to, and will meet the needs of, dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and persons with disabilities);***

The Mother Lode Consortia One-Stop System is operated under the core principles of the WIA, including universal access, informed client choice, continuous improvement, performance outcomes, and integrated services. Universal services at the One-Stop are available to all populations regardless of race, gender, ethnicity or situation in life. The four One-Stop centers are ADA compliant, and programs and services are equal access and equal opportunity. Accommodations are available upon request to address special needs, including translation services available through TDY or language hot-lines.

The services at the Job Connection One-Stop centers are designed to meet the basic needs of job seekers through a graduated service delivery system. The first level of service provides universal access to the One-Stop System through both on-site resources and self-service and staff referral. Resources are limited, and staff assisted services requiring significant staff time, and intensive and training services may be available based on eligibility, need and ability to benefit.

Upon entering a One-Stop facility, job seekers encounter friendly, knowledgeable and informative Resource Specialist staff that is equipped to handle the diverse populations of the four county consortia. Staff is culturally sensitive, and trained to provide information on services available at the One-Stop center. When services are not available at the center, staff may be able to provide referrals to available community based services.

- ***Describe the CLEO/Local Board strategies to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the larger economic strategy;***

Amador, Calaveras, Mariposa and Tuolumne counties support economic development services including small business development, business planning, and entrepreneurship training, and business loan programs. Capitalization of these start-ups remains a challenge. The services supporting micro—enterprise development is a part of the broader workforce and One-Stop system and is either delivered on site through partnership agreements or through referral. It should be noted that almost all businesses within the four counties have fewer than 250 employees and by far the majority includes fewer than ten employees. By federal standards and most other measures, all private business in the four counties is “small”. This strategic plan addresses the strategies through with the local elected officials and the Workforce Investment Board will support the growth and workforce needs of business.

- ***Describe the strategies in place to ensure that sufficient system resources are being spent to support training of individuals in priority sectors;***

The Mother Lode Consortia has established strategies and goals supporting the attainment of basic literacy and computer skills and education and industry recognized certification, credentials and diplomas supporting the connection of emerging, transitioning and re-entry workers to employment in occupations connected to career pathways providing for or leading to self-sufficiency. The Mother Lode Consortia recognizes that skills development is a life-long endeavor and that accomplishing the changes necessary to support this shift in culture are systemic. To this end, Mother Lode Consortia has established required training set-a-sides and is launching a Scholarship program focused on recruitment of eligible applicants and expanding the pool of customers interested in training.

In support of this strategy to expand the availability of training resources and opportunities, the Mother Lode Consortia requests and encourages the California Workforce Investment Board (CWIB) to recognize the role that supportive services play in assisting participants to attend and complete skills development and training activities. Mother Lode Consortia encourages CWIB to review SB764 match requirements to ensure that there are no unnecessary constraints to the leveraging and braiding of funds, and to engage the legislature in amending this legislation to recognize and address the critical need for support services to assist individuals that are of limited means, including low-income adults and long-term unemployed, to successfully participate in and complete training. The sources of acceptable match under the current legislation are unduly constraining and doesn't recognize or account for the full effort and capability to leverage and braid resources.

The Mother Lode Workforce Investment Board currently allocates 20% of the total WIA Adult and Dislocated Worker formula funds to support training of individuals in anticipation that the balance of the requirement can be addressed through the use of matching funds. The Workforce Investment Board has identified priority sectors and Mother Lode Job Training maintains lists of potential expanding and growth occupations including median wage, and understands potentials for career pathway linkages. These represent areas of potential as there is no high demand or high growth industry sectors or occupations in the local area at the current time.

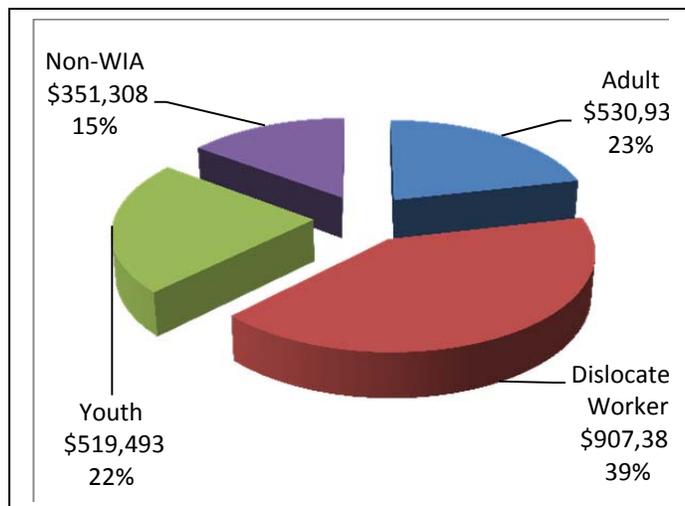
In addition to the award of training scholarships, Mother Lode Workforce Investment Board is seeking to expand on-the-job training and to use this off set to training expense as an incentive to hire. This strategy is beginning to show positive results. In 2012 businesses took advantage of on-the-job training opportunities in greatly expanded numbers compared to previous years. The Mother Lode Workforce Investment Board will continue to expand the use of on-the-job training as a primary strategy in this five year plan. Opportunities to train groups of new employees through customized training

have not presented themselves however assistance with this is available and is being marketed as a service to employers.

Recognizing that funds are limited, Mother Lode Workforce Investment Board has in place a compliant priority of service policy. Should the capacity to provide training and educational opportunities be exceeded, Mother Lode Workforce Investment Board will consider adding criteria to rank opportunities in priority industry sectors and business clusters and occupations providing for or leading to self-sufficiency. Such criteria might include:

- Over 32 hours per week, full-time regular employment;
 - Average wage more than minimum wage and approaching or exceeding local median wage or providing for a self-sufficiency wage;
 - Provision of Health, retirement and other benefits;
 - Low turn-over occupations;
 - Within growth industry or targeted sector; and,
 - Support for promotional opportunities.
- ***Describe how WIA funds will be used to leverage and braid other federal, state, local government, labor and private resources (how do these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers and individuals?);***

A primary focus of the Workforce Investment Act is better leveraging of public and private sector commitments to improve services and results. The Mother Lode Consortia in the pursuit of this goal has established a comprehensive local One-Stop and workforce system. Without authority under the Workforce Investment Act mandating cooperation, this system is based largely on the



voluntary collaboration, partnership and good-will of its constituent members.

Persuasion, good-will, mutual benefit, positive results and the ability to more broadly address deeply rooted and complex issues are the tools used by the consortia in the pursuit of this goal.

Examples of success include:

- Collaboration with the Central California Workforce Collaborative (CCWC) on regional projects and specific grants and evaluation studies;

- Collaboration with the Central Region Consortium related to better mapping career pathways, alignment of curriculums and creation of portable and stackable credentials;
- Work with the California Workforce Association (CWA) related to the promulgation of best practice and leadership for workforce system development;
- Creation of a viable and active Workforce Investment Board that includes local business and labor leadership and both mandatory and volunteer community partners.
- Contract with Tuolumne County Department of Social Services providing for workforce services to Welfare-to-Work participants and co-location of staff in the Job Connection Tuolumne One-Stop;
- Contract with Mariposa Department of Human Services for assessment services for Welfare-to-Work participants, sub-grant agreement with the county to provide a computer based learning and skills development center funded with Community Service Block Grant funds located in the Job Connection Mariposa One-Stop center, and a facilities lease providing for co-location of the Job Connection Mariposa One-Stop in the county Human Services building;
- Contract with Amador Department of Health & Human Services for assessment services for Welfare-to-Work participants;
- Agreements with Employment Development Department supporting the provision of Reemployment Eligibility Adjustment (REA) workshops and regular on-site Veterans services at the Job Connection Tuolumne One-Stop;
- Agreement with the Department of Rehabilitation Services to provide services through a referral process;
- A long and rich history of collaboration with community partners and business to provide services and achieve success.

In addition to the financial agreements and Memorandum of Understanding, the examples of how resources and services were leveraged and braided to achieve success can be seen daily at the local level and are hidden

MOTHER LODE JOB TRAINING PERFORMANCE HISTORY	PY08/09	PY09/10	PY10/11	PY11/12
	Actual	Actual	Actual	Actual
ADULT				
Entered Employment	82.4%	55.7%	64.9%	69.6%
Retention Rate	84.3%	80.6%	76.4%	82.1%
Average Earnings	\$ 13,036	\$ 11,457	\$ 13,681	\$ 11,775
DISLOCATED WORKER				
Entered Employment	84.9%	64.7%	66.7%	77.1%
Retention Rate	92.9%	76.9%	77.8%	76.7%
Average Earnings	\$ 15,536	\$ 15,966	\$ 20,498	\$ 15,277
YOUTH COMMON MEASURES				
Placement In Employ Or Education	80.0%	54.8%	83.3%	84.0%
Attainment of Degree Or Cert.	82.6%	87.5%	58.8%	78.3%
Literacy And Numeracy Gains	n/a	n/a	n/a	n/a

in the statistics compiled by the state and federal governments. A look back at just the WIA 1B segment of performance over the last three years shows success against performance goals and compliance against program requirements and standards. Each

metric in the adjacent outcome table is a success and each would not have been possible without the blending, braiding and leveraging of individual, program and partner resources. While it is still possible to walk into a business, speak with the owner, and step into a job, this is becoming less common. For most job seekers there is a protracted search using private and public electronic job boards. Many job seekers seek assistance with their effort through the One-Stop system which by its very definition is supported through blended, braided and leveraged resources. This strategic plan describes the system and more on this would be redundant.

For those customers entering training, a financial package is put together that may contain Federal Pell grants, guaranteed student loans, work experience, scholarships, program funding, and potentially assistance with supportive services necessary for child-care, lodging, daily expense or travel to and from training. Such packages generally include federal, state, local and personal resources. Funding through WIA Title I funds alone is not sufficient to offer a broad range of services to either job seekers or employers. These resources are commonly leveraged with funding from partner agencies and from outside federal, state, local and private sources to expand the level of participation and range of options open to these job seeker groups.

- ***Describe how the Local Board will ensure the continuous improvement of training providers listed on the ETPL and ensure that such providers meet the employment needs of local area employers and participants;***

Applicants for Eligible Training Providers (ETPs) listing must comply with the state certification process in order to be added to the Eligible Training Provider List (ETPL). Mother Lode Job Training staff reviews ETPs that WIA participants select for their training to assure appropriate listing and to establish a training agreement.

- ***Describe how the Local Board is serving UI claimants and TAA service recipients;***

In responding to a company that is experiencing a lay-off or closure or that provides notices that such action may occur. Staff providing local Rapid Response services work with the employer to identify if the company may be trade affected and eligible for the Trade Adjustment Assistance (TAA) program. If this is the case, staff coordinates with a TAA representative from EDD to meet with the employer and review the benefits of TAA for both the company and the affected employees, provide the employer all the forms they need to complete in order to petition for TAA certification, and in some cases complete the petition on behalf of the company or workers.

If the company is determined to be trade affected, staff coordinates with a TAA representative to provide an overview of TAA benefits and provide support for co-enrollment of affected workers in TAA and Workforce Investment Act (WIA) programs.

- ***Describe how the Local Board recognizes opportunities to prepare workers for “green jobs” as defined by EDD-LMID related to other sources of federal funding;***

The Mother Lode Workforce Investment Board is aware of “green jobs” and that for many of these jobs the concept of “green” is an extension of roles and responsibilities or an expansion of an existing primary skill set. Labor market experts all agree that identification of “green jobs” is at best difficult and an expansion of the ONET coding system has been offered to address this issue. In the meantime, the Mother Lode Workforce Investment Board is vigilant in recognizing opportunities that may extend or expand programming supporting the development of skills required by employers in the local area.

- ***Describe the policies in place to integrate the federal registered and state DAS-approved apprenticeship programs and the Job Corps in the local One-Stop system;***

Mother Lode Workforce Investment Board works closely with our local labor organizations to identify and address workforce needs. During the last 5 years, our trades associations have been hesitant to add more pre-apprenticeships and apprentices as many of their members are still struggling to find projects and work. When the need is identified, the Mother Lode Workforce Investment Board will partner with local labor and our local community colleges to provide for credit training programs that will meet Trades needs. We will also work with our college and trades partners to ensure all future training programs meet DIR-DAS approved/Registered apprenticeship programs.

There is no local Job Corps training available in the four county area. However, youth are regularly referred to and from Job Corps partners at other locations.

- ***Provide a copy of the Local Board’s bylaws;***
See attachment, Section 6 – MLWIB Bylaws Rev 05-15-08.

- ***Describe the process by which the Local Plan will be updated to include new and relevant information;***

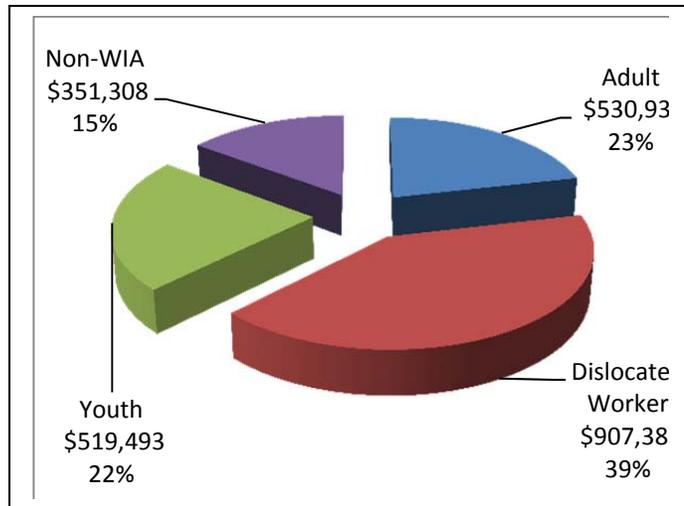
The Mother Lode Workforce Investment Board and staff work closely with the Mother Lode Youth Council, members, partner agencies and providers of services to continually evaluate the local system to ensure continued improvement and a quality system. Based on this evaluation, and input from partner agencies and stake holders, the Mother Lode Workforce Investment Board will submit modifications to the local plan as required to reflect current strategies and practice.

- ***Some LWIAs implemented ISD in 2008-2009. Describe the extent to which the LWIA integrated its service delivery and describe strategies to further integrate service***

delivery and factors affecting the Local Board’s decision to integrate or not to integrate service delivery.

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Tuolumne Job Connection	19890 Cedar Road North, Sonora CA 95370

Because of manpower and resource constraints, the centers are open to customers Monday – Thursday from 8:00 a.m. to 4:30 p.m. Twenty-five percent of the annual allocations of WIA Title 1B Adult and Dislocated Worker funds have been set-a-side to support training. Any allowable match generated by programming training resources may be used to provide support services, as necessary and allowable to assist participants in the completion of their program.

Co-location of services and service integration has been difficult. Resource constraints have greatly impeded co-location of partners and integration of services. At the current time Employment Development Department (EDD) is not co-located

in any of the four One-Stop centers providing services to the local area. EDD does support a number of workstations with internet access, provides staffing for weekly Reemployment Eligibility Adjustment workshops, and bring a staff on-site regularly to support Veterans services at the Tuolumne County location. Tuolumne Department of Social Services has co-located part-time staff in the Tuolumne County location. The local Title V provider, services for older workers, is co-located in the Calaveras County location and funds two part-time positions that assist with services in the Tuolumne County location. The Mariposa County location is located within the County Department of Human Services complex, and the Amador and Calaveras locations are on bus routes providing for customer access. The major portion of expense to operate the One-Stop centers is born by WIA Title 1B funding, see chart, above.

SECTION 7 MEMORANDUMS OF UNDERSTANDING

The WIA requires that a MOU between the Local Board and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. A copy of each MOU must be included with the Local Plan [WIA Section 118(b)(2)(B)].

If the Local Plan identifies specific services that are delivered by a One-Stop partner, the MOU with that partner shall describe what that relationship is and contain the required elements below. A copy of an executed MOU shall be included for every required partner program identified in WIA.

The MOUs may be developed as a single umbrella document, or as singular agreements between the partners and the Local Board. The MOUs should present in specific terms member contributions and the mutual methodologies used in overseeing the operations of the One-Stop system.

WIA Section 121(c)(1) and (2) and UI Code Section 14230(d) require each MOU to describe:

- ***The services to be provided through the One-Stop system;***
- ***How the services and operating costs will be funded (include any Resource Sharing Agreements);***
- ***The methods used for referral of individuals between the One-Stop operator and partners;***
- ***The duration of the MOU;***
- ***The processes and procedures for amending the MOU;***
- ***Other provisions as deemed necessary by the Local Board; and***
- ***The Local Board's policy for identifying individuals who should be referred immediately to training services.***

Mother Lode Consortia is in process of obtaining signatures to updated Memorandum of Understanding (MOU) with each of the required partner programs named in the Workforce Investment Act. These will be submitted as an addendum to this plan. Mother Lode Consortia requests conditional plan approval pending the timely submittal of compliant MOU. A copy of the draft MOU is available in Attachment 9.

SECTION 8 LOCAL WIA COMMON MEASURE PERFORMANCE GOALS

See Attachment 7.

ATTACHMENT 3

WIA Local Plan Program Years 2013-17 Assurances

- A. The Local Workforce Investment Board (local board) assures that it will comply with the uniform administrative requirements referred to in the Workforce Investment Act (WIA) Section 184(a)(3).
- B. The local board assures that no funds received under WIA will be used to assist, promote, or deter union organizing. [WIA Section 181(b)(7)].
- C. The local board assures that the board will comply with the nondiscrimination provisions of WIA Section 188.
- D. The local board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.
- E. The local board assures that there will be compliance with grant procedures of WIA Section 189(c).
- F. The local board assures that funds will be spent in accordance with the WIA, written U.S. Department of Labor guidance, and other applicable federal and State laws and regulations.
- G. The local board assures that veteran workforce investment programs funded under WIA Section 168 will be carried out in accordance with that Section.
- H. The local board assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates and/or other special provisions as may be required under federal law or policy, including the WIA or State legislation.
- I. The local board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. [WIA Section 134(d)(4)(E), 118(b)(4), and California Unemployment Insurance Code (CUIC) Section 14230(a)(6)]
- J. The local board certifies that its One-Stop Career Centers (One-Stops) will recognize and comply with applicable labor agreements affecting represented employees located in the One-Stops. This shall include the right to access by State labor organization representatives pursuant to the Ralph C. Dills Act. [Chapter 10.3 (commencing with Section 3512) of Division 4 of Title 1 of the Government Code, and CUIC Section 14233]

- K. The local board assures that State employees who are located at the One-Stops shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at One-Stops shall retain existing civil service and collective bargaining protections on matters relating to employment, including but not limited to hiring, promotion, discipline, and grievance procedures.
- L. The local board assures that when work-related issues arise at One-Stops between State employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The One-Stop operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act [Part 2.8 (commencing with Section 12900) of Division 3, of Title 2 of the Government Code], threats and/or violence concerning State employees, and State employee misconduct.
- M. One-Stop Operator is responsible for administering One-Stop Center services in accordance with roles that have been defined by the local board. The local board assures that it will select the One-Stop Operator with the agreement of the Chief Local Elected Official through one of three means:
 1. Through a consortium of at least three or more required One-Stop partners; or
 2. Through competitive process such as a Request for Proposal; or
 3. It may serve as the One-Stop Operator directly but only with the consent of the Chief Local Elected Official and the Governor.

The only time these selection procedures are not required is in the following circumstances: the One-Stop delivery system, of which the operator is a part, existed before August 7, 1998; the existing One-Stop system includes all of the required One-Stop partners; and a Memorandum of Understanding has been executed which is consistent with the requirements of the Act. [WIA Section 121(d)(2)(A), and Title 20 CFR Part 662.410] Local Board Chair

Mr. Lester Bridges
Local Board Chair

Signature

Date

ATTACHMENT 6

**WIA Local Plan Program Year 2013-14
 Title 1B Budget Plan Summary**

WIA 118; 20 CFR 66.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 07/01/13 through 06/30/14

Grant Code 301/302/303/304 WIA 1B-Youth

FUNDING IDENTIFICATION		K386307 Subgrant	K4-91028 Subgrant
1.	Year of Appropriation	2012-13	2013-14
2.	Formula Allocation	524,509	452,345
3.	Allocation Adjustment – Plus or Minus	0	0
4.	TOTAL FUNDS AVAILABLE (Lines 2 plus 3)	524,509	452,345

TOTAL ALLOCATOIN COST CATEGORY PLAN			
5.	Program Services (sum of Lines 6.A thru 6.E)	472,059	407,110
	A. In-School	229,889	244,266
	B. Out-of-School (30%)	242,170	162,844
6.	Administration (Line 4 minus 5)	52,450	45,234
7.	TOTAL (Line 5 plus 6)	524,509	452,345

QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2012 and July 1, 2013 respectively)			
8.	June 2012	0	
9.	September 2012	69,038	
10.	December 2012	82,669	
11.	March 2013	79,081	
12.	June 2013	87,592	
13.	September 2013	116,129	30,000
14.	December 2013	110,000	35,000
15.	March 2014		155,000
16.	June 2014		164,493
17.	September 2014		67,852
18.	December 2014		0
19.	March 2015		0
20.	June 2015		0

COST COMPLIANCE PLAN (maximum 10%)			
21.	% for Administration Expenditures (Line 7/Line 5)	10%	10%

Mother Lode Consortia
 Local Workforce Investment Area

Amy Thompson, Fiscal Manager (209)533-3396 07-01-2013

Comments: PY2012 expenditure is pre-closeout and PY2013 expenditure are projections.

ATTACHMENT 7

WIA Local Plan Program Year 2013-14 Negotiated Levels of Performance

(Responses to State Plan Appendix H – Section 8)

Instructions: Enter your local area's levels of performance for PYs 2011-12 and 2012-13 and provide an estimate of your PY 2013-14 performance target. On the following page, provide a narrative rationale that supports each PY 2013-14 goal. For example, if the local projected goal is lower than the PY 2012-13 State goal, provide an explanation.

STATE NEGOTIATED LEVELS OF PERFORMANCE¹

WIA Requirement at Section 136(b) ²	PY 2011-12	PY 2012-13
Adults		
Entered Employment Rate	56.4%	59%
Employment Retention Rate	81.0%	81%
Average Earnings	\$13,000	\$13,700
Dislocated Workers		
Entered Employment Rate	65%	64.5%
Employment Retention Rate	83%	84%
Average Earnings	\$15,900	\$18,543
Youth (ages 14-21)		
<i>Placement in Employment or Education</i>	65%	72%
<i>Attainment of a Degree or Certificate</i>	61%	60%
<i>Literacy and Numeracy Gains</i>	40%	54%

LOCAL LEVELS OF PERFORMANCE¹

WIA Requirement at Section 136(c) ²	Actual PY 2011-12	Goal PY 2012-13	Estimated PY 2013-14
Adults			
Entered Employment Rate	69.6%	69.6%	69.5%
Employment Retention Rate	82.1%	79.0%	80.0%
Average Earnings	\$11,775	\$12,000	\$12,000
Dislocated Workers			
Entered Employment Rate	77.1%	76.0%	76.0%
Employment Retention Rate	76.7%	80.5%	80.5%
Average Earnings	\$15,277	\$14,500	\$15,000
Youth (ages 14-21)			
<i>Placement in Employment or Education</i>	84.0%	72%	75.0%
<i>Attainment of a Degree or Certificate</i>	78.3%	60%	60.0%
<i>Literacy and Numeracy Gains</i>	n/a	54%	54.0%

¹ Guidance on state and local performance can be found on the U.S. Department of Labor (DOL) [Employment and Training Administration](#) Web site. Specific Training and Employment Guidance Letters (TEGL) include, but are not limited to 8-99, 11-01, and 17-05.

² The DOL Employment and Training Administration approved California's waiver request to move from the statutory performance measures specified in WIA Section 136 to the common performance measures defined in TEGL 17-05. This waiver was initially approved for Program Year (PY) 2007-08 and has been extended through PY 2013-14.

RATIONALE SUPPORTING PY 2013-14 ESTIMATED LOCAL PERFORMANCE LEVELS

WIA SECTION 136(b) COMMON MEASURES	2012/13 STATE GOAL <i>(Final WSD12-17)</i>	2012/13 STATE GOAL <i>(Proposed WSDD-87)</i>	2013/14 LWIA GOAL <i>(LWIA Proposed WSDD-87)</i>
<u>ADULT</u>			
Entered Employment	59.0%	61.0%	69.5%
Employment Retention	81.0%	86.8%	80.0%
Average Six-Months Earnings	\$13,700	\$14,033	\$12,000
<u>DISLOCATED WORKER</u>			
Entered Employment	64.5%	70.7%	76.0%
Employment Retention	84.0%	91.5%	80.5%
Average Six-Months Earnings	\$18,543	\$19,178	\$15,000
<u>YOUTH COMMON MEASURES</u>			
Placement in Employment or Education	72.0%	70.5%	75.0%
Attainment of a Degree or Certificate	60.0%	55.9%	60.0%
Literacy and Numeracy	54.0%	60.5%	54.0%

In compliance with common measures performance as promulgated by USDOL and the state of California Employment Development Department Draft Directive Transmittal Workforce Services WSDD-87 Proposed State-Level WPA, WIA and LWIA Performance Goals for PY2013-14, Mother Lode Job Training is proposing performance goals for program year 2013-14. The proposed goals align with past performance and are further supported by Labor market information which clearly demonstrates that post-recession economic recovery is lagging in the area served by the Mother Lode consortia.

The four counties composing the Mother Lode Consortia include Amador, Calaveras, Mariposa and Tuolumne. These counties are located in the western foothills of the Sierra Nevada Mountains and lie beyond the eastern edge of Merced, San Joaquin, Stanislaus and Sacramento counties. The Mother Lode area is rich in natural resources, quality of life and California history, and is to a great degree geographically isolated with just a few east/west routes supporting access to adjacent labor markets. Projections based on the 2010 census estimate that the population of the four counties is about 157,285.

The EDD LMID 400W report for February 2013 contains labor force estimates for the Mother Lode Consortia workforce

EDD LMID Report 400W – February 2007 & 2013				
Mother Lode	Labor Force	Employment	Unemployment	Unemp. Rate
Feb-13	69,700	61,600	8,100	11.6%
Feb-07	72,600	67,700	4,900	6.8%
Difference	-2,900	-6,100	3,200	4.8%

investment area. This report shows a labor force of 69,700 with 61,600 employed and 8,100 unemployed. The estimate of unemployment for this period is 11.6 percent. Using February 2007 as a baseline, the table above shows that in the past six years the labor force has decreased by 2,900 participants and that the number of employed individuals has decreased by 6,100 indicating a net loss of jobs as well as a loss of labor force. During this same period the

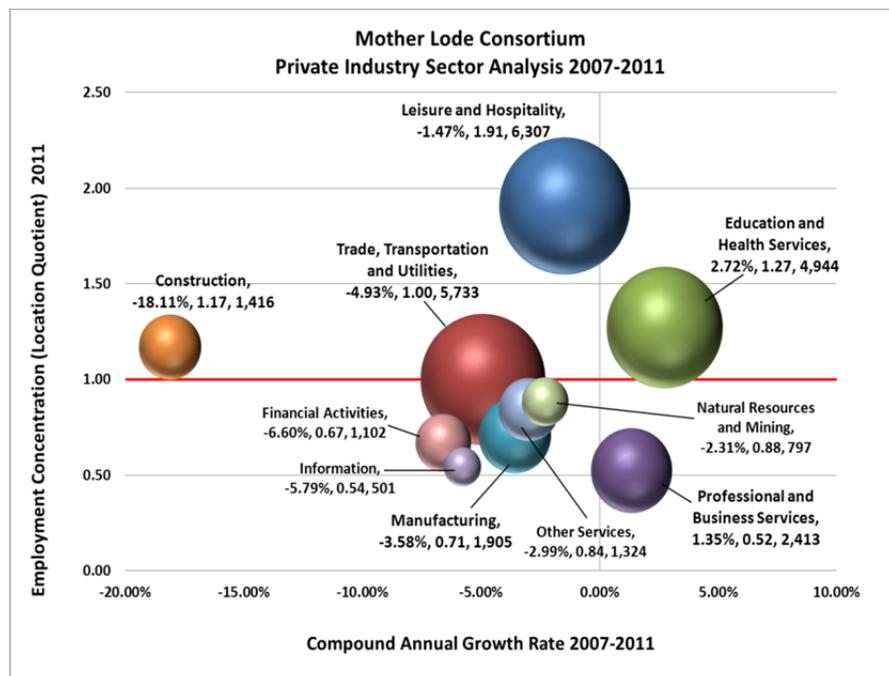
number of unemployed individuals increased by 3,200 individuals to 8,100 exclusive of under-employed workers and the decline in labor force participation.

2008-2018 Industry Employment Projections Mother Lode Region (Amador, Calaveras, Mariposa and Tuolumne Counties)					
NAICS Code	Industry Title	Annual Average Employment		Employment Change	
		2008	2018	Numerical	Percent
	Total Employment	51,130	53,200	2,070	4.0
	Self-Employment (A)	6,170	6,120	-50	-0.8
	Unpaid Family Workers (B)	50	50	0	0.0
	Private Household Workers (C)	490	520	30	6.1
	Total Farm	430	440	10	2.3
	Total Nonfarm	43,990	46,070	2,080	4.7

The table above summarizes industry projections for 2008 – 2018 prepared by EDD LMID prior to the 2008 recession. This projection predicted that the economy would gain 2,070 jobs over the ten year period. Given the unforeseen change in economic trends due to the 2008 recession, the area actually experienced a net employment loss of 6,100 between 2007 and 2013 with 8,100 unemployed, not counting under-employed and discouraged workers.

In May 2013, the EDD LMID Labor Market Consultant reviewed the Mother Lode Consortia labor market and prepared an updated industry analysis for 2007 – 2011. The industry analysis of the four county region comprised of Amador, Calaveras, Mariposa, and Tuolumne counties utilizes annual employment data derived from the Quarterly Census of Employment and Wages (QCEW) Program at the major industry sector level. The QCEW provides the number of businesses, number of jobs, and total payroll for workers covered by unemployment insurance programs. The Employment Development Department compiles the QCEW data from reports filed by California

employers each quarter. Only private, non-government employment data are included. The chart below is a visual representation of all private, non-government industries within Mother Lode Consortium’s four-county region. Each bubble represents a regional industry and displays three important criteria: 2011 employment size, 2007-



2011 compound annual growth rate, and 2011 employment concentration.

At the chart, above, shows, Leisure and Hospitality was the largest industry in 2011, posting 6,307 jobs, or 23.7 percent of total private regional employment. Trade, Transportation, and Utilities ranked second in size with 5,733 jobs, or 21.6 percent of total jobs, followed by Education and Health Services with 4,944 jobs, or 18.6 percent of total jobs. These top three industries combined represented nearly 64 percent of total regional private sector jobs in 2011.

Two industries gained jobs from 2007 to 2011. Education and Health services experienced the highest employment growth at 2.7 percent, adding 504 jobs. Professional and Business Services advanced 1.4 percent or 126 jobs. Eight industries experienced employment decline over the period, led by Construction, which cutback 1,733 jobs, an 18.1 percent reduction. Trade, Transportation, and Utilities ranked second in job loss, down 1,284 jobs, or 4.9 percent. Industries reporting smaller cutbacks included Leisure and Hospitality, down 384 jobs, or 1.5 percent; Financial Activities, down 346 jobs, or 6.6 percent or; Manufacturing, down 299 jobs, or 3.6 percent; Other Services, down 171 jobs, or 3.0 percent or; Information, down 135 jobs, or 5.8 percent; and Natural Resources and Mining, down 78 jobs, or 2.3 percent.

The related table, see below, shows a decline in average employment of -3,680 between 2007 and 2011.

Mother Lode Consortium Employment Summary 2007-2011

Industry	Average Employment 2007	Average Employment 2011	Numeric Change 2007-2011	Compound Annual Growth Rate 2007-2011	Employment Concentration (Location Quotient) 2011
Construction	3,149	1,416	-1,733	-18.11%	1.17
Education and Health Services	4,440	4,944	504	2.72%	1.27
Financial Activities	1,448	1,102	-346	-6.60%	0.67
Information	636	501	-135	-5.79%	0.54
Leisure and Hospitality	6,691	6,307	-384	-1.47%	1.91
Manufacturing	2,204	1,905	-299	-3.58%	0.71
Natural Resources and Mining	875	797	-78	-2.31%	0.88
Other Services	1,495	1,324	-171	-2.99%	0.84
Professional and Business Services	2,287	2,413	126	1.35%	0.52
Trade, Transportation, and Utilities	7,017	5,733	-1,284	-4.93%	1.00
Total Private Industry Employment	30,265	26,585	-3,680	-3.19%	

It is notable that this same analysis, see table below, shows that the total regional number of private industry firms declined by 315, or 7.3 percent, receding from 4,309 to 3,994. Nine of the 10 major industries lost firms over the period. Industries reporting the most change included Construction, with a loss of 269 firms, or 34.8 percent, followed by Trade, Transportation, and Utilities, down 98 firms, or 14.2 percent, and Financial Activities, down 51 firms, or 15.4 percent. The only industry that showed a firm increase was Other Services, up 82 firms, or 9.2 percent.

Mother Lode Consortium Firm Summary 2007-2011

Industry	Number of Firms 2007	Number of Firms 2011	Numeric Change 2007-2011	Percent Change 2007-2011
Construction	774	505	-269	-34.75%
Education and Health Services	365	362	-3	-0.82%
Financial Activities	331	280	-51	-15.41%
Information	46	41	-5	-10.87%
Leisure and Hospitality	426	404	-22	-5.16%
Manufacturing	183	155	-28	-15.30%
Natural Resources and Mining	124	114	-10	-8.06%
Other Services	895	977	82	9.16%
Professional and Business Services	461	412	-49	-10.63%
Trade, Transportation, and Utilities	689	591	-98	-14.22%
Total Private Industry Firms	4,309	3,994	-315	-7.31%

As a direct result of loss of employment, numbers of unemployment claims, and increased numbers of long-term unemployed, the Employment Development Department has been providing mandatory Reemployment and Eligibility Assessment workshops for individuals receiving Federal Unemployment Extension benefits. In planning for these workshops EDD identified 1,485 long-term unemployed individuals residing within normal commuting distances of a One-Stop Center and eligible for the mandatory workshops. The lack of job opportunity and the increase in long-term unemployment is not just local, a review of unemployment claims between May 2007 and February 2011 by EDD Research Analyst Matthew Sweet shows:

“The number of people who were jobless for 27 weeks or more in California rose an astounding 620 percent. The number increased from a low of 143,300 in May 2007, to a peak of 1,031,700 in February 2011.

The share of total unemployment represented by the long-term unemployment nearly, tripled during the recent economic downturn. The share of long-term unemployed grew from a low of 15.9 percent in September and October 2007 to a record high of 46.8 percent in March 2011.

Prior to June 2009, nearly 40 percent of unemployed residents had periods of unemployment of less than five weeks, while unemployment period lasting 27 weeks and longer represented 19.9 percent of the total. Since June 2009 this trend has been reversed, and the longer periods of unemployment now represent the largest portion of the overall jobless, growing from 19.9 percent of the total in December 2005 to 46.1 percent of the total in December 2010.”

This data clearly shows a regional economy with high levels of unemployment and long-term unemployment that is experiencing erosion of its economic base as indicated by the net loss of average employment and the net loss of total regional private industry firms between 2007 and 2011.

To address these conditions, the Mother Lode Workforce Investment Board is implementing strategies to expand services to business, including assistance with recruitment services and provision of incentives to offset the cost of training new workers through expanded on-the-job training and customized training programs. Mother Lode Workforce Investment Board is also adopting strategies to encourage emerging workers, those in transition, and those returning to the workforce to consider skills development and training opportunities to increase their

competitiveness. In support of program success, the Mother Lode Consortia would like to establish the following goals for performance.

MOTHER LODE JOB TRAINING PERFORMANCE HISTORY	PY08/09 Actual	PY09/10 Actual	PY10/11 Actual	PY11/12 Actual	PY12/13 Goal	PY13/14 Proposed Goals	PY14/15 Proposed Goals
ADULT							
Entered Employment	82.4%	55.7%	64.9%	69.6%	69.5%	69.5%	69.5%
Retention Rate	84.3%	80.6%	76.4%	82.1%	79.0%	80.0%	80.0%
Average Earnings	\$ 13,036	\$ 11,457	\$ 13,681	\$ 11,775	\$ 12,000	\$12,000	\$12,000
DISLOCATED WORKER							
Entered Employment	84.9%	64.7%	66.7%	77.1%	76.0%	76.0%	76.0%
Retention Rate	92.9%	76.9%	77.8%	76.7%	80.5%	80.5%	80.5%
Average Earnings	\$ 15,536	\$ 15,966	\$ 20,498	\$ 15,277	\$ 14,500	\$15,000	\$15,000
YOUTH COMMON MEASURES							
Placement In Employ Or Education	80.0%	54.8%	83.3%	84.0%	72.0%	75.0%	75.0%
Attainment of Degree Or Cert.	82.6%	87.5%	58.8%	78.3%	60.0%	60.0%	60.0%
Literacy And Numeracy Gains	n/a	n/a	n/a	n/a	54.0%	54.0%	54.0%

Adult Program Goals

As shown in the table above, the entered employment rate for the Adult program has historically ranged from a low of 55.7% in 2009-10 immediately following the beginning of the recession to a high of 82.4% recorded in the year preceding the recession. In the three years following the recession, performance has increased from 55.7% to 64.9% to 69.6%. The achievement of post recession performance at this level, during a period of high job loss and limited job opportunity, was only possible by carefully managing exits and by limiting enrollment in consideration of required performance outcomes and goals.

The Adult program entered employment rate goal of 69.5% proposed by Mother Lode Consortia is a rate well above the proposed state-wide goal of 59.0% and is also well above actual 2009-10 or 2010-11 performance. The proposed goal considers on-going labor market conditions that include high rates of unemployment and large numbers of individuals that are long-term unemployed, as well the on-going loss of private sector firms and economic projections that provide for limited job growth and job opportunity in the near and far term. The proposed performance levels provide for and support a service strategy that includes increased levels of enrollment in the Mother Lode Consortia Adult program and increased numbers of participants engaged in skills development and training activities while establishing reasonable limits on the time spent by staff supporting those in job search and maintaining documentation of customer engagement compliant with 90 day rule soft-exit requirements.

The employment retention rate for the Adult program has historically ranged from 84.3% in the year prior to the 2008 recession to 80.6%, 76.4% and 82.1% in the three years immediately following. At 80.0% the employment retention rate proposed by Mother Lode Consortia is an increase over the current goal level, and is in alignment with actual results of the past two years of performance. This proposed goal also considers the seasonal nature of employment in the areas two largest industry sectors, Leisure & Hospitality and Trade, Transportation, and Utilities which includes Retail Trade.

The average earnings for the Adult program have historically been in the range of \$11,775 to \$13,681. For the past two years average earnings results for the Adult program have been \$11,775 and below the goal of \$12,000. Raising the average earnings goal for the Adult program to the state proposed level of \$12,165 is not supportable given that labor statistics for the local economy that reflect a loss in total earnings due to reductions in job opportunity, wages or hours of work. Given historical performance, local labor market conditions and large segments of the workforce that are seasonal, Mother Lode Consortia is proposing to maintain the Adult program average earnings goal at \$12,000.

Dislocated Worker Program Goals

The entered employment rate for the Dislocated Worker program has ranged from a high of 84.9% in the year just prior to the 2008 recession, to a low of 64.7% recorded in program year 2009-10. During the three years following the recession, performance was 64.7%, 66.7% and 77.1%. Maintaining performance at this level during the recession and the associated high levels of unemployment and limited job opportunity was only possible by carefully managing exits and limiting enrollment in consideration of required performance outcomes and goals.

The Dislocated Worker program entered employment rate goal of 76.0% proposed by Mother Lode Consortia maintains the historical goal level for PY12/13. This rate is well above the proposed state-wide entered employment rate of 70.7% and is in alignment with historical performance. The proposed goal considers on-going labor market conditions that include high rates of unemployment and large numbers of individuals that are long-term unemployed, as well the on-going loss of private sector firms and economic projections that provide for limited job growth and job opportunity in the near and far term. The proposed performance levels provide for and support a service strategy that includes increased levels of enrollment in the Mother Lode Consortia Adult program and increased numbers of participants engaged in skills development and training activities while establishing reasonable limits on the time spent by staff supporting those in job search and maintaining documentation of customer engagement compliant with 90 day rule soft-exit requirements.

The employment retention rate for the Dislocated Worker program has historically ranged from a high of 92.9% in the year prior to the 2008 recession to a low of 76.7% in 2011-12. In the past three years employment retention performance has been 76.9%, 77.8% and 76.7% respectively. The 80.5% employment retention rate proposed by Mother Lode Consortia represents a stretch goal and is well above actual levels of performance achieved by the program in the past three program years. Given historical performance, and current and projected economic conditions Mother Lode Consortia believes that the proposed 80.5% employment retention rate for the Dislocated Worker program is reasonable.

The average earnings for the Dislocated Worker program have historically been in the range of \$15,277 to \$15,966. For the past two years average earnings results for the Adult program have been well below the CWIB proposed goal for the local workforce investment area of \$17,294. Raising the average earnings goal for the Dislocated Worker program to this level is not

supportable when considering historical performance and labor market information for the local economy that reflect a loss in total earnings due to reductions workforce, wages or hours of work The CWIB proposed level is well above the local area median hourly wage of \$16.54 per hour ($\$16.54 \times 26 \text{ weeks} \times 40 \text{ hours/week} = \$17,202$). Given historical performance and local labor market conditions Mother Lode Consortia is proposing that the Dislocated Worker program average earnings goal be set at \$15,000 which converts to an average hourly wage of \$14.42 per hour, assuming 26 weeks of employment at 40 hours per week.

Youth Program Goals

A look back at historical performance shows that the Mother Lode Consortia has produced results against the Youth program placement into employment or education goal that range from 54.8% in the 2009-10 program year to 84.0% in 2011-12 The population served from year to year is relatively small. Generally 20 to 50 youth may exit the program in a given year. Because of this a small number of youth outcomes can dramatically impact year-to-year performance. Given this, and the desire by the Mother Lode Workforce Investment Board to increase services to youth transitioning out of the foster care system, a goal for the placement into employment or education Youth performance measure of 75.0% is being proposed. While this goal is within the range of historical performance, the small number of youth served in a given year, current and projected labor market opportunity, and the desire to focus program services on the more at-risk population of Foster Youth that are aging out of their living situations and transitioning to an independent living plan (ILP) must be considered.

A look back shows that the Mother Lode Consortia has produced a range of results, from 58.8% to 87.5%, against the Youth program attainment of a degree or certificate goal. This range is a result of the size of the population served from year to year which is relatively small, and the individualized nature of services. Generally 20 to 50 youth may exit the program in a given year. Because of the small number of youth exiting, the outcomes achieved by the program can shift dramatically from year-to-year. Mother Lode Consortia believes that a goal of 60.0% for the attainment of a degree or certificate performance measure is appropriate when considering historical performance, the small number of youth served in a given year, the financial barriers faced by the eligible youth population, current and projected labor market opportunity, and the desire to focus program services on the more at-risk population of Foster Youth that are aging out of their living situations and transitioning to an independent living plan (ILP).

A look back at historical performance shows that the Mother Lode Consortia has not generally provided services to basic skills deficient out-of-school youth population. Consequently there is not a performance history for this measure. The state proposed goal of 60.5% is a significant increase over the PY12/13 goal of 54.0%. Given the lack of partner provided basic skills remediation services in the area and limited WIA youth funds to provide such services internally, Mother Lode Consortia would prefer that this goal be maintained at 54.0%.

Customer Satisfaction

The following table represents customer satisfaction data for the 2012-13 program year. These levels are very similar to those generated by the 2011-12 program.

PY2012-13 (July 1, 2012 to June 30, 2013)	On a Satisfaction Scale of 1 to 10 with 10 being very satisfied.										
Customer Satisfaction Survey as of 4th quarter	Satisfied					Dis-satisfied					Overall
No. of Responses: 191	10	9	8	7	6	5	4	3	2	1	
How satisfied were you with services?	143	15	23	7	2	1	0	0	0	0	95%
To what extent did services meet your expectations?	103	38	27	14	6	3	0	0	0	0	91%
How well do services compare with an ideal set of services?	104	36	27	12	3	8	1	0	0	0	90%
How likely would you be to recommend services to others?	141	23	17	7	1	2	0	0	0	0	95%
The Job Connection was easily accessible and welcoming?	149	26	9	5	1	1	0	0	0	0	96%
Staff members were knowledgeable and helpful?	146	28	11	3	3	0	0	0	0	0	96%
Services needed were provided in a timely manner?	136	29	15	5	5	1	0	0	0	0	95%
OVERALL SATISFACTION (100% Possible): ALL QUESTIONS COMBINED & EQUALLY WEIGHTED											94%

Type of Assistance:		
Job Search	154	81%
Cal JOBS	49	26%
Resume Development	67	35%
Office Equipment Support	64	34%
Telephones	28	15%
Resource Information	62	32%
Other:	19	10%
Total	191	

Age:		
14-17	2	1%
18-21	22	13%
22-54	113	67%
55 & Up	31	18%
Total	168	100%
Visit:		
First	33	21%
Repeat Customer	125	79%

ATTACHMENT 8

**WIA Local Plan Program Years 2013-17
 Comprehensive One-Stop Center Partner Listing**

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program’s core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today’s Date:	July 1, 2013
Name of Local Workforce Investment Board:	Mother Lode Workforce Investment Board
Counties covered:	Mariposa
Center’s complete physical address:	5362 Lemee Lane Mariposa County Dept. of Human Services Mariposa CA 95338
Mailing address (if different):	Same as above
One-Stop Career Center hours of operation:	8:00 a.m. to 4:30 p.m. Monday - Thursday
Public phone number:	(209)966-3643
Public fax number:	(209)742-6792
TTY number:	(209)742-6792
Website URL:	www.motherlodejobconnection.org
Office Manager/Administrator: (Name and Title)	Mary Jane Erickson One-Stop Manager
Phone number and email:	(209)966-3643
Public contact email address:	info@MLJT.Org
Number of staff:	3

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	Partner services available through referral. No co-located partners on-site
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	Partner services available through referral, telephone or on-line. No co-located partners on-site
Adult education and literacy activities authorized under WIA Title II (Public Law 105-220)	Partner services available through referral. No co-located partners on-site.

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	Partner services available through referral. No co-located partners on-site.
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	Partner services available through referral. Partner programs area co-located within same building complex.
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	Partner services available through referral. No co-located partners on-site.
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	Partner services available through referral. No co-located partners on-site.
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	Partner services available through referral. No co-located partners on-site.
Activities authorized under Chapter 41 of Title 38, U.S.C.;	Partner services available through referral. No co-located partners on-site.
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	Partner services available through referral. The Job Connection Mariposa One-Stop center computer based skills development center is supported by Mariposa County CDBG funds.
Employment and training activities carried out by the Department of Housing and Urban Development; and,	Partner services available through referral. No co-located partners on-site.
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	Partner services available through referral. No co-located partners on-site.

ATTACHMENT 8

WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program’s core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today’s Date:	July 1, 2013
Name of Local Workforce Investment Board:	Mother Lode Workforce Investment Board
Counties covered:	Amador
Center’s complete physical address:	245 New York Ranch Road, Suite A Jackson, CA 95642
Mailing address (if different):	Same as above
One-Stop Career Center hours of operation:	8:00 a.m. to 4:30 p.m. Monday - Thursday
Public phone number:	(209)223-3341
Public fax number:	(209)223-2082
TTY number:	(209)223-7710
Website URL:	www.motherlodejobconnection.org
Office Manager/Administrator: (Name and Title)	Karen Puccio One-Stop Manager
Phone number and email:	(209)223-3341
Public contact email address:	info@MLJT.Org
Number of staff:	3

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	Partner services available through referral. No co-located partners on-site
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	Partner services available through referral, telephone or on-line. No co-located partners on-site
Adult education and literacy activities authorized under WIA Title II (Public Law 105-220)	Partner services available through referral. No co-located partners on-site.

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	Partner services available through referral. No co-located partners on-site.
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	Partner services available through referral. No co-located partners on-site.
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	Partner services available through referral. No co-located partners on-site.
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	Partner services available through referral. No co-located partners on-site.
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	Partner services available through referral. No co-located partners on-site.
Activities authorized under Chapter 41 of Title 38, U.S.C.;	Partner services available through referral. No co-located partners on-site.
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	Partner services available through referral. No co-located partners on-site.
Employment and training activities carried out by the Department of Housing and Urban Development; and,	Partner services available through referral. No co-located partners on-site.
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	Partner services available through referral. No co-located partners on-site.

ATTACHMENT 8

WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program’s core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today’s Date:	July 1, 2013
Name of Local Workforce Investment Board:	Mother Lode Workforce Investment Board
Counties covered:	Calaveras
Center’s complete physical address:	700 Mountain Ranch Road, Suite A San Andreas CA 95249
Mailing address (if different):	Same as above
One-Stop Career Center hours of operation:	8:00 a.m. to 4:30 p.m. Monday - Thursday
Public phone number:	(209)754-4242
Public fax number:	(209)754-9976
TTY number:	(209)754-9980
Website URL:	www.motherlodejobconnection.org
Office Manager/Administrator: (Name and Title)	Elena Linehan One-Stop Manager
Phone number and email:	(209)754-4242
Public contact email address:	info@MLJT.Org
Number of staff:	3

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	Partner services available through referral. No co-located partners on-site
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	Partner services available through referral, telephone or on-line. No co-located partners on-site
Adult education and literacy activities authorized under WIA Title II (Public Law 105-220)	Partner services available through referral. No co-located partners on-site.

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	Partner services available through referral. No co-located partners on-site.
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	Partner services available through referral. No co-located partners on-site.
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	Partner services available through referral. SER Jobs for Progress National, Inc. is co-located on-site.
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	Partner services available through referral. No co-located partners on-site.
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	Partner services available through referral. No co-located partners on-site.
Activities authorized under Chapter 41 of Title 38, U.S.C.;	Partner services available through referral. No co-located partners on-site.
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	Partner services available through referral. No co-located partners on-site.
Employment and training activities carried out by the Department of Housing and Urban Development; and,	Partner services available through referral. No co-located partners on-site.
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	Partner services available through referral. No co-located partners on-site.

ATTACHMENT 8

WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today's Date:	July 1, 2013
Name of Local Workforce Investment Board:	Mother Lode Workforce Investment Board
Counties covered:	Tuolumne
Center's complete physical address:	19890 Cedar Road North Sonora CA 95370
Mailing address (if different):	Same as above
One-Stop Career Center hours of operation:	8:00 a.m. to 4:30 p.m. Monday - Thursday
Public phone number:	(209)533-1150
Public fax number:	(209)533-8958
TTY number:	(209)588-9986
Website URL:	www.motherlodejobconnection.org
Office Manager/Administrator: (Name and Title)	Vicki Long One-Stop Manager
Phone number and email:	(209)533-1150
Public contact email address:	info@MLJT.Org
Number of staff:	5

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	Partner services available through referral. No co-located partners on-site
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	Partner services available through referral, telephone or on-line. No co-located partners on-site
Adult education and literacy activities authorized under WIA Title II (Public Law 105-220)	Partner services available through referral. No co-located partners on-site.

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	Partner services available through referral. No co-located partners on-site.
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	Partner services available through referral. Tuolumne County Department of Social Services co-locates staff part-time M-H in the Job Connection One-Stop center.
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	Partner services available through referral. SER Jobs for Progress National, Inc. provides two part-time work experience positions in support of One-Stop center activities and services.
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	Partner services available through referral. No co-located partners on-site.
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	Partner services available through referral. No co-located partners on-site.
Activities authorized under Chapter 41 of Title 38, U.S.C.;	Partner services available through referral. No co-located partners on-site.
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	Partner services available through referral. No co-located partners on-site.
Employment and training activities carried out by the Department of Housing and Urban Development; and,	Partner services available through referral. No co-located partners on-site.
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	Partner services available through referral. No co-located partners on-site.

ATTACHMENT 9

**WIA Local Plan Program Years 2013-17
Memorandums of Understanding**

Local Workforce Investment Boards are required to establish a Memorandum of Understanding (MOU) with each partner that provides services through the local One-Stop System. Complete the information below and attach a copy of each MOU with your local plan under this cover sheet.

Local Partner Name	MOU Expiration Date
1. Employment Development Department	12/31/2013
2. Department of Rehabilitation	06/30/13
3.	
4.	
5.	
6.	

Mother Lode Consortia is in process of obtaining signatures to an updated Memorandum of Understanding (MOU) with each of the required partner programs named in the Workforce Investment Act. These will be submitted as an addendum to this plan. Mother Lode Consortia requests conditional plan approval pending the timely submittal of compliant MOU in August, 2013.

**MEMORANDUM OF UNDERSTANDING
MOTHER LODE WORKFORCE INVESTMENT BOARD
ONE-STOP PARTNERS**

PURPOSE

The purpose of this Memorandum of Understanding (MOU) is to provide and improve employment and training services to area citizens. This MOU between Mother Lode Workforce Investment Board (WIB) and the Mother Lode workforce investment system partners is a requirement of the Workforce Investment Act of 1998. This MOU will establish guidelines for the Job Connection One-Stop Operator and Job Connection Partners in creating and maintaining cooperative working relationships. The Job Connection system will serve the following four counties: Amador, Calaveras, Mariposa and Tuolumne.

MISSION AND GOALS

To identify and coordinate a variety of workforce development resources to create a seamless, customer-friendly system that addresses the needs of employers and job seekers by offering a variety of education, job training, human service and other workforce development services. These services are designed to connect the unemployed citizen and dislocated worker to a job and prepare the underemployed citizen for a new job and introduce youth to employment. The goals of the Job Connection One-Stop Operator and the One-Stop System Partners are to assist individuals to obtain employment and eliminate duplication of services, reduce administrative costs, enhance participation and performance of customers served through the system, attract employers to the community by developing skilled workforce, prepare the workforce for existing employer needs, assist with hiring process and improve customer satisfaction. Achievement of these goals will allow our region to build a workforce development system that prepares individuals for high skill and high wage occupations based on the local labor market. This will be economically beneficial to both the job seeker and employers. It is understood that the development and implementation of this system will require goals. As such, the guiding principles in this cooperative partnership will be to:

- **Services will be comprehensive:** The partners will offer a comprehensive array of employment, training and education services to employees and individuals seeking jobs or wishing to enhance their skills.
- **Services will be accessible:** The partners will support universal access to an array of information, resources and self-assisted services including referral to partner and community resources and services.
- **Services will be customer focused:** The partners will provide information regarding the array of service options and the means for customers to judge the quality of services and make informed choices about those services, which will meet their unique and individual needs.
- **Services will be performance based:** The partners will jointly establish mutually agreeable outcomes against which to measure the streamline the delivery of services, reduce duplication and measure the effectiveness of services including considerations of customer satisfaction.

PARTIES TO THIS MEMORANDUM OF UNDERSTANDING:

There are two primary groups that are parties to this agreement:

- ❖ Mother Lode Workforce Investment Board with legal authority under the Workforce Investment Act of 1998 herein referred to as MLWIB; and
- ❖ The local partner agencies, which are primarily responsible for providing those universal access services and services which they are authorized to deliver and for which they are provided funding herein referred to as the One-Stop System Partner.

The following agencies and organizations are included as parties to this MOU:

Agency / Organization	Program/Revenue Source
Mother Lode Workforce Investment Board	Workforce Investment Act Title IB
Employment Development Department	Wagner-Peyser, Title II Trade Act, Unemployment, Title 8 / Ch 41 Veterans
Department of Vocational Rehabilitation	Title I Rehabilitation
Amador-Tuolumne Community Action Agency	Employment & Training Community Development Block Grant, HUD Employment & Training
California Indian Manpower Consortium, Native American Programs	Workforce Investment Act Title ID
Tuolumne County Department of Social Services	Welfare-to-Work, TANF
SER Jobs for Progress National, Inc.	Title V Older Americans
Columbia College	Post-Secondary Education, Carl Perkins
Sonora School District	Education

SIGNATURE PAGE

Parties to this Memorandum of Understanding agree to all terms and conditions contained herein by signature on the line opposite each party's name, and represent that they are authorized to sign by their organization.

The Mother Lode Workforce Investment Board and One-Stop System Partner(s) hereby acknowledge understanding and acceptance of their respective responsibilities related to the Workforce Investment Act and oversight of the Job Connection system.

Lester Bridges, Chair _____ Date _____
 Mother Lode Workforce Investment Board

Cornelio Gomez _____ Date _____
 Employment Development Department

Mahalia Gotico _____ Date _____
 Department of Vocational Rehabilitation

Shelly Hance _____ Date _____
 Amador-Tuolumne Community Action Agency

Velma Whitebear _____ Date _____
 California Indian Manpower Consortium

Lynn Nolte _____ Date _____
Tuolumne County Department of Social Services

Rebecca Mandibles _____ Date _____
SER - Jobs for Progress National, Inc.

Mother Lode Job Training Governing Board hereby agrees to the foregoing Memorandum of Understanding between the Mother Lode Workforce Investment Board and the signatory parties.

Louis Boitano, Chair _____ Date _____
Mother Lode Board of Directors

**MEMORANDUM OF UNDERSTANDING
MOTHER LODE WORKFORCE INVESTMENT BOARD
ONE-STOP PARTNERS**

MLWIB and One-Stop System Partner(s) will be primarily responsible for providing those universal services and other services for which they are authorized to deliver and for which they are provided funding.

It is expected that all One-Stop System Partner(s) and One-Stop Operator (Mother Lode Job Training) staff will be familiar with all services provided at the Job Connection One-Stop Centers and through the One-Stop System and will understand the appropriate methods for referral of customers to services. One-Stop System Partner(s) and One-Stop Operator (Mother Lode Job Training) staff will be responsible for providing technical assistance and cross-training on service availability and referral processes related to the respective One-Stop Partner(s) and Job Connection One-Stop Center. As appropriate to the individual customer being served and the services being provided, services will be coordinated by the One-Stop System Partner(s). The Partners agree that the following services will be available and be provided through the one-stop system:

Universal Services:

- Outreach and information on available services
- Intake and eligibility Determination
- Self- assessment tools
- Job search tools and resources
- Labor market information
- Performance and cost information for the One-Stop system, and training and education providers on the eligible training provider list
- Information on and referral to support services
- Information of filing for unemployment compensation
- Assistance in establishing eligibility for Financial Aid for non-WIA training and education programs
- Workshops supporting acquisition of job search skills including effective applications and resumes, interviewing skills, computer basic skills
- Information on and referral to partner resources and services
- Recruitment and hiring assistance, rapid response services and information on customized and on-the-job training for Employers

Core Services:

- Staff-assisted Job search and placement Assistance
- Use of Labor Market Information: job vacancy listings; information on job skills necessary to obtain jobs listed; information relating to local in-demand occupations
- Follow-up Services for one-year for participants exiting the program into unsubsidized employment
- Educational Services, Adult Literacy and Basic Skills

Intensive Services:

- Comprehensive assessment and interpretation of assessment results
- Individual and group career information, planning and counseling
- Development of an Individual Employment Plan
- Case management
- Prevocational services to prepare individuals for employment or training
- Short-term pre-vocational services
- Work Experience

Training Services:

- On-the-Job Training
- Occupational Skills Training, including non-traditional employment
- Workplace training/cooperative education programs
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Adult education and literacy activities
- Customized training

One-Stop System Partner(s) and One-Stop Operator (Mother Lode Job Training) will work together to streamline access and delivery of service, identify and reduce or eliminate duplication of services and provide support for better integration of multiple programs and services into one location in each county, either through electronic connectivity or co-location of on-site services.

GENERAL PROVISIONS

Parties to this Memorandum of Understanding agree jointly to coordinate and perform the activities and services described herein within the scope of laws, regulations, policies and procedures governing the party's respective programs, services, and agencies. All parties agree to:

- Provide universal access services either through the regions' Job Connection One-Stop Centers or through alternate locations as appropriate and needed by the community served. Each agency will be responsible for providing those services in which they specialize or for which they receive funding and to the extent determined by the programs authorizing statute and for assuring knowledgeable staff able to make referrals to partner services.
- Participate on the Workforce Investment Board and/or the Job Connections planning and operations teams and actively contribute to the quality of the local workforce development system.
- Comply with Job Connection policies and procedures regarding customer confidentiality, data security and referrals between partners.

-
- Participate in and provide training and cross-training, as deemed appropriate, to ensure that staff are familiar with programs and services provided through the Mother Lode One-Stop system.
 - Participate in the development referral procedures between parties.
 - Develop and maintain additional participating partners germane to the needs of the communities served.
 - Share data, information and resources that will enhance services to customers and the One-Stop system.
 - Where appropriate, assign staff, and contribute furnishings, telecommunications equipment, and other materials or funding resources necessary to support co-location or contributions to the overall operations of the Mother Lode One-Stop system.
 - Maintain operational control and responsibility for staff assigned to the Job Connections, while ensuring that the staff adheres to Job Connection policies and procedures.
 - Review and revise as needed the terms of this Memorandum of Understanding.

METHODS OF REFERRAL

Parties to this Memorandum of Understanding will work together to develop referral procedures that assure quality, timely and convenient services for customers.

NON FINANCIAL AGREEMENT

This agreement is non-financial in nature and binds no party or partner to financial obligations to any other.

As necessary and appropriate any financial or fiduciary agreements related to the operation of the Mother Lode One-Stop System and the Job Connection One-Stop Centers will be provided through a separate financial agreement between the designated One-Stop Operator (Mother Lode Job Training) and each of the required and optional One-Stop System Partner(s). Financial and fiduciary agreements, when necessary, will be established based on ability to participate and benefit received, and will include the fair-share contributions of the partner toward the operation of the One-Stop delivery system.

LOCATION OF ONE-STOP SITES

The Mother Lode Workforce Investment Board will establish four physical locations within the workforce investment area, one in each of the member counties. The partners participating in the Mother Lode One-Stop system will coordinate referral and access to the services provided under WIA with the services provided through their funding. The One-Stop Centers are currently located at:

- 245 New York Ranch Road, Suite A, Jackson, CA 95642
- 700 Mountain Ranch Road, Suite A, San Andreas CA 95249
- 5362 Lemee Lane, Mariposa, CA 95338
- 19890 Cedar Road North, Sonora, CA 95370

One-Stop System Partner(s) agrees that it will provide access to the services described in this MOU at such locations either through co-location or referral. Both parties agree that the locations may be changed by the Mother Lode Workforce Investment Board during the term of

this MOU, upon reasonable advance notice of such change to One-Stop System Partner(s). If the Mother Lode Workforce Investment Board establishes additional One-Stop Centers within its local service delivery area, One-Stop System Partner(s) will determine the extent and manner in which it will participate in such additional centers.

COST ALLOCATION

As appropriate to the establishment of a financial agreement, the parties to the MOU agree to develop the following principles in sharing costs and resources related to One-Stop operations:

- I. How Costs of Services and Activities Shall Be Shared Among Partner
- II. Levels of Participation or Investment
- III. Joint Applications for Future Grant Funding
- IV. Designation of Fiscal Agent
- V. Review of Cost Allocation Plan
- VI. Methods for Cost Allocation

EQUAL EMPLOYMENT OPPORTUNITY

During the performance of this agreement, the parties agree that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, or disabilities, and hereby promise to comply with the provisions on contractor agreements contained in the Presidential Executive Order Number 11246, as applicable.

AMERICANS WITH DISABILITY ACT COMPLIANCE

Mother Lode Workforce Investment Board will ensure that policies and procedures established by the ML WIB and programs and services provided by One-Stop Centers are in compliance with the Americans with Disabilities Act.

AMENDMENT AND DISPUTE RESOLUTION

Nothing in this agreement shall violate or super cede existing contracts. Each partner agency reserves the right to modify the scope, direction, structure and content of this agreement based upon legislative changes, Local Board directives, availability of funding, or other circumstances as warranted and agreed upon by partner agencies.

Partner agencies shall continue with the responsibilities under this agreement during any dispute. Disputes shall be resolved in timely manner, involving those parties directly affected.

INDEMNIFICATION

Parties to this agreement indemnify, defend, and save harmless the partners, State or local Governments, its officers, agents and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, suppliers, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this agreement.

With respect to the One-Stop System Partner, the One-Stop System Partner shall defend, indemnify and hold the Mother Lode Workforce Investment Board, its officers, employees and agents, including the One-Stop Operator, harmless from and against any and all liability, loss, expense, or claims arising out of the performance of this MOU, but only in proportion to and to the extent such liability, loss, expense, or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of the One-Stop System Partner, its officers, agents or employees.

The Mother Lode Workforce Investment Board shall defend, indemnify and hold One-Stop System Partner(s), its officers, employees and agents, harmless from and against any and all liability, loss, expense, or claims arising out of the performance of this MOU, but only in proportion to and to the extent such liability, loss, expense, or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of the Mother Lode Workforce Investment Board, its officers, agents or employees.

CONFIDENTIALITY

All parties to this agreement recognize that certain information received in the course of normal business activities is confidential according to law, policy and procedure. Each partner in this agreement will respect and abide by the appropriate standards of confidentiality as specified by each partner.

Customer information shall be shared by partners solely for the purpose of enrollment, referral or provision of services. The Job Connection One-Stop Operator must develop a Confidentiality Policy for the Job Connection, consistent with the needs of all affiliated Partners. The policy shall include:

- An informed consent process for customers.
- Sanctions against staff for violating these policies consistent with the Job Connection Operator and affiliated Partners personnel policies and procedures.
- Certification that all staff understands the Confidentiality Policy and the associated sanctions.

MARKETING

Parties to this agreement agree to develop and use a collaborative marketing strategy informing job seekers, training and education seekers, employers, employed individuals, and the community at large about the services available through the Job Connection in the Mother Lode.

To the extent feasible and practical, press releases, brochures, flyers, printed material, reports and newsletters related to services under this agreement will recognize the partners and will be reviewed with the partners, or an assigned group responsible for marketing efforts, prior to release.

The following resources, as available, will be utilized to enhance coordinated marketing efforts:

- Web-Site Development
- Public Information and Education
- Speakers Bureau
- Brochures and Flyers
- Commercial Air Time
- Media Coverage
- Public Television and Radio

GOVERNANCE

The ultimate accountability and responsibility for the Mother Lode Local Workforce Investment Area and Job Connection One-Stop system rests with the Mother Lode Consortium (the local elected officials of Amador, Calaveras, Tuolumne and Mariposa Counties, parties to the Joint Powers Agreement, which creates the Mother Lode Workforce Investment Area) and the

Mother Lode Workforce Investment Board. Pursuant to the Workforce Investment Act (WIA), Section 117 (d)(4), the Mother Lode Workforce Investment Board in partnership with the Consortium shall conduct oversight with respect to the One-Stop delivery system. The Board will promote and support the integration of workforce development services of all system partners, promote customer choice and satisfaction for internal and external customers of the system, remove external barriers which impede progress and performance, approve annual and long-range performance standards and goals for the system, review and approve cost allocation plans for each One-Stop, establish an evaluation system for measuring customer satisfaction and performance, establish an electronic network for linking all One-Stop Centers, and communicate with the community regarding the Job Connection system.

APPROVAL AND TERMS OF MEMORANDUM OF UNDERSTANDING (MOU)

This MOU is effective when signed by representatives of partner agencies and approved by the Mother Lode Workforce Investment Board. Once signed, this agreement becomes a part of the Mother Lode regional Five Year Local Plan for the Workforce Investment Act (WIA) or any other similar local Plan submitted to the State of California. Individual parties to this agreement may or may not be represented on the Local Workforce Investment Board itself.

The term of this agreement is from July 1, 2013, through June 30, 2018 and may be extended by the agreement of the parties. Any party may withdraw from this MOU by giving written notice of intent to withdraw at a regularly scheduled Workforce Investment board meeting 30 calendar days in advance of the effective withdrawal date. Should any One-Stop Partner Agency withdraw, this MOU shall remain in effect with respect to the other remaining One-Stop Partners.

ATTACHMENT 10

**WIA Local Plan Program Years 2013-14
 Local Area Grant Recipient Listing**

Instructions: Enter the name of the Local Workforce Investment Area (local area), organization, contact person’s name and title, mailing address, telephone and fax numbers, and e-mail address. Obtain the appropriate signature of the Chief Local Elected Official(s), or their officially designated alternates. (Note: Alternates must be designated by official action of their respective boards or by locally approved policy.) If you have more than one Chief Local Elected Official who must sign the local plan, add an additional signature page. Enter their respective names, titles, and the dates of signature. [WIA Sections 117(d)(3)(B)(i) and 118(b)(8)].

Name of local area: Mother Lode Consortia

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, EMAIL
Grant Recipient (or Subrecipient if applicable)	Mother Lode Job Training	Jeff Dickason Executive Director	19890 Cedar Rd N Sonora CA 95370	(209)533-3396 (209)533-1079 JDickason@MLJT.Org
Fiscal Agent	Mother Lode Job Training	Amy Thompson Fiscal Manager	19890 Cedar Rd N Sonora CA 95370	(209)533-3396 (209)533-1079 AThompson@MLJT.Org
Local Area Administrator	Mother Lode Job Training	Jeff Dickason Executive Director	19890 Cedar Rd N Sonora CA 95370	(209)533-3396 (209)533-1079 JDickason@MLJT.Org
Local Area Administrator Alternate	Mother Lode Job Training	Leslie Hunt WIB Manager	19890 Cedar Rd N Sonora CA 95370	(209)533-3396 (209)533-1079 LHunt@MLJT.Org

ATTACHMENT 11

Copy of Local Board Bylaws

Mother Lode Workforce Investment Board Bylaws

Article I: Name

The name of this board shall be the Mother Lode Workforce Investment Board (WIB).

Article II: Purpose

The purpose of the Mother Lode WIB is to take the lead in meeting the area's workforce needs through participation in strategic planning and oversight of the local workforce preparation system.

Article III: Area of Service

The Mother Lode Workforce Investment Area, governed by the WIB, shall consist of Amador, Calaveras, Tuolumne and Mariposa Counties in the State of California.

Article IV: Membership

Section 1 Composition: WIB members shall be appointed by the Mother Lode Consortium Board of Directors in accordance with Section 117 (b) of the Workforce Investment Act.

Section 2 Resignation: WIB members may resign by notifying the WIB chairperson or staff.

Section 3 Removal: WIB members may be removed from the WIB for cause or because of absence.

Definitions:

Cause: A WIB member may be removed if the Board of Directors determines that the member is unable to effectively represent the categorical seat to which he/she was appointed. This may occur if a change of employment or status substantially alters the member's qualifications, which were present and considered in making the initial appointment.

Absence: Any WIB member may be removed from membership on the WIB if he/she is absent two or more consecutive meetings without notifying staff or the WIB Chair.

Section 4 Terms: WIB members shall be appointed by the Board of Directors for fixed and staggered terms of up to three (3) years, and/or may serve until their successors are appointed, except that representatives of One-Stop Mandatory Partners may serve until they are no longer eligible and/or are replaced by their successors, without regard to a fixed term. When a vacancy occurs it shall be filled in the same manner as the original appointment. Members appointed to fill a vacancy shall serve until the normal expiration of the term of the vacant seat, and shall then be eligible for appointment to a normal term.

Section 5 Alternates: Public sector WIB members may designate alternates. Alternates must be from the same agencies as the WIB members, and shall count as members of the WIB quorum.

Article V: Officers

Section 1 Definition: The officers of the WIB shall include a chairperson and a vice-chairperson selected from the private sector representatives.

Section 2 Election: Officers shall be elected by a majority of the members present at a meeting designated for the receipt of nominations and/or elections.

Section 3 Term: Officers shall serve for a term of twelve (12) months from the date of election, and may succeed themselves if re-elected.

Section 4 Signature: The WIB Chairperson, or in his/her absence the Vice-chairperson, shall have the authority to sign documents pertaining to actions taken by the WIB.

Section 5 Vacancy: In the case of vacancy of either the Chairperson or the Vice-chairperson, the WIB shall have authority to select replacements to fill out the remainder of the terms.

Article VI: Meetings and Quorum

Section 1 Regular Meetings: Regular meetings of the WIB shall be scheduled at least quarterly.

Section 2 Special Meetings: Special meetings may be called by the Chairperson, or by a majority of the members of the Board, in accordance with the Ralph M. Brown Act.

Section 3 Notification: The staff shall send written notice of each meeting via U.S. Mail, courier or by electronic means to all members of the WIB. Notice shall specify the time, date, location and agenda of each meeting. Notice shall be sent: seven (7) days prior to regular meetings, and three (3) days prior to special meetings.

Section 4 Public Notice: The public shall be informed of meetings through public notice. The notice shall state the purpose of the meeting, the time and place.

Section 5 Minutes: Minutes shall be kept of each WIB meeting, and shall be available in the administrative office for anyone who requests to see them. Minutes shall be reviewed and approved at the subsequent WIB meeting.

Section 6 Quorum: A quorum to conduct the business of the WIB shall consist of one-third (1/3) of the seated WIB membership. Action may be taken by a simple majority of those present and voting, provided that a quorum has been established. 3 of 3 Rev 3 05-15-08.

Section 7 Open Meetings: The Board shall adhere to the current Ralph M. Brown Act regarding all aspects of all Board meetings including but not limited to teleconferencing, no secret ballots, recording, posting of agendas, access to meetings, public comment, posting of notice and closed sessions.

Article VII: Committees

Section 1 Committees: The WIB Chairperson shall establish committees of the WIB.

Section 2 Chair Appointments: The WIB Chairperson shall appoint committee chairpersons and vice-chairpersons from the WIB membership.

Section 3 Membership: Members shall be appointed by the WIB Chairperson and may include WIB members exclusively, or may consist of, or be supplemented by, non-WIB members as deemed appropriate by the WIB Chairperson. Committees may include business or community advisory groups and technical workgroups as necessary to carry out the work of the WIB. The WIB Chairperson shall be an ex-officio, voting member of all committees.

Section 4 Meetings: Committees shall meet at the request of the WIB Chairperson, the committee chairperson, or staff.

Section 5 Executive Committee: The Executive committee shall consist of the WIB chairperson, Vice-chairperson, past chairperson and chairpersons of each of the WIB committees. This committee shall have full power and authority to act for the WIB when action is necessary on a particular item, or items, before the next regularly scheduled meeting. The action taken shall be reported to the full WIB at the next regularly scheduled meeting.

Section 6 Youth Council: A Youth Council shall be appointed by the WIB. Members of the Youth Council who are not seated WIB members shall be voting members of the Youth Council and non-voting members of the WIB. The Chairperson of the Youth Council shall be elected from among the currently seated WIB members. The Youth Council shall meet as needed to fulfill its responsibilities as mandated by law, and shall make recommendations to the WIB at regularly scheduled WIB meetings.

Article VIII: Amendments

These bylaws may be amended at any regular meeting of the WIB by a two-thirds vote of those members present.

ATTACHMENT 12

WIA Local Plan Program Years 2013-15 Local Workforce Investment Board Recertification Request

Local Board Name:	Mother Lode Workforce Investment Board
Contact Person:	Leslie Hunt
Telephone:	(209)533-3396
Date:	07/01/13

Local Workforce Investment Board Membership Certification

The Workforce Investment Act (WIA) Section 117(a)(b) and (c) provides for the requirements for nominating and selecting members in each membership category. The WIA Section 117(b)(4) requires that business members constitute a majority of the Local Workforce Investment Board (local board). Per WIA Section 117(b)(5), the chairperson shall be a business representative. The required membership categories follow.

I certify that the below listed members of the Mother Lode Workforce Investment Board Local Workforce Investment Board were appointed in the manner required by WIA Section 117.

Mr. Lester Bridges _____

Local Workforce Investment Board Chair

Signature

Date

ATTACHMENT 12

INSTRUCTIONS: If the Chief Local Elected Official has approved additional membership categories, enter the information under “ADDITIONAL PARTNERS and ADDITIONAL ONE-STOP PARTNERS.” If the additional members are non-business, then a sufficient number of additional business members are required to maintain the business majority. If an individual represents multiple categories, after the first time s/he is identified (subsequent to the first notation), please asterisk his/her name at all subsequent entries. If a required membership category (program or activities) does not exist in your local area, simply indicate “does not exist” in the “Name” column for that category. Add extra lines as needed. Address any vacancies under “CORRECTIVE ACTION COMMENTS.”

BUSINESS: WIA Section 117(b)(2)(A) – shall include (i) representatives of business in the local area, who (I) are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policy-making or hiring authority; (II) represent businesses with employment opportunities that reflect the employment opportunities of the local area; and (III) are appointed from among individuals nominated by local business organizations

Name	Title	Entity	Appointment Date	Term End Date
Lester Bridges	President	Mariposa County Chamber	08/05/2010	01/28/2016
Sue Westgate	Manager	MRL Industries	10/17/2007	06/30/2014
Heather Farris	Manager	Lowes	03/29/2011	03/29/2014
Diane Gray	Executive Director	Calaveras Chamber	07/15/2009	04/16/2015
Kris Morgan	Executive Director	California Training Center	01/27/2011	01/27/2014
Tim Hildabrand	Owner/CEO	HSTAR, Inc.	10/17/2011	10/17/2014
Ben Saldana	Human Resources	Delaware North Corporation	12/12/2012	12/12/2015
Dell Jackson	Owner/CEO	Dell Jackson Insurance		
Vacant				

LOCAL EDUCATION ENTITIES: WIA Section 117(b)(2)(A) – shall include (ii) representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities. A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Chris Vitelli	Dean of Students	Columbia College	07/27/2011	n/a
2. Mike McCoy	Superintendent	Sonora School District	05/16/2013	n/a

ATTACHMENT 12

LABOR ORGANIZATIONS: WIA Section 117(b)(2)(A) – shall include (iii) representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or (for a local area in which no employees are represented by such organizations), other representatives of employees. A minimum of two appointments is required. California Unemployment Insurance Code Section 14202(c) further requires representatives of labor organizations nominated by local labor federations; including a representative of an apprenticeship program and that at least 15 percent of local board members shall be representatives of labor organizations unless the local labor federation fails to nominate enough members. If this occurs, then at least 10 percent of the local board members shall be representatives of labor organizations.

Name	Title	Entity	Appointment Date	Term End Date
1. Debra Rockwood	Sr. Field Representative	UNITE-HERE! Local 19	08/21/2003	n/a
2. Carol Doud	Field Representative	SEIU	03/11/2009	n/a
3. Bill Patrone	Staff Supervisor	SEIU Local 1021	11/02/2010	n/a
4. Donald Huges	Field Representative	NCCRC	03/29/2011	n/a
5. Kris Morgan	Executive Director	CA Training Center	01/27/2011	n/a

COMMUNITY-BASED ORGANIZATIONS: WIA Section 117(b)(2)(A) – shall include (iv) representatives of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present). A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Shelly Hance	Executive Director	Amador-Tuolumne Community Action Agency	01/20/2000	n/a
2. Larry Cope	Executive Director	Central Sierra Economic Development District	11/15/2012	n/a

ECONOMIC DEVELOPMENT AGENCIES: WIA Section 117(b)(2)(A) – shall include (v) representatives of economic development agencies, including private sector economic development entities. A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Diane Greay	Executive Director	Calaveras Chamber of Commerce	07/15/2009	n/a
2. Larry Cope	Executive Director	Central Sierra Economic Development District	11/15/2012	n/a

ONE-STOP PARTNERS: WIA Section 117(b)(2)(A) – shall include (vi) representatives of each of the One-Stop partners. The required One-Stop partners are identified in WIA 121(b)(1).

PROGRAMS AUTHORIZED UNDER THIS TITLE: WIA Section 121(b)(1)(B)(i) – Please check “yes” below if programs are operated anywhere within the local area; check “no” if not. The programs authorized under WIA Title I include:

ATTACHMENT 12

Program	Yes	No
WIA Youth (Chapter 4)	X	
WIA Adult and Dislocated Workers (Chapter 5)	X	
Job Corps (Subtitle C)		X
National Programs (Subtitle D), including:		
Native American Programs (Section 166)	X	
Migrant and Seasonal Farmworker Programs (Section 167)		X
Veterans' Workforce Investment Programs (Section 168)	X	
Youth Opportunities Grants (Section 169)	X	
Demonstration, Pilot, Multiservice, Research, and Multistate Projects (Section 171)		X
National Emergency Grants (Section 173)	X	

Of the programs identified as “yes” above, please complete name, title, entity and program(s), appointment date, and term end date below. If one individual represents more than one program, please include all programs in the Entity and Program(s) box.

Name	Title	Entity	Appointment Date	Term End Date
Jeff Dickason	Executive Director	Mother Lode Job Training	01/17/2012	n/a
Cornelio Gomez	Regional Manager	Employment Development Department	05/17/2012	n/a

PROGRAMS AUTHORIZED UNDER THE WAGNER-PEYSER ACT: WIA Section 121(b)(1)(B)(ii).

Name	Title	Entity	Appointment Date	Term End Date
Cornelio Gomez	Regional Manager	Employment Development Department	05/17/2012	n/a

ADULT EDUCATION AND LITERACY ACTIVITIES AUTHORIZED UNDER WIA TITLE II: WIA Section 121(b)(1)(B)(iii).

Name	Title	Entity	Appointment Date	Term End Date
Chris Vitelli	Dean of Students	Columbia College	07/27/2011	n/a

PROGRAMS AUTHORIZED UNDER TITLE I OF THE REHABILITATION ACT OF 1973: WIA Section 121(b)(1)(B)(iv).

Name	Title	Entity	Appointment Date	Term End Date
Mahalia Gotico	Program Manager	Department of Rehabilitation	03/16/2013	n/a

PROGRAMS AUTHORIZED UNDER SECTION 403(a)(5) OF THE SOCIAL SECURITY ACT (42 U.S.C. 603(a)(5)) (AS ADDED BY SECTION 5001 OF THE BALANCED BUDGET ACT OF 1997): WIA Section 121(b)(1)(B)(v).

Name	Title	Entity	Appointment Date	Term End Date
Lynn Nolte	Program Director	Tuolumne County Dept. of Social Services	10/12/2005	n/a

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ACTIVITIES AUTHORIZED UNDER TITLE V OF THE OLDER AMERICANS ACT OF 1965: WIA Section 121(b)(1)(B)(vi).

Name	Title	Entity	Appointment Date	Term End Date
Rebecca Mandibles	President/CEO	SER – Jobs for Progress, Inc.	01/01/2011	n/a

POSTSECONDARY VOCATIONAL EDUCATION ACTIVITIES AUTHORIZED UNDER THE CARL D. PERKINS VOCATIONAL AND APPLIED TECHNOLOGY EDUCATION ACT: WIA Section 121(b)(1)(B)(vii).

Name	Title	Entity	Appointment Date	Term End Date
Chris Vitelli	Dean of Students	Columbia College	07/27/2011	n/a

ACTIVITIES AUTHORIZED UNDER CHAPTER 2 OF TITLE II OF THE TRADE ACT OF 1974: 121(b)(1)(B)(viii).

Name	Title	Entity	Appointment Date	Term End Date
Cornelio Gomez	Regional Manager	Employment Development Department	05/17/2012	n/a

ACTIVITIES AUTHORIZED UNDER CHAPTER 41 OF TITLE 38, UNITED STATES CODE: WIA Section 121(b)(1)(B)(ix) – Job Counseling, Training, and Placement Service for Veterans. The local Employment Development Department Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representatives (LVER) provide these services.

Name	Title	Entity	Appointment Date	Term End Date
Cornelio Gomez	Regional Manager	Employment Development Department	05/17/2012	n/a

EMPLOYMENT AND TRAINING ACTIVITIES CARRIED OUT UNDER THE COMMUNITY SERVICES BLOCK GRANT ACT: WIA Section 121(b)(1)(B)(x).

Name	Title	Entity	Appointment Date	Term End Date
Shelly Hance	Executive Director	Amador-Tuolumne Community Action Agency	01/20/2000	n/a

EMPLOYMENT AND TRAINING ACTIVITIES CARRIED OUT BY THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT: WIA Section 121(b)(1)(B)(xi).

Name	Title	Entity	Appointment Date	Term End Date
Shelly Hance	Executive Director	Amador-Tuolumne Community Action Agency	01/20/2000	n/a

ATTACHMENT 12

PROGRAMS AUTHORIZED UNDER STATE UNEMPLOYMENT COMPENSATION

LAWS: WIA Section 121(b)(1)(B)(xii).

Name	Title	Entity	Appointment Date	Term End Date
Cornelio Gomez	Regional Manager	Employment Development Department	05/17/2012	n/a

ADDITIONAL PARTNERS: WIA Section 117(b)(2)(B) – may include such other individuals or representatives of entities as the Chief Local Elected Official in the local area may determine to be appropriate. (These do not have to be One-Stop partners.)

Name	Title	Entity	Appointment Date	Term End Date

ADDITIONAL ONE-STOP PARTNERS: WIA Section 121(b)(2)(A) IN GENERAL – In addition to the entities described in paragraph (1), other entities that carry out a human resource program described in subparagraph (B) may – (i) make available to participants, through the one-stop delivery system, the services described in WIA Section 134(d)(2) that are applicable to such program; and (ii) participate in the operation of such system consistent with the terms of the memorandum described in subsection (c), and with the requirements of the federal law in which the program is authorized; if the local board and Chief Local Elected Official involved approve such participation.

WIA Section 121(b)(2)(B) PROGRAMS – The programs referred to in subparagraph (A) may include – (i) programs authorized under Part A of title IV of the Social Security Act; (ii) programs authorized under section 6(d)(4) of the Food Stamp Act of 1977; (iii) work programs authorized under section 6(o) of the Food Stamp Act of 1977; (iv) programs authorized under the National and Community Service Act of 1990; and (v) other appropriate federal, State, or local programs, including programs in the private sector.

Name	Title	Entity	Appointment Date	Term End Date

ATTACHMENT 12

CORRECTIVE ACTION COMMENTS:

Explain any vacant appointment(s) regarding the required membership composition only. Include the length of time the appointment(s) has been vacant, efforts made to fill the vacant appointment(s), and dates by which the vacant appointment(s) should be filled.

The Mother Lode WIB is currently recruiting to fill six business sector member seats.

Four have been vacant for ten months, and two have been vacant for seven months. In order to support outreach and recruitment efforts, The Mother Lode WIB formed an adhoc Membership Recruitment Committee to support recruitment activities. The committee is focusing its recruitment efforts of the emerging and priority industry and business clusters identified by the WIB as the most likely to expand. The committee meets weekly by conference call to exchange information regarding contacts and to establish follow-up with candidates of interest. Currently there is one application that will be moved to the Mother Lode Board of Directors for action in August 2013, and a number of likely candidates that have not yet submitted applications. The Board of Directors meets quarterly. Work on recruitment is continuing and is on-going. The Mother Lode Workforce Investment Board is working toward having full membership to the Board re-established by the quarterly Workforce Investment Board meeting in February 2014.

COMPLIANCE WITH MAJORITY OF BUSINESS REPRESENTATIVES:

Total number of individuals currently sitting on local board =	23	
Number of vacancies currently on local board is:	6	
Total local board member ship =	29	
Total number of business representatives currently sitting on local board =	9	
Number of business representative vacancies currently on local board =	6	
Total Local board Business Members =	15	
Divide total local business members by total local board membership =	52%	(must be greater than 50%)

COMPLIANCE WITH LABOR REPRESENTATIVES:

Total number of labor representatives currently sitting on local board =	5	
Number of labor representative vacancies currently on local board is:	0	
Total local board labor represenatives =	5	
Divide total local business members by total local board membership =	17%	(must be at least 15% unless not enough nominated by local labor federation, then at least 10%)

ATTACHMENT 13

**WIA Local Plan Program Years 2013-17
Program Administration Designee and Plan Signatures**

This local plan represents the Mother Lode Consortia Local Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This local plan is submitted for the period of July 1, 2013 through June 30, 2017 in accordance with the provisions of the WIA.

Local Workforce Investment Board Chair

Chief Local Elected Official

Signature

Mr. Lester Bridges

Name

Chair, Mother Lode Workforce Investment Board

Title

Date

Signature

Mr. Louis Boitano

Name

Chair, Mother Lode Board of Directors

Title

Date

ATTACHMENT 14

WIA Local Plan Program Years 2013-17 Public Comments Received that Disagree with the Local Plan

Section 118(c) of the Workforce Investment Act requires Local Workforce Investment Boards (local boards) to publish their local plans for public comment. Local boards should include with their local plan submittal:

- All comments that have been received that disagree with the local plan.
- How the local board considered that input and its impact on the local plan.

Please provide these comments in the following format:

Public Comment (include section of plan commented on)
1. The Mother Lode Consortia 5 Year Strategic Plan was published and a 30 day public comment period was initiated on July 3, 2013. The 30 day public comment period closed on August 3, 2013 and no comments were received.
Local Board Response: N/A
2.
Local Board Response:
3.
Local Board Response:
4.
Local Board Response: