



Middle Sierra Regional Planning Unit

Program Year 2025-2028 Regional Plan

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I. INTRODUCTION AND OVERVIEW

With the passage of the Workforce Innovation and Opportunity Act (WIOA) of 2014, Congress moved the national workforce system in a new direction in terms of how to approach economic and labor market demands. While establishment of local workforce areas over the last four decades has always taken into account local labor markets, WIOA recognizes that economies tend to be regional, crossing easily over jurisdictional boundaries. WIOA's recognition of regional economies gave rise to California's establishment of Regional Planning Units (RPUs), which represent one or more local workforce areas that cover a defined economic region. The four counties that comprise the Mother Lode Local Workforce Development Area (LWDA) has been alternately designated as the Middle Sierra RPU.

In accordance with federal and state guidance, the Middle Sierra RPU has developed this four-year Regional Plan to guide strategic initiatives throughout Program Years (PY) 2025-28, which covers July 1, 2025 through June 30, 2029.

A. Workforce Innovation and Opportunity Act

Passed by Congress with a wide bipartisan majority, WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in a global economy. WIOA represents the most recent version of federal workforce legislation providing funding to states and local areas to administer and operate workforce development programs. WIOA was preceded by the Job Training Partnership Act (active from 1982 to 2000) and the Workforce Investment Act (active from 2000 to 2015).

WIOA requires that a workforce development board (WDB) be established in each LWDA. The area's chief local elected officials appoint members to the WDB. Local workforce development boards are business-led and the majority of members must come from the business community. Required WDB members also include representatives from labor, education, economic development, and specific federally funded workforce programs. The chief local elected officials may also select representatives from other groups, such as community-based organizations, to sit on the WDB.

While the PY 2025-28 Middle Sierra Regional Plan addresses the programs, services, and activities of many organizations that derive their primary funding from a wide range of federal, state, and private programs, it is WIOA that requires the development and publication of the Plan and that prescribes its core content.

B. Regional Plans and the WIOA Planning Structure

The Middle Sierra RPU's Regional Plan is best understood within the context of a three-tiered planning structure envisioned by WIOA that requires development of plans at the state, regional, and local levels.

State Plans: Under WIOA, state plans communicate the vision for the statewide workforce development system. WIOA planning requirements aim to foster effective alignment of federal investments across job training and education programs, in order to coordinate service delivery among programs for shared customers, improve efficiency, and ensure that the workforce system connects individuals with high-quality job opportunities and employers. Cross-program planning promotes a shared understanding of the workforce needs within each state. California’s PY 2024-2027 Unified Strategic Workforce Development Plan represents agreement among the WIOA core program and other partners and serves as the framework for the development of public policy, fiscal investment, and operation of the state workforce and education systems.

Regional Plans: In states such as California, where Governors have established workforce planning regions encompassing one or more LWDA, regional plans are required. Local WDBs within the region participate in a planning process that describes elements such as: analysis of regional labor market data, development and implementation of sector initiatives for targeted industries and in-demand occupations, coordination of workforce services with regional economic development services and providers, and establishment of regional service strategies, including use of cooperative service delivery agreements.

Local Plans: The local plan, including the PY 2025-28 Plan developed by the Mother Lode WDB, is intended to serve as a four-year action plan to develop, align, and integrate the local area’s job-driven workforce development systems and provide a platform to achieve the local area’s vision and strategic and operational goals. Features of the local plan include: coordination among economic development, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training and education programs, implementation of job-driven strategies and services through the local career center system, and delivery of education and training to ensure that individuals, including youth and individuals with barriers to employment, have skills necessary to compete in the job market and that employers have a ready supply of skilled workers.

WIOA requires that Local Plans be incorporated into the Regional Plan. Therefore, the PY 2025-28 Middle Sierra RPU Regional Plan includes the PY 2025-28 Mother Lode WDB Local Plan.

C. California’s Strategic Workforce Priorities

California’s Unified Strategic Workforce Development Plan describes the state’s priorities for the public workforce system. Under the leadership of the Governor and the Secretary of the Labor and Workforce Development Agency, California’s vision for the future of workforce development is centered on the establishment and growth of a workforce system that promotes opportunity, job quality, and environmental sustainability for all Californians. The state is committed to developing a workforce system that enables economic growth and shared prosperity for employers and employees, especially those with barriers to employment, by investing in industry partnerships, job quality, and

meaningful skills attainment. One area in which the California Workforce Development Board (CWDB) pursues these aims is through its “High Road” programming. High Road refers to a “family of strategies” for achieving a participatory economy and society by aligning workforce, economic policy, and different interests with long-term goals of environmental sustainability, high-quality jobs, and a resilient economy. High Road emphasizes the complementary nature of these aims over the long term. In practice, High Road policy builds upon areas where the interest of employers (in trained and productive workers), workers and jobseekers (in good quality and accessible jobs), and environmental protection (for a sustainable future for all) overlap to create pathways to high-quality jobs while raising the profile of existing ones.

In consideration of the practical implementation of High Road principles in workforce development policy, the CWDB describes in the current State Plan four distinct “flavors” or styles of intervention. These interventions are directly relevant to High Road projects but also inform all of CWDB’s workforce efforts. They include: (1) lifting all workers to the “High Road;” (2) professionalizing precarious work (i.e., employment that is temporary, non-standard, and insecure, often with poor pay and no protection); (3) democratizing access to high-quality, middle-skill jobs; and (4) participatory planning for a low-carbon economy.

In accordance with the requirements of WIOA, both the Middle Sierra RPU Regional Plan and the Mother Lode WDB Local Plan support the State Plan priorities by:

- Maintaining a dual focus on providing programs and services that meet the needs and support the goals of businesses and job seekers/workers.
- Concentrating on industry sectors which drive growth and prosperity within local labor markets and regional economies.
- Targeting jobs that offer career advancement opportunities and that lead to positions that pay family-sustaining wages and provide pathways to self-sufficiency and the middle class.
- Committing to the adoption and implementation of strategies and processes that support environmental sustainability and climate resilience through workforce development.

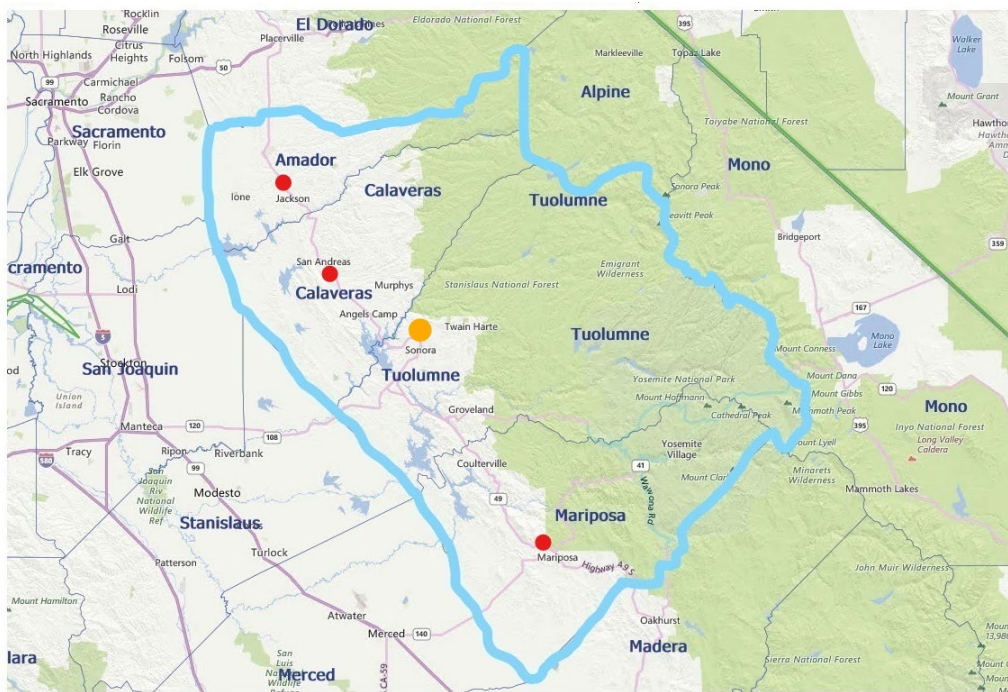
D. Overview of the Middle Sierra RPU and the Region

WIOA enables Governors to establish workforce regions, comprised of one or more local areas, that represent common economic interests. California has identified fifteen RPUs, of which twelve represent two or more local areas. The Middle Sierra RPU is comprised of just one local area, Mother Lode, which has long been recognized by the four counties it represents as an economic region separate from adjacent areas, such as communities surrounding the State Capital and the Central Valley. By establishing the RPU, workforce issues reflecting regional economies can be addressed through specialized planning, initiatives, and funding.

In 1982, the counties of Amador, Mariposa, Calaveras and Tuolumne joined together to form the Mother Lode Consortium (MLC), a special services government district established through a joint powers agreement for the purposes of administering programs funded by the Job Training Partnership Act (JTPA). In 1998, JTPA was replaced by the Workforce Investment Act (WIA) and the joint powers agreement, special services government district, and the MLC were reaffirmed by the member counties. The Mother Lode Workforce Investment Board was formed. In 2014, WIA was replaced by the Workforce Innovation and Opportunity Act (WIOA), and the MLC was again reaffirmed by the member counties and the Mother Lode Workforce Development Board (MLWDB) was formed. The entity administering programs for MLC and the area itself are commonly referred to as Mother Lode Job Training or MLJT. As stated, the Middle Sierra RPU share the same jurisdictions and boundaries as MLJT.

The Middle Sierra Regional Planning Unit/Mother Lode LWDA covers approximately 5,280 square miles in the central portion of California’s Sierra Nevada mountain range. Its economy is driven by recreational tourism and contains one National Park, 3 State Parks, 2 National Forests, 3 tribal casinos, 3 ski resorts, and numerous lakes/streams. The region is rural and sparsely populated, and the culture is collaborative and community-oriented. Industry is comprised mostly of small businesses, with a handful of larger employers in government, healthcare, retail, and gaming. Each of the four counties comprising the Middle Sierra is served by an America’s Job Center of California (AJCC), with the comprehensive center located in Tuolumne County (See Figure 1).

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



(Gold = Comprehensive; Red = Affiliate)

It should be noted that Middle Sierra RPU, Mother Lode WDB, Mother Lode Job Training, and MLJT are generally used interchangeably throughout the PY 2025-28 Regional Plan.

E. Approach to and Context for Plan Development

To support development of the PY 2025-28 Plan, MLJT engaged a workforce development subject matter expert to design the stakeholder engagement process, lead the planning effort, and craft the language of the plan. MLJT managers and staff were active during every stage of the plan development. The content of the Plan contemplates myriad opportunities and challenges that are expected to persist over its four-year span. Several of these are highlighted in Section II, *Analytical Overview of the Region*.

F. Connection to the California Jobs First Initiative

MLJT and its companion organization, the Central Sierra Economic Development District (CSEDD), have played pivotal roles in the California Jobs First Initiative, which aims to build sustainable economies across California, focusing on creating good-paying jobs and fostering long-term economic resilience, particularly in the transition to a carbon-neutral economy. The regional initiative is referred to as Sierra Jobs First (SJF), and covers seven counties (Alpine, Amador, Calaveras, Inyo, Mariposa, Mono, Tuolumne) in the Central Sierra region of California. This region aligns substantially with MLJT's service area and that of CSEDD, which also includes Alpine County.

In partnership with the Sierra Business Council (SBC), the fiscal agent and convener for SJF, MLJT and CSEDD have provided a host of important services to support the project. MLJT and CSEDD have led industry stakeholder engagement through collaboration with economic development organizations, workforce development programs, community-based organizations, government, and industry on both the Eastern and Western slopes of the Central Sierras. Utilizing these connections, MLJT and CSEDD have created a network of project partners.

MLJT and CSEDD have also played important roles as a sub-conveners for the region, assisting with outreach events and engaging community-based organizations and constituents on the Western slope. These engagement events have played critical roles in the outreach portion of the initiative, leading to important conversations that have informed regional strategy and guided the project from a community-led perspective. MLJT and CSEDD have also played important roles in subcommittee and governing committee meetings for Sierra Jobs First, participating actively in the creation of the strategic plan and providing guidance throughout the developmental stages of the project.

MLJT and CSEDD have also been essential in compiling regional data to assist SBC in construction of Sierra Jobs First regional plan. Efforts have included identifying barriers and gaps in skills and training, conducting assessments of the region's historically disinvested populations, performing regional economic analysis, and identifying gaps in supportive services. In an effort to aid data capture, MLJT and CSEDD have leveraged connections with industry stakeholders to provide context, resources, and value to the

Sierra Jobs First initiative.

Moving forward, MLJT and CSEDD will begin to focus more on technical assistance. The organizations will continue to provide resources and supportive services to SBC and SJF, but will focus on guiding and supporting project applicants for the project phase of the SJF initiative. MLJT and CSEDD will also take on roles as sector investment coordinators for the community healthcare, natural and working lands, and sustainable agriculture sectors. The responsibilities outlined for sector coordinators will include providing technical assistance to projects, cataloging projects, applying for grants, aligning projects with funding, and liaising with partners to build an ecosystem around the three contracted sectors. These roles will focus on economic development and will require MLJT and CSEDD to utilize their experience and resources in grant writing, community engagement, social capital, and project management.

G. Program Year 2025-28 Regional System Priorities

During the process used to develop the PY 2025-28 Regional Plan and Mother Lode WDB Local Plan, community members, local stakeholders, and system partners were invited to participate in a discussion regarding the direction of the local workforce system over the next four years. As a result of this discussion, the following priorities have been identified:

- Worker attraction and retention
- Pathways to careers and government
- Pathways in childcare and early childhood education
- Pathways to the skilled trades
- Pathways to remote jobs
- Early engagement on career exploration
- Career certification for high school students
- Identify and instruct in core employment skills
- Increase workers' proficiency in digital skills
- Address job retention as a business and job seeker strategy

Section V of this plan summarizes these and other issues, strategies, approaches, and key considerations that the WDB and the system partners will examine over the four-year course of this plan.

II. ANALYTICAL OVERVIEW OF THE REGION

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

Overview of the Regional Economy and Workforce

Key economic and demographic data for the region includes:

Population: As of 2024, the region's population increased by 1.9% since 2019, growing by 2,974. Population is expected to increase by 1.1% between 2024 and 2029, adding 1,818. The California EDD LMID estimate of the current population of the Middle Sierra region is 160,193.

Total Regional Employment: From 2019 to 2024, jobs increased by 1.2% in Middle Sierra from 53,091 to 53,738. This change fell short of the national growth rate of 3.9% by 2.7%. Jobs are projected to grow by 3,107 over the next five years.

Average Earnings Per Job (2024) is \$68.6K. Regional average earnings per job are \$16.4K below the national average earnings of \$85.0K per job.

Job Growth: From 2019 to 2024, jobs increased by 1.2% in MLJT's four counties from 53,091 to 53,738. This change fell short of the national growth rate of 3.9% by 2.7%. As the number of jobs increased, the labor force participation rate decreased slightly from 50.9% to 50.3% between 2019 and 2024, after recovering from a 48.8% Post-COVID low in 2022.

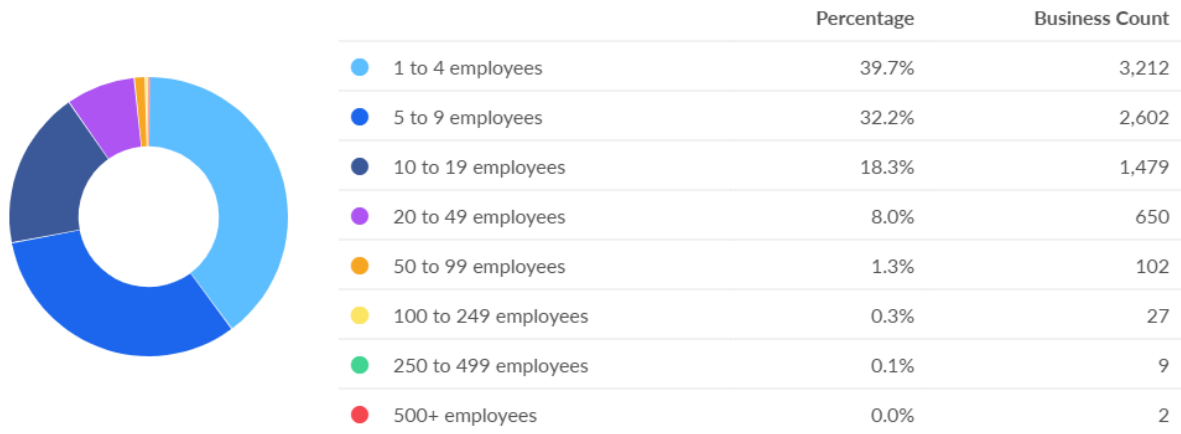
Household Technology: In the Middle Sierra region, 30.8% of households have no high-speed home internet access, and 9.7% of households have no computer.

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

Big on Small Business

Of Middle Sierra's approximately 8,000 businesses, 40% have less than five employees, 72% have less than 10 employees, 90% have less than twenty employees, and 98% have less than 50 employees (See Figure 2). Most of these enterprises are entrepreneurial in nature and operate as sole proprietors. They have little to no human resources or training capacity, and benefit from assistance with recruiting, onboarding, training, and retaining their workforce.

Figure 2. Middle Sierra’s Business Size

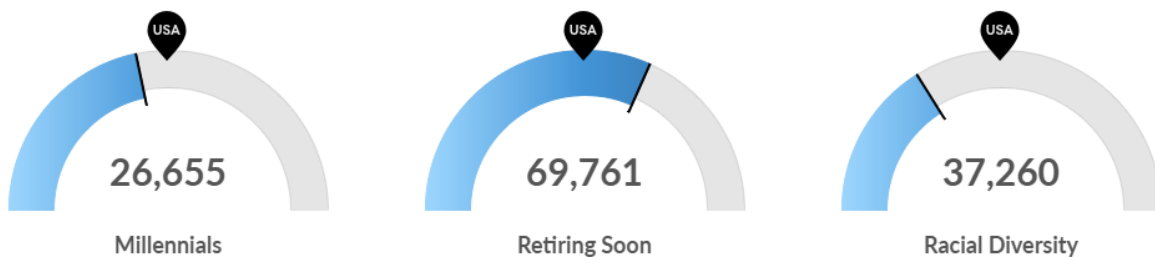


Source: Database USA

Seasoned Population

Figure 3, below, indicates that the Middle Sierra region has 26,655 millennials (ages 25-39), while the national average for an area this size is 32,408. Retirement risk is high in the region with 69,761 people 55 or older (44% of the population), compared to the national average of 48,149. Racial diversity is low in the Middle Sierra Region, with 37,260 racially diverse people vs. the national average of 66,427.

Figure 3. Middle Sierra Population Characteristics (Jan. 2025)

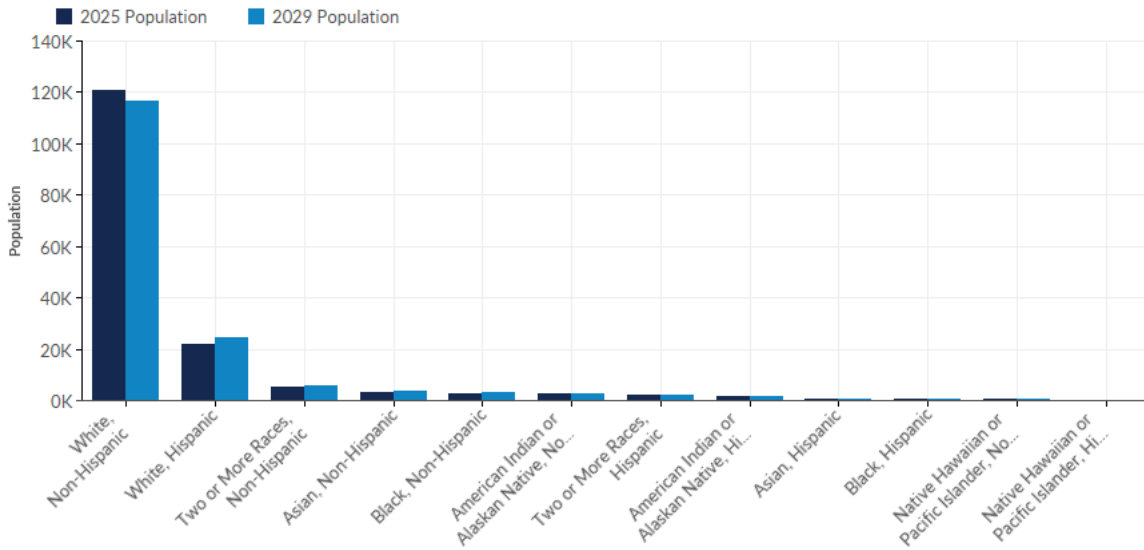


Source: US Census Bureau; US Health Department; California EDD LMID

Race/Ethnicity Overview

In 2025, 88.6% of Middle Sierra’s population is considered white (non-Hispanic & Hispanic), 1.8% Asian, 1.8% black, and 1.5% American Indian, (See Figure 4, below). No other race/ethnicity accounts for more than 1% of the population. In the next four years, the White (Non-Hispanic) population is expected to decrease by 4,076 (3.4%), while the Hispanic population (White, Black, Asian) is expected to grow by 3,708 (15.1%).

Figure 4. Middle Sierra’s Population by Race/Ethnicity (2025-2029)

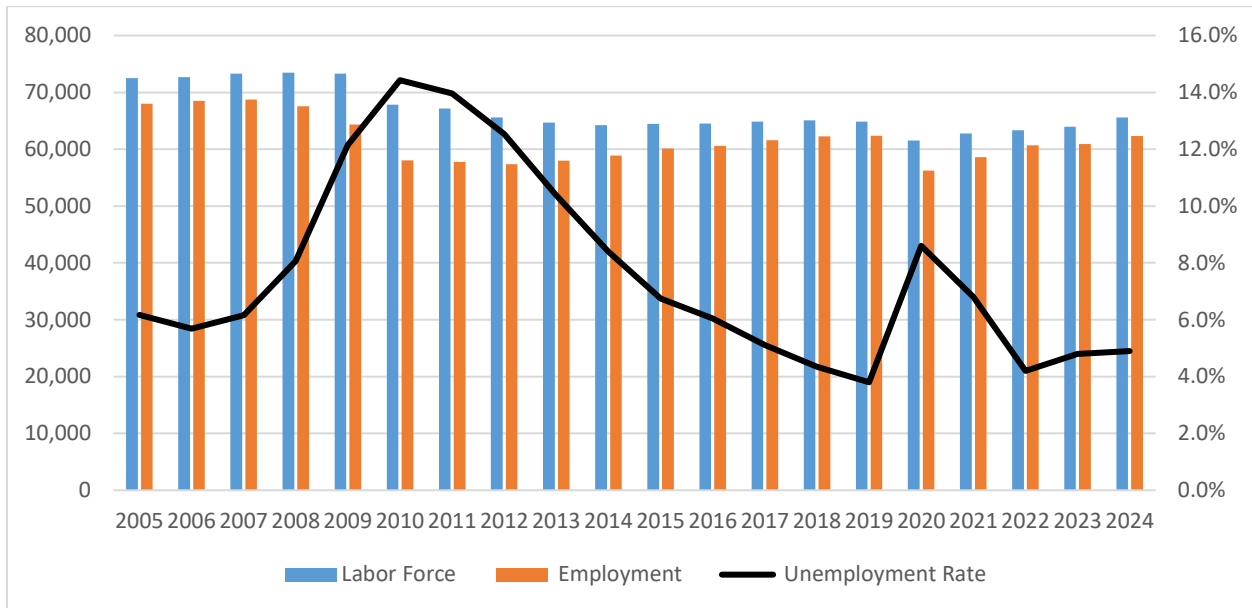


Source: US Census Bureau; US Health Department; California EDD LMID

A. Analysis of Employment and Unemployment Data

As Figure 5 demonstrates, unemployment over the past 20 years in the Middle Sierra region has closely mirrored the State’s, with a peak of over 14% during the height of the recession in 2010 and subsequently dropping to just below 4% in 2019. At the beginning of 2020, unemployment rates were relatively low in the Middle Sierra RPU, on par with the unemployment rate across the State. With the onset of the COVID-19 pandemic in April 2020, there was a sharp increase in the rate of unemployment at the regional and state levels. The Middle Sierra unemployment rate has decreased steadily since June 2020 to the current pre-COVID rate of 4.9. As COVID-19 recovery and rebuilding continues, Middle Sierra RPU is poised to render critical workforce development services.

Figure 5. Middle Sierra RPU Labor Force and Unemployment Rate (2005-2024)



Source: California EDD LMID

As of October 2024, Middle Sierra RPU had a working age (16+) population of 130,242 with 65,570 in the Labor Force, for a labor participation rate of 50.3%. See Figure 6, below. This rate has increased from 44.3% during 2020 when COVID-19 displaced workers, and government assistive programs provided some with a work disincentive.

Figure 6. Middle Sierra’s Labor Force Breakdown (Oct. 2024)



Source: California EDD LMID

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

The following information and charts highlight skill levels and needs in the Middle Sierra region.

Education and Skills Levels of the Middle Sierra Workforce

Concerning educational attainment, 16.6% of the Middle Sierra RPU’s residents possess a bachelor’s degree (4.9% below the national average), and 11.9% hold an associate’s degree (3.0% above the national Average). See Figure 7, below.

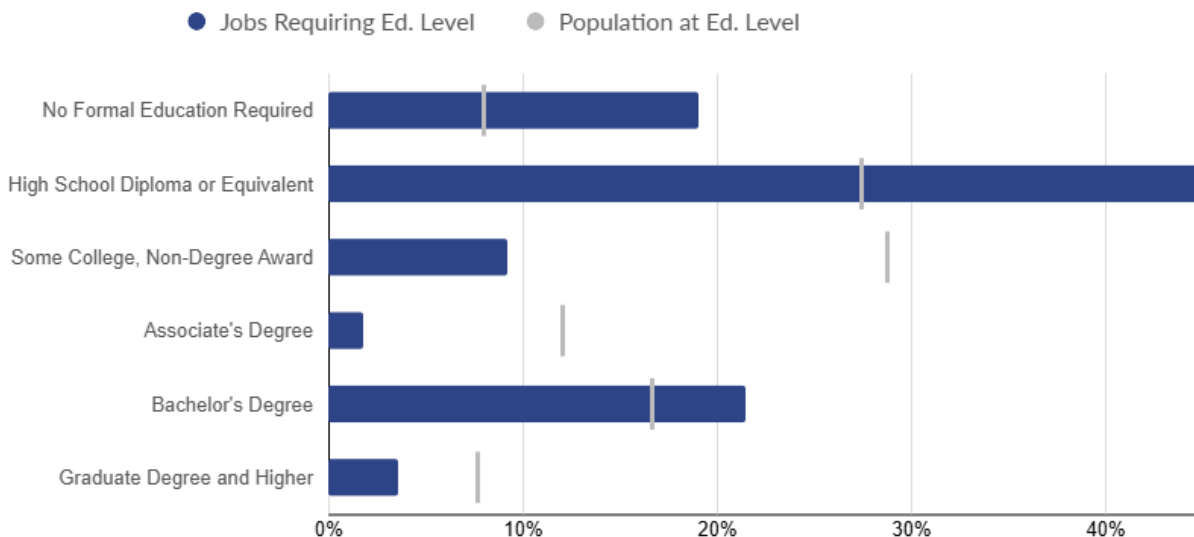
Figure 7. Middle Sierra RPU Educational Attainment (Jan. 2025)



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

A comparison of the supply of workforce education levels to the demand (See Figure 8 and Table 9 below) reveals two underemployment gaps. 45% of jobs require a high school diploma or equivalent, whereas only 27% of the population are at that education level. This results in a gap of 17%, or 11,147 workers, based on the labor force of 65,570. At the higher end of the spectrum, the supply/demand gap for jobs requiring a bachelor’s degree is 5%, or 3,279 workers.

Figure 8. Middle Sierra RPU Underemployment (Oct. 2024)



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

Table 9. Middle Sierra RPU Underemployment by Education (Jan. 2025)

Education Level	Jobs Requiring Ed. Level	Population at Ed. Level	Difference
No Formal Education Required	19%	8%	-11%
High School Diploma or Equivalent	45%	27%	-17%
Some College, Non-Degree Award	9%	29%	19%
Associate's Degree	2%	12%	10%
Bachelor's Degree	22%	17%	-5%
Graduate Degree and Higher	4%	8%	4%

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

C. Analysis of Industries and Occupations with Existing and Emerging Demand

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

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

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

Occupations with Existing Demand: To understand occupations with existing demand, Middle Sierra representatives used similar indicators (LQ, number of jobs, and median hourly earnings) to assess demand by four-digit SOC occupations with a minimum \$22.00 median hourly wage. Table 10, below, depicts Middle Sierra RPU occupations with moderate to high demand as of Q4, 2024. Law Enforcement, Forestry/Fire, Registered Nurses, Carpenters, and Teachers show the strongest employment demand.

Table 10. Middle Sierra RPU Occupation Clusters with Existing Employment Demands (2020-2024 Actuals)

Description	2024 LQ	2024 Jobs	Median Hourly Earnings	Employment Demand
Bailiffs, Correctional Officers, and Jailers	8.89	1,051	\$47.33	High
Forest and Conservation Technicians	29.93	330	\$24.74	High
Firefighters	6.51	673	\$29.24	High
Logging Workers	10.52	162	\$27.87	High
First-Line Supervisors of Law Enforcement Workers	3.58	233	\$56.25	High
Registered Nurses	0.83	862	\$63.02	High
Carpenters	1.90	609	\$32.81	High
Elementary and Middle School Teachers	1.20	780	\$38.91	High
Underground Mining Machine Operators	10.60	90	\$34.31	Moderate
Construction Equipment Operators	2.53	424	\$30.50	Moderate
First-Line Supervisors of Firefighting and Prevention Workers	5.47	147	\$40.43	Moderate
Miscellaneous Community and Social Service Specialists	2.16	517	\$24.57	Moderate
Police Officers	1.62	362	\$45.27	Moderate
General and Operations Managers	0.68	782	\$46.54	Moderate
Construction Laborers	1.53	680	\$22.57	Moderate
Secretaries and Administrative Assistants	0.93	998	\$23.41	Moderate
Water and Wastewater Treatment Plant and System Operators	3.61	139	\$36.27	Moderate
Bookkeeping, Accounting, and Auditing Clerks	1.22	629	\$22.72	Moderate

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

Emerging demand

Occupations with Emerging Demand: To understand occupations with emerging demand, we used similar indicators (LQ, number of jobs, and median hourly earnings) to assess demand by four-digit SOC occupations with a minimum \$22.00 median hourly wage. Table 11, below, depicts Middle Sierra RPU occupations with moderate to high demand as projected for the period 2025-2029. Law Enforcement, Forestry/Fire, Mining, Registered Nurses, Construction, and Teachers show the strongest employment demand.

Table 11. Middle Sierra RPU Occupations with Emerging Employment Demands (2020-2025 Projections)

Description	2029 LQ	2029 Jobs	Median Hourly Earnings	Employment Demand
Bailiffs, Correctional Officers, and Jailers	9.23	1,081	\$47.33	High
Forest and Conservation Technicians	28.93	331	\$24.74	High
Firefighters	6.39	694	\$29.24	High
Logging Workers	11.54	175	\$27.87	High
Underground Mining Machine Operators	13.22	114	\$34.31	High
First-Line Supervisors of Law Enforcement Workers	3.69	248	\$56.25	High
Elementary and Middle School Teachers	1.36	918	\$38.91	High
Registered Nurses	0.74	822	\$63.02	High
Construction Equipment Operators	2.63	467	\$30.50	High
Carpenters	1.78	592	\$32.81	Moderate
First-Line Supervisors of Firefighting and Prevention Workers	5.37	152	\$40.43	Moderate
Miscellaneous Community and Social Service Specialists	2.19	568	\$24.57	Moderate
Police Officers	1.68	392	\$45.27	Moderate
General and Operations Managers	0.70	861	\$46.54	Moderate
Construction Laborers	1.48	699	\$22.57	Moderate
Secretaries and Administrative Assistants	0.93	996	\$23.41	Moderate
Secondary School Teachers	1.06	395	\$46.93	Moderate
Bookkeeping, Accounting, and Auditing Clerks	1.22	642	\$22.72	Moderate

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

Table 12, below, identifies the top 20 middle-skill occupations in the Middle Sierra region, by SOC code, over \$22.00 per hour in wages, as a ten-year projection through 2030. Middle skill jobs are defined as requiring at least a high school education, but less than a bachelor's degree. Of Middle Sierra's priority industries, five occupations are in Construction, two in Tourism/Hospitality, two in Construction, and 2 in Healthcare. Other occupations such as truck driver, mechanic, bookkeeper/accountant, and office worker are applicable to all vertical industries.

Table 12. Top 20 Middle-Skill Occupations in Middle Sierra RPU, Ranked by 10-year Total Projected Job Openings (2020-2030)

SOC Code	Occupational Title	Projected Job Openings	Entry Level Education	Median Annual Wage	Median Annual Wage
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	750	High school diploma or equivalent	\$47,197	\$22.69
49-9071	Maintenance and Repair Workers, General	720	High school diploma or equivalent	\$49,786	\$23.94
43-3031	Bookkeeping, Accounting, and Auditing Clerks	710	Some college, no degree	\$49,621	\$23.86
41-1011	First-Line Supervisors of Retail Sales Workers	660	High school diploma or equivalent	\$48,861	\$23.49
47-2061	Construction Laborers	620	No formal educational credential	\$53,664	\$25.80
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	540	High school diploma or equivalent	\$48,757	\$23.44
47-2031	Carpenters	500	High school diploma or equivalent	\$79,886	\$38.41
43-1011	First-Line Supervisors of Office and Administrative Support Workers	470	High school diploma or equivalent	\$60,687	\$29.18
33-2011	Firefighters	470	Postsecondary non-degree award	\$70,562	\$33.92
53-3032	Heavy and Tractor-Trailer Truck Drivers	460	Postsecondary non-degree award	\$59,735	\$28.72
19-4071	Forest and Conservation Technicians	340	Associate's degree	\$53,442	\$25.69
47-2073	Operating Engineers and Other Construction Equipment Operators	310	High school diploma or equivalent	\$65,945	\$31.70
49-3023	Automotive Service Technicians and Mechanics	300	Postsecondary non-degree award	\$53,202	\$25.58
33-3051	Police and Sheriff's Patrol Officers	290	High school diploma or equivalent	\$92,257	\$44.35
53-3033	Light Truck or Delivery Services Drivers	270	High school diploma or equivalent	\$48,894	\$23.51
11-9051	Food Service Managers	250	High school diploma or equivalent	\$71,799	\$34.52
47-2111	Electricians	250	High school diploma or equivalent	\$78,865	\$37.92
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	240	High school diploma or equivalent	\$81,903	\$39.38
31-9091	Dental Assistants	240	Postsecondary non-degree award	\$58,080	\$27.92
43-6013	Medical Secretaries	230	High school diploma or equivalent	\$48,563	\$23.35

Source: Source: Employment Development Department, Labor Market Information Division; Published: September 2024 Occupational Employment Statistics (OES) and Occupational Employment Projections 2020-2030 Median Annual Wage references 2024 first quarter.

Earn and learn occupations are those for which workforce preparation includes a blend of workplace experience (including internships and externships) and classroom training. These types of occupations offer opportunities for job seekers to gain real-life work skills and increase their career options. Middle Sierra’s top occupations of this type are projected to produce 6,220 total job openings between 2020 and 2030 (See Table 13, below). Median Annual Wages in the top earn and learn occupations range between \$48,563 and \$92,257.

Table 13. 2020-2030 Earn and Learn Occupations (> 200 Projected Job Openings)

SOC Code	Occupational Title	Projected Job Openings	Job Training	Median Annual Wage	Median Annual Wage
49-9071	Maintenance and Repair Workers, General	720	Moderate-term on-the-job training	\$49,786	\$23.94
43-3031	Bookkeeping, Accounting, and Auditing Clerks	710	Moderate-term on-the-job training	\$49,621	\$23.86
47-2061	Construction Laborers	620	Short-term on-the-job training	\$53,664	\$25.80
43-6014	Secretaries and Administrative Assistants	540	Short-term on-the-job training	\$48,757	\$23.44
47-2031	Carpenters	500	Apprenticeship	\$79,886	\$38.41
33-2011	Firefighters	470	Long-term on-the-job training	\$70,562	\$33.92
53-3032	Heavy and Tractor-Trailer Truck Drivers	460	Short-term on-the-job training	\$59,735	\$28.72
47-2073	Operating Engineers and Other Construction Equipment Operators	310	Moderate-term on-the-job training	\$65,945	\$31.70
49-3023	Automotive Service Technicians and Mechanics	300	Short-term on-the-job training	\$53,202	\$25.58
33-3051	Police and Sheriff's Patrol Officers	290	Moderate-term on-the-job training	\$92,257	\$44.35
53-3033	Light Truck or Delivery Services Drivers	270	Short-term on-the-job training	\$48,894	\$23.51
47-2111	Electricians	250	Apprenticeship	\$78,865	\$37.92
43-6013	Medical Secretaries	230	Moderate-term on-the-job training	\$48,563	\$23.35

Source: The Integrated Postsecondary Education Data System (IPEDS); Occupational Employment Projections; Occupational Employment Statistics and Wages Program (OES); Quarterly Census of Employment and Wages (QCEW)

III. REGIONAL INDICATORS

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

Regions must choose at least two of the following indicators:

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

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

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

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

A. Regional Indicators and Associated Outcomes and Metrics

Given the vast geography, limited public resources, and significant need for career pathway training and related career service across the four counties that comprise the Middle Sierra region, MLJT leadership chose to focus on Indicator D in the last version of the Regional Plan and is retaining this indicator in the PY 2025-28 Regional Plan.

The requirement to choose a second indicator is new. For the PY 2025-28 Regional Plan, the Middle Sierra RPU has selected Indicator A. This choice reflects MLJT’s strong engagement with business and industry, and effective and long-standing relationships with the WIOA-mandated partners and dozens of other supply side organizations through the region’s four counties.

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

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

REACH System online technology via the Unite Us platform enables regional and local workforce system partners to reach more people, eliminating barriers resulting from geography/distance, disparities, limited awareness, age, gender, economic inequalities, attitudes, and individual life experiences and circumstances.

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

Overview of RPU Vision for the Meeting the Objectives of Indicator A

MLJT has decades of experience building relationships with local businesses across a wide range of industries and developing programs, services, and strategies to meet their workforce needs. To support these efforts, MLJT has long relied on both published labor market data from reliable sources and on local intelligence about the regional economy, businesses, and jobs. Over the last decade, MLJT has led the development of sector partnerships, including ones focused on the healthcare sector, natural resources, and the construction industry. These initiatives have yielded important information about current business needs and those which industry leaders forecast well into the future.

In compliance with WIOA requirements, the WDB regularly convenes and leads discussions among the organizations that are party to a required AJCC memorandum of understanding (MOU). Other local partner organizations may also join these discussions. Such gatherings provide a mechanism for sharing information, and MLJT regularly communicates with partners about labor market information and the needs of businesses, especially with the region’s target industries. In addition, MLJT representatives are connected to education, economic development, and community organizations with which they frequently share information on labor market needs.

In adopting Indicator A, the Middle Sierra RPU and MLJT intend to utilize a web-based platform to aggregate information on regional industries and demand occupations. This information will be readily accessible to all partners and stakeholders and will increase awareness and understanding of industry workforce needs by supply side partners.

Outcomes and Metrics

Outcomes concerning regional Indicator D include the following:

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

Metrics include:

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

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

Metrics include:

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

Outcomes concerning regional Indicator A include the following:

Outcome 1: The region collects and publicizes industry workforce needs to supply side partners.

Metrics include:

- Industry need updates communicated at industry-centric meetings, including CTE, Industry Sector Partnership meetings, Quarterly Partner meetings, CVIER, etc. for conducting outreach to supply-side partners
- Survey on website to collect both industry and supply side needs

Outcome 2: Industry career pathways are easily accessible and distributed widely.

Metrics include:

- Number of industry driven programs available via website
- Volume of traffic to Industry Sector Partnership website page visits
- Number of priority industry one-pagers created

B. Impact of Indicators and Metrics on Service Delivery

Assessment of Impact for Indicator D

Local workforce system leaders chose to concentrate on an indicator that would directly improve the quality of direct services through improving coordination throughout the network of organizations and programs that provide workforce development services within the Middle Sierra region. Core and significant impacts on the local workforce development delivery system include, but not be limited to, the following.

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

Ultimately, the REACH system removes many of the barriers the partners' mutual customers face, expediting connections to all resources quickly and improving success rates.

Assessment of Impact for Indicator A

As activities linked to this indicator (communicating industry workforce needs to supply side partners) are new and have not yet been implemented, an assessment of impacts linked to this indicator will be summarized in the next iteration of this Plan

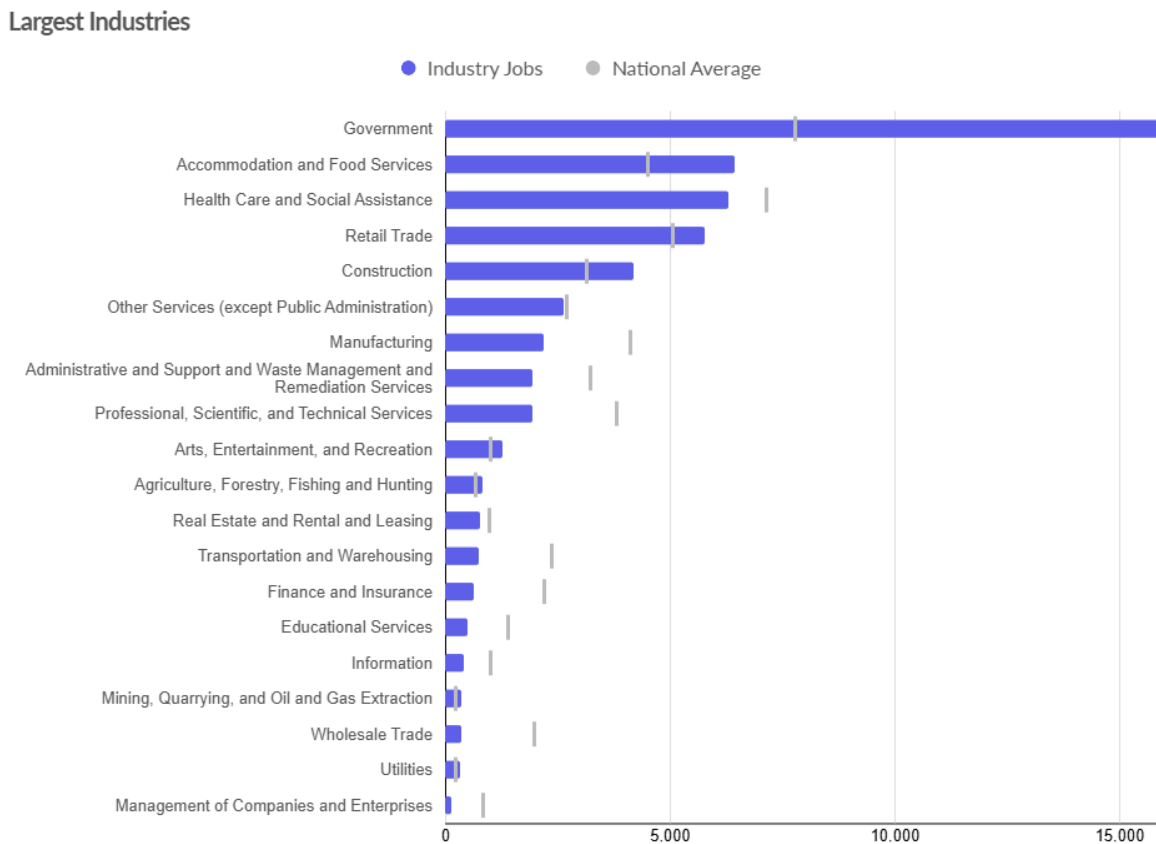
IV. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

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

A. In-Demand Industry Sectors for the Region

Middle Sierra’s largest industry sector by far is Government, with 15,920 jobs, more than twice as many as the largest private sector industry (See Figure 14, below). Government’s LQ of 1.94 is due to the unique complexion of Middle Sierra that includes local, state, federal government oversight of the many parks, forests and two State prisons. The top three private sector industries by total jobs are Accommodation and Food Services (the backbone of Hospitality and Tourism), Healthcare and Social Assistance, and Retail Trade.

Figure 14. Middle Sierra Industry Sectors, by Number of Jobs (2024)



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

Industries with Existing Demand

Under the Middle Sierra RPU's PY 2025-28 Regional Workforce Development Plan, the WDB and partners have reaffirmed five target sectors based on criteria including size, growth, median wages, and strategic importance. Healthcare and Social Assistance continues to meet all priority criteria, while Hospitality and Tourism, despite lower wages, remains highly strategic due to its economic impact.

In addition to the five target sectors listed below, Middle Sierra RPU also tracks Government and Information Technology. Government remains the region's largest employer and is central to economic vitality. Information Technology, though limited by broadband access in the region's mountainous terrain, is an essential factor in business retention and remote workforce accommodation.

Construction: The construction industry sector is the fifth largest employer, with 4,227 jobs, and is expected to add 73 new jobs over the next three years. The sector remains strategic, as limited housing availability constrains workforce recruitment and economic growth. With ongoing trends in remote work attracting new residents, the need for housing development may exceed projections. The average earnings per job of \$71.9K are now well above the regional average.

Healthcare: The Healthcare and Social Assistance sector remains the second-largest employer, with 6,450 jobs, and continues to be the largest private sector industry. Given the increasing healthcare needs of an aging population and new workforce entrants, it remains vital to the local economy. The sector is projected to add 291 new jobs in the next three years, reflecting a 4.5% growth rate. The average earnings per job have risen to \$72.1K, maintaining its alignment with regional economic goals. Healthcare remains a top priority industry, given its continued size, job growth, and strategic importance.

Hospitality and Tourism: Middle Sierra's largest base industry continues to be Hospitality and Tourism, bringing significant outside revenue to the region and acting as a multiplier across other industries. Defined primarily by Accommodation and Food Services, the sector also overlaps with Retail Trade, Real Estate, Arts and Entertainment, and Government. The sector, now employing 6,538 workers, is expected to grow by 192 jobs over the next three years. The average earnings per job have increased to \$34.7K, with the highest wages found in culinary and managerial roles. Despite lower wages overall, Hospitality and Tourism remain essential to the region's economic sustainability.

Manufacturing: Due to the region's distance from major transportation hubs, large scale manufacturing remains limited. However, a strong network of advanced manufacturers specializing in biochemistry, biomedical engineering, software development, and precision tooling continues to thrive. Manufacturing remains the sixth largest private sector employer, with 2,259 jobs, and is projected to add 118 new jobs over the next three years. The average earnings per job have increased to \$69.3K, exceeding the regional average. Manufacturing remains a target for economic expansion due to its stability and

resilience against natural disasters, such as wildfires, which heavily impact other industries.

Natural Resources: The Natural Resources sector, encompassing mining, logging, and water management, remains a key base industry that capitalizes on the region’s natural assets while preserving the environmental integrity that drives tourism. Although total employment is modest, the sector continues to represent Middle Sierra’s cultural and economic identity. Sustainable management of these resources is critical to long-term economic viability.

In addition to projected new job creation across these sectors, workforce replacement due to retirements is expected to create many more job openings. With a significant portion of the workforce approaching retirement age, the availability of skilled replacement workers will be an ongoing priority. The long-term impact of economic factors on retirement decisions remains uncertain, as workers may extend employment to strengthen their financial stability.

Industries with Emerging Demand

Based on projections from 2025-2028, Government will see the largest job growth, with an increase of 582 jobs, reinforcing its role as the region’s dominant employer. Healthcare and Social Assistance follows with 291 new jobs, maintaining its critical position in the workforce landscape. Accommodation and Food Services remains an area of growth, with an additional 192 jobs anticipated. Other notable areas of expansion include Manufacturing (+118 jobs) and Administrative and Support and Waste Management Services (+98 jobs). These trends indicate that the largest current industries will continue to expand their influence on the region’s economic future.

Table 15. Top-10 Middle Sierra Industry Sectors, by Future Job Growth (2025-2028)

Description	2025 Jobs	2028 Jobs	2025 - 2028 Change	Avg. Earnings Per Job
Government	16,188	16,771	582	\$91,648
Health Care and Social Assistance	6,450	6,741	291	\$72,086
Accommodation and Food Services	6,538	6,730	192	\$34,745
Manufacturing	2,259	2,377	118	\$69,261
Administrative and Support and Waste Management and Remediation Services	1,998	2,096	98	\$53,405
Professional, Scientific, and Technical Services	1,973	2,057	84	\$83,200
Construction	4,227	4,300	73	\$71,915
Retail Trade	5,798	5,829	30	\$46,697
Arts, Entertainment, and Recreation	1,304	1,334	30	\$38,372
Agriculture, Forestry, Fishing and Hunting	842	838	(4)	\$61,889

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

B. Sector Initiatives

MLJT is connected to unique projects and initiatives related to each of the regional priority sectors.

Construction Sector Initiatives

In partnership with industry leaders and education, Mother Lode WDB continues to collaborate with the Tuolumne Community Collaborative to develop programs and services that address industry workforce needs. Expanding on previous efforts, MLWDB is actively working to broaden pre-apprenticeship programming across the region.

As part of these efforts, MLWDB collaborates with the Fresno Regional WDB on a High Road Construction Careers grant to train 30 Laborer Pre-Apprentices. This intensive four-week program provides participants with industry-recognized credentials, equipping them with the foundational skills necessary for entry into construction careers. The program is designed to prepare participants for upcoming job opportunities while offering a clear pathway to sustainable wages and benefits. Industry representatives continue to provide guidance through stakeholder convenings and forums to ensure training aligns with regional workforce demands.

Healthcare Sector Initiatives

Mother Lode WDB continues to collaborate with multiple organizations to address the workforce needs of the healthcare industry in the Middle Sierra region. Through the newly established Sierra Healthcare Industry Partnership (SHIP), formerly M-HIP, industry needs are identified, and shared resources are leveraged. The transition to SHIP reflects an expanded partnership through California Jobs First, with MLWDB contracting with Sierra Jobs First, the regional convenor, to provide sector navigation in healthcare. This expansion extends MLWDB's reach to include Alpine, Inyo, and Mono counties, strengthening career pathways and employer engagement across a broader region. The contract is in place through 2026, providing long-term support for workforce development initiatives.

MLWDB and Columbia College have also been awarded Regional Equity and Recovery Partnership (RERP) funds to continue curriculum development in key healthcare occupations, including Certified Nursing Assistant (CNA), Certified Medical Assistant (CMA), Patient Access Representative, and Phlebotomy. These efforts build on ongoing work to align vocational training and internship programs with employer needs, ensuring sustainable pathways to employment. MLWDB remains committed to securing additional funding to further advance career opportunities in this high-road sector.

Hospitality and Tourism Sector Initiatives

As a cornerstone industry for the region, Hospitality and Tourism continue to be a critical focus for workforce development. With the sector's recovery from the pandemic well

underway, efforts remain centered on developing a highly skilled workforce with transferable skills to adapt to the evolving needs of the industry.

Mother Lode WDB has expanded its efforts through a partnership with the Sierra Jobs First Sector Coordinator for Recreation and Tourism, working to increase access to employment while boosting regional commerce and visitor engagement in alignment with the Sierra Jobs First Regional Plan. Additionally, the recent expansion of Chicken Ranch Casino, which now includes a conference center and a 197-room hotel, presents new opportunities for workforce development and career pathways in the sector.

MLWDB remains committed to supporting the Hospitality and Tourism industry through employer partnerships and sector-driven training initiatives, ensuring a strong and resilient workforce for the region's visitor-based economy.

Manufacturing Sector Initiatives

Mother Lode WDB continues to work closely with industry leaders to develop a skilled workforce for Manufacturing through on-the-job training (OJT) programs and partnerships with post-secondary institutions. These initiatives provide hands-on experience and industry-aligned training to prepare workers for in-demand careers in the sector.

Recognizing the cross-sector nature of many industries, MLWDB has partnered with Heartwood Biomass, a newly established biomass processing company in Tuolumne County, to provide OJT opportunities for low- to moderate-income residents. The company processes woody biomass into firewood and fence poles, bridging the Manufacturing and Natural Resources sectors while also contributing to climate resilience. By incentivizing the removal and treatment of forest fuels, this initiative not only supports regional job creation but also helps mitigate wildfire risk, reinforcing the sector's strategic importance to the local economy.

Natural Resources Sector Initiatives

Addressing the ongoing challenges of drought, tree mortality, and heightened wildfire risks, Mother Lode WDB continues to coordinate services and programs that align with targeted business and government investments in forests, water, and land use. As a rural region, collaboration with neighboring communities is essential to delivering cohesive and effective workforce development in the Natural Resources sector.

Building on previous forestry and natural resource apprenticeship programs, MLWDB has successfully implemented the Greater Sierra Forestry Corps and launched the Greater Sierra Forestry Council, a sector partnership that provides employers with a platform to guide workforce training and industry priorities. Additionally, MLWDB worked with Tuolumne County, CALFIRE, and Columbia College to secure a grant expanding Heavy Equipment Logging Operations training and OJT opportunities with local employers. These efforts support fuels and resource management, improving community safety and

climate resilience by reducing wildfire risks and lowering carbon emissions from wildfire smoke.

MLWDB also continues its commitment to workforce pipeline development through initiatives like the Summer of Success Forest Youth Partnership, which provides high school students with paid work experience and exposure to careers in forestry and fire resource management.

By expanding training infrastructure and employer engagement, MLWDB remains committed to strengthening workforce pathways in the Natural Resources sector while supporting regional economic and environmental sustainability.

C. Strategies to Communicate with Regional Employers

MLJT is engaged on a daily basis in communicating with regional employers, as this is a core function of the organization in serving businesses seeking talent and workers looking for employment. Communicating with businesses occurs in many ways and as part of various ongoing activities. Among them are:

Business Outreach

MLJT conducts regular and ongoing outreach to businesses in all four counties that comprise the Middle Sierra region. Initial and follow-up contacts with businesses may occur by phone, videoconference, or in-person. The objective of discussions with business is primarily to address hiring and training needs for new and current workers. However, MLJT staff also use such discussions as opportunities to connect businesses with other services that may support their operations and expansion.

Sector Partnership Convenings

Sectors partnerships are business-led alliances or companies within an industry that agree to work together to identify key issues concerning workforce development and other aspects of business operations and to develop strategies to address matters of greatest importance and urgency. MLJT has been instrumental in developing such partnerships for the healthcare, natural resources, and construction industries. Partnership convenings provide MLJT representatives the opportunity to hear directly from business leaders about their key concerns and to engage in group and individual discussions about workforce solutions.

Coordination with Business Serving Organizations

Over many years, MLJT has built strong and effective working relationships with chambers of commerce through the Middle Sierra region. These relationships are vital in providing strong linkages to businesses of all sizes and types. As the chambers, which provide a range of benefits to their members, do not directly provide the hiring and training support that the local workforce development system offers, chambers often refer

businesses to MLJT. In addition, chamber-sponsored events provide unique opportunities to meet with business owners, managers, and staff.

Job Fairs and Hiring Events

MLJT staff takes advantage of every opportunity to host and participate in hiring events that support the talent needs of companies throughout the region. These include large scale job fairs, which generally feature participation by many local enterprises, and business-specific events for which MLJT or a partner agency recruits candidates for a single company.

Layoff Aversion Activities

MLJT works to identify at-risk businesses in advance of layoffs, assess their needs, and deliver solutions to address identified risks. MLJT also works to provide business solutions to employers that want to save jobs. Activities such as customized training, incumbent worker training, and EDD's Work Share program are strategies that MLJT can utilize to assist companies in averting layoffs. Businesses are also referred to other resources to support their resilience.

V. ENABLING MOBILITY FOR ALL CALIFORNIANS

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

A. Working with Businesses that Provide Quality Jobs

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

Table 15. Mother Lode WDB’s Self-Sufficiency Standard

Mother Lode Consortium (175% LLSIL)							
Family Size	1	2	3	4	5	6	
Self-Sufficiency	\$34,346	\$56,290	\$77,282	\$95,392	\$112,582	\$131,670	Annual
(Recommended)	\$16.51/hr	\$27.06/hr	\$37.15/hr	\$45.86/hr	\$54.13/hr	\$63.30/hr	Hourly

Focus on Career Pathways

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

Promoting Job Quality

The Middle Sierra recognizes that quality jobs provide a living wage, safe and fair working conditions, the ability to engage in meaningful contribution to organizational goals, and accessibility to growth opportunities. The local board promotes job quality by identifying the best job matches for participants at all skill levels, aligning with career pathways to provide talent for industry needs. Services like on-the-job training and incumbent worker

training are provided where employers can demonstrate clear pathways to self-sufficiency and upward mobility for workers at various levels, including entry-level workers, along with full-time permanent employment opportunities.

MLJT has developed the following policy on job quality:

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

B. Shared Target Populations and Targeted Service Strategies

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

Shared Populations

Middle Sierra RPU, along with WIOA-mandated and other local partners, has identified target populations including veterans, those affected by the Opioid Crisis, homeless individuals and at those at risk of being homeless, formerly-incarcerated and justice-involved individuals, non-custodial parents with child support enforcement orders, those who are basic skills deficient, individuals who lack a high school credential, CalWORKS participants, CalFresh recipients, people with disabilities, and disconnected youth. Other populations for which service strategies will be expanded include: tribal members/Native Americans; underemployed individuals; and women.

Targeted Service Strategies

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

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

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

VI. CLIMATE AND ENVIRONMENTAL SUSTAINABILITY

Both the PY 2025-28 Middle Sierra RPU Regional Plan and the PY 2025-28 Mother Lode Workforce Development Board Local Plan include required content that addresses environmental sustainability and climate resilience. Therefore, the following content from Local Plan has been incorporated into this Regional Plan.

MLJT and the local workforce development system have long been committed to effective stewardship of resources in all forms, and, various past and current projects have supported environmental sustainability and climate resilience. This is particularly true with respect to forestry and all aspects of forest management. Furthermore, MLJT leadership is aware of and has regularly tracked state initiatives and priorities, including those of the California Workforce Development Board, concerning environmental sustainability, carbon neutrality, and climate resilience. However, the PY 2025-28 Local Plan marks the first formal statement of intent by the Mother Lode WDB and MLJT, which represent the Middle Sierra RPU, to work in collaboration with system partners to address environmental sustainability through workforce development system programs and services.

Current Projects Supporting Environmental Sustainability

Among MLJT's existing work, much of which involves coordination with local partners, are the following projects:

Greater Sierra Forestry Corps: This project focuses on fuels treatment and reduction to lessen the risk of catastrophic wildfires. Training programs align with regional forestry and fire prevention workforce needs, addressing labor shortages in vegetation management, fuels reduction, and forest restoration.

Biomass Processing Facilities and Training: MLJT supported the launch of a new biomass processing facility, facilitating workforce training for value-added wood product manufacturing. The facility's general manager now serves on the Mother Lode Workforce Development Board, ensuring alignment between industry needs and workforce strategies. In connection with this enterprise, MLJT has implemented a paid on-the-job training program, allowing job seekers to gain hands-on experience in manufacturing and processing.

Expansion of Biomass Sector Workforce Development: MLJT is actively working with other biomass startups in various stages of development. One facility will produce wood pellets for renewable energy and heating, reducing reliance on fossil fuels. Another startup is focused on hydrogen production from biomass, supporting clean energy initiatives and job creation in the green economy.

Over the period covered by the Plan, MLJT intends to initiate additional work in this area through several key efforts including:

Research, Learning, and Adoption of Local Priorities

MLJT leadership intends to focus more intensively on, engage with, and participate in state-administered projects and programs that are tied to environmental and climate issues, thereby increasing the organization's knowledge and capacity in this area. Other efforts to improve system capacity will include participation of management, staff, and board members in state and regional conferences and in online seminars and training. Agency representatives will actively seek opportunities to gain insight from organizations able to share models and best practices for adapting workforce development services to meet work requirements associated with environmental sustainability. In particular, MLJT is interested in learning about efforts of the public workforce system and private industry to work together to promote environmental sustainability.

In addition, the occur counties within the region will be strategic partners in planning and adopting strategies to create and maintain standards for environmental sustainability. County Climate Actions Plans and similar strategies will serve as both resources and guides for the workforce development system.

Coordination with Local Partners and Their Efforts

As expressed throughout this plan and the Mother Lode WDB Local Plan, MLJT's programs operate within a complex network of organizations, programs, and services. WDB representatives lead regular discussions among system partners and stakeholders. The exchange of information during such sessions provides those participating with details on the priorities and activities of their counterparts. Increasingly, issues pertaining to climate and the environment, and their impacts on jobs and the economy are topics discussed by the partners. WDB leadership will remain open to collaborating with partner-led programs and initiatives that support communities and industries in achieving environment-related goals.

Involvement in Regional Initiatives

MLJT leadership anticipates that regional priorities and projects are likely to drive local efforts to coordinate workforce development programs with strategies for environmental sustainability. For example, the California Jobs First Initiative seeks to create quality jobs and bolster their resilience to climate and global challenges impacting the state's diverse regional economies. The Sierra Jobs First (SJF) initiative, which covers seven counties, including four within the Mother Lode Consortium, promotes the concept that a resilient economy and a healthy environment are not mutually exclusive. In fact, they are deeply interconnected. SJF places a significant weight on integrating climate action into every aspect of its 2024 Strategic Plan and has purposefully aligned the regional initiative with the larger, overarching California climate initiative. The initiative seeks to drive prosperity and ensure that workforce actions are cohesive with environmental sustainability and climate resiliency. These actions are of particular importance for the Mother Lode region, where natural resources are invaluable to long-term economic sustainability.

VII. ACCESS AND ECONOMIC JUSTICE

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

Promoting Equal Access

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

Workforce System Commitment to Equity

Demographic data from the U.S. Census Bureau indicates that, within the Middle Sierra region, widespread racial and ethnic diversity is not predominant. This information is described within the PY 2025-28 Mother Lode WDB Local Plan. On average, 46.5% of the labor force in the Middle Sierra was female in 2019. Gender equity is an issue in the region. High demand in industries that have been historically dominated by men, such as construction and telecommunications, is projected to continue. The RPU and regional partners will work with employers to educate them on inclusion, identifying barriers, and obtaining commitments to correct and address imbalances. Within construction and extraction occupations, an estimated 5.7% of employees are women, indicating possible inequity in those occupations. Within telecommunications and information technology occupations, there is estimated to be 32.7% women, also indicating a possible area for equitable growth. (Source: Emsi)

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

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

VIII. ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES

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

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

A. Regional Service Strategies

Following California's establishment of regional planning units as part of its statewide workforce development strategy under WIOA, MLJT has remained keenly focused on developing approaches that emphasize collaboration and coordination with as many organizations and programs as possible. Among the overarching strategies adopted by Mother Lode Job Training are:

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

Striving for Consistency in Workforce Development Service Delivery throughout the Region

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

the centers are aligned the workforce development system in the region.

Collaboration with WIOA Core and Mandatory Partners

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

Federal Partner Programs	MOU Partner
WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth	Mother Lode Workforce Development Board
WIOA Title II Adult Education and Literacy	Tuolumne County Superintendent of Schools
WIOA Title III Wagner-Peyser	Employment Development Department (EDD)
WIOA Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	Columbia College
Title V Older Americans Act Senior Community Service Employment Program	SER – Jobs for Progress
Job Corps	San Jose Job Corps Center
Native American Programs (WIOA Section 166)	California Indian Manpower Consortium
Migrant and Seasonal Farmworkers (WIOA Section 167)	<ul style="list-style-type: none"> • California Human Development • Central Valley Opportunity Center
Jobs for Veterans State Grants	Employment Development Department
YouthBuild	San Joaquin County Office of Education YouthBuild
Trade Adjustment Assistance (TAA)	Employment Development Department
Community Services Block Grant	<ul style="list-style-type: none"> • Amador Tuolumne Community Action Agency • Calaveras Mariposa Community Action Agency
Housing and Urban Development	<ul style="list-style-type: none"> • Amador Tuolumne Community Action Agency • Calaveras Mariposa Community Action Agency
Unemployment Insurance (UI)	Employment Development Department
Second Chance	N/A – <i>There is no Second Chance grantee within the LWDA</i>
Temporary Assistance for Needy Families (TANF)/CalWORKs	<ul style="list-style-type: none"> • Mariposa County Health and Human Services Agency • Tuolumne County Department of Social Services • Calaveras County Health and Human Services • Amador County Department of Health and Human Services

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

Collaboration with Local Agencies and Programs

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

Collaboration with Other Local Workforce Development Boards and Regional Planning Units

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

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

Specialized grant opportunities provides an opportunity for collaboration with MLJT's neighboring workforce boards. For example, MLJT has participated in a number of grants with the Fresno Regional Workforce Development Board. These include A High Road

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

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

B. Regional Administrative Cost Arrangements

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

MLJT leadership worked partners to agree on a cost sharing arrangement in Mother Lode's comprehensive AJCC located in Sonora. Those that contribute are programs that utilize the comprehensive job center to serve workforce system customers in the region.

IX. PY 2025-28 REGIONAL SYSTEM PRIORITIES

As the Regional Plan's entire workforce development system is within the Middle Sierra RPU, MLJT leadership sought input from a range of system partners and stakeholders on priorities for the system. As described in Attachment I, a public input session was held to gather input on key issues affecting the delivery of workforce and related services to job seekers and businesses. The session was concurrently used to gather input to be included in the Mother Lode WDB's Local Plan.

The priorities described below capture key issues, observations, ideas, and recommendations expressed during the community input sessions. These ten priority areas will be addressed by Middle Sierra RPU, MLJT, and partner representatives throughout the four-year period covered by this plan.

A. Worker Attraction and Retention

While workforce development in urban environments and other settings that are more populous than the Mother Lode region is generally focused on training existing residents, local workforce strategies must include collaboration among workforce development, economic development, government, and business stakeholders to both attract talent to the region and to retain existing talent, especially that of young individuals. Strategies to build the workforce should emphasize the benefits of life and work in Mother Lode region, and should promote career opportunities as a means of attracting workers to the region and retaining young residents who may be apt to leave the area in pursuit of opportunities in larger communities. In connection with other priorities outlined in the Local Plan, the workforce system partners should consider ways in which they can contribute to worker attraction to and retention in the region.

B. Pathways to Careers in Government and the Public Sector

Taking into consideration jobs at the federal, state, and local levels, government is the largest sector within the Mother Lode region. However, pathways to jobs in public agencies are not always clear. There are some jobs for which a four-year college degree is generally required, but there are many more government jobs that require less formal education and for which individuals can qualify based on past work experience, demonstrated skills, and short-term training. Given the prevalence of opportunities for employment at all levels of government, the workforce system partners should give greater attention to strategies to attract candidates to fields for which public agencies are hiring and to the development of programs that will prepare individuals for these jobs. Such programs may include training at the adult education and community college level, as well as work-based learning strategies, including apprenticeships and on-the-job training models.

C. Pathways in Childcare and Early Childhood Education

Investments in programs and strategies to build the workforce in childcare and early childhood education offer multiple advantages for the community. First of all, this career track is desirable for many job seekers and can serve as a path to careers as teaching assistants and teachers at the K-12 institutions or other careers in education. In addition, there is a tremendous need for childcare among workers in the Mother Lode region and a lack of suitable childcare options limits the ability of individuals and families to work full-time or at all. Greater investments in training childcare and early childhood education workers should be a priority for education and workforce partners.

D. Pathways to the Skilled Trades

Commercial and residential construction, infrastructure projects, and maintenance of existing facilities and operations require a large skilled trades workforce in the region. While there are existing programs, including those administered by organized labor, that prepare job seekers for careers in the building and construction trades, greater investments are needed, including increasing the number of training opportunities and expanding efforts to attract worker to these careers.

E. Pathways to Remote Jobs

The regional workforce is one that could qualify for remote work opportunities if candidates have the skills and credentials that businesses employing remote workers are looking for. The WDB, MLJT, and workforce system partners should consider how technology, customer service, research, and other skills can be developed by residents to increase opportunities to secure well-paid remote jobs. Development of curricula specifically aimed at producing such workers should be considered by local education and training agencies and their workforce development counterparts.

F. Early Engagement on Career Exploration

Many young individuals have very little knowledge of or information about the labor market by the time they reach high school, when they should be beginning to prepare for careers through either academic studies leading to postsecondary education or other vocational preparation, such as participation in work-based learning or career and technical education (CTE) programs. The workforce system partners should consider opportunities to collaborate with local K-12 education agencies to develop age-appropriate career information content that could be instructed at the grade school, middle school, and high schools levels. Such instruction would serve to build student's increasing awareness of jobs and careers, along with their understanding of requirements and activities associated with various careers in many industries. Content would inform students about

industries that are mainstays of the regional economy and about sectors that are gaining significance with local labor markets throughout MLJT’s expansive four county region.

G. Career Certification for High School Students

Recognizing that many young workers plan to look for work and begin careers without pursuing a postsecondary degree or credential, the years during which they attend high school are ideal for preparing students to begin careers. While there are opportunities for youth to become engaged in classes across various career tracks, the secondary education system, in coordination with business and workforce system partners, should examine opportunities to develop CTE programs that will result in certification for specific jobs and groups of jobs as entry points into careers that are in demand, including those that are identified with the PY 2025-28 Middle Sierra RPU Regional Plan.

H. Identify and Instruct in Core Employment Skills

There are skills that are widely desired by businesses across many industries, and some skills are often considered universally needed for all jobs. System stakeholders call out foundational skills (i.e., so-called “soft skills,” such as promptness, team work, acceptance of supervision, critical thinking, problem solving); basic skills (English and math skills); communication skills (verbal, written, and appropriate to the workplace); digital literacy (ability to use basic technology tools and systems); financial literacy; and job retention skills as among the general skills most valued by companies of all types and sizes. Business and industry leaders continue to stress that individuals with these skills are the most desirable, are the easiest to train, and are, generally, the best fit. Workforce system partners throughout the region should work to identify a full complement of core employability skills and devise strategies for assessing job seekers and training them in these skill areas.

I. Increase Workers’ Proficiency in Digital Skills and Ability to Use Advanced Technology

In a labor market where the demand for talent often outstrips availability, many businesses are willing to train workers lacking job specific skills. However, job seekers will compete more successfully for work and experience greater success on the job, when they have strong basic skills, including literacy and numeracy skills, as well as digital literacy and proficiency in various software and web-based applications.

There is also across-the-board recognition that advanced technology, including artificial intelligence (AI), is changing jobs in multiple industries at a more accelerated rate than ever before. MLJT leadership, education, business, and community partners must continue to assess how technology is changing jobs and

needs to develop strategies and programs that will enable workers and businesses to keep pace with these changes.

J. Address Job Retention as A Business and Job Seeker Strategy

Businesses are experiencing rapid turnover of workers at unprecedented levels. The cost of such turnover is significant, considering investments that businesses make to recruit, hire, orient, and train new workers. However, as workforce system professionals are essential in connecting workers to jobs, they are uniquely positioned to advise both job seekers and business representatives on the advantages of job retention and strategies to promote workers' longevity with companies that hire them.

VII. ATTACHMENTS

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

Attachment 1: Stakeholder and Community Engagement Summary

Attachment 2: Public Comments Received that Disagree with the Plan

Attachment 3: Signature Page

STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the PY 2025-2028 Mother Lode WDB Local Plan and Middle Sierra RPU Regional Plan, MLJT hosted a community and stakeholder forum focused on topics affecting strategies and services across the local workforce development system. The theme for the session was *“Opportunities and Challenges for the Workforce Development System.”*

Questions/topics addressed included, but were not limited to:

- Considering the regional economy and industries that are contributing to growth and prosperity, what opportunities exist to help workers develop necessary skills and otherwise prepare for jobs with current and projected demand?
- What strategies should workforce system agencies employ to better understand generational and evolving needs of workers?
- What are the greatest obstacles for individuals looking to prepare for “good jobs?” Are there strategies that the workforce system could use to minimize or eliminate these obstacles?
- As businesses continue to face recruitment and hiring challenges, are there strategies that the workforce system could implement to lessen these difficulties?
- Other comments on workforce development opportunities and challenges.

The session was held via videoconference on December 16, 2024.

The table below summarizes participation in the community and stakeholder engagement process to develop the Mother Lode WDB PY 2025-28 Local Plan and the Middle Sierra RPU Regional Plan.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email invitation and Social Media posts sent out November 18 th , 2024: Local and Regional Community Event to be held at MLJT in person and virtually on December 16, 2024, from 1:30-3:00pm. CBOs, Partners, Community, Business	AARP Alpine County Government Amador County Chamber of Commerce Amador County Government Amador Economic Development Area 12 Agency on Aging ATCAA (Amador-Tuolumne Community Action Agency) California Department of Corrections and Rehabilitation (CDCR)	Emily Brown, Cindy Chandler, Diane Griffin, Robbie Bergstrom, Lori Martinez, Bill Redford, Staci Johnston, Margo Ilonummi, Jenn Guhl, Kristin Millhoff, Karen Warburton, Mark Bonini,	Comments captured on pages 38-41

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
	California Department of Rehabilitation (DOR) California Employment Development Department (EDD) Calaveras County Government Calaveras County Office of Education Catholic Charities Center for a Non-Violent Community Changing Echoes Inc. CIMC (California Indian Manpower Consortium) Columbia College (Yosemite Community College District) CVOC (Central Valley Opportunity Center) DRAIL (Disability Resources Agency for Independent Living) EDD (California Employment Development Department) Force Energy Geo Group (Private Correctional & Rehabilitation Services) Habitat for Humanity Tuolumne County Harrah’s Casino ICES (Infant/Child Enrichment Services) Ironstone Vineyards Job Corps Kene Me-Wu Family Healing Center LGBTQ Alliance (Tri-County LGBTQ Alliance) MACT Health Board Mariposa County Government Mariposa County Health and Human Services Mariposa County Unified School District Mother Lode Job Training (MLJT) Non-Violent Community (Center for a Non-Violent Community) SERs Jobs for Progress California Sierra Focus Media SJCOE (San Joaquin County Office	Tim Hildabrand, Staci Johnston, Ashley Padilla, Dan Hawks, JT Chevallier, Frank Leschinsky, Jaron Brandon, Kathy Gallino, Erin Gandolfo-Brune, Chris McCoy, Joseph Bors, Suzan ICES, Mat Galvan, Sham Wilk, Peniel Wilk-Whitmer, Rose Day, Brioni Poole	

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
	of Education) Sonora Area Foundation Sonora High School Sierra Business Council SPI (Sierra Pacific Industries) Stockton Catholic Charities Tuolumne County Government Tuolumne County Libraries Union Democrat Unite Here Local 19 (Labor Union) Watch Resources Yosemite Community College District (Columbia College)		

**PUBLIC COMMENTS RECEIVED THAT
DISAGREE WITH THE REGIONAL PLAN**

1.	From:	Date:
Comment:		

2.	From:	Date:
Comment:		

(Placeholder comment pending completion of public comment period)

SIGNATURE PAGE

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

For the **Mother Lode Workforce Development Board**

Tyler Newton, Chair	Date

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

Benjamin Stopper, Chair	Date