



# 2017-2021

MOTHER LODE  
WORKFORCE  
DEVELOPMENT BOARD

REGIONAL PLAN  
BIENNIAL MODIFICATION

**MIDDLE SIERRA REGIONAL PLANNING UNIT**  
**2019 BIENNIAL MODIFICATION TO 2017-2021 REGIONAL PLAN**

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**MIDDLE SIERRA REGIONAL PLANNING UNIT  
2019 BIENNIAL MODIFICATION TO 2017-2021 REGIONAL PLAN**

**PRINCIPAL NARRATIVE**

**I. WORKFORCE-CORRECTIONS PARTNERSHIP**

**A. INTRODUCTION**

To implement California's Biennial Modification and Review requirements for our 2017-2021 Plan, the Middle Sierra Regional Planning Unit (RPU) adopted a strategy that was intensively focused on engaging stakeholders in interactive discussions about needs and service strategies for key target populations. Two forums, which were widely publicized to the community, were held, focusing on topics that state guidance indicates must be addressed in the modification:

- Workforce-Corrections Partnerships
- Assessment of Progress on Achieving Goals on Regional Programs and Strategies

In addition to the forums, RPU leadership participated in meetings with building trades councils (BTCs) that serve our region. The meetings focused on the collaboration of the workforce system with the BTCs concerning Multi-Craft Core Curriculum (MC3) construction pre-apprenticeship training.

In tandem with activities supporting the development of the Regional Plan Modification, Mother Lode Job Training (MLJT) held a series of five forums (one of which sought general community input on workforce planning, with the other four focused on new and enhanced partnerships to serve priority populations) to gather intelligence to update and modify the four-year Local Plan. This is significant to the Regional Plan update, as the Mother Lode Workforce Development Board (WDB) is the only local board in the region. Because the borders of the region and the local workforce area mirror one another, information from local convenings has contributed to the content of this Regional Plan Modification. The following narrative addresses the mandatory topics and concludes with an update to Middle Sierra's 4-year plan goals and priorities.

In reviewing this Regional Plan Modification, it is critical to note that its workforce-corrections content has been significantly influenced by California's Prison to Employment initiative, which will make a pool of new funding available to RPUs throughout the state. In developing a plan to utilize this funding, MLJT came to the conclusion that the greatest impact our region could have in serving justice-involved individuals would be to leverage our relationships with two state prisons (Mule Creek State Prison and Sierra Conservation Center) to create a model for a continuum of service from incarceration to the reentry workplace. This approach will shift much of the emphasis to pre-release services that will lead not simply to a "warm hand-off," but to a structured, purposeful transition from prison through release to reentry, where Parole Officers and local service providers will await the parolee/probationer, ready to implement an individual employment plan. MLJT proposed to the state board a pilot under which we would:

- Develop a closed circuit video to provide information on America's Job Centers of California (AJCCs) and local workforce systems for inmates at CDCR facilities;
- Provide pre-release access to CalJOBS by the inmate population to begin career exploration and service planning prior to parole; and
- Establish a system for hard hand-offs from pre-release services to local AJCCs, under which California Department of Corrections and Rehabilitation (CDCR) Parole Officers would function as key facilitators and intermediaries.

While MLJT awaits word from the California Workforce Development Board regarding our proposed pilot, we are compelled to include descriptions of this unique workforce-corrections approach in Regional Plan Modification, along with information on how we intend to serve the supervised population.

## ***B. SERVICES – WHO, WHAT, WHEN AND HOW OF REGIONAL ALIGNMENT***

**1. Partnerships to Support Service Delivery to the Target Population:** Middle Sierra's approach to workforce development for the supervised population leverages the experience and resources of corrections, community, education and workforce services agencies. For the pre-release services planned at the two local prisons, CDCR staff will be critical partners in identifying candidates, scheduling services, securing documentation of educational and skill attainment, linking soon to be paroled inmates to their Parole Operations counterparts in counties throughout California, and virtually every other aspect of service delivery.

**A. Mother Lode Workforce Development Board and Local Workforce System Partners:** The local workforce development system in the Middle Sierra region includes not only the WIOA and special grant programs operated by MLJT, but services provided under a wide variety of fund streams administered by the one-stop partners including, but not limited to: Wagner-Peyser, Veterans Employment Programs, Title V of the Older Americans Act, the federal Rehabilitation Act, the Adult Education and Family Literacy Act, and the California Community College's Strong Workforce program. MLJT staff will lead the Workforce-Corrections Partnership's activities under the initiative, which will include coordinating the services provided to each participant through the establishment of multi-disciplinary teams in each county. These teams will include AJCC staff, Probation/Parole Officers and representatives of all agencies providing counseling, health services and other forms of support (which may include one-stop partners, public agencies, community-based organizations and others). Teams will collaborate on the development of services plans, communicate weekly to assess progress and ensure all service needs are being addressed.

**B. Representatives of California Department of Corrections and Rehabilitation Division of Adult Parole Operations (DAPO):** For the supervised population, Parole Officers will ensure that individuals on their caseload participate in workforce services. They will coordinate with other providers through their participation on multi-disciplinary teams.

**C. Community-Based Organizations (CBOs):** The Middle Sierra region does not have an extensive number of CBOs and has even fewer with specialized expertise in reentry. However, several CBOs (discussed below) will be crucial partners in providing support services, such as housing and counseling, and will actively participate on multi-disciplinary teams.

**D. County Probation Departments:** For those under county supervision, the role of probation departments in the four counties is similar to that described for DAPO Officers. MLJT has relationships with all local Probation agencies. Probation officials have participated in discussions with system stakeholders about the workforce-corrections partnership and services to be provided under the Prison to Employment initiative.

**E. Labor Organizations:** The region does not have a large labor footprint. However, unions representing the construction trades are important partners, as are the three Building Trades Councils (BTCs) that serve the four counties. MLJT will work with our BTC partners to identify opportunities to expand MC3 pre-apprenticeship training and apprenticeships in the trades.

**F. Businesses:** Local companies that are "second chance"-friendly are essential to the project's ultimate goal of improving labor market outcomes for formerly incarcerated and justice-involved individuals. The partners will seek support of "business champions" to develop and broadcast positive messaging regarding hiring former offenders.

**2. Strategies for Customers with Multiple Barriers and Challenges:** Within the target group, many individuals will face one or more barriers in addition to their ex-offender status. Some will have low literacy and basic skills, while others may be persons with disabilities or managing health issues. Other characteristics, such as limited English fluency, lack of work experience or mature worker status, may present barriers to employment. No matter the barrier, the partners on the inter-disciplinary teams will work together to develop unique service strategies that include interventions to minimize or eradicate each obstacle. A service plan will be developed that identifies support needed and specific workforce services required to prepare the participant for employment. The workforce system stakeholders and the project's network of support agencies will be key partners in providing education, health services and counseling support to address all type of barriers. EDD, the Department of Rehabilitation,

Columbia College, adult education providers and other one-stop partners offer a wealth of resources to address multiple barriers that will likely be present among participants.

**3. Existing and Currently Funded Service Strategies:** The region's existing service delivery environment includes career planning, job placement and a full range of workforce services provided by one comprehensive one-stop and three affiliated AJCCs. It also includes education and training programs provided by adult education providers and Columbia College, along with social services and support offered by public agencies and non-profit organizations.

Leveraging AB109 funding, MLJT collaborates with Amador County Probation to offer the Workforce Assistance Placement Program, which provides probationers work readiness training, along with earn and learn opportunities using a paid work experience model. To date, this relatively new program has been successful in assisting four of 13 enrolled participants in securing unsubsidized employment. Four others have not yet obtained employment, two have unknown outcomes, and three are still enrolled. MLJT also offers short-term employment through a 2017 Storm National Dislocated Worker Grant, in which individuals from the reentry population have successfully added experience to their resumes and, subsequently, gained employment. Another current program available to formerly incarcerated and justice-involved individuals provides opportunities to train for careers in natural resources occupations under a CWDB-funded Workforce Accelerator (WAF) 6.0 project. There is significant demand in the region for workers with forestry technology skills due to the monumental post-drought tree mortality issue. Under this project, training is also available in water treatment and distribution, where new workers are needed to replace a retiring workforce. Prison to Employment funds will increase the availability of these programs and provide much needed funding for supportive services and participant wages during work experience and work-based learning activities. Grant funds will also support the pilot, under which new strategies and approaches for replicable pre-release and reentry transition protocols will be developed.

**4. Strategies to Support Successful Program Participation and Completion:** Among the project's principal recruitment strategies will be making available prerelease services that will provide a strong basis and motivation for incarcerated individuals to seek local workforce services upon their probation. Partnership Agreements with CDCR and local probation agencies will outline project objectives and encourage Officers to refer individuals most in need of services. As discussed, having a record of justice involvement is considered by many workforce development professionals as one of the biggest barriers a job seeker can face, as it closes too many doors of opportunity and elicits scant empathy from too many people with hiring authority. For formerly incarcerated individuals with additional barriers (such as having a disability or lacking educational attainment), the path to employment may be even more difficult. For all barriers faced by targeted individuals, the partners will develop a service strategy to specifically address identified needs. Workforce system partners and local community organizations will be principal providers of services to reduce or eliminate barriers, including needs related to housing, transportation, healthcare, counseling/peer support, childcare and basic services.

**5. Opportunities for Justice System Collaboration on Pre-Release Strategies:** Pre-release strategies are central to our approach under the Prison to Employment Initiative. For local workforce-corrections programs addressing those under Sheriffs' custody in county jails, workforce system staff will work with inmates that are within 6 months of release to begin the process of career exploration and service planning, so that, upon exit, formerly incarcerated individuals can immediately begin services, including earn and learn activities, provided by MLJT AJCCs. Under our proposed continuum of service pilot at two local prisons, the prerelease services to be designed and implemented have the potential for replication throughout the state, thereby creating a true continuum of services from prison to employment. Unique prerelease strategies to be piloted include:

**A. Use of the CalJOBS System within State Prisons:** Middle Sierra's goal is to harness the power, resources and broad utility of the CalJOBS system to begin service and career planning with inmates within 6 months of release. By using CalJOBS prior to parole, inmates will begin career exploration and service planning. They will have a good understanding of the training and services available to prepare them for the jobs they are targeting. Although CalJOBS was briefly piloted at a CDCR facility, it was discontinued due to security concerns. However, CDCR still views use of CalJOBS as a long-range goal. Recent discussions between MLJT leadership and William Muniz, a CDCR Warden on special assignment to the Prison to Employment initiative, have resulted in

MLJT's connection to IT Supervisors at the two local prisons. MLJT will work with these individuals and CDCR's EIS-Customer Service & Field Operation Section Regional Manager on further developing this strategy. MLJT will work to establish a similar protocol with County jails so that individuals in county custody can also be prepared to make immediate contact with and take advantage of the services from the local workforce system.

**B. Structured Hard Hand-Off from Prison to Local Parole Operations and Workforce System Representatives:** To ensure the desired continuum of services, the Middle Sierra partners plan to work with staff at the two prisons to design protocols for a "structured hard hand-off" to local stakeholders, including CDCR Parole Operations and the workforce system (i.e. WDB and/or AJCC). The goal is to provide notification about the imminent parole of an individual being provided prerelease services and to electronically transfer the CalJOBS records to local supervision so services are awaiting the inmate in the county of parole at the time of release.

**C. Design and Production of a Corrections-Focused Video Promoting California's Workforce Development System:** To increase awareness among inmates about workforce services available to them upon parole, MLJT will design and produce a video promoting California's workforce development system, its services, benefits and outcomes. With the video showing repeatedly on the prisons' television systems, all inmates will be aware that services are available statewide and that they are eligible for training, career development and support services at no cost. The goal of the pilot is that the video will, ultimately, be shown at every CDRC Adult facility.

**6. Case Management Needs and Strategies:** Multi-disciplinary teams serving formerly incarcerated and justice-involved individuals will consist of representatives of the workforce system, parole/probation and community-based support agencies. Team members will co-case manage participants, tracking their progress on goals outlined in individual employment and service plans and collaborating on the development and implementation of strategies to address obstacles that may arise during training or following job placement..

Strong and effective working relationships with corrections and other government agencies will increase the workforce system's effectiveness in completing intake, assessment, service planning and in providing high quality case management. Key issues to be addressed pre-release that will promote successful engagement with workforce services providers include the following.

**A. Right to Work Documentation:** For the workforce system to engage individuals in employment of any kind, including subsidized work-based "earn and learn" activities, these customers must fulfill requirements for documenting their right to work. California Identification Cards, Social Security Cards, and birth certificates/verification of legal residency are among the documents needed. Because the lag time for obtaining these documents can be weeks, beginning the process prior to release is essential. Support from state and county corrections agencies to identify those pending release and agreements with the DMV, Social Security and county registrars to facilitate the processing of requests would hasten the workforce system's ability to quickly connect the job ready re-entry population to work. MLJT will work to develop partnership agreements with all public agencies having oversight of critical work requirement documents.

**B. Results of Risk/Needs Assessments:** Understanding an individual's criminogenic risks and needs is critical to devising an appropriate service plan and to determining the point at which he/she is ready for various career services. The workforce system partners intend to work with corrections facilities to ensure that such assessments are completed pre-release and that results are made available to the multi-disciplinary team that will identify appropriate workforce and support strategies.

**C. Documentation of Educational Attainment and Skills Certification:** Prior to release, the workforce-corrections partners, in cooperation with the customer, will identify all education and training completed by the customer and assemble documentation of these achievements. For diplomas or certificates earned while incarcerated, the corrections facility can assist in providing records. Pre-release identification of pre-incarceration educational attainment will help workforce staff in securing records from schools systems located throughout California and across the nation.

**7. Data Collection and Reporting:** SB 866 requires evaluation to be based on UI Code 14033 (b) to (d), as enacted by AB 1111. The applicable sections of 14033 state that the initiative's purpose is to provide individuals

with barriers to employment “services they need to enter, participate in, and complete broader workforce preparation, training and education programs, and, ultimately, to obtain employment.” It then describes performance evaluation criteria that are substantially similar to WIOA, as they deal with participants’ enrollment and completion of workforce and training services, followed by job placement and retention. Mother Lode Job Training, serving as fiscal agent for Prison to Employment Direct and Support Services Grants, will be responsible for developing data collection and reporting procedures. Per guidelines established by the CWDB for the Prison to Employment Initiative, CalJOBS will be the system into which data is entered and from which reporting will be based.

**8. Strategies to Support Job Retention:** Support services enable participation in training and career services. However, participants beginning unsubsidized employment will often need on-going support for many months. Frequent, on-going case management communications by all providers serving a participant will assess evolving needs and the multi-disciplinary will communicate weekly to conduct comprehensive case reviews for all participants, including those that are employed. Following job placement, needs for transportation and child care are frequently elevated. The partners will work with the community action agency to identify low cost child care options and AJCC staff may work directly with providers to secure discounted rates. Reliable transportation that ensures employees arrive for work on time is essential to job retention. Where public transportation is not a viable option, MLJT and the project partners will utilize ride share services and plan to explore models that provide down payments for vehicles to individuals who have followed a structure savings plan to cover car payments, insurance and maintenance for up to a year. CBO partners will continue to serve as important resources for other services needed after job placement.

### ***C. RELATIONSHIP TO REGIONAL LABOR MARKET NEEDS, REGIONAL SECTOR PATHWAY PROGRAMS, AND REGIONAL PARTNERSHIPS***

**1. Linking the Workforce-Corrections Initiative to the Region’s Sector Pathways:** Based on extensive labor market research and analysis and taking into consideration key sectors previously recognized by economic development, education and workforce development agencies, in 2017, the WDB agreed on the following regional priority sectors: advanced manufacturing, construction, healthcare, hospitality, and natural resources, which includes water, fire and forestry technology. Information Technology (IT) is also seen as a key sector, as IT jobs are in demand across all of the region’s priority industries. The stakeholders in the region are now intensively focused on the local/regional target sectors adopted by the Mother Lode Workforce Development Board. Not only do these sectors offer job opportunities that are in-demand and pay wages that are higher than in other industries, they represent businesses that have the greatest potential for spurring economic growth and prosperity throughout the Middle Sierra region. Current sector pathways programs include our natural resource training, which is the focus of MLJT’s WAF 6.0 project; a healthcare sector initiative, in which major employers from the region are establishing a sector partnership to drive development of responses to key industry needs; and opportunities for qualified candidates to be accepted into apprenticeships for well paid jobs in the construction trades.

**2. Coordination with State Board-Funded Initiatives:** The CWDB grantee project currently funded in the region is a WAF 6.0 project operated by MLJT. The project is ideally aligned with the goals of the Prison to Employment grants, as it coordinates programs and services of multiple agencies including community colleges, the U.S. Forest Service, and private industry to create employment opportunities for ex-offenders in the natural resources sector. In addition, our planned pre-release work with the Sierra Conservation Center will have MLJT serving many inmates working in fire camps, which support state, local and federal agencies in responding to fires, floods and other disasters. After release, some inmates have gained employment with CalFire. Inmates may also participate in specialized water treatment training, for which project funds will be used to cover fees for certification testing, a requirement for employment following parole.

**3. Promoting Information on Regional Priority Sectors:** MLJT, along with EDD and other core partners, collects labor market information from state and local sources and gathers industry intelligence from business and industry leaders, particularly those representing companies in priority sectors. Such information is crucial to

assisting formerly incarcerated and justice-involved individuals in understanding labor market opportunities, conducting career exploration and in establishing employment and career goals. To ensure that all agencies providing training, support, and service coordination, along with those participating on the project's interdisciplinary teams, have information about labor market demand and priority sectors, MLJT will publish quarterly regional industry updates on the workforce-corrections page of our website. Such information will also continue to be discussed with partners and other stakeholders at quarterly WDB meetings and meetings of the one-stop partners.

**4. Business Engagement Strategy:** Overall, MLJT maintains strong and effective working relationships with businesses of all types across the region. There are few large businesses, but local branches of national companies (e.g. retail, hospitality, finance) are plentiful, as are locally based companies. Within the last few years, MLJT has worked diligently to connect with businesses in local/regional priority sectors. Among our business partners are more than 50 companies that have proven to be second chance-friendly, having hired formerly incarcerated and justice-involved candidates. Working with project partners, including businesses, the region will develop a messaging campaign on the benefits of second chance hiring. The partners will seek to expand the base of employers through the development of a specialized messaging campaign that will highlight the assets of candidates. This approach starts with communicating an individual's skills and abilities, and presents information regarding justice-system involvement and status in a clear and matter of fact way. Messaging will also highlight research and statistics about the success of formerly incarcerated individuals in the workplace, including evidence that they are as productive as other employees and often demonstrate uncommon loyalty to businesses that provide them the opportunity to work. Again, the partners will reach out to businesses with a history of hiring individuals from the target group to identify and seek assistance from employers willing to serve as champions for second chance hiring. The partners will develop a strategy for broadcasting hiring messages. This strategy will likely be multi-faceted and include individual meetings with businesses, stories published by local press and communications with chambers of commerce and business associations. Members of the Mother Lode Workforce Development Board will also be recruited to assist in promoting project participants within their business networks.

**5. Engaging System Stakeholders in Workforce-Corrections Partnership:** The number of community-based agencies in the region is small and none is specifically focused on the target population. Therefore, rather than developing new partnerships, the Middle Sierra workforce-correction partners will concentrate on developing new ways to work with local CBOs. Largely, this will include their participation on multi-disciplinary teams, where they will participate in the overall service planning for participants and in working with workforce and corrections partners in devising solutions to obstacles participants face.

Organizations with which MLJT will collaborate in the delivery of support services, include, but are not limited to the following: Heritage House Recovery Center (substance use recovery); Nancy's Hope (basic needs – blankets, household items, 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). The project intends to leverage existing financial resources of these organizations on behalf of project participants.

**6. Engaging Re-Entry Service Organizations in Partnership Activities:** MLJT has executed operational and financial MOUs with the required one-stop partners and stakeholders that comprise the local workforce development system within the Middle Sierra region. In addition, as stated, an MOU has been executed with DAPO in support of our workforce-corrections partnership and the Prison to Employment initiative. Additional workforce-corrections-related MOUs to be developed within the next two months include partnership agreements with: sheriff's departments in each of our four counties; probation departments in each county; each county's behavioral health departments; the Amador Community College Foundation and the California Department of Motor Vehicles.

**7. Training for Staff and Stakeholders:** Workforce system staff and stakeholders agree training in working with the target population will be critical to their success and in understanding the unique challenges faced by formerly incarcerated and justice-involved individuals. Dr. Scott McClure, a specialist in this field, will provide training in

the following topics: Motivational Interviewing for Community, Corrections, and Educational Programs; Cognitive Behavioral Interventions; Transformative Adult Learning Theory; Offender Employment Retention; Inmate Politics and Staff Manipulation; and Mental Health and Trauma Informed Treatment. Other topics (available through the National Institute of Corrections) for which training may be provided, include Transition from Prison to Community and Workforce Development and Women Offenders, among others. Additional training will be provided by “Aha! Process,” including its “Bridges out of Poverty” program.

**8. Case Management Collaboration with the Justice System:** The capacity to co-case manage participants relies foremost of the strength of partnerships and nearly equally on a sound structure for sharing information and apportioning responsibilities. Effective working relationships currently exist between the workforce partners and our corrections/re-entry counterparts. Models for truly effective shared case management exist in the region and these strategies will be scaled-up in the implementation of state-funded Prison to Employment grants.

**A. Assessment of Candidates:** Assessing participants’ readiness for work and their past achievements (including attainment of education and training credentials), along with their interests and abilities, provides a foundation for development of a service plan that addresses individual needs and circumstances. For participants beginning pre-release services in county jails (or at the two local prisons under our pilot), assessment will begin with CDCR-administered “risk/needs” assessments, which are specifically designed to evaluate criminogenic risks and suggest whether an individual is sufficiently stable to participate in work-related activities. In connection with service planning, staff will work with participants to review education and training history (both during and prior to incarceration) and will follow-up with facility staff and education institutions to obtain documentation of credential/diploma attainment. In addition, staff will utilize standardized assessment instruments to determine services and career objectives suitable to each participant. CareerScope determines interests and aptitudes, while the COPSys Career Guidance assessments test for interests, abilities and values.

**B. Coordination with State Parole and County Probation Supervision:** The RPU has entered into a Partnership Agreement with the Northern Region DAPO to foster coordination of services, which includes referrals. As inmates from California’s state prisons are paroled to communities in the Middle Sierra region, Parole Officers will immediately make contact with MLJT to refer these individuals for career services, support and enrollment into wage-paying work-based learning programs. The same referral process will exist between county probation agencies and MLJT-managed AJCCs for individuals under county supervision. As stated, based on our pre-release approach, some individuals exiting county jails will have begun receiving services while incarcerated. A plan will be developed to ensure that they begin to participate in project services and support immediately upon release.

**C. Working with CBOs to Provide Support and Direct Services:** The small network of CBOs in the region provides a variety of services, ranging from housing assistance, to treatment programs and assistance with basic needs. The project will leverage CBO services available in the region. Where support services are not available from CBOs, MLJT will utilize project funds to provide needed services.

## II. MULTI-CRAFT CORE CURRICULUM MC3 CONSTRUCTION PRE- APPRENTICESHIP PARTNERSHIPS

There are three (3) local/regional Building Trades Councils (BTCs) that align with the counties that comprise the Middle Sierra RPU: 1) San Joaquin, Calaveras, Alpine<sup>1</sup>; 2) Stanislaus, Merced, Mariposa, Tuolumne<sup>2</sup>; and 3) Sacramento-Sierra, serving seven counties, including Amador County, which is part of the Middle Sierra RPU. As part of the process to modify and update the Regional Plan, meetings were held with two of the councils. These sessions were attended by BTC leaders and representatives from various local building trades unions, along with

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<sup>1</sup> The BTC also serves San Joaquin County and discussions were held in partnership with San Joaquin County WDB representatives.

<sup>2</sup> The BTC also serves Merced and Stanislaus counties and discussions were held in partnership with Merced County WDB and Stanislaus County WDB representatives.

Executive Directors and staff from local boards served by the BTCs. The purpose of these meetings was for workforce system leaders to get a better understanding of how the councils were approving, overseeing and, possibly, operating MC3 training, their plans and/or goals regarding MC3, and how the workforce system (including WDBs, the AJCCs and partners) could support the councils' efforts pertaining to pre-apprenticeship activities. Following is a summary of the discussions that took place at the meetings, including opportunities for MLJT to coordinate its programs and activities with the BTCs and their MC3 programs.

**San Joaquin, Calaveras, Alpine BTC:** Council leadership reported that the San Joaquin County Office of Education, through its YouthBuild program, operates the only BTC-approved MC3 pre-apprenticeship training in the three-county area. Trainees participating in the program come from diverse backgrounds, similar to those served by local workforce systems. The MC3 program currently has the capacity to serve approximately 30 students per year. BTC representatives indicated that there are no specific plans to expand MC3 capacity, because it currently meets requirements for known public projects. Council leadership requested support from represented counties in advocating for local hire language in public projects. San Joaquin County officials offered to have further discussions on this matter. Workforce system leaders and BTC representatives agreed to continue to work together to assess the need for more pre-apprenticeship training and to discuss the role of workforce stakeholders in supporting a pipeline of candidates for MC3 and building trades apprenticeships. This included a discussion on exploring future opportunities to provide MC3 pre-apprenticeship training in Middle Sierra/MLJT counties.

**Stanislaus, Merced, Mariposa, Tuolumne BTC:** A very productive small group discussion occurred among two leaders from the local BTC and the Executive Directors of three local boards. While pre-apprenticeship training is being offered in communities adjacent to the Middle Sierra region (including programs provided by Modesto Junior College and Merced College), the curriculum was not officially BTC-approved for MC3. Council representatives agreed to review the programs, secure MC3 technical assistance and collaborate with local boards to consider current programs for approval. The boards agreed to work together to develop specific strategies for the workforce system to: promote building trades careers, MC3 and apprenticeships; to agree on protocols for candidate vetting and referrals; and provide funding, as available, to support training. Again, consideration of future opportunities to offer MC3 in Middle Sierra/MLJT counties was part of the discussion.

Middle Sierra/MLJT leadership has reached out to the Sacramento-Sierra BTC and discussions on MC3 pre-apprenticeship training are expected in the near future.

Within the "Exhibits" section of this Regional Plan Modification, agendas, notes and sign-in sheets from the two meetings are provided.

### III. REGIONAL COORDINATION AND ALIGNMENT INDICATORS

Middle Sierra implemented a two-part process to review progress on regional alignment and coordination as expressed by the Indicators that have been cross-walked to Middle Sierra RPU goals. The first part was a stakeholder forum and the second was intensive review by MLJT management. The process looked at work not only funded by our Regional Plan Implementation grant and other initiatives supported by the State board, but at other regional activities, including those being led by system partners. Following is a snapshot of self-assessment rankings for Indicators that touch on the principal objectives of the State Plan.

Indicator	Description	Level of Progress on Indicator		
		Learning/ Experimenting	Operationalizing /Doing	Growing/ Expanding
Demand-Driven Indicators				
Indicator A	Team that jointly convenes industry/industry champions		X	
Indicator B	Shared industry sector focus and resources		X	

Indicator C	Communicating industry workforce needs to supply- side partners		X	
<b><i>Upward Mobility and Equity Indicators</i></b>				
Indicator F	Deploys shared resources to meet target population needs		X	
<b><i>System Alignment Indicators</i></b>				
Indicator H	Shared administrative systems to achieve efficiencies	X		
Indicator J	Processes for evaluating performance	X		

Detailed information on the region's self-assessment on regional coordination and alignment, including narratives describing progress on the indicators and rationales for ranking levels, is provided in Attachment D.

#### IV. OTHER MODIFICATIONS TO 2017-2021 MIDDLE SIERRA RPU REGIONAL PLAN

While not a requirement of the biennial modification, Middle Sierra RPU is taking advantage of the option to address "*other factors affecting the implementation*" of our regional 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 region.

**A. Progress on Regional Plan Goals:** The following information summarizes and/or provides examples of progress made on goals outlined Middle Sierra Regional Plan.

**Goal 1 – Industry Engagement:** Accomplishments have been made in connection with nearly all priority sectors. Highlights by industry include:

**Healthcare:** MLJT's Executive Director was invited to join the Civic Advisory Board of the largest hospital in the region, Adventist Health Sonora, providing a strong connection to a company recognized as regional leader and industry champion. In addition, Middle Sierra/MLJT is working with Lindsey Woolsey, a nationally recognized sector initiatives consultant, to establish the industry-driven Mother Lode Health Sector Partnership. The four hospitals in the region came together for the first time for the inaugural Partnership meeting.

**Natural Resources:** MLJT's Executive Director was invited to represent Workforce Development on the Human Capital Working Group of the Governor's Tree Mortality Task Force. In addition, the Central Sierra Economic Development District, which is administered by MLJT, has secured a new USDA grant, which aligns with and leverages WIOA funding.

**Construction:** MLJT and Middle Sierra stakeholders have deepened our relationship with the San Francisco Public Utilities Commission as a partner in 3 cohorts of construction trainees. Regional partners include Columbia College, Greater Valley Conservation Corps, Tuolumne County Superintendent of Schools and the Valley Building and Construction Trades Council.

**Manufacturing:** MLJT organized a group of manufacturers to tour the advanced manufacturing facilities at Modesto Junior College and the VOLT Institute, an industry-funded manufacturing training center. Funding from the state board's Slingshot initiative accelerated industry engagement with businesses in the manufacturing industry.

**Goal 2 - Career Pathway Development:** Significant achievements include:

**Calaveras Workforce Development Initiative (CWDI):** MLJT formed an ongoing alliance with the Economic Development Director, a County Supervisor, the Superintendent of Schools, 2 high school Superintendents, and a retired business executive to develop career pathways and industry internships for high school students. MLJT hosted a career fair that was attended by all high school students in the county. Staff and partner training opportunities have been identified and delivered to build capacity in the development of career pathways.

**HealthLitNow:** A \$150,000 grant project was successfully executed to expose middle school students in Tuolumne and Calaveras counties to career pathways in the healthcare industry. The following partners are collaborating to ensure sustainability of the program following conclusion of the grant. Mother Lode Job Training; Tuolumne and

Calaveras County Schools; Tuolumne County Behavioral Health; the Tuolumne County Health Department; Mark Twain Medical Center, Sonora Regional Medical Center; Native American Clinics; Columbia Community College; UC Merced Blum Center; philanthropic organizations; and other private industry representatives. Partners are providing cash, as well as in-kind in the form of personnel and supplies.

Goal 3 - Demand-Side Outreach: MLJT took over as administrator for the Central Sierra Economic Development District (CSEDD), a five-county economic development region serving Alpine, Amador, Calaveras, Tuolumne, and Mariposa counties. The organization secured a \$178K USDA Rural Business Development Grant to create 25 new jobs through new business opportunities from forest biomass processing. MLJT and CSEDD hosted an Economic Development Summit attended by 120 people from 5 counties.

***B. Regional Workforce System Priorities:*** Since Middle Sierra's Regional Plan was approved in 2017, new priorities have been identified by the Mother Lode WDB and system stakeholders based on new and enhanced partnerships that have been developed to improve services to target populations.

The establishment of our regional workforce-corrections partnership and the implementation of state-funded Prison to Employment grants reflect a significant new priority for the Middle Sierra Region and Mother Lode Job Training. In addition to focusing intensively on the needs of the supervised population in our four counties, MLJT has developed an innovative proposal with regard to implementing a statewide continuum of service pilot project that includes the following key elements: 1) a closed circuit video to provide information on AJCCs and local workforce systems for inmates at CDCR facilities; 2) pre-release access to CalJOBS by the inmate population to begin career exploration and service planning prior to parole; and 3) establishing a role for DAPO Officers as facilitators of hard hand-offs from pre-release services, connecting parolees to local AJCCs.

It should be noted that the "other modifications" that are specified in MLJT's Local Plan Modification are also applicable to the Regional Plan, as the region and the local workforce area cover the same jurisdictions.

**SUPPLEMENTAL NARRATIVE**

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

Middle Sierra RPU initiated a process for the biennial review and modification of the 2017-2021 Regional Plan that involved not only management and staff of MLJT (the administrative entity and sole local workforce investment board in the RPU), but a wide range of workforce system partners, local stakeholders and representatives of communities throughout the region. The content of the Regional Plan Modification is substantially influenced by and representative of organizations and individuals committed to developing and maintaining a prepared and capable workforce for the four-county area that comprises the RPU.

**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 Regional Plan Modification was to invite participation in public forums, focused on the principal topics to be addressed by the Plan Modification.

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 groups and/or issues being discussed;
- To learn from services 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/strategies under consideration.

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

For each of the forums, an agenda was published so that invited stakeholders and members of the community were informed in advance of what, specifically, would be discussed. MLJT held two regional forums, addressing the following topics:

- Building and Sustaining Successful Workforce-Corrections Partnerships
- Review of Regional Workforce Goals: Assessment of Progress on Achieving Goals on Regional Programs and Strategies

In addition, to the forums, Middle Sierra/MLJT leadership participated in meetings with two Building Trades Councils (BTCs) that serve our region. The meetings focused on the collaboration of the workforce system with the BTCs concerning MC3 pre-apprenticeship training.

A community forum addressing “Regional Workforce Development Strategies” was held after regular work hours. Information from this session helped to inform modifications to both Middle Sierra’s Regional Plan and MLJT’s Local Plan. Additional information on the community forum is provided in MLJT’s 2019 Local Plan Modification.

***B. Use of Independent Facilitator to Guide and Support Discussion***

On behalf of the regional stakeholders, MLJT engaged David Shinder to serve as facilitator for the two regional forums. David has more than 35 years of experience in the field of workforce development and has facilitated hundreds of forums and planning sessions over his career. He has worked with Mother Lode Job Training on several projects.

***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 region’s AJCCs
- Posting of the agenda and meeting notices on MLJT’s 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.

***D. Harnessing Intelligence from On-Going Stakeholder Engagement***

The forums held as part of the process to modify the 2017-2021 Regional Plan represent just a small part of the many ways in which the region/local board gathers stakeholder input on a regular and on-going basis. Intelligence from WDB meetings and planning sessions, MLJT partner meetings, MLJT’s participation with the Central California Workforce Collaborative and other meetings with stakeholders has been used to develop the Regional Plan Modification.

**E. *Strengthening Communities of Support around Key Populations and Partnerships***

The forums held as part of the process to update and modify the Regional Plan produced the ancillary benefit of fostering ongoing communication on specific issues. Dialogs are taking place among many stakeholders on strategies to best serve justice-involved and formerly incarcerated individuals and other key target groups. The regional leaders anticipate continuing to use community forums in the future as a means to capture intelligence from the community and engage stakeholders in issues-specific conversations.

**2. *Specific Efforts to Outreach to the Community and Engage Stakeholders in Discussions on Middle Sierra RPU's Workforce-Corrections Partnership***

A Workforce-Correction Partnership forum was held on October 4<sup>th</sup>, 2018 from 12:00 p.m. to 3:00 p.m. at MLJT's Tuolumne Career Center in Sonora.

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 re-entry partnerships currently exist? CCPs? Re-entry councils? Others? Who are the re-entry partners in the region?
- How does the workforce system currently collaborate with the parole and probation systems? If collaboration is not extensive, how could it be improved?
- What level of staff support is necessary to achieve collaboration goals?
- What training and staff development is necessary to achieve collaboration goals?
- What are the major employment and re-entry barriers faced by formerly incarcerated and justice involved individuals?
- How do stakeholders coordinate reentry, workforce, and education services for formerly incarcerated and justice-involved individuals?
- What types of services currently exist within the region to help the target population with re-entry?
  - ✓ Training
  - ✓ Employment
  - ✓ Support
- What pre-release education, training and employment-related services are available? How do these services prepare targeted individuals for employment upon re-entry?
- What processes exist to connect incarcerated individuals with the workforce system prior to their being released?

- What sectors and careers offer the most promise for the target population?  
What training and other preparation/services are needed to connect them with these opportunities?
- A. Outreach Activities:** Notices regarding the forums were placed on MLJT's website. Printed notices were also posted at AJCCs.
  - B. Efforts to Engage Corrections Partners and Key Stakeholders:** Direct emails were sent to stakeholders, including those on the State Directory.
  - C. Communication with the State Board regarding Workforce-Corrections Forums:** No less than 10 days prior to each forum, MLJT sent an email about the forum 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 by Middle Sierra RPU to Engage Building Trades Councils (BTCs) on Multi-Craft Core Curriculum (MC3) Construction Pre-Apprentice Partnerships**

Two meetings were held with BTCs serving the Middle Sierra region:

<b><i>Building Trades Council</i></b>	<b><i>Meeting Host</i></b>	<b><i>Date</i></b>
San Joaquin, Calaveras, Amador, Alpine BTC	San Joaquin County WDB	11/08/18
Stanislaus, Merced, Mariposa, Tuolumne BTC	Stanislaus County WDB	11/14/18

Due to overlap in the areas served, representatives from Merced County, San Joaquin County and Stanislaus County also participated in these meeting. It should be noted that Amador County, which is part of the Middle Sierra region, is served by the Sacramento-Sierra Building Trades Council. MLJT leadership has reached

out to the Sacramento-Sierra BTC to discuss collaboration on MC3 pre-apprenticeships.

The agenda for these small group sessions was as follows:

- Welcome and Introductions
  - Purpose and Overview Meeting between BTC and Workforce System Leadership
  - Overview of 4-Year Regional Workforce Plans and Requirements for Biennial Review and Modification
  - Review of BTC-Approved MC3 Programs and Authorized Providers in the Multi-County Area
  - Strengthening the Role of the Workforce System within MC3 Partnerships
  - Developing a Plan for Improved MC3 Coordination between the Local Workforce Development Boards and their Partners and the BTC
    - ✓ Promotion
    - ✓ Referrals
    - ✓ Support
  - Next Steps and Planned Follow-Up
- A. *Efforts to Engage BTCs:*** Emails or calls were made to BTC leadership inviting them to meetings.
- B. *Communication with the State Board regarding BTC Meetings:*** No less than 10 days prior to each BTC meeting, on behalf of the two RPUs involved in these meetings, the SJVAC RPU Regional Organizer sent an email about the meeting 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 email communication (if used vs. call)
  - Exhibit A-3-b: List of individuals and organizations invited to participate in the
  - Exhibit A-3-c: List of individuals that participated in the meeting, including their contact information
  - Exhibit A-3-d: Sign-in sheet(s) for the meeting
  - Exhibit A-3-e: Documentation of notification on the meeting to State Board
  - Exhibit A-3-f: Meeting agenda
  - Exhibit A-3-g: Meeting notes summarizing the content of forum discussions
- 4. Efforts to Outreach to the Community and Engage Stakeholders in Discussions on Middle Sierra RPU's Progress on Regional Coordination and Alignment**

A forum on regional coordination and alignment was held on September 20<sup>th</sup>, 2018 from 10:00 a.m. to 12:00 p.m. at MLJT's Tuolumne Career Center in Sonora.

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:

The following questions were posed to forum participants:

Indicator A: Region has a team that jointly convenes industry

- What industries/sectors meet in the region?
- Who are the industry champions including unions where applicable for each industry sector?
- How were the lead organization(s) and sector experts responsible for convening employers identified?
- What activities take place during a convening/meeting?
- How frequently do convenings/meetings occur? Who attends each convening?
- What new Industry Recognized Credentials and/or Apprenticeship programs will result from the Industry Sector convenings/meetings? Have the partners identified existing credentials offered in the region that meet Industry needs?

Indicator B: Region has shared sector/occupational focus and shares/pools resources to meet demand in the region

- How does the region identify demand occupations and sectors, and who are the partners engaged in this process?
- How are resources pooled to meet the identified demand?
- Provide 1-3 examples in how demand was identified and resources pooled to meet this demand.

Indicator C: Region has a process to communicate industry workforce needs to supply-side partners

- Who are the supply-side partners engaged at the regional level, and how does the region ensure understanding by staff and partners of targeted industry sectors and job quality framework?
- What training/professional development opportunities are available to front-line staff on targeted sectors and job quality?
- How do the services provided by the AJCC and regional partners prepare job candidates to meet the needs of targeted industry?
- How do One-Stop Operators, AJCC service providers, and other supply-side partners ensure that services are aligned to reduce duplication and redundancy? Give examples.

Indicator F: Region deploys shared/pooled resources to provide services, training, and education, to meet target population needs

- Have relevant regional partners entered into a Memorandum of Understanding (MOU) to share customers, services and costs?

- List funding streams that are shared/pooled to provide services, training, and education to meet target population needs.
- If funding is not directly administered by Local Boards, please indicate levels of shared/pooled funding resources administered by regional partners.

Indicator H: Region has shared/pooled admin systems and/or processes for achieving administrative efficiencies and program outcomes

- Does your region have shared/pooled administrative systems or processes? If yes, what are the systems/process?
- Describe the administrative efficiencies that your region has identified that will reduce duplication, streamline processes, save money, and/or improve program outcomes.
- Does your region have MOUs or agreements in place to share resources, streamline administrative processes, and/or improve program outcomes?
- Does your region have a plan to unify the regional partners approach to engaging employers?

Indicator J: Regional organization and evaluation of performance

- How will the region qualitatively assess/evaluate progress towards meeting regional industry and occupational demand?
- Have the regional partners determined regional goals for increasing the number of industry-recognized credentials and apprenticeships available in the region? How will, or how might, these outcomes be tracked numerically and categorically?
- Does the region have a numeric goal of placing participants in sector-based occupations? If so, list the sectors and occupations, numeric goal(s), and the number to-date in attaining that goal (baseline).
- Is the region piloting employer engagement performance measures? If yes, what are they?
- Have the Local Boards met to discuss WIOA performance negotiations and how negotiations might align with other regional goals/measures?

- A. Outreach Activities:** Notices regarding the forums were placed on MLJT's website. Printed notices were also posted at AJCCs.
- B. Efforts to Engage Partners and Key Stakeholders on Regional Coordination and Alignment:** Direct emails were sent to stakeholders, including those on the State Directory.
- C. Communication with the State Board regarding Forums regarding Progress on Regional Coordination and Alignment:** No less than 10 days prior to each forum, MLJT sent an email about the forum 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. Publication of Draft for Public Comment

On February 19<sup>th</sup>, 2019, Middle Sierra RPU/MLJT each opened a public comment period on the Regional Plan Modification, which corresponds to the comment period for MLJT's Local Plan Modification. The public comment period concluded on March 13<sup>th</sup>, 2019.

**A. Notice on the Availability of the Draft Plan for Public Review and Comment:** MLJT placed a notice in local newspapers/periodicals, informing the community of the public comment period and the availability of the Regional Plan Modification plan electronically on MLJT's web site. Notices were published in The Union Democrat (Tuolumne County), and Buy & Sell Press (Amador County). Additional public comment notices were placed in the Valley Springs Newspaper (Calaveras County) and Mariposa Gazette, set to start running on February 20<sup>th</sup> due to agency publication days.

Email notices about the availability of the draft were also sent to all stakeholders invited to participate in the regional planning 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 and hand delivery to Mother Lode Job Training, 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 # comments were received. Based on these comments, the following adjustments were made to the draft Regional Plan Modification:

- x

Number comments expressed disagreement with the Local Plan Modification. These comments are incorporated into Attachment E.

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

- Exhibit A-5-a: Copy of notice in Local Newspapers/Publications
- Exhibit A-5-b: Sample Email Message to Stakeholders
- Exhibit A-5-c: List of Stakeholder to Whom Message Were Sent
- Exhibit A-5-d: Email Message Notifying State Board Contacts

## SUPPLEMENTAL NARRATIVE

**WORKFORCE-CORRECTIONS PARTNERSHIP –  
ASSESSMENT OF NEED AND POPULATION SIZE**

The following information addresses the target population and its need.

- 1. Overview of Supervised Population**
- 2. Individuals Released Annually from State Prison and Local Custody**

The following provides a breakdown of the supervised population, as reported by local probation agencies.

ADULTS	Felony Probation	Misdemeanor Probation	Mandatory Supervision	PRCS	Total	Average Male Population	Average Female Population
Amador County	439	1,789	12	30	2,270	80%	20%
Calaveras County	360	264	14	35	673	74%	26%
Mariposa County	145	134	7	10	296	72%	28%
Tuolumne County	651	59	45	51	806	68%	32%
Total	1,595	2,246	78	126	4,045	74%	27%

The juvenile population under county supervision is:

Amador	Calaveras	Mariposa	Tuolumne	Total
10	27	2	33	72

CDCR DAPO representatives estimate the current number of parolees by county as follows:

Amador	Calaveras	Mariposa	Tuolumne	Total
28	12	7	46	93

- 3. Services Needed by the Target Group**

Workforce development and support services needed by the target group are described throughout sections I.A and I.B of the principal narrative.

#### **4. Formerly Incarcerated Individuals Served by the Workforce System**

Following is a combined summary of formerly incarcerated individuals served by MLJT in PY 2016-2017 and PY 2017-2018.

Total # Served	Male	Female	Services in Progress	Employed
108	85	23	25	65

#### **5. Information Sharing among Stakeholders**

As described throughout the principal narrative, to ensure the development of customized service plans and to promote successful outcomes, the partners will work in multi-disciplinary teams consisting of representatives from workforce, corrections and community agencies. These teams will utilize information gathered pre-release for formulating plans. As permissible under the programs in which justice-involved individuals are participating, the partners will agree to share information on assessments, needs, services, progress and outcomes. Participants will be asked to sign a release enabling sharing of information that does not compromise legally required confidentiality.

**SUPPLEMENTAL NARRATIVE****WORKFORCE-CORRECTIONS PARTNERSHIP – SUPPLEMENTAL INFORMATION  
ON “RELATIONSHIP TO REGIONAL LABOR MARKET NEEDS, REGIONAL  
SECTOR PATHWAY PROGRAMS AND REGIONAL PARTNERSHIPS”**

The following information supplements content in section I.C of the principal narrative.

**1. Promoting Hiring Incentives and Benefits**

Section C.4 of the principal narrative includes information on the workforce development system’s approach to outreaching to and messaging businesses about hiring formerly incarcerated individuals. Among the information communicated are benefits, incentives and services available to both justice-involved individuals and the companies that hire them. Many of the partners (including MLJT, EDD, and CDCR contractors) have developed informational materials about the various federal and state tax credits and incentives that are available to businesses that hire justice-involved and formerly incarcerated individuals. Partners in the Middle Sierra Workforce-Corrections Community of Practice will take on the task of reviewing this information and will utilize its content as the basis for developing a standardized information summary that can be adopted and customized by partners throughout the region. This will be completed no later than June 30, 2019.

**2. Identifying and Cataloging Targeted Businesses**

As also described in section C.4 of the principal narrative, MLJT, in connection with its business outreach efforts, has identified numerous companies that are “second chance friendly” and are open to interviewing and hiring formerly incarcerated individuals. AJCC staff maintains a roster of these businesses as a resource for assisting justice-involved participants. As the workforce-corrections partners begin working in multi-disciplinary teams, they will establish protocols by which local workforce, corrections and community-based partners will share information about businesses that employ formerly incarcerated individuals.

**SUPPLEMENTAL NARRATIVE****REGIONAL COORDINATION AND ALIGNMENT INDICATORS**

The Middle Sierra RPU has prioritized several goals expressed in the 2017-2021 Regional Plan. In early 2018, the region received a grant award from the State Board for the purpose of Regional Plan implementation. Based on the goals that were prioritized for implementation, the State Board prepared a crosswalk for the Middle Sierra RPU that connected 6 of the 10 indicators of regional alignment and coordination to our priorities. These include:

- Indicator A: Region has a team that jointly convenes industry and is led by Industry Champions
- Indicator B: Region has shared industry sector focus and pools/shares resources to meet demand in the region
- Indicator C: Region has a process to communicate industry workforce needs to supply-side partners.
- Indicator F: Region deploys shared/pooled resources to provide services, training, and education to meet target population needs.
- Indicator H: Region has shared/pooled administrative systems or processes to achieve administrative efficiencies and program outcomes
- Indicator J: Region has developed a process for evaluating performance that includes, but may not be limited to: 1) Qualitatively evaluating progress towards meeting regional industry and occupational demand; 2) Tracking the number of Industry-Recognized Credentials and Apprenticeships; 3) Aligning negotiated performance measures to regional Indicators; and 4) Using the Indicators of Regional Coordination and Alignment to evaluate progress.

The process of conducting the self-assessment of progress against the indicators consisted of:

1. A stakeholder and community forum was held to address this topic.
2. Middle Sierra/MLJT leadership conducted its own self-assessment of progress.
3. The foregoing reviews were aggregated into a single “rating” for the 6 indicators applicable to the region.

A major factor influencing the content of the self-assessment responses is the fact that Middle Sierra RPU represents only one local workforce area. Hence, “collaboration and alignment” among member workforce areas is not applicable. The responses principally address collaboration and alignment among system stakeholders, which often look different than collaboration among local boards/workforce areas.

Incorporated into Attachment D is a completed “self-assessment” instrument with RPU Responses.

## Regional Coordination and Alignment Indicators

### Demand Driven Skills Attainment Indicators

**Indicator A:** Region has a team that jointly convenes industry

Example Considerations: region has a dedicated team (recognized as such by regional workforce and education partners), multiple committed companies (industry champions) in each prioritized industry sector, unions from prioritized industry sectors where workers are represented, frequency of meetings, diversity and reach of representation on the team, depth and representation of priority industry sectors (decision makers, number of employers, size of workforce represented) and a method of ensuring core program partners are connected.

<b>Assessment Questions:</b>
What industries/sectors meet in the region?
Who are the industry champions including unions where applicable for each industry sector?
How were the lead organization(s) and sector experts responsible for convening employers identified?
What activities take place during a convening/meeting?
How frequently do convenings/meetings occur? Who attends each convening?
What new Industry Recognized Credentials and/or Apprenticeship programs will result from the Industry Sector convenings/meetings? Have the partners identified existing credentials offered in the region that meet Industry needs?
<b>Middle Sierra RPU Response:</b> One of the advantages of administering workforce development programs in a region such as Middle Sierra is that the few partners that are present are anxious to work collaboratively, as resources are limited. Workforce development, education and economic development work together frequently to outreach to businesses and to respond to requests for services to meet companies' hiring and training needs. In 2018, MLJT and the Central Sierra Economic Development District (CSEDD), which MLJT administers, hosted an Economic Development Summit attended by 120 people from five counties. Among those attending were stakeholders from all disciplines. The regional and local priority sectors adopted by the Mother Lode WDB are advanced manufacturing, construction, healthcare, hospitality and natural resources, which includes water, fire and forestry technology. MLJT has begun a process of intensive industry engagement with the goal of creating business-led sector partnerships that will guide industry-specific workforce planning. Middle Sierra/MLJT is working with Lindsey Woolsey, a nationally recognized sector initiatives consultant, to establish the industry-driven Mother Lode Health Sector Partnership. The four hospitals in the region came together for the first time for the inaugural Partnership meeting. Over the next several months, the Partnership will complete its planning and be fully operational. At that time, MLJT will begin working with another priority industry (most likely manufacturing) on establishing and developing a sector partnership.
<b>Assessment Levels:</b>

Learning/ Experimenting	Some of the relevant partners meet episodically with a handful of employers to comply with planning requirements and share labor market information and employer's workforce needs.
Operationalizing/ Doing	All of the relevant partners meet at least a few times a year to discuss industry sector needs, with industry champions and sector experts and are engaged in a planning process that will result in a regional approach to meeting industry's workforce needs.
Growing/ Expanding/ Scaling	A dedicated and specialized team of relevant partners meet regularly with decision-making leaders/industry champions in a specified industry to develop and execute a meaningful plan to meet industry workforce needs and includes measurable goals to develop education and training programs that meet the needs of industry sectors.
<b>Middle Sierra RPU Assessment of Progress:</b> <u>Operationalizing/ Doing</u> . This assessment level is based on the variety of efforts that are being developed and implemented.	

**Indicator B:** Region has shared sector/occupational focus and shares/pools resources to meet demand in the region

Example Considerations: regional plan partners have identified industry sectors with large numbers of good quality jobs with openings; region has a shared written assessment of regional needs; region has a concrete plan to meet written identifiable needs; region demonstrates ongoing meaningful activity to meet needs and achieve workforce goals; region has achieved relative scale and diversity of dedicated resources and shared/pooled funds, and/or has identified common tools for determining job quality that help assess what industries, companies, and jobs to target.

<b>Assessment Questions:</b>
How does the region identify demand occupations and sectors, and who are the partners engaged in this process?
How are resources pooled to meet the identified demand?
Provide 1-3 examples in how demand was identified and resources pooled to meet this demand.
<b>Middle Sierra RPU Response:</b> During a stakeholder forum to discuss progress on regional coordination and alignment, the Tuolumne County Superintendent of Schools cited examples of how education, MLJT, EDD and others have worked together to meet the needs of businesses in construction and hospitality. Others cited examples of working together to develop training and organize recruitment and hiring events for other industries. Given the size and geography of the region, economic diversity is narrower than one would find in an urban setting such as the Bay Area or Los Angeles County. There is little argument as to the sectors that are in demand, as labor market data clearly indicates that healthcare, hospitality and the other sectors targeted by the WDB are those that employ the most people in Middle Sierra's four-county region.

In terms of pooling resources, key partners in the region have embraced the benefits of co-locating their operations with “prosperity centers.” Within the four counties, this is taking shape as follows:

**Amador County:** MLJT relocated the AJCC to the new Economic Prosperity Center in a building owned by Jackson Rancheria (a local 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:** MLJT 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:** MLJT 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 are occurring.

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

**Assessment Levels:**

Learning/ Experimenting	Regional partners separately identified priority sectors, or some of the relevant partners have identified and agreed upon the targeted sectors in the region and identified employer champions for each sector.
Operationalizing/ Doing	Regional partners identified same priority sectors, occupations with most openings. Employer champions from one or more of the targeted sectors, including labor where workers are represented, are leading the effort to create industry advisory committees, and relevant regional partners have agreed to use advice in planning/implementing sector strategies and developing curriculum to teach skills necessary for employment in target sectors.
Growing/ Expanding/ Scaling	Regional sector committees are business led and functioning in all targeted sectors. Colleges and training providers are training for the skills needed by regional employers. Regional partners identified industry sectors with large numbers of good quality jobs with openings and developed a common tool for determining job quality that helps assess what industries, companies, and jobs to target.

**Middle Sierra RPU Assessment of Progress:** Operationalizing/ Doing. On-going efforts to focus on the region’s priority sectors provide the rationale for this ranking.

**Indicator C:** Region has a process to communicate industry workforce needs to supply-side partners

Example Considerations: region has developed communication protocols and professional development opportunities to ensure understanding of the targeted industry sectors and job quality framework by all supply-side partners (America’s Job Center of California<sup>SM</sup> (AJCC) staff and partners, Workforce Innovation and Opportunity Act (WIOA) core program partners, Adult Education Block Grant (AEBG), Community Colleges and other State Plan Partners); has a

concrete plan for preparing job candidates to meet the needs of industry; demonstrates ongoing meaningful activity to meet needs and achieve workforce goals; has achieved relative scale and diversity of dedicated resources and shared/pooled funds.

<b>Assessment Questions:</b>	
Who are the supply-side partners engaged at the regional level, and how does the region ensure understanding by staff and partners of targeted industry sectors and job quality framework?	
What training/professional development opportunities are available to front-line staff on targeted sectors and job quality?	
How do the services provided by the AJCC and regional partners prepare job candidates to meet the needs of targeted industry?	
How do One-Stop Operators, AJCC service providers, and other supply-side partners ensure that services are aligned to reduce duplication and redundancy? Give examples.	
<b>Middle Sierra RPU Response:</b> MLJT, along with EDD and other core partners, collects labor market information from state and local sources and gathers industry intelligence from business and industry leaders, particularly those representing companies in priority sectors. Such information is crucial to assisting formerly incarcerated and justice-involved individuals in understanding labor market opportunities, conducting career exploration and in establishing employment and career goals. To ensure that all agencies providing training, support, and service coordination, along with those participating on the project's inter-disciplinary teams, have information about labor market demand and priority sectors, MLJT plans to publish quarterly regional industry updates on our website. Such information will also continue to be discussed with partners and other stakeholders at quarterly WDB meetings and meetings of the one-stop partners.	
<b>Assessment Levels:</b>	
Learning/ Experimenting	One-Stop Operators/AJCC Service providers in a region are connected to Industry Sector Committees, and training is provided to staff and partners on industry workforce needs.
Operationalizing/ Doing	Regional partners have a process to communicate industry workforce needs and train staff on targeted industry sectors and job quality and are developing a method of ensuring that AJCC and other supply-side partners provide work-readiness services to prepare job candidates for targeted industry sector jobs.
Growing/ Expanding/ Scaling	Region has developed communication protocols and professional development opportunities to ensure understanding of the targeted industry sectors and job quality framework by all supply-side partners (AJCC staff and partners, WIOA core program partners, AEBG, Community Colleges and other State Plan Partners); has a concrete plan for preparing job candidates to meet the needs of industry; demonstrates ongoing meaningful activity to meet needs and achieve workforce goals; has achieved relative scale and diversity of dedicated resources and shares/pools funds.

**Middle Sierra RPU Assessment of Progress: Operationalizing/Doing.** MLJT and the partners agree that needs of target sectors continue to be prioritized in communications with system stakeholders.

**Indicator F:** Region deploys shared/pooled resources to provide services, training, and education, to meet target population needs

Example Considerations: Local Boards, WIOA core partners, Community Colleges, and other relevant regional plan partners pool/share resources, identify areas of strength/ leadership, create regional career pathway programs, identify scale and diversity of dedicated resources and funds pooled to fund relevant activities, implement a shared decision-making process on deployment of pooled resources, and plan alignment of services and programming across funding streams and partner programs.

<b>Assessment Questions:</b>	
Have relevant regional partners entered into a Memorandum of Understanding (MOU) to share customers, services and costs?	
List funding streams that are shared/pooled to provide services, training, and education to meet target population needs.	
If funding is not directly administered by Local Boards, please indicate levels of shared/pooled funding resources administered by regional partners.	
<b>Middle Sierra RPU Response:</b> MLJT has executed operational and financial MOUs with the required one-stop partners that comprise the local workforce development system within the Middle Sierra region. As described in response to Indicator C, co-location among partners and stakeholders is the primary mechanism for sharing costs. However, funding is leveraged among WIOA formula programs, CalWorks, and AB 109 programs to meet the needs of priority populations.	
<b>Assessment Levels:</b>	
Learning/ Experimenting	Local Boards in a region have executed an MOU that includes referral agreements, infrastructure cost sharing and commitment to target population of emphasis described in local/regional plans.
Operationalizing/ Doing	Regional Plan partners are in the process of developing a plan to pool/share resources to provide services to meet target population needs, have identified industry sectors to create regional career pathway programs for targeted populations.
Growing/ Expanding/ Scaling	Relevant regional plan partners pool/share resources, identify areas of strength/ leadership, create regional career pathway programs, share decision-making on deployment of pooled resources, and align services and programming across funding streams and partner programs.
<b>Middle Sierra RPU Assessment of Progress: <u>Operationalizing/Doing</u>.</b> In the last two years, intensive focus on partnerships, collaboration and system alignment provide the rationale for this ranking.	

## System Alignment Indicators

**Indicator H:** Region has shared/pooled admin systems and/or processes for achieving administrative efficiencies and program outcomes

Example Considerations: Local Boards, WIOA Core program partners and other State Plan/Regional Plan partners have specific documented goals for achieving administrative efficiencies and reducing duplication, including using dedicated staff and/or pooled/shared resources for regional business engagement, regional training coordination and Training Provider Directories, regional contracting, regional performance negotiations and regional data aggregation measuring progress.

<b>Assessment Questions:</b>	
Does your region have shared/pooled administrative systems or processes? If yes, what are the systems/process?	
Describe the administrative efficiencies that your region has identified that will reduce duplication, streamline processes, save money, and/or improve program outcomes.	
Does your region have MOUs or agreements in place to share resources, streamline administrative processes, and/or improve program outcomes?	
Does your region have a plan to unify the regional partners approach to engaging employers?	
<b>Middle Sierra RPU Response:</b> As indicated above, with MLJT being the sole local workforce area in the region, administrative cost sharing with other boards would be difficult. However, possibilities may exist to collaborate with local boards in the Central Valley and the Capitol region. Further research is required in this area.	
<b>Assessment Levels:</b>	
Learning/ Experimenting	Relevant partners have executed a One-Stop MOU that includes commitment to sharing customers, providing shared services, referral agreements, infrastructure cost sharing for the AJCC system.
Operationalizing/ Doing	Region has shared/pooled admin costs for achieving administrative efficiencies and program outcomes, relevant partners meet on a regular basis to identify additional administrative efficiencies that will improve program outcomes and have a plan to implement one or more regional policies/strategies.
Growing/ Expanding/ Scaling	Region has a formal structure or intermediary in place, common policies, coordinated deployment of resources and shares staffing of services and/or regional systems.
<b>Middle Sierra RPU Assessment of Progress:</b> <u>Learning/Experimenting</u> . MLJT and system partners agree that there is room for significant progress in this area.	

**Indicator J:** Regional organization and evaluation of performance

Example Considerations: Local Boards, WIOA Core program partners and other State Plan/Regional Plan partners utilize specific documented quantifiable goals, regional data aggregation evaluating progress towards those goals by dedicated staff using pooled/shared resources to evaluating outcomes for the region.

<b>Assessment Questions:</b>	
How will the region qualitatively assess/evaluate progress towards meeting regional industry and occupational demand?	
Have the regional partners determined regional goals for increasing the number of industry-recognized credentials and apprenticeships available in the region? How will, or how might, these outcomes be tracked numerically and categorically?	
Does the region have a numeric goal of placing participants in sector-based occupations? If so, list the sectors and occupations, numeric goal(s), and the number to-date in attaining that goal (baseline).	
Is the region piloting employer engagement performance measures? If yes, what are they?	
Have the Local Boards met to discuss WIOA performance negotiations and how negotiations might align with other regional goals/measures?	
<b>Middle Sierra RPU Response:</b> The WDB and system partners throughout the region agree that the focus to date has been on building partnerships, increasing collaboration and achieving alignment across systems, programs and geographic boundaries. Significant work on the quantitative aspects of service delivery has not yet been achieved. However, as part of updating the Regional Plan, MLJT and stakeholders have completed a self-assessment of progress pursuant to the Regional Indicators of Coordination and Alignment.	
<b>Assessment Levels:</b>	
Learning/ Experimenting	Relevant regional partners meet at least once per year to discuss negotiating regional performance measures with the California Workforce Development Board (State Board), and they use standard performance measures as the basis for evaluating local and regional performance.
Operationalizing/ Doing	Relevant regional partners use the indicators of regional coordination (the nine indicators detailed here) to continuously improve regional plan goals and objectives, develop ways to count, assess and evaluate credential and apprenticeships in the region
Growing/ Expanding/ Scaling	Relevant regional partners work together to evaluate progress on meeting regional industry and occupational demands, share standard performance measures across systems, and develop regional measures to continuously improve regional performance.
<b>Middle Sierra RPU Assessment of Progress:</b> <u>Learning/ Experimenting</u> . This assessment is based on the need for additional progress as described above.	

## SUPPLEMENTAL NARRATIVE

## PUBLIC COMMENTS IN DISAGREEMENT WITH LOCAL PLAN

A total of **number (#)** comments were received in response to the publication of a draft of the Middle Sierra RPU's 2019 Regional Plan Modification during a 30-day 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:	