



2017-2021

MOTHER LODE
WORKFORCE
DEVELOPMENT BOARD

LOCAL PLAN

BIENNIAL MODIFICATION

**MOTHER LODE WORKFORCE DEVELOPMENT BOARD/MOTHER LODE JOB TRAINING
2019 BIENNIAL MODIFICATION TO 2017-2021 LOCAL PLAN
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2019 BIENNIAL MODIFICATION TO 2017-2021 LOCAL PLAN

PRINCIPAL NARRATIVE

I. INTRODUCTION

To implement California's Biennial Modification and Review requirements for our 2017-2021 Local Plan, the Mother Lode Workforce Development Board's (WDB) leadership team adopted a strategy that was intensively focused on engaging stakeholders in interactive discussions about needs and service strategies for key target populations. Five forums, which were publicized to the community, were held. While one was of a general nature, seeking input on the overall content of the workforce services, the other four focused on the partnerships and populations to be addressed in the Local Plan Modification, including:

- A New Partnership with CalFresh and the CalFresh Employment and Training Program
- A New Partnership with Child Support Services to Service Unemployed, Underemployed and Payment Delinquent Non-Custodial Parents
- Enhanced Partnerships with the Department of Rehabilitation and the Disability Service Network to Increase the use of Competitive Integrated Employment for Persons with Intellectual or Developmental Disabilities
- Improving Services for English, Language Learners, Foreign Born Individuals and Refugees

The following narrative addresses the preceding topics and concludes with an update to the Mother Lode WDB's 4-year plan. Note that the terms "Mother Lode WDB" and the "Mother Lode Job Training" (the administrative entity) are used interchangeably throughout the Local Plan Modification.

II. COLLABORATION WITH THE CALFRESH EMPLOYMENT AND TRAINING PROGRAM AND STRENGTHENED PARTNERSHIP WITH COUNTY HUMAN SERVICES AGENCIES

Within the four-county area served by Mother Lode Job Training, there are four county human services agencies that administer CalFresh and other public welfare programs: Amador County Department of Social Services, Calaveras County Health and Human Services Agency, Mariposa County Health and Human Services and Tuolumne County Department of Social Services (all four agencies are referred to hereafter as DSS). These organizations are one-stop partners and, therefore, are part of the network of agencies that comprise the local workforce development delivery system. CalFresh participants are diverse. They include families, some led by single parents, and individuals. Many are unemployed, while others are low wage earners. In Mother Lode, many CalFresh participants live in poverty and rely on other forms of public assistance and social support services. Because the group consists of individuals with many distinct needs, participants are served by all types of education, social services and support organizations in the county, including the AJCC. Engagement with DSS during the recent planning process revealed the status of CalFresh Employment and Training (E&T) programs in the Mother Lode workforce development area. Only Mariposa County has implemented a CalFresh E&T program, which is quite small and is currently serving six participants. Employment and training services provided by Mariposa County Health and Human Services include: job search assistance, resume writing, work experience and budgeting workshops. MLJT and county human services agencies' representatives agreed that more discussion should take place about the advantages that implementing CalFresh E&T programs could bring to

local participants. Partners that could possibly bring non-federal resources to access 50% CalFresh E&T “rebate” funds include Columbia College and the Amador Tuolumne Community Action Agency.

With regard to topics concerning alignment, coordination and integration, the responses below address approaches for the general CalFresh population. For additional information concerning background and needs assessment of participants in the CalFresh Program, please refer to descriptions provided in Attachment B.

A. Braiding Resources and Coordinating Service Delivery for People Receiving CalFresh to Participate in Workforce Services, Sector Pathway Programs, Supportive Services and Retention Efforts: Given the size and diversity of the population that participates in the CalFresh Program, individuals in this target group are served by many of the workforce system partners and allied stakeholders. Workforce services begin with an assessment of participants’ needs and evaluation of their background, experience and circumstances. A service strategy is customized to meet education, training and support needs. When CalFresh participants seek services through the AJCC, they are oriented not just to the services provided under WIOA, but to programs and resources available through the one-stop partners and other service agencies. A service plan is developed that addresses their full range of needs, but which has skills development and employment as primary goals. Some CalFresh participants are referred to education partners for training ranging from adult basic education to career technical education courses that prepare them for jobs in local and regional target sectors. Linking participants to community-based resources for housing, medical, counseling and other services is part of a braided strategy to ensure participants are equipped to complete training and succeed in the workplace.

B. Workforce System Collaboration with Community Organizations Serving Specific CalFresh Populations: For CalFresh participants, a wide range of strategies is used by the workforce system to coordinate and leverage resources from stakeholders of all types. Individuals with particular circumstances and barriers (e.g. job seekers with disabilities, formerly incarcerated individuals) will often qualify for specific types of funding and programs, and, in some cases, are referred by those programs to the AJCCs and other workforce system providers. County and state justice system agencies, the State Department of Rehabilitation (DOR) and other disabilities services agencies, veterans’ services programs, programs serving seniors and other organizations with a unique, population-specific focus are part of the workforce system’s extended network. Referrals, co-enrollments and service coordination are commonplace among stakeholders.

C. Workforce Services Available to People Receiving CalFresh That Are Funded by Local/Regional Partners: The types of services available to CalFresh participants are outlined above. Again, the diversity of the population suggests that needs vary significantly. Stakeholders indicate that many in this target group have low levels of educational attainment and few skills with which to compete in the current labor market. Columbia College and adult education providers offer a wide array of basic education, literacy, ESL and career technical education programs to which CalFresh participants will be referred. Most organizations serving CalFresh individuals do not use CalFresh enrollment status as a basis for eligibility/participation and do not record this data. Therefore, baseline service levels for most education, training and support programs are not available. Some programs and providers do collect information regarding their participants’ CalFresh status. For example, in PY 2017-18, MLJT served a total of 164 CalFresh participants in our WIOA Title I formula-funded programs.

Even without the availability of baseline service levels, recent Biennial Modification planning and the community and stakeholder engagement process have made clear that there is potential to serve a greater number of CalFresh participants in workforce development and career technical education programs by the partners working together to promote services to this population. Under the WDB’s leadership, the one-stop partners will work together with local human services agencies to identify and develop strategies to specifically market workforce and training programs for CalFresh participants. In addition, MLJT and these agencies will explore opportunities to develop a referral system specific to the CalFresh population to encourage participants to take advantage of AJCC and workforce system services.

D. Partners’ Roles in Helping Provide Services to and Integrating People Receiving CalFresh into Sector Pathway Programs: Workforce system partners are committed to ensuring that participants’ training and employment preparation are focused on demand occupations within priority sectors that hold promise for career advancement, wage gains and a family supporting income. Over the last few years, the Mother Lode WDB has

become increasingly focused on providing career exploration, service planning, career guidance, case management, work-based learning and referrals to training that are sector pathway-focused, concentrating on demand industries that are creating jobs and are stimulating economic growth throughout the region. Participants benefit from this focus by participating in services designed to qualify them for jobs that will lead to careers with good wages and benefits. Career pathway training available to CalFresh participants includes programs that prepare students for employment in construction, manufacturing, healthcare, hospitality, and natural resources occupations.

E. Coordination among Partners to Provide Supportive Services to this Population and Facilitate Program

Completion: WIOA, CalFresh, the Rehabilitation Act and many other programs, for which some CalFresh participants may qualify, allow a portion of funds to be used to provide a variety of support that enables participation in services and training and successful transition to employment. For individuals needing supportive services (e.g. housing, transportation, childcare) that may exceed the resources available through public workforce and education programs, referrals are made to public and non-profit providers throughout the county, which are described throughout this Local Plan Modification narrative. As indicated above, the delivery of services to CalFresh and other workforce system participants begins with assessment and service planning. These services are critical in determining support needs and form the basis for designing a program of support that will ensure a participant's success. Additional information on supportive services is provided in Attachment B.

F. Strategies to Retain Participants in Regional Sector Pathway Programs and Employment: AJCC staff and representatives of our workforce services partners (e.g. EDD, DOR, local education agencies) orient all prospective candidates to workforce, education and training services that are available to support their career goals. This is followed by assessment and service planning that not only ensure that suitable workforce services are identified, but that customers understand the actions required to advance on a career path that will pay family sustaining wages. These include gaining work experience in an occupation and, frequently, continuing education and training to secure credentials that businesses recognize and value. Services, including counseling and case management, provide encouragement to motivate participants to complete training and pursue their career objectives.

III. PARTNERSHIP WITH LOCAL CHILD SUPPORT AGENCIES

The workforce system's current partnerships with local child support agencies (LCSAs) include relationships with Central Sierra Child Support Agency (CSCSA), a joint powers authority that serves Amador, Calaveras and Tuolumne counties, and with Mariposa County Department of Child Support Services (MCDCCS), which serves residents of Mariposa County. Currently, referrals may be made from the LCSAs to Mother Lode's AJCCs pursuant to a court order, requiring job search activity in exchange for reducing payment obligations and the reinstatement of revoked licenses. With CSCSA, referrals are taking place under a pilot project referred to as EAGER. The referral process with Mariposa County is informal. While these approaches are yielding some success, as a result of state level partnerships that have been developed between the workforce and child support systems and MLJT's recent stakeholder engagement process, LCSAs and the Mother Lode WDB have agreed to develop an MOU that outlines a structured relationship for cross-referrals. MLJT and the entire network of one-stop partners are fully committed to building a strong partnership to improve employment outcomes for unemployed, under-employed and payment-delinquent non-custodial parents (NCPs) with child support orders. For background information on the target group and an assessment of need, please refer to descriptions provided in Attachment C.

A. Existing Workforce and Education Program Partnerships

1. Partners' Collaboration to Provide Supportive Services to Enhance Job Retention: The population comprising non-custodial parents with child support orders, who are unemployed, underemployed or payment delinquent, is extremely diverse and experiences a vast array of circumstances. Some individuals are completely disconnected from the labor market, having never worked a traditional job and possessing few marketable skills. Others may be formerly incarcerated individuals, including those who are recently released and, therefore, unemployed. Still

others may be English language learners, persons with disabilities, disconnected youth or older workers. Some, as a result of their circumstances, are homeless, lack transportation, and need a combination of services to meet basic needs. The common thread among them is their status with regard to child support payments, employment and the ability to command family supporting wages within the marketplace. Given the diversity of the population and the spectrum of support needs that is likely to exist, AJCC staff will work individually with each non-custodial parent to determine supportive service needs. Staff is experienced in assessing needs at various levels and in surveying the community for resources. Foremost on the list of support services to be addressed are those corresponding to fundamental needs such as food, housing and clothing. While WIOA and other federally-funded programs that comprise the one-stop partners may be able to make support funds available on a one-time basis or for short-term interventions to meet these needs, AJCC staff has developed linkages with local organizations to address these needs. AJCC and workforce system partner staff will also work with NCP customers to determine if there may be resources within their personal networks (e.g. family members, friends) that may be able to assist with fundamental support needs. Other “stabilizing” services may include counseling and health services, which can be obtained through referrals to a wide range of agencies, including behavioral and other public health services and community clinics. Support services that enable participation in training and a successful transition to employment generally include: assistance with transportation, work-related clothing, tools and similar services. Such services are available from WIOA, through other one-stop/AJCC partners and through various community agencies. To build a stronger network of support for this population, case managers from all organizations will confer regularly to ensure that the full range of customers’ support needs continue to be met throughout program participation and in the months following employment.

2. Comprehensive Services to Facilitate Labor Market Success and Career Advancement: As indicated above, AJCC staff and representatives of our workforce services partners (e.g. EDD, DOR, local education agencies) orient all prospective candidates to workforce, education and training services that are available to support their career goals. This is followed by assessment and service planning that not only ensure that suitable workforce services are identified, but that customers understand the actions required to advance on a career path that will pay family sustaining wages. These include gaining work experience in an occupation and, for many, continuing their education and training after starting a job to secure credentials that businesses recognize and value. Staff will work with each NCP to develop short-, mid- and long-range employment goals. Based on the child support obligations of targeted NCPs, the partners recognize that they have a need to identify employment paying wages sufficient to meet these obligations and provide enough remaining income so that the NCP can support him/herself. CSS and other stakeholders strongly emphasized the need to concentrate on jobs paying a living wage. Therefore, staff may recommend that NCPs consider employment options where an entry-level worker can earn relatively good wages after minimal training or while learning on the job. Among the regional priority industries offering such opportunities are construction, manufacturing, and natural resources (which includes, water, fire and forestry technology). Once the NCP is working and meeting support obligations, s/he can take advantage of training programs that will offer opportunities for even higher wages in these industries or in other local and regional growth sectors, such as healthcare.

3. Impact of WIOA Eligibility Criteria on Serving the Target Population: Partners that serve targeted NCPs have indicated that two features of WIOA eligibility criteria may impact the ability of NCPs to participate in federally-funded workforce services. These are registration for selective service and documentation of right to work. The state has recently published guidance on required collection of right to work documentation for various services under WIOA. While NCPs lacking documentation could use resource information at the center and be referred to non-federally-funded programs for assistance, the AJCC would be unable to provide such individuals WIOA individualized services. With regard to selective service, the local board can review circumstances, and for cases where it can be proven that the individual did not knowingly and willfully fail to register, has the authority to “forgive” the non-compliance with registration requirements, allowing non-registrants to participate in WIOA.

4. Other Obstacles to Serving the Child Support Program Population: Local Child Support professionals and others that work with the NCP population have indicated that a significant obstacle to providing workforce services to the Child Support Program population is individual NCPs themselves. Based on workforce-child support pilots

that have been implemented locally, stakeholders anticipate that many NCPs referred to WIOA/AJCC services will be interested in the opportunity to prepare for jobs that can lead to family-supporting wages and in LCSA "incentives," which are described below. Still, others will not initially be convinced that any "public program" to which LCSAs are making referrals would be beneficial, as they have a negative perception of the agencies. According to stakeholders, many individuals that are in significant arrears on child support payments are so distrustful of LCSAs and "the government" in general that they work exclusively in the underground economy, where they pay no taxes and their funds, however limited, remain out of reach. All agree on the long-term ill effects this has on NCPs. Key to making the new partnerships work will be the stakeholders' developing and promoting messages to NCPs that are benefits-focused and clearly demonstrate that workforce services offer a path to in-demand jobs, careers and good wages.

5. Strategies to Motivate and Support Participation: LCSA's first priority is to ensure that children are financially supported and well cared for. LCSAs have at their disposal a series of "enforcement tools," such as revocation of drivers' and professional licenses, attachment of wages, and imposing liens. Conversely, there are several "motivation tools" that LCSAs may utilize to encourage NCPs to take advantage of workforce programs and services. Among these are: restoration of licenses; revisiting support orders to ensure they reflect the current circumstances of the NCP; and deferring or lessening the requirement for payment during the time in which NCPs are engaged in workforce services, training and job search. LCSAs have expressed their willingness to use the "incentives" described above to encourage NCP's efforts to gain skills, engage in job search, and be successful in their careers.

6. Opportunities for and Obstacles to Local Partnerships: No significant obstacles have been identified to stakeholders engaging in a meaningful and productive partnership.

B. Plans for Building Successful Partnerships or Scaling up Existing Successful Partnerships

1. Strategies to Support Participant Retention in Training Programs: Under the current pilot, communication and the ability to make referrals from CSCSA to the workforce system currently exist, but these fall short of a comprehensive and unified approach. Under a more structured partnership, MLJT and the two LCSAs will develop MOUs that will frame roles, responsibilities and processes associated with their enhanced partnership. Among the provisions of the agreement will be a commitment to maintain communication on the services and outcomes of participants, thereby encouraging both agencies to support participants in achieving their employment and wage goals. Providing supportive services and leveraging "incentive tools" from LCSAs will be key strategies to encourage participants' retention in training and services. AJCC staff and partners will assist customers in setting goals and devising long-range career plans, which may include multi-year, multi-step processes to gain work experience and develop high-demand technical skills. The planning process will provide a "road map" for participants to progress on a career path on which experience and attainment of skills and credentials will increase earning power and enable them to earn family sustaining wages.

2. Existing, New, and Prospective Workforce and Training Partnerships: As described above, a working referral relationship already exists between the workforce system and the LCSAs. For CSCSA, this relationship has taken the form of a pilot, under which basic guidelines for referrals have been established. With MDCSS, the referral system remains informal and unstructured. However, a new MOU will provide structure and establish processes that will improve the effectiveness of the relationship. The MOU will outline the purpose of the agreement, roles of each agency, shared responsibilities and confidentiality requirements. Incorporated into the agreement will be: provisions for referrals of NCPs from LCSAs to the AJCC and from the AJCC to the LCSAs; a consent and release form pertaining to sharing specific types of information between the two agencies; and mechanisms for AJCCs to report workforce program activities and employment outcomes to Child Support. The Mother Lode partners expect that an MOU can be developed and executed by July 1, 2019.

3. Braiding Resources and Coordinating Service Delivery: By entering into an MOU with MLJT, the child support system immediately becomes connected to the entire workforce system, including the WIOA-mandated one-stop partners and a host of local government programs and community agencies that are stakeholders in and contributors to workforce service delivery. AJCC staff will function as the principal case managers for NCPs

enrolled in workforce programs and will make referrals and promote co-enrollments to training and service partners, thereby accessing additional resources.

4. Coordination with Community-Based Organizations to Serve the Target Population: Given the diverse nature of the target population and the fact that NCPs, generally, do not identify themselves as such, local CBOs are not aware of the number individuals from this population that they are serving. AJCC staff is often unaware that a customer has an order for payment of child support. Staff indicates that an issue signaling payment delinquency is a customer having a suspended drivers' license. When individuals are identified as having child support orders, AJCC staff will work to connect them not only to the LCSAs to determine if adjustments can be made to the order (thereby, enabling them to participate in training and job search), but to community-based programs and services, such as parenting classes available through Amador Tuolumne Community Action Agency.

5. Referral Processes and Systems: The Mother Lode partners plan to implement a structured referral process and forms like ones used elsewhere in the state. The parties to the MOU will follow a referral process where LCSAs communicate with a designated single point of contact (liaison) at the AJCC about customers being referred. Child Support will also assign a liaison as a single point of contact. Child Support will provide customers a referral form that identifies them to AJCC staff as Child Support participants. When a referred customer enrolls at the AJCC, center staff will notify Child Support of the enrollment and workforce activities, providing updates no less than quarterly. This notification will include information that communicates that the referred individual has registered or enrolled and the services he or she is participating in. It will also include a consent and release form signed by the participant. While it is anticipated that most referrals will come from Child Support to the AJCC, referrals from the centers to LCSAs may also occur (in a case, for instance, where a participant needs to get a drivers' license reinstated).

C. Working with the Local Child Support Agency to Identify Incentives to Increase the Success of Non-Custodial Parents Sustained Participation in Local Workforce Programs

Tools and incentives to promote participation and retention are those described under item III.A.5, above.

IV. PARTNERSHIPS AND ENGAGEMENT TO SUPPORT GREATER OPPORTUNITIES FOR COMPETITIVE INTEGRATED EMPLOYMENT (CIE)

In December 2018, MLJT convened stakeholders from the disability services community and other interested parties in a forum focused on use of CIE. Among those invited were representatives of the local agencies that correspond to the state CIE partners: the Stockton and Modesto Offices of the San Joaquin County DOR District Office; the San Andreas Branch of the Mountain Valley Regional Center; and local education agencies' special education programs.

There are two LPAs for a five-county region that includes three counties represented by MLJT (Amador, Calaveras, and Tuolumne), San Joaquin County and Stanislaus County. The first is a "traditional" LPA that targets youth and young adults, generally, under the age of 22. The second, which expands the field of core partners, is an agreement that is focused on adult transition of those 22 years and older. The first LPA has been finalized and the second is in development.

The traditional/youth-focused LPA has been executed by the core partners. It identifies community partners (including post-secondary education, public community services, and private non-profit social services organizations) that are key contributors to the goal of expanding CIE in the region. The purpose of the LPA for CIE is to improve service levels and employment opportunities for individuals with disabilities through focusing on person-centered planning. Services will concentrate on improving outcomes for individuals with Intellectual Disabilities/Developmental Disabilities (ID/DD). Activities will primarily focus on education and employment. The LPA specifies roles and referral processes for every core and community partner.

While the Adult Transition LPA is still being developed, a preliminary draft is available. The purpose and goals of the agreement mirror those of the youth-focused LPA, with the principal difference being the target group and the partners. The Disability Resource Agency for Independent Living (DRAIL), which serves adults, will be a core

partner, as will the workforce system and AJCCs. Specific services to be provided by the AJCCs have not been determined.

An LPA for Mariposa County has not yet been developed. MLJT will continue to communicate with the DOR Regional Office and the Mariposa County Office of Education regarding progress in the county on developing a CIE partnership agreement.

There is an active and collaborative array of public and private organizations in the Mother Lode workforce development area that serve individuals with disabilities, including those with ID/DD. Among them are: the LPA core partners: education partners of all types: the WDB, the AJCCs and the workforce system network; and a group of non-profits committed to serving the disability community. This latter group includes DRAIL and WATCH Resources.

The LPAs have not yet identified a specific role for the WDB, the AJCCs or the workforce system in supporting DOR's business outreach efforts in connection with the CIE initiative. However, the partners anticipate that the role will be defined once the DOR district office assigns a CIE liaison/point of contact to the WDB. For additional information on the LPA partners and anticipated plans to increase the availability of CIE in the Mother Lode area, please refer to descriptions provided in Attachment D.

A. AJCC Staff Knowledge and Training Needs about Serving Individuals with Intellectual or Developmental Disabilities and about Programs and Resources Available for the Target Population: Both Mother Lode WDB/AJCC staff and managers and staff representing the system partners have expressed interest in training from the LPA partners about the workforce-related needs and barriers of individuals with ID and DD, as the workforce system, overall, has limited experience working with this target group. The local board and its partners have significant experience serving individuals with disabilities, but many providers acknowledge the need for CIE-specific training. Other training topics that may be of value to the partners and stakeholders include: navigating the workforce system on behalf of individuals with disabilities; disabilities resources for employment and related services; understanding reasonable accommodations; working with clients through adult transition; and understanding social security benefits and the effect of employment on these benefits. State guidance on the CIE initiative indicates that DOR and State Board leadership will ensure that training is available for AJCC staff and that the DOR District Office will assign a point of contact to support the workforce system's CIE activities. Once this occurs, Mother Lode WDB will work with state and local CIE partners to secure training for AJCC staff and system stakeholders.

B. Planned Coordination with DOR Point of Contact Regarding Services and Resources for the Target Population Who Are Vocational Rehabilitation Consumers: Mother Lode WDB has not yet been assigned a DOR point of contact for the CIE expansion initiative. We intend to work closely with our DOR-assigned contact to engage with contractors that serve the target population and to coordinate our services with the LPA partners.

C. DOR Collaboration in Outreach to Employers and Partners to Support Opportunities for Individuals with Intellectual or Developmental Disabilities to achieve Competitive Integrated Employment: MLJT and AJCC representatives currently collaborate with DOR to serve customers with disabilities. Supporting DOR's and the LPAs' business outreach efforts to expand the use of CIE would be a natural extension of our current, productive working relationship. While DOR is currently drafting its goals and approach to increasing CIE opportunities through the LPA, and has yet to communicate these to the WDB, we envision being able to support DOR's efforts in several ways. These include:

- Identifying businesses within the County that employ individuals in jobs that would be suitable for CIE, ensuring that opportunities are identified that complement the various capabilities of individuals in the ID/DD target group;
- Developing a CIE-specific business outreach plan for the County;
- Establishing a unified strategy for promoting CIE candidates to local businesses, taking into consideration individual capabilities and needs;
- Making direct contact with business representatives on behalf of LPA customers; and
- Orienting employers to CIE, developing work-based learning agreements and ensuring the necessary

services and supports are in place to promote successful job placement. Following DOR's assignment of a CIE liaison, which we anticipate will occur in early 2019, the Mother Lode WDB will work with DOR and the LPA partners to define our specific role in the CIE business outreach process.

V. COLLABORATIVE STRATEGIES TO STRENGTHEN SERVICES FOR ENGLISH LANGUAGE LEARNERS, FOREIGN BORN INDIVIDUALS AND REFUGEES

Of the approximately 156,113 people living in MLJT's four-county area, only 5.5% are foreign born and less than 10 percent speak a language other than English at home. These percentages are much lower than those of other local workforce areas in California, particularly those in adjacent counties of the San Joaquin Valley. Demographic and anecdotal information suggests that most immigrants in the local workforce area are from Mexico and many live in communities where jobs in agriculture are available. While the target group may be smaller than in other areas, MLJT is committed to working with local stakeholders to better meet the needs of English language learners (ELLs), foreign-born individuals, refugees and immigrants.

To gather input for the biennial update of the local plan, MLJT organized a stakeholder and community forum on improving services to the target population. Attendance was low at this session, but input from representatives of the Amador Tuolumne Community Action Agency (ATCAA), which has several programs serving immigrants and those learning English, was enlightening and provides direction for aligning workforce services to fulfill unmet needs. To supplement the forum, MLJT sent a survey to 55 stakeholders. Five responses were received, and ratings and comments have also helped to inform the content of our plan.

For background information on the target group and an assessment of need, please refer to descriptions provided in Attachment E.

A. *Sharing Resources and Coordinating Services for the Target Population:* The narrative that follows describes the various ways that stakeholders will work in collaboration to address the workforce needs of immigrants, refugees and English language learners.

B. *Increasing Access to Sector Pathway Programs:* The WDB understands that ELLs are a diverse population with a wide range of needs. Some individuals are just learning English, while others have developed a level of fluency that enables them to take advantage of training and upskilling opportunities that will make them candidates for jobs in the region's priority sectors, which often provide better wages and career advancement potential than jobs in other industries. Stakeholders continue to emphasize the importance of English language skills acquisition and the positive effects of English fluency on one's earning potential and ability to advance in a career path. Locally, English-as-a-Second Language (ESL) training is not widely available. However, the ATCAA Family Learning Center offers a variety of classes and services including English language instruction and GED/ESL preparation classes.

System partners recognize that some individuals in the target group will need long-term interventions that will include on-ramps and off-ramps from education to better jobs and careers. Industries offering the greatest opportunities for immigrants and those learning English include construction, manufacturing and natural resources, all of which offer a path to good wages with minimal time spent in formal training.

C. *Ensuring the Availability of Support Services:* AJCC staff assesses each participant's need for services to support their participation in training and job search and their success on the job. The target population is diverse, ranging from a small number that may have completed college in their home countries, to immigrants with low literacy in their native languages. And, while economic circumstances may vary, the vast majority of individuals in the target group are low income and they generally have limited skills with which to compete in the labor market. Because of limited resources and the frequent need to participate in multiple activities and services, access to various forms of support can be critical. In addition to utilizing a portion of Mother Lode's WIOA Title I allocation to provide a variety of support, AJCC staff will work closely with partners, including ATCAA, to secure support services for customers. Public agencies are critical partners in providing support services to job seekers served by the AJCCs and other organizations that make up the local workforce development system. Among these are county health and social services agencies.

D. Promoting Retention in Training, on the Job and in Career Path Progression: The keys to promoting the progression of immigrant job seekers into self-sustaining and family-supporting careers are: career information; career planning; and the availability of flexible and modular services offering a variety of on- and off-ramps. The workforce system partners and allied stakeholders all recognize the need to balance the immediate income needs of the target group with their need to build language and technical skills that will qualify them for well-paid jobs. Developing this balance starts by making available comprehensive information about the labor market and careers in the region. Using this information, stakeholders can assist customers in devising long-range career plans, which may include multi-year, multi-step processes to gain work experience and develop technical skills. The more flexible and diverse services are, the greater the likelihood that participants will remain engaged or periodically re-engage over the long-term. Community-based and education partners offer resources for such engagement. The availability of training and services during the evening, on weekend, and at remote locations all contribute to customers taking advantage of services over time. MLJT recognizes the need to make information available in other languages, particularly Spanish, through translation services.

E. Coordination with the National Farmworker Jobs Program: The local WIOA Section 167 entities serving migrants and seasonal farmworkers (MSFW) are the California Human Development Corporation (CHDC) for Amador and Calaveras, and Central Valley Opportunity Center (CVOC) for Mariposa and Tuolumne. CHDC and CVOC representatives meet regularly with MLJT staff to coordinate activities, including co-case management of program participants. Additionally, CHDC has provided staff to the regional AJCCs in order to provide greater outreach and services to the MSFW community.

F. Recognizing and Replicating Best Practices: MLJT and stakeholders recognize that, under any circumstance, addressing the needs of a diverse immigrant population is challenging. Because the target population is spread out over a large, four-county area with few programs and resources that are suited to its needs, MLJT will engage our one-stop partners and community stakeholders in further discussions on the best ways to meet the needs of English language learners and immigrants in our area. In addition, we will request input from the State Board on strategies from areas similar to ours that might be locally replicable.

VI. OTHER MODIFICATIONS TO MOTHER LODGE WDB 2017-2021 LOCAL PLAN

While not a requirement of the biennial modification, Mother Lode WDB is taking advantage of the option to address *"other factors affecting the implementation"* of our local plan. Specifically, the narrative that follows addresses progress on several of the goals established in our current four-year plan and describes emerging priorities for the local workforce system.

A. Progress on 2017-2021 Local Plan Goals: The following information summarizes and/or provides examples of significant progress made on goals outlined the Mother Lode WDB's Local Plan.

Goal 1: Identify workforce opportunities in the local community and develop strategies to address them.

An achievement in this area is MLJT's collaboration with the Central Sierra Child Support Agency in establishing a pilot project (EAGER: Employment Assessment - Getting Employment Ready) to receive referrals of payment delinquent non-custodial parents (NCPs) for assessment and employment. The pilot provides the basis for development of broader, more structured systems for serving greater numbers of NCPs, including unemployed and under-employed individuals seeking services on a voluntary basis.

Goal 2: Conduct oversight of the AJCC system and Workforce Innovation and Opportunity Act programs.

MLJT has developed a new policy and procedure for monitoring program activities and records. In addition, staff training and reorganization of workspaces has improved oversight of participant services. MLJT has leveraged the expertise and resources of neighboring local areas to review and cross-train staff in monitoring policies and procedures.

Goal #3: Identify significant economic development and business alliances (i.e., economic development agencies, chambers of commerce, business associations, etc.)

Accomplishments include increasing business membership on the Mother Lode Workforce Development Board to include representatives from all counties and priority sectors. MLJT successfully bid for and became the

administrator for the Central Sierra Economic Development District. In addition, MLJT has broadened its funding to include grants with a stronger economic development focus, such as one from the federal Economic Development Administration, and is braiding this funding with WIOA grants to meet both demand- and supply-side needs in the local economy.

Goal 4: *Work to assure that significant economic development, business alliance, businesses, partners, and emerging and transitional workers know about the mission and vision of the Workforce Development Board.*

Unique achievements by county include:

Amador County: Relocated the AJCC to the new Economic Prosperity Center in a building owned by Jackson Rancheria (hospitality employer). MLJT formed an alliance among the chamber of commerce, economic development, the community college foundation, the tourism council, and Columbia College CTE as co-tenants.

Tuolumne County: Recruited the chamber of commerce and economic development to move into the comprehensive AJCC, with Mother Lode Job Training as the master lessor. The agencies are acquiring additional space within the facility to house these and other strategic partners in the new Tuolumne Economic Prosperity Center.

Calaveras County: Moved the AJCC into the Calaveras Business Resource Center, with the chamber of commerce and economic development as co-tenants. Numerous joint projects and supply/demand activities have occurred.

Mariposa County: Sparked interest in creating a combined “Prosperity Center” with MLJT and business partners. Stakeholders are looking for a suitable facility.

Goal 5: *Invest in systems providing critical data to inform decision making.*

Achievements include: acquisition of the EMSI system to access LMI and economic data for MLJT and our partners; scheduling training opportunities to increase capacity to utilize new systems; and implementation of a new staff model to create independence and buy-in within communities.

B. Emerging Priorities: Since MLJT’s Local Plan was approved in 2017, new priorities have been identified by the WDB and system stakeholders based on evaluation of employment opportunities within the region and on new or enhanced partnerships that have been developed to improve services to target populations.

Target Sectors/Sector Focus: The local area has added information technology (IT) as a priority industry. While IT-specific companies do not dominate the business landscape of Mother Lode communities, IT jobs exist “horizontally” across all five other priority sectors (advanced manufacturing, construction, healthcare, hospitality and natural resources). Recognizing IT as a priority sector highlights the need for MLJT to: survey business needs for training in IT skill sets; work with community college and adult education providers to ensure that curricula are updated or developed to meet business needs; and develop strategies and approaches to promote IT to job seekers.

Priority Populations: As part of the process to review and modify our Local Plan, MLJT has engaged with stakeholders to discuss strategies to better serve and improve labor market outcomes for target populations identified in state guidance regarding biennial plan modifications. Dialog with system stakeholders and community organizations has led to a better understanding of the needs of target populations and resulted in broader discussions about expanding services to: formerly incarcerated and justice-involved individuals; CalFresh participants, targeted individuals with child support orders; and persons with disabilities, particularly those with intellectual or developmental disabilities that can benefit from opportunities to achieve competitive integrated employment.

SUPPLEMENTAL NARRATIVE**STAKEHOLDER AND COMMUNITY OUTREACH AND INVOLVEMENT IN THE TWO-YEAR REVIEW OF THE LOCAL PLAN**

Mother Lode WDB initiated a process for the biennial review and modification of our local plan that involved not only management and staff of our agency, but a wide range of workforce system partners, local stakeholders and representatives of the communities that we serve. The content of Mother Lode WDB's Local Plan Modification has been significantly influenced by organizations and individuals that are committed to developing and maintaining a well prepared and capable workforce.

1. Overall Strategy for Community Outreach and Stakeholder Engagement to Support Modification of the Local Plan

The primary method of obtaining community and stakeholder input on the Local Plan Modification was to invite participation in a series of five public forums. Four of the forums were focused on the principal partnerships and populations to be addressed by the Plan Modification and the fifth was a general community forum, during which participants were asked to share ideas and recommendations on priorities that should shape workforce development service delivery in the Mother Lode workforce development area.

At the opening of each forum, participants were informed of the session's objectives, which were:

- To give stakeholders and the community the opportunity to weigh in on the needs of the target group being discussed;
- To learn from providers, stakeholders and customers about best practices in meeting service needs;
- To identify gaps in services; and
- To hear recommendations for improving the content, availability and quality of services for the target group under consideration.

A. Approach to Conducting Population/Partnership-Specific Input Sessions:

For each of the five (5) forums, an agenda was published in advance to inform stakeholders and members of the community what, specifically, would be discussed. The sessions were, generally, scheduled for two hours. The forums addressed the following topics:

1. Collaborating with CalFresh Employment and Training Programs
2. Strengthening Partnerships with Local Child Support Agencies to Serve Non-Custodial Parents

3. Improving Services to Individuals with Disabilities through Competitive Integrated Employment
4. Improving Coordination and Collaboration among Stakeholders to Strengthen Services to English Language Learners, Foreign Born Individuals and Refugees
5. Community Forum on Local Workforce Planning

The general community forum was held after regular work hours to enable members of the community to participate.

B. Use of Knowledgeable Facilitators to Guide and Support Discussion

MLJT relied on support of staff and stakeholders to facilitate discussion regarding the workforce priorities and initiatives to be addressed in the Local Plan Modification. The following individuals lent their support for this role.

CalFresh E&T Forum	Sophia Yingling, Tuolumne Department of Social Services
Child Support Partnership Forum	Liane Platt, Central Sierra Child Support Agency
Competitive Integrated Employment Forum	Mahalia Gotico, Department of Rehabilitation
ELL, Foreign Born and Refugee Form	Vicki Long, Mother Lode Job Training
Community Forum	Dave Thoeny, Mother Lode Job Training

C. Capturing Community and Stakeholder Input:

To promote contribution to the planning process by a wide range of organizations and points of view, MLJT used several methods to inform stakeholders and the community about the forums. These included:

- Direct email to partners and a broad array of stakeholders, including organizations listed in the State Board's Directory of Planning Partners
- Posting of meeting notices in the AJCCs
- Posting of the agenda and meeting notices on the MLJT website
- Posting of meeting announcements on the State Board's website (following e-mail notification to designated State Board staff)

The forums were audio recorded and the recordings were used as the basis for developing summary notes for each forum. Meeting notes are attached as exhibits to this Plan Modification.

2. Specific Efforts to Outreach to the Community and Engage Stakeholders in Discussions on Mother Lode WDB's New Partnership with CalFresh

A community and stakeholder forum on the CalFresh Employment and Training Program was held at the MLJT Tuolumne Career Center in Sonora on October 18, 2018 from 10:00 a.m. until 12:00 p.m.

To promote dialog and secure feedback and recommendations from stakeholders and members of the community that participated in the forum, the following questions/talking points were presented for the group's consideration:

- Are CalFresh Employment and Training programs currently available in the local area? If so, what services are provided and which organizations are providing them?
- What types of workforce services are needed to help people receiving CalFresh succeed in the local labor market?
- What barriers to employment are faced by CalFresh recipients and what resources are available to help assist them to overcome those barriers?
- What partnerships currently exist or could be developed among the local workforce system, the county agency that manages CalFresh, and other organizations that provide or could provide services to CalFresh recipients? How do the partners work with one another and how do they share information?
- Are CalFresh recipients being referred to programs that prepare them for high demand jobs in the region's priority sectors? What services or systems are in place that could help CalFresh recipients succeed in such programs and on the job?

A. Outreach Activities: On October 1st, 2018, a notice regarding the forum was placed on the Mother Lode WDB website. A printed notice was posted at MLJT's AJCCs.

B. Efforts to Engage Required CalFresh Partners: On September 28th, 2018, direct emails were sent to CalFresh stakeholders, including those on the State Directory.

C. Communication with the State Board regarding CalFresh Forum: On September 28th, 2018, email notification about the forum was sent to the designated contact persons at the State Board.

D. Documentation of Efforts: Attached are the following items that document outreach and engagement efforts on this topic.

- Exhibit A-2-a: Sample flyers and promotional Information
- Exhibit A-2-b: Sample outreach-related email communication
- Exhibit A-2-c: List of individuals and organizations invited to participate in forum
- Exhibit A-2-d: List of individuals that participated in forum, included their contact information
- Exhibit A-2-e: Sign-in sheet(s) for forum

- Exhibit A-2-f: Documentation of notification on forum to State Board
- Exhibit A-2-g: Forum agenda
- Exhibit A-2-h: Forum presentation (PowerPoint)
- Exhibit A-2-i: Meeting notes summarizing the content of forum discussions

3. **Specific Efforts to Outreach to the Community and Engage Stakeholders in Discussions on Mother Lode WDB's New Partnership with Mother Lode Child Support Services**

A community and stakeholder forum on Partnership with Child Support to Serve Non-Custodial Parents was held at the MLJT Tuolumne Career Center in Sonora on November 29th, 2018 from 10:00 a.m. until 12:00 noon.

To promote dialog and secure feedback and recommendations from stakeholders and members of the community that participated in the forum, the following questions/talking points were presented for the group's consideration:

- What barriers to employment are most common among targeted NCPs?
- What are NCPs' service needs (particularly with regard to job skills and employment) and what services are currently available?
- What organizations collaborate locally to promote skills development, employment and career advancement for targeted NCPs?
- Among the NCP service partners, (e.g. Child Support, Family Court, AJCCs, training providers and community-based organizations), what referral and information sharing systems are in place?
- What strategies and tools are used to motivate and incentivize NCPs' acting on referrals, participating in training/skills development and retention in employment?
- How can local organizations work better to ensure positive employment and career outcomes for NCPs?

A. Outreach Activities: On October 1st, 2018, a notice regarding the forum was placed on the Mother Lode WDB website. A printed notice was posted at MLJT's AJCCs.

B. Efforts to Engage Required Child Support/Non-Custodial Parent Partners: On October 16th, 2018, direct emails were sent to Child Support Program/NCP stakeholders, including those on the State Directory.

C. Communication with the State Board regarding Child Support/Non-Custodial Parent Forum: On October 29th, 2018, email notification about the forum was sent to the designated contact persons at the State Board.

D. Documentation of Efforts: Attached are the following items that document outreach and engagement efforts on this topic.

- Exhibit A-3-a: Sample flyers and promotional Information
- Exhibit A-3-b: Sample outreach-related email communication
- Exhibit A-3-c: List of individuals and organizations invited to participate in forum
- Exhibit A-3-d: List of individuals that participated in forum, included their contact information
- Exhibit A-3-e: Sign-in sheet(s) for forum
- Exhibit A-3-f: Documentation of notification on forum to State Board
- Exhibit A-3-g: Forum agenda
- Exhibit A-3-h: Forum presentation (PowerPoint)
- Exhibit A-3-i: Meeting notes summarizing the content of forum discussions

4. Specific Efforts to Outreach to the Community and Engage Stakeholders in Discussions on Mother Lode WDB's New and Enhanced Partnerships with Competitive Integrated Employment Initiative Partners

A community and stakeholder forum on Improving Services to Individuals with Disabilities through Competitive Integrated Employment was held at the MLJT Tuolumne Career Center in Sonora on December 6th, 2018 from 10:00 a.m. until 12:00 a.m.

To promote dialog and secure feedback and recommendations from stakeholders and members of the community that participated in the forum, the following questions/talking points were presented for the group's consideration:

- How are DOR and the workforce system (i.e. the local Board and the AJCCs) currently working together with local partners (such as regional centers, special education and Workability programs, among others) to support the employment goals of individuals with intellectual disabilities and developmental disabilities?
- Are efforts underway for the partners to collaborate on the use of CIE for job seekers with ID/DD?
- Have discussions begun on the development of a Local Partnership Agreement to create more CIE opportunities? If not, how can this be accelerated?
- Have workforce system staff received training in serving individuals with ID/DD and are they knowledgeable about programs and services available to assist this target group? What additional training and information is needed?
- How are DOR and the local workforce system working together to outreach to employers and partners to support individuals with ID/DD in achieving CIE? If efforts are not yet underway, what will be done?
- Have recruitment, referral and employer engagement strategies been defined? If not, what is planned?

- A. Outreach Activities:** On October 1st, 2018, a notice regarding the forum was placed on the Mother Lode WDB website. A printed notice was posted at MLJT's AJCCs.
- B. Efforts to Engage Competitive Integrated Employment Partners and Key Stakeholders:** On October 16th, 2018, direct emails were sent to the CIE partners and disability services stakeholders, including those on the State Directory.
- C. Communication with the State Board regarding Competitive Integrated Employment Forum:** On October 29th, 2018, email notification about the forum was sent to the designated contact persons at the State Board.
- D. Documentation of Efforts:** Attached are the following items that document outreach and engagement efforts on this topic.
 - Exhibit A-4-a: Sample flyers and promotional Information
 - Exhibit A-4-b: Sample outreach-related email communication
 - Exhibit A-4-c: List of individuals and organizations invited to participate in forum
 - Exhibit A-4-d: List of individuals that participated in forum, included their contact information
 - Exhibit A-4-e: Sign-in sheet(s) for forum
 - Exhibit A-4-f: Documentation of notification on forum to State Board
 - Exhibit A-4-g: Forum agenda
 - Exhibit A-4-h: Forum presentation (PowerPoint)
 - Exhibit A-4-i: Meeting notes summarizing the content of forum discussions

5. Specific Efforts to Outreach to the Community and Engage Stakeholders in Discussions on Mother Lode WDB's New and Enhanced Partnerships with Organizations Serving English Language Learners, Foreign Born Individuals and Refugees

A community and stakeholder forum on Improving Services for English Language Learners, Foreign Born Individuals and Refugees was held at MLJT Tuolumne Career Center in Sonora on November 8th, 2018 from 10:00 a.m. to 12:00 p.m.

To promote dialog and secure feedback and recommendations from stakeholders and members of the community that participated in the forum, the following questions/talking points were presented for the group's consideration:

- What are the needs of individuals in this category?
- What are the principal barriers to employment faced by these individuals?

- What partnerships and collaborative efforts exist that enable local organizations to provide services to meet these needs?
- What outreach and recruitment strategies are effective in connecting individuals from these target groups to skills training and livable wages?
- What strategies are in place to provide these individuals with job skills and training that will enable them to progress into livable wage jobs and careers?
- Where do gaps in services exist for this target population and what can we do to bridge these gaps?

A. *Outreach Activities:* On October 1st, 2018, a notice regarding the forum was placed on the Mother Lode WDB website. A printed notice was posted at MLJT's AJCCs.

B. *Efforts to Engage Partners and Key Stakeholders in Improving Services to English Language Learners, Foreign Born Individuals and Refugees:* On October 16th, 2018, direct emails were sent to ELL and immigrant stakeholders, including those on the State Directory.

C. *Communication with the State Board regarding Forum on English Language Learners, Foreign Born Individuals and Refugees:* On October 29th, 2018, email notification about the forum was sent to the designated contact persons at the State Board.

D. *Documentation of Efforts:* Attached are the following items that document outreach and engagement efforts on this topic.

- Exhibit A-5-a: Sample flyers and promotional Information
- Exhibit A-5-b: Sample outreach-related email communication
- Exhibit A-5-c: List of individuals and organizations invited to participate in forum
- Exhibit A-5-d: List of individuals that participated in forum, included their contact information
- Exhibit A-5-e: Sign-in sheet(s) for forum
- Exhibit A-5-f: Documentation of notification on forum to State Board
- Exhibit A-5-g: Forum agenda
- Exhibit A-5-h: Forum presentation (PowerPoint)
- Exhibit A-5-i: Meeting notes summarizing the content of forum discussions

6. **Efforts to Outreach to the Community and Engage Stakeholders in Discussions on Mother Lode WDB's Overall Approach to Workforce Programming and Planning through a General Community Forum**

A general community forum on Local Workforce Planning was held at the MLJT Tuolumne Career Center in Sonora on September 27th, 2018 from 5:30 p.m. until 7:00 p.m.

To promote dialog and secure feedback and recommendations from stakeholders and members of the community that participated in the forum, the following questions/talking points were presented for the group's consideration:

- What services and support do job seekers need to help prepare for and find work?
- What types of training are most needed in the area?
- Do people in the community have a good understanding of the programs and services that are available to assist them? If not, what is the best way to get the word out?
- Are there specific gaps between the services that are available and the services that people need? If so, how can we bridge those gaps?
- If you were writing the local workforce plan, what would your priorities be and why?

A. Outreach Activities: On October 1st, 2018, a notice regarding the forum was placed on the Mother Lode WDB website. A printed notice was posted at MLJT's AJCCs.

B. Efforts to Engage Partners and Key Stakeholders in Providing Input on General Workforce System Planning: On September 20th, 2018, direct emails were sent to stakeholders, including those on the State Directory.

C. Communication with the State Board regarding General Community Forum on Workforce System Planning: On September 20th, 2018, email notification about the forum was sent to the designated contact persons at the State Board.

D. Documentation of Efforts: Attached are the following items that document outreach and engagement efforts on this topic.

- Exhibit A-6-a: Sample flyers and promotional Information
- Exhibit A-6-b: Sample outreach-related email communication
- Exhibit A-6-c: List of individuals and organizations invited to participate in forum
- Exhibit A-6-d: List of individuals that participated in forum, included their contact information
- Exhibit A-6-e: Sign-in sheet(s) for forum
- Exhibit A-6-f: Documentation of notification on forum to State Board
- Exhibit A-6-g: Forum agenda
- Exhibit A-6-h: Forum presentation (PowerPoint)
- Exhibit A-6-i: Meeting notes summarizing the content of forum discussions

7. Publication of Draft for Public Comment

On February 19th, 2019, the Mother Lode WDB opened a public comment period on the Local Plan Modification, concluding on March 13th, 2019.

- A. *Notice on the Availability of the Draft Plan for Public Review and Comment:*** On February 19th, 2019, Mother Lode WDB placed a notice in The Union Democrat (Tuolumne County), and Buy & Sell Press (Amador County), informing the community of the public comment period and the availability of the plan electronically on the WDB's web site or in print at the offices of the Mother Lode WDB. Additional public comment notices were placed in the Valley Springs Newspaper (Calaveras County) and Mariposa Gazette, set to start running on February 20th due to agency publication days.

Email notices about the availability of the draft were also sent to all stakeholders invited to participate in the community forums. In addition, notification on the public comment process was emailed to the designated State Board contacts.

- B. *Opportunities and Mechanisms for Public Comment:*** To ensure that comments to the plan are captured accurately, the WDB requested that all comments be made in writing. Written comments could be submitted by email to ATorres@mljt.org or in print by mail or hand delivery to Mother Lode Job Training at 197 Mono Way, Suite B, Sonora, CA 95370. Attn: Amy Torres.

- C. *Results of Public Comment:*** At the conclusion of the public comment period, a total of 0 comments were received. Based on these comments, the following adjustments were made to the draft Local Plan Modification:

0 comments expressed disagreement with the Local Plan Modification. These comments are incorporated into Attachment F.

- D. *Documentation of Efforts:*** The following items document the public comment process:

- Exhibit A-7-a: Copy of notice in The Union Democrat, Valley Springs, Buy & Sell Press & Mariposa Gazette
- Exhibit A-7-b: Sample Email Message to Stakeholders
- Exhibit A-7-c: List of Stakeholders to Whom Message Were Sent
- Exhibit A-7-d: Email Message Notifying State Board Contacts

SUPPLEMENTAL NARRATIVE

CALFRESH PARTICIPANTS – BACKGROUND AND ASSESSMENT OF NEED

The information below supplements content provided in Section II of the principal narrative.

1. *Overview of the Size and Characteristics of the Total CalFresh Recipient Population*

Within the four-county area served by Mother Lode Job Training, there are four county human services agencies that administer CalFresh and other public welfare programs:

- Amador County Department of Social Services
- Calaveras County Health and Human Services Agency
- Mariposa County Health and Human Services
- Tuolumne County Department of Social Services

The following data was provided for the general CalFresh population by above-listed county agencies. Note that the type and extent data provided by each county varies significantly.

Amador County CalFresh Demographics

Date Range			7/1/2018 - 12/31/2018		
Individuals by Language					
English	Spanish	Cambodian	Mein	American Sign Language	Total
3,768	103	2	2	1	3,876
Individuals by Ethnicity					
American Indian or Alaskan Native			169	Laotian	3
Asian Indian			6	Mexican	245
Black or African American			74	Native Hawaiian	16
Cambodian			3	Other	82
Chinese			4	Puerto Rican	16
Cuban			1	Salvadoran	1
Filipino			24	Samoan	3
Guamanian			6	Unknown	203
Guatemalan			0	Vietnamese	0
Japanese			4	White	3,013
Korean			3	Total	3,876

Distinct Homeless Persons by Gender							
Female	Male	Total	Homeless % of total CalFresh Population				
129	102	231	16.8%				
Distinct Persons by Age							
0-17		18-24		25-34	35-54	55-64	65+
884		171		361	642	329	201

Calaveras County CalFresh Demographics

Distinct Persons by Age						
0-17	18-24	25-34	35-54	55-64	65+	Total
1,496	328	747	1,191	605	348	4,715

Mariposa County CalFresh Demographics

In Mariposa County, 1,854 individuals receive CalFresh. No demographic data was provided.

Tuolumne County CalFresh Demographics

Date Range				12/1/2018 - 12/31/2018		
English	Japanese	Spanish	Tagalog/Filipino	Thai	Total	
4,859	1	68	6	1	4, 935	
Individuals by Ethnicity						
American Indian or Alaskan Native			210	Laotian		1
Asian Indian			4	Mexican		269
Black or African American			64	Native Hawaiian		19
Cambodian			4	Other		107
Chinese			4	Puerto Rican		15
Cuban			6	Salvadoran		3
Filipino			31	Samoan		4
Guamanian			3	Unknown		309
Guatemalan			3	Vietnamese		1
Japanese			12	White		3,866
Korean			0	Total		4,935
Distinct Persons by Gender						
Female			Male			Total
2,656			2,279			4,935
Distinct Persons by Age						
0-17	18-24	25-34	35-54	55-64	65+	Total
1,611	422	709	1,234	619	340	4,935

2. *Overview of the Size and Characteristics of CalFresh E&T Participant Population*

Only Mariposa County has implemented a CalFresh E&T program. The program is serving six individuals. No demographic data was provided.

3. *Types of Workforce Services Needed by the Target Population*

The tremendous diversity of the CalFresh population makes it difficult to generalize about the workforce services they need. However, stakeholders engaged in the planning process provided a number of examples of services that segments of the target group likely need. These include basic skills training, work readiness training, job skills training, job search assistance and various support services, including transportation and child care.

4. *Employment Barriers Experienced by the Target Population and Resources Available to Address Barriers*

The diversity of the population suggests that virtually every type of employment barrier would be experienced by some portion of the CalFresh population. Stakeholders also identified the following as significant barriers affecting the CalFresh population and the county as a whole: lack of educational attainment and insufficient job skills; lack of information about programs and services; homelessness; domestic violence; disabilities; childcare; and transportation. The organizations listed in the following responses provide the education, training and support services required to address and minimize or eradicate these barriers.

5. *Collaboration between MLJT and Local Human Services Agencies*

The partnership among the local board, the AJCCs and local human services agencies is well-established. These agencies are one-stop partners. Under their welfare-to-work programs, MLJT has contracts with human services agencies in three counties: Calaveras, Mariposa and Tuolumne. Referrals of CalWORKS participants from these agencies to MLJT occur on a regular basis and co-enrollments are not uncommon. The partners acknowledge that increasing referrals of CalFresh participants to MLJT could assist individuals in this target group to prepare for jobs offering better wages and providing career advancement potential.

Other organizations that collaborate in serving the CalFresh population include: Columbia College; local education agencies; the California Department of Rehabilitation; Heritage House Recovery Center (substance use recovery); Nancy's Hope (basic needs – blankets, furniture, clothing); Center for a Non-Violent Community (services for women and children victims of domestic violence);

Amador-Tuolumne Community Action Agency (food bank, housing assistance, parenting classes and referrals for health services); Central Sierra Continuum of Care (emergency and transitional housing assistance); and the Enrichment Center (mental wellness and recovery for persons with mental illness).

6. *Quality and Level of Intensity of Partner Services*

As described throughout the principal narrative, the CalFresh population is extremely diverse and participants in the program are served by the broadest possible range of public, non-profit and faith-based agencies in and around the Mother Lode local workforce area. Most organizations serving CalFresh individuals do not use CalFresh enrollment status as a basis for eligibility/participation and do not record this data. Some programs and providers do collect information regarding their participants' CalFresh status. For example, in PY 2017-2018, Mother Lode WDB served a total of 164 CalFresh participants in our WIOA Title I formula-funded programs.

While a wide range of workforce services are available to CalFresh recipients and many of these individuals participate in AJCC and workforce system services, the stakeholders agree that efforts to refer CalFresh individuals to workforce services can be improved. Adoption of a CalFresh-specific process for human services agencies' referrals to the AJCCs will support this effort.

7. *Information Sharing among Partners*

MOUs developed among the one-stop partners describe a referral process and provide for the sharing of service information between organizations assisting the same customer, when the customer provides authorization. Such information may include results of skills assessments or other evaluation of training and workforce service needs. As with all public programs, confidentiality laws prevail with regard to sharing customer-identifying data.

SUPPLEMENTAL NARRATIVE

UNEMPLOYED, UNDEREMPLOYED AND PAYMENT DELINQUENT NON-CUSTODIAL PARENTS – BACKGROUND AND ASSESSMENT OF NEED

The information below supplements content provided in Section III of the principal narrative.

1. ***Areas of High Concentration***
2. ***Percentage of Noncustodial Parents Who Are Unemployed***
3. ***Percentage of Noncustodial Parents Who Are Ex-Offenders***
4. ***Other Demographic Information***

The following demographic information was provided by Central Sierra Child Support Agency (CSCSA), a joint powers authority, serving Amador, Calaveras and Tuolumne counties and by Mariposa Department of Child Support Services, serving residents of Mariposa County.

Amador County Child Support Demographics

Date Range		12/1/2018 - 12/31/2018	
Paying Parent Percentage of Unemployed		62%	
Paying Parent Percentage of Incarceration		25.3%	
Paying Parent Totals of Individuals by Gender			
Female		Male	Total
106		509	615
Paying Parent Totals of Individuals by Language			
English	Spanish	Not Provided	Total
564	6	45	615
Paying Parent Totals of Individuals by Ethnicity			
American Indian or Alaskan Native	22	Laotian	0
Asian	5	Mexican/Hispanic	87
Black or African American	18	Native Hawaiian	1
Cambodian	0	Other	4
Chinese	0	Puerto Rican	0
Cuban	0	Salvadoran	0
Filipino	5	Samoan	1
Guamanian	0	Unknown	31
Guatemalan	0	Vietnamese	0
Japanese	0	White	438
Korean	1	Total	615

Calaveras County Child Support Demographics

Date Range				12/1/2018 - 12/31/2018	
Paying Parent Percentage of Unemployed				67%	
Paying Parent Percentage of Incarceration				24.1%	
Paying Parent Totals of Individuals by Gender					
Female		Male		Total	
148		638		786	
Paying Parent Totals of Individuals by Language					
English	Spanish	Vietnamese	Not Provided	Total	
682	7	1	96	786	
Paying Parent Totals of Individuals by Ethnicity					
American Indian or Alaskan Native		15	Mexican/Hispanic		98
Asian		1	Multi-Racial		16
Black or African American		26	Native Hawaiian		2
Cambodian		0	Other		4
Chinese		0	Puerto Rican		0
Cuban		0	Salvadoran		0
Filipino		2	Samoan		2
Guatemalan		0	Unknown		27
Japanese		0	Vietnamese		1
Korean		0	White		591
Laotian		1	Total		786

Mariposa County Child Support Demographics

Date Range			12/1/2018 - 12/31/2018	
Paying Parent Percentage of Unemployed			61%	
Paying Parent Percentage of Incarceration			24.9%	
Paying Parent Totals of Individuals by Language				
Paying Parent Totals of Individuals by Gender				
Female		Male		Total
34		279		313
Paying Parent Totals of Individuals by Language				
English	Spanish	Not Provided		Total
247	1	65		313
Paying Parent Totals of Individuals by Ethnicity				
American Indian or Alaskan Native		21	Mexican/Hispanic	27
Asian		0	Multi-Racial	0
Black or African American		9	Native Hawaiian	1
Cambodian		0	Other	8
Chinese		0	Not Provided	51
Cuban		0	Salvadoran	0

Filipino	3	Samoan	0
Guatemalan	0	Unknown	13
Japanese	0	Vietnamese	0
Korean	0	White	180
Laotian	0	Total	313

Tuolumne County Child Support Demographics

Date Range		12/1/2018 - 12/31/2018		
Paying Parent Percentage of Unemployed		62%		
Paying Parent Percentage of Incarceration		32%		
Paying Parent Totals of Individuals by Gender				
Female		Male		Total
185		921		1,106
Paying Parent Totals of Individuals by Language				
English	Spanish	Farsi	Not Provided	Total
947	5	1	154	1,106
Paying Parent Totals of Individuals by Ethnicity				
American Indian or Alaskan Native	22	Multi-Racial		8
Asian	3	Native Hawaiian		5
Black or African American	24	Other		5
Cambodian	0	Pacific Islander		1
Chinese	1	Not Provided		61
Cuban	0	Salvadoran		0
Filipino	5	Samoan		0
Guatemalan	0	Unknown		10
Japanese	0	Vietnamese		0
Korean	0	White		831
Mexican/Hispanic	130	Total		1,106

Areas of high concentration were not provided by local child support agencies (LCSAs).

5. *Types of Services Needed by the Targeted Population*

As described in the principal narrative, those identified as unemployed, underemployed and payment delinquent NCPs have diverse backgrounds and circumstances. Therefore, the services they require would include those that are most needed by the full range of job seekers who utilize the workforce system. These include good information about WIOA and other workforce services and the benefits they offer; access to and support with labor market analysis and career exploration; career assessment services; development of service plans and career planning support; information on and referrals to training programs; individualized guidance and counseling; job placement assistance; and assistance in accessing

a wide range of supportive services, such as transportation, housing, and health services. The relative importance of each service will vary from participant to participant, depending on individual background and circumstances.

6. *Services Currently Being Provided and How the Workforce-Child Support Partnership Will Modify Types and Quantity of Services Provided*

As stated in the principal narrative, while a pilot program exists for making referrals between CSCSA and the AJCCs, an agreement with added structure could lead to referrals being more effective and result in more NCPs enrolling in workforce services and becoming employed. Therefore, the enhanced workforce-child support partnership described in this Local Plan Modification and the associated MOU are expected to significantly increase the number of individuals served from all four counties and the workforce and support services available to them from the workforce system partners.

7. *Barriers Experienced by Child Support Program Participants and Resources to Address Barriers*

As stated above, there is no specific set of barriers faced by targeted NCPs, as they come from diverse backgrounds and have a wide range of challenges. However, anecdotally, stakeholders indicated that barriers, such as the following, were noted with some frequency: family instability; unemployment; poverty; a history of justice system involvement; language barriers; health issues and lack of educational attainment. Each individual will be assessed as to his/her unique circumstances and as barriers are identified, so too will resources to address them. For example, individuals with disabilities may be referred to DOR representatives for additional assessment and access to unique support services, such as assistive technology or help with other workplace accommodations. Individuals with basic skills deficits will be referred to local adult education agencies or other partners, and participants lacking work skills may be referred to classroom or work-based programs where they can acquire such skills. Referrals to behavioral health will be made for individuals with mental health and substance use issues.

8. *Planned Information Sharing to Evaluate Need*

An updated MOU to be developed by MLJT and LCSAs should clearly spell out for all parties the confidentiality requirements associated with the administration of Child Support Title IV-D Programs. LCSA representatives acknowledge that provisions of California's Family Code prohibit the agency's providing information about child support customers to outside programs, or other county human services agencies. Therefore, the partners will implement a process, whereby, once participants sign an NCP Consent and Release Agreement, LCSA and AJCC representatives can exchange information (within guidelines) about participant needs, services and outcomes, including employment resulting from participation.

SUPPLEMENTAL NARRATIVE

ENGAGEMENT WITH THE LOCAL
COMPETITIVE INTEGRATED EMPLOYMENT PARTNERS

The information below supplements content provided in Section IV of the principal narrative.

1. Engagement with Local Partners to Increase Competitive Integrated Employment for Jobseekers with Intellectual or Developmental Disabilities

During the course of reviewing and modifying our 2017-2021 Local Plan and as a result of our community and stakeholder engagement process, Mother Lode WDB and partners within the local workforce system have developed a clear understanding of the goals set at the state level by the State Department of Rehabilitation (DOR), the Department of Developmental Services (DDS) and the State Department of Education (DOE) in connection with their agreement to increase competitive integrated employment (CIE) opportunities for individuals with intellectual or developmental disabilities (ID/DD). We became familiar with the CIE Blueprint and with the guidance the state agencies have provided to their local counterparts with regard to the development of Local Partnership Agreements (LPAs) to support the expanded use of CIE throughout California.

As described in the principal narrative pursuant to State guidelines, Mother Lode WDB convened stakeholders from the disability services community as part of the process to modify and update the Local Plan. Among those participating in this discussion were the LPA core partners. In addition, disability service agencies, public health officials, and workforce systems partners, all of whom are stakeholders in serving the target population, attended the forum. All agreed that increased collaboration with MLJT and its four AJCCs would bring valuable resources to the partners' efforts to increase the use of CIE.

AJCC staff already collaborates with the LPA partners. Presently, the relationship with DOR is strong and the partners cite numerous examples of collaboration, co-enrollment, joint case management and other efforts by the workforce system and DOR to serve individuals with disabilities. Two projects under which collaboration is particularly strong, are the Summer Training and Employment Program for Students (STEPS), and the Disability Employment Accelerator IV (DEA). DOR and MLJT work together to identify business worksites for both of these projects.

Linkages with the Regional Center are not as well established. The workforce system has relatively little experience working with individuals with ID/DD, which is the group principally served by California's regional centers. The CIE initiative will drive change in this area. Representatives from DOR, the LEA partners and local disability services agencies agree that the workforce system's extensive connections within the business community will be extremely valuable to the LPA partners in their efforts to expand CIE for the target population.

MLJT will work with the LPA partners to develop and implement a plan for the WDB's support for CIE expansion. This plan will be finalized no later than July 1, 2019.

2. Competitive Integrated Employment Partners

As described in the principal narrative, there are two LPAs for a five-county region that includes three counties represented by MLJT (Amador, Calaveras, and Tuolumne), San Joaquin County and Stanislaus County. The first is a "traditional" LPA that targets youth and young adults, generally, under the age of 22. The second, which expands the field of core partners, is an agreement that is focused on adult transition of those 22 years and older. The first LPA has been executed and the second is in development.

The parties to the "traditional"/youth-focused LPA are the following core partners:

DOR District Office	San Joaquin Valley District Office - Stockton Branch, serving Amador, Calaveras and San Joaquin counties - Modesto Branch, serving Stanislaus and Tuolumne counties
Regional Center	Mountain Valley Regional Center - Modesto Office - Stockton Office - San Andreas Branch, serving Amador, Calaveras and Tuolumne counties
Local Education Agencies (core partners)	<ul style="list-style-type: none"> • Calaveras County Office of Education • Lodi Unified School District/SELPA • San Joaquin County SELPA • Stanislaus SELPA • Stockton Unified School District/SELPA • Tuolumne County Superintendent of Schools

Community partners listed in the agreement are: Post-Secondary Education: San Joaquin Delta College/Community College (Include WorkAbility III), Disabled Student Programs and Services and Modesto Junior College, Disabled Student Programs and Services. Public Community Services: County Behavioral Health and AJCCs/WorkNet; and Private Non-Profit Social Services and Organizations: Independent Living Centers, Family Resource Network, Disability Resource Agency for Independent Living, Community Center for the Blind and Visually Impaired/Stockton, Department of Developmental Services, State Council on Developmental Disabilities and NorCal Deaf Services.

The parties to the pending Adult Transition Services LPA are the following core partners:

DOR District Office	San Joaquin Valley District Office - Stockton Branch, serving Amador, Calaveras and San Joaquin counties
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	- Modesto Branch, serving Stanislaus and Tuolumne counties
Regional Center	Mountain Valley Regional Center - Modesto Office - Stockton Office - San Andreas Branch, serving Amador, Calaveras and Tuolumne counties
Disability Resource Agency for Independent Living (DRAIL)	<ul style="list-style-type: none"> • Modesto Office • Sonora Office • Stockton Office
America's Job Centers of California	<ul style="list-style-type: none"> • MLJT AJCCs • San Joaquin County WorkNet • Stanislaus County Workforce Development AJCCs

Community partners listed in the agreement are: Post-Secondary Education: San Joaquin Delta College/Community College (including WorkAbility III), Disabled Student Programs and Modesto Junior College, Disabled Student Programs and Services; Public Community Services: County Behavioral Health; and Private Non-Profit Social Services and Organizations: Independent Living Centers, Family Resource Network, Community Center for the Blind and Visually Impaired/Stockton, Department of Developmental Services, State Council on Developmental Disabilities and NorCal Deaf Services.

3. Planned Coordination with the CIE Local Planning Agreement Partners

As described throughout the principal narrative and in the preceding responses, MLJT is fully committed to participating as a stakeholder in the efforts of the CIE LPA. We anticipate being actively involved working with DOR, its service providers, the regional center and local education agencies' Workability programs, and other core and community partners to provide career services to job seekers with ID/DD; supporting DOR in using an assets-based approach to promoting CIE to local businesses through a messaging campaign and direct contacts; and working with DOR and other stakeholders to encourage businesses to take advantage of work-based learning strategies to initially integrate individuals with ID/DD into their workforce.

As indicated, the WDB is awaiting the following critical messages from the DOR District Office relative to our support for the CIE initiative:

- Assignment of a DOR Liaison/point of contact to connect the workforce system to its community of service providers;
- Information on how DOR, in coordination with its CIE Blueprint partners, DDS and CDE, will provide CIE technical assistance to the local boards, partners, and employers to assist in filling potential knowledge gaps.
- Information on how DOR and State Board executive staff will work collaboratively to ensure that resources are available for disability expertise and cross-training of frontline staff in the AJCCs.

Once the foregoing information is available, MLJT will complete our plan to support the LPA partners in increasing CIE opportunities.

SUPPLEMENTAL NARRATIVE

ENGLISH LANGUAGE LEARNERS, FOREIGN BORN INDIVIDUALS AND REFUGEES – BACKGROUND AND ASSESSMENT OF NEED

The information below supplements content provided in Section V of the principal narrative.

1. Overview of Target Population Demographics

The following workforce-related data for Mother Lode workforce development area's immigrant and ELL population is excerpted from current U.S. Census Bureau estimates.

Amador County	
County population (est.)	38,626
White Alone percent	89.8%
Black or African American alone, percent	2.5%
American Indian and Alaska Native alone, percent	2.3%
Asian alone, percent	1.7%
Native Hawaiian and Other Pacific Islander alone, percent	0.3%
Two or More Races, percent	3.4%
Hispanic or Latino, percent	14.1%
White alone, not Hispanic or Latino, percent	77.8%
Foreign born persons, percent (2013-2017)	6.0%
Language other than English spoken at home, percent of persons age 5 years + 2013-2017)	11.1%

Calaveras County	
County population (est.)	45,670
White Alone percent	91.5%
Black or African American alone, percent	0.9%
American Indian and Alaska Native alone, percent	1.9%
Asian alone, percent	1.7%
Native Hawaiian and Other Pacific Islander alone, percent	0.3%
Two or More Races, percent	3.8%
Hispanic or Latino, percent	12.1%
White alone, not Hispanic or Latino, percent	81.2%
Foreign born persons, percent (2013-2017)	5.7%
Language other than English spoken at home, percent of persons age 5 years + 2013-2017)	7.3%

Mariposa County	
County population (est.)	17,569
White Alone percent	89.7%

Black or African American alone, percent	1.1%
American Indian and Alaska Native alone, percent	3.3%
Asian alone, percent	1.8%
Native Hawaiian and Other Pacific Islander alone, percent	0.2%
Two or More Races, percent	3.9%
Hispanic or Latino, percent	17.4%
White alone, not Hispanic or Latino, percent	80.1%
Foreign born persons, percent (2013-2017)	6.8%
Language other than English spoken at home, percent of persons age 5 years + 2013-2017)	10.8%

Tuolumne County	
County population (est.)	54,248
White Alone percent	90.5%
Black or African American alone, percent	2.0%
American Indian and Alaska Native alone, percent	2.3%
Asian alone, percent	1.3%
Native Hawaiian and Other Pacific Islander alone, percent	0.3%
Two or More Races, percent	3.6%
Hispanic or Latino, percent	12.5%
White alone, not Hispanic or Latino, percent	80.0%
Foreign born persons, percent (2013-2017)	4.7%
Language other than English spoken at home, percent of persons age 5 years + 2013-2017)	7.9%

2. *Barriers to Employment and Specialized Needs of the Target Population*

Among the target populations' principal barriers to employment identified by systems stakeholders are: limited English proficiency; low cultural competency; immigration status vulnerabilities; stereotyping; lack of or low literacy in one's native language; limited knowledge of and access to benefits; difficulty navigating resources; mental health; lack of educational attainment, vocational skills and credentials; and lack of access to affordable options for housing, childcare and transportation.

3. *Identified Gaps in Workforce System Services for the Target Population*

Stakeholders also identified the need for: increased ESL capacity; more bilingual services; outreach to communities where targeted individuals live; greater cultural awareness and cultural responsiveness; assistance in navigating services; more skills training programs; and increased collaboration among service providers. The WDB will continue to engage with workforce system partners and stakeholders to identify strategies to address these gaps.

4. *Outreach and Recruitment Strategies for the Target Population*

There is very limited Spanish language media in the Mother Lode area. An exception is the monthly one-hour "La Voz" radio program, which is produced by

La Cooperativa Campesina de California. The program reaches approximately half a million listeners via Radio Bilingüe and the internet, and may provide a good outlet for broadcasting information in Spanish regarding MLJT and partner services. Stakeholders commented on the effectiveness of community-based, one-on-one and immigrant-focused activities in recruiting candidates from the target group. An example would be ATCAA's weekly Spanish-speaking Advisory Committee meetings, where the agency offers a range of services, such as counseling, support, and presentations on community resources. ATCAA also hosts and participates at community events at Sierra Bible Church and the Jamestown Resource Fair. The workforce system may benefit from collaborating in these outreach efforts.

5. *Coordination and Alignment among Partners in Serving the Target Population*

Again, ATCAA was a valuable resource for identifying organizations that provide services to the target population. Among them are: Tuolumne Adult Education, Columbia College, Infant Child Enrichment Services, local county human services agencies, MACT Medical Clinic and the Center for a Nonviolent Community.

SUPPLEMENTAL NARRATIVE

PUBLIC COMMENTS IN DISAGREEMENT WITH LOCAL PLAN

A total of 0 comments were received in response to the publication of a draft of the Mother Lode WDB's 2019 Local Plan Modification during an open public comment period. Following are comments in disagreement with the draft plan, listed in the order in which they were received.

1.	Commenter:	
	Date Received:	
	Method By Which Comment Communicated:	
	Comment:	

2.	Commenter:	
	Date Received:	
	Method By Which Comment Communicated:	
	Comment:	

3.	Commenter:	
	Date Received:	
	Method By Which Comment Communicated:	
	Comment:	