

**Workforce Development Board of Madera County  
Workforce Innovation and Opportunity Act (WIOA)  
Program Year 2017-2020 Local Area Plan**

**Provide a description of the Local Board’s strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on WIOA performance indicators described in 20 Code of Federal Regulations Notice of Proposed Rulemaking 677.155(a)(1). Vision, goals, and strategy must be linked to the analytical background information.**

The following are the current Credo, Mission and Vision of the Workforce Development Board of Madera County:

**CREDO**

*Developing a Quality Workforce!*

**MISSION**

Committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system.

**VISION**

Establish innovative collaborations that inspire success. Support an environment conducive to economic development. Provide opportunities for lifelong learning and personal growth. Build a vibrant economy through increased employment opportunities.

**STRATEGIC GOALS**

The following strategic goals were developed jointly by the Workforce Development Board and the Youth Advisory Council at a strategic planning session in June 2015.

- Effective Implementation of a Comprehensive Business Services Plan: Actively engaged and satisfied employers
- Aligned and Industry Responsive Industry Focused Training: A vocational/career technical education and training center
- The One Stop as a Source of Choice: Create employer pool for mentoring and Work-Based learning
- Enhanced Connection of Youth With the One Stop System: Youth/young adult representation in the one stop

These goals were revised at the last facilitated board session on October 31, 2016, to further align with the regional plan. Board staff provided updates for the Board to review progress on meeting these goals every other month.

**Provide a strategy to work with the entities that carry out the core programs and other required partners to align resources available to the local area, to achieve the strategic vision of the local plan.**

The Board has been working diligently for the last 18 months to bring to fruition a comprehensive one stop facility in Madera to include all core programs, and other partners, who will be co-located in the facility. The Madera Adult School has constructed classrooms in the new building and will move the entire Adult Education and Literacy Program to the one stop. Department of Rehabilitation will continue to have staff in the one stop and we are currently working with the Employment Development Department to bring staff and services back into Madera County and in the new facility as well. Department of Social Services will also have a large presence with the Welfare to Work and Eligibility Divisions in the new facility. The move is scheduled in January 2017 allowing for daily interaction, cross training, leveraging of resources and services, and regular face to face meetings that will facilitate the alignment of resources and services within the programs.

**Provide a description of the workforce development system in the local area that identifies programs included in the system.**

The local workforce development system is operated by the non-profit Madera County Workforce Investment Corporation (MCWIC) through an agreement with the Board of Supervisors and the local Workforce Development Board. The MCWIC currently provides staffing to the local Board and acts as the One-Stop Operator and provider of Career Services in the local area. The local Board has approved MCWIC to apply to continue to provide WIOA career services in the area and has also approved participation in a sub-regional procurement for the one-stop operator in partnership with the San Joaquin, Merced, and Kings local areas.

The local system includes one comprehensive AJCC – called the Madera County Workforce Assistance Center – which acts as the primary workforce service location in Madera County. Partners in the local system include: the Employment Development Department, State Center Community College District, Madera Unified School District – Madera Adult School, Central Valley Opportunity Center, the Department of Rehabilitation, the Department of Social Services, Job Corps, the City of Madera Housing Authority, SER – Jobs for Progress, Inc., and the Madera County Workforce Investment Corporation. Programs and services offered through the local AJCC include: Wagner-Peyser, TAA, UI, Migrant Seasonal Farmworker, TANF and related programs, Job Corps outreach, recruitment and orientations, Senior Community Services Employment Program, Adult Education and Family Literacy, Career Technical Education (including

post-secondary CTE through the community college system), vocational rehabilitation services, housing services including referrals to housing and Family Self-Sufficiency programs, and WIOA Adult and Dislocated Worker career services, WIOA youth services, and Business Services, including Rapid Response and Lay-off Aversion services. The Madera County Workforce Assistance Center also provides Ticket-to-Work program services for individuals receiving SSI or Social Security Disability benefits who wish to return to work and long-term services and supports to individuals who are referred after placement in employment by the Department of Rehabilitation through a local Partnership Plus agreement.

Services to individuals who are not able to visit the comprehensive center in the City of Madera are served through a network of community partner locations, including branch library locations, Department of Social Services offices, First 5 Family Resource Centers, and the Oakhurst Community College Center. Staff can meet with customers at these locations to insure access to services for those who are unable to travel to the primary AJCC location in Madera. Technological access, including via teleconference, web conference, on-line services, and video relay services, is also available to facilitate access to the broader community, as needed.

The local Board is leading efforts to move the primary AJCC location into a larger facility where the traditional AJCC workforce system partners and services will be co-located with the local Adult School facility. The move is anticipated in January 2017. Partners anticipated to have staff housed in the new location include: Madera Adult School, MCWIC, DSS, EDD, State Center Community College District, and the Department of Rehabilitation. Areas for the intermittent presence of other system partners are planned. The cost of infrastructure and operations of the new AJCC facility are being negotiated as part of the Phase II MOU process.

**Identify how the Local Board will support the seven policies identified in the State Plan and will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the *Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)* to support service alignment and implement the policy strategies emphasized in the State Plan (the seven strategies are sector strategies, career pathways, organizing regionally, earn and learn, supportive services, building cross system data capacity, integrating services and braiding resources).**

The local Board will support the policy strategies emphasized in the State Plan through the continued implementation of existing strategies and the development of new strategies in both the local area and the RPU. Sector strategies are an area of emphasis in the local area and region and have been since the identification of regional sector priorities by the California Partnership for the San Joaquin Valley and the adoption of policy consistent with those priority sectors by local Boards throughout the region. The local Board policy currently identifies priority sectors as: Agriculture, including Ag-

Business, Food Processing and Bio-Technology; Manufacturing; Supply Chain Management, Logistics, and Transportation; Health Care and Medical; Renewable Energy; and Hospitality, including Retail Trade and Tourism. The priority sectors drive investments in training as well as business engagement strategies to support demand-driven development of talent pools and training resources.

The local Board is focusing on career pathway strategies in collaboration with local and regional K12, Adult Ed, and Community College partners and consortia. Efforts are underway to align and articulate secondary and post-secondary career pathway options in local priority sectors and other emerging sectors in the local area and region.

Regional organization has been the hallmark of workforce activities in the Central San Joaquin Valley since the formation of the Central California Workforce Collaborative (CCWC) over 25 years ago. The CCWC is comprised of the local WDB Directors from all of the counties in the Central Valley RPU, as well as the Director from the Mother Lode area. This group meets regularly to share information and best practices, identify opportunities for regional and sub-regional collaboration, discuss funding opportunities, and brainstorm about workforce initiatives. The CCWC has, and is currently, working together on a variety of projects and grants, such as a JD NEG project, Slingshot, Prop 39, Veterans grants, NEG OJT, Green Job Training, and numerous others. The CCWC selected a regional lead and consultants to assist with the regional planning process, as well as a regional training coordinator. A subgroup of CCWC members is currently working on a sub-regional procurement action to identify a One-Stop Operator for the areas participating – Madera, Kings, Merced, and San Joaquin counties.

The local Board has operated Earn and Learn strategies using the On-the-Job Training program and paid work experiences for youth for over 20 years. The Board has recently been involved with pre-apprenticeship training programs through Prop 39 funding, and has increased referrals and connections for apprenticeships with the hiring halls in the Fresno-Madera-Kings-Tulare Building Trades Council, particularly around public infrastructure projects in the region. Labor representatives on the Board provide updates and guidance to assist Board efforts to connect local individuals with apprenticeship programs. The local Board chair, representing a local manufacturing concern, worked with WDB staff and community college partners to create a custom apprenticeship program for their company, which was successfully launched in 2015. The Board has added Transitional Job Training as another available Earn and Learn strategy being implemented in the local area, and is using Incumbent Worker Training for lay-off aversion and career advancement for employed individuals as well.

Supportive services are made available to participants when required for participation in programs and activities. While the Board has a policy allowing the provision of supportive services using WIOA Title I funds, they also require that other funding sources be tapped for supportive service costs for shared customers, as appropriate. A customer resource guide is made available to all job seeking customers at the AJCC and

via the web site, to provide information on all of the resources and services available to community members participating in various programs, as well as for those who need one-time assistance with food, utility bills, housing, or to meet other needs.

The Board is interested in options related to cross-system data sharing capacity and is currently participating in a pilot project with State Center Adult Education Consortium and other workforce and Adult Education partners using Community Pro – a system that provides data sharing and referral processes to education and workforce partners. The system provides tools to insure that information is available to all program partners working with a specific customer and to insure that services are not inadvertently duplicated, while supporting the movement of customers between partners and services and into more advanced education or job placement activities without service gaps. The Board is open to exploring local options with system partners, as well as encouraging the use of CalJOBS across partner organizations and programs, and is open to any other pilots or projects that may be proposed by the region or the State related to more effective sharing and use of data to support effective service delivery and strong performance on required metrics.

Integrating services and braiding resources is a priority for the WDB of Madera County. As a small, rural community with limited funding, leveraging and braiding funds with partners is a business necessity. The braiding of funds with other system partners has historically occurred, particularly with co-enrolled participants, but local participation in the Disability Program Navigator, Disability Employment Initiative, and the current Disability Employment Accelerator projects has operationalized the leveraging and braiding of funds to support customers throughout the local system. Regular partner meetings support the efforts of all workforce programs and customers, and help to insure that all organizations are aware of the resources available to support customers involved in the workforce system; referral processes are in place and are used to assist customers in accessing these resources.

**Provide a description of the ways the Local Board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 24(a)-(M).**

With the impending relocation to a 30,000 sq. ft. building, the core program providers will be co-located in the comprehensive job center which will facilitate and deliver a robust menu of services and programs. All program staff have been/will be cross-trained regarding WIOA and the various core program offerings to maximize referrals to appropriate programs and services. A referral form and process has been developed and agreed upon by all partners. The Board has a policy for priority of service for target populations and staff have been trained in all such pertinent policies in order to meet the requirement of serving those individuals with barriers to employment. The Board, even without co-location, has enjoyed very strong partnerships with the core program

providers as well as other mandatory partners. Partner meetings have been held regularly in order to share, network and collaborate around program services. With the co-location, partner meetings will be held monthly and program committees will be developed and implemented, such as business services and program quality and development, with representation from partner staff and management. This will facilitate cross training as well as develop strategies to expand services across all programs.

**Provide a description of the way the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.**

All program staff have and will continue to receive training related to career pathways to include critical labor market data in order to provide the most informed coaching to all participants. Staff will also receive training related to co-enrollment to ensure maximizing access to all appropriate and available services and resources from programs. Materials will be developed and provided that visualize the available career pathways in the local and regional area and that are in response to business needs. Staff are also being trained for available economic analysis platforms and software in order to make real time decisions.

**Provide a description of the way the Local Board will improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.**

The Board does not allow any training that does not result in an industry recognized credential. The Board will continue to collaborate with the community college and adult education systems related to needed training programs that provide credentials, particularly those that are portable and stackable. An economic and skills gap analysis has been conducted for both the local and regional workforce development areas and provided to staff in order to inform and educate the staff who are tasked with career coaching, along with other pertinent platforms, such as ONet, EDD LMID, EconoVue. This training is essential and will continue in order for jobseekers to be appropriately coached related to career choices, skill upgrade training beyond the initial requested training and opportunities for stackable and portable certificates and credentials.

**Provide a description of the way Local Boards and their partners will facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.**

The Board will continue to maintain a private sector majority that reflects the local businesses and industries including small employers. The Board is currently restructuring, which will include an ad-hoc workgroup comprised of the private sector members tasked with addressing the critical touch points of the system that impact businesses/employers. The Board will also meet every other month rather than

quarterly in order to be more engaged in the development system. The restructuring also included the decision to maintain the Executive Committee, but they were to meet for emergency business only rather than the traditional monthly meetings. Again, this is in order for the full Board to be the primary facilitators and policy makers for the local system. The Partners will begin to meet monthly with the move to the new location and will include a Business Services/Employer Engagement Committee.

**Provide a description of the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.**

The Board has developed a Business Services Unit with staff classified as Business Specialists who have received, and will continue, to receive training related to business engagement and building transformational relationships with businesses. Staff will also be working regionally on a referral process, asset map, and needs assessment to better streamline processes in meeting the needs of businesses. The staff have been assigned to the industries identified by Board policy and based on local economic analysis and data. They are assigned to make contact with each of the businesses within their sector and determine the needs of the business. This requires regular interaction with businesses throughout the life of a business cycle. This data is collected and entered into a database and aggregated for the Board to review and determine initiatives and strategies in order to be responsive to the business needs. This data is also used to provide business workshops, training opportunities, and resources on the identified areas of need. When in the new facility, a more robust and fully engaged Partner Business Committee will be re-established and will meet regularly to mitigate duplication of services and contact with businesses.

**Provide a description of the way Local Boards and their partners will better coordinate workforce development programs and economic development.**

The Executive Directors for the Economic Development Commission and the Workforce Development Board sit on each of their respective Boards and meet or correspond on a regular basis. The Board is currently undergoing a restructuring related to frequency and format of meetings to include regular reports from all partners in order to better facilitate coordination between the programs. A Partner Meeting will also begin to happen monthly once the relocation of the one stop is complete.

**Provide a description of the way Local Boards and their partners will strengthen linkages between the one-stop delivery system and unemployment insurance programs.**

The one stop currently provides two UI phones and access to computers in the Resource Room for online UI. All staff have been, or will be with the co-location, trained related to access to UI and the basic fundamentals of the unemployment insurance programs. It has been beneficial to have UI staff at the local MOU sessions or on conference calls in

order to strengthen the linkages with the one stop delivery system. An MOU for Phase I has been executed with the Unemployment Insurance Department of EDD. Staff to the Board also understand, and are hopeful, that one of the EDD staff who will be assigned to the new one stop in Madera will have up to 50% of their time dedicated to UI as a Navigator. This will be a positive contribution to the one stop delivery system.

The foregoing may provide a description of the way Local Boards and their partners will implement of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives should support the strategy the Local Board will use to work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

**Provide a description of the way the Local Board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers.**

The Local Board will ensure continuous improvement of eligible providers of services using available data systems and reports, such as those available in CalJOBS, in combination with locally developed reports regarding progress against strategic benchmarks established by the local Board. CalJOBS information and reports will be utilized to evaluate the performance and continuous improvement of training providers listed on the State's Eligible Training Provider List. The local Board will continue to designate staff to coordinate with ETPL coordinators throughout the RPU to maintain consistency and communication regarding the performance of training providers, subsequent eligibility determinations, adding new training providers to the ETPL, or removing/delisting certain providers or programs that are not meeting the minimum performance levels established by State policy. The Board will review WIOA performance outcomes for the local area, as well as outcomes by provider and program, to ensure that performance goals are being met or exceeded. This will be facilitated moving forward through access (provided by the State Board/EDD) to the Future Works system Performance Management Quarterly for historical data, and the soon-to-be launched CA Performs platform that will provide current performance data updated on a monthly basis. The CA Performs system permits a deep dive into performance outcome data at the RPU, Local Area, Center, and Service Provider levels so that investments can be directed to the most effective and productive providers and aligned closely with priority sectors. The Board will use the Customer Relationship Management module in CalJOBS to evaluate local progress on Employer performance measures and as a basis for adjustments to any local strategies for employer



engagement, repeat business, market penetration, and general employer customer satisfaction with the services provided.

**Provide a description of the way the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means.**

The Local Board currently provides access to services provided through the AJCC system through access to CalJOBS and assigning staff to meet with customers at various locations throughout the County, including partnering with the local library system and community college satellite locations, as well as using First 5 Family Resource Centers. Current off-site service locations include: Branch library locations in Madera Ranchos, North Fork, and Oakhurst; First 5 Family Resource Center in Chowchilla; and the Oakhurst Community College Center. The Local Board is currently involved in a redesign and update of the website for the local workforce system. The new website will be accessible and will provide a higher level of interactive tools and resources. The plan includes the development of an on-line orientation video, and web-based service request forms, including the ability to request an accommodation, submit an interest form, or request the use of assistive technology. The design plan is also exploring the option of the use of on-line seminars related to job search and career development topics. The redesigned web-site, along with the use of CalJOBS, will broaden access to the system throughout the County. In areas without access to an appropriate Internet connection, phone conferencing is available as an option to access certain basic career services and communication with Career Specialists.

**Provide a description of the way entities within the AJCC delivery system, including AJCC operators and the AJCC partners, will comply with WIOA Section 188, if applicable, and applicable provisions of the *Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.)* regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities**

The physical and programmatic accessibility of the AJCC system in the local area will be supported by the relocation of the comprehensive AJCC into a new, larger facility. The facility is being evaluated against the DGS Form G to insure physical accessibility of all areas in the new Center. The Local Board requires compliance through contractual language, with all provisions of WIOA Section 188 and the Americans with Disabilities Act. The AJCC also houses an Employment Network through the Social Security Administration's Ticket to Work program, to insure that individuals with disabilities have access to the services and information needed to successfully transition back into the workforce. The AJCC has a wide range of assistive technology available upon request, for individuals who need assistance or support to access programs and services. Materials are available in multiple formats and languages, and interpreters are made

available to individuals as well. Staff training has included one stop accessibility, psychiatric disabilities, substance dependence, cognitive disabilities, medical conditions, disability awareness and etiquette, effective communication strategies, accommodation request processes and procedures, and effective use of assistive technology. The Local Board has received funding and successfully implemented projects to strengthen staff skill levels and the availability of appropriate accommodations and assistive technology through the Disability Program Navigator, Disability Employment Initiative, and Disability Employment Accelerator Grants. Local Board staff have been selected to provide technical assistance to other local areas who are implementing later rounds of this funding and have presented best practices and strategies at State and National training events and conferences. The Local Board has two trained Community Partner Work Incentive Counselors to provide benefits counseling to individuals with disabilities who receive SSI and/or SSDI about the impacts on earnings with returning to work. The Local Board also has a current Partnership Plus agreement with the State of California Department of Rehabilitation to provide long-term services and supports to individuals who have exited the public Vocational Rehabilitation system.

**Provide a description of the roles and resource contributions of the AJCC partners.**

The Local Board is partnering with the Madera Unified School District to establish a new comprehensive AJCC that includes the Madera Adult School operation within the AJCC. These discussions began in 2015 and have resulted in the development of a new AJCC comprehensive center opened in January 2017. The AJCC will initially house the following co-located partners: Madera County Workforce Investment Corporation (Title I Adult, DW, and Youth), Madera Adult School (Title II Adult Ed and Literacy), the Madera County Department of Social Services (TANF), the Employment Development Department (WP), Job Corps, the Madera Community College Center, and the State of California Department of Rehabilitation (DOR). Partners who contribute to infrastructure costs through contributions to rent and utility payments include: Madera County Workforce Investment Corporation, Madera Adult School, the Department of Social Services, and the Department of Rehabilitation. Negotiations continue through the Phase II MOU process to finalize the specific contributions to resource sharing in support of the AJCC from all partners. Each partner is responsible for the delivery of applicable career services and will participate in or contribute to the development of a center orientation which will communicate all AJCC services to interested individuals. The Madera County Workforce Investment Corporation will provide Title I Adult, Dislocated Worker and Youth Services at the Center, as well as staffing the public resource room area. The Employment Development Department will offer Wagner-Peyser employment services and will house a Veteran representative and MSFW Outreach worker at the location; EDD will also support the provision of basic career services available in the resource room and through other EDD programs. The TAA Specialist will provide services and assistance as needed. Madera Adult School will offer the full range of Adult Education and High School Diploma/Equivalency training and testing at the site. The Department of Social Services will offer eligibility and CalWORKS

services at the Center, and the Department of Rehabilitation will have on-site Rehabilitation Counselors, as well as an Employment Coordinator and Benefit Counselor available on a scheduled basis. Job Corps provides twice monthly enrollment orientations at the AJCC. The Madera Community College Center will provide financial aid assistance, academic advising and counseling, assistance with enrollment, and individual and group registration. The Local Board is negotiating with partners who will not be co-located at the Center to insure that services are available and contributions are determined moving forward. Partners who are not co-located at the AJCC include: Program funded through Section 166 and Section 167, the Housing Authority, and Senior Community Services Employment Program. Roles and contributions will be finalized through the Phase II MOU process and could include items such as: contributions to the cost of Center orientations, the provision of services at the AJCC on a scheduled basis, participation in staff training activities, the provision of training to AJCC regarding services offered and eligibility criteria, provision of materials for job seekers and/or employers that describe the services available, and participation in regular AJCC partner meetings and other AJCC events.

**Include an appendix in each local plan of copies of executed MOUs and cooperative agreements that are in process and copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local AJCC system. This includes cooperative agreements (as defined in WIOA Section 107(d)(11)) between the Local Board or other local entities described in WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under Title I of such Act (29 U.S.C. 720 et seq.) (other than Section 112 or part C of that Title (29 U.S.C. 732, 741) and subject to Section 121(f)) in accordance with Section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.**

Executed MOUs are included with this plan as Appendix A.

**Provide detail specifying how Local Boards will work with WIOA Section 166 grantees to include in their local plans their strategies to provide Indian and Native Americans equal access to AJCC services.**

The Local Board will continue to work cooperatively with WIOA Section 166 grantees to insure access to AJCC services for Indian and Native American populations. Section 166 program representatives regularly schedule space in the AJCC to meet with and work with their customers. Individuals are co-enrolled with WIOA Title I or Title II services, as needed and determined through the development of an Individual Employment Plan or

service strategy. Outreach is conducted in partnership with Section 166 grantee partners and information regarding Section 166 services and programs are provided to individuals who may qualify when they visit the AJCC. A referral system is in place and referrals are made between the Section 166 grantee and the AJCC. The AJCC Operator will maintain regular communication and include the Section 166 grantee in all partner meetings, events, and staff development/training sessions. The Local Board will continue efforts to strengthen the relationship with the Section 166 grantee serving the Madera County area with the goal of having a regular scheduled presence representing this program at the comprehensive AJCC in Madera.

**Provide detail specifying how Local Boards will work with WIOA Section 167 grantees to include in their local plans their strategies to provide eligible Migrant Seasonal Farmworkers equal access to AJCC services.**

The Local Board has completed the Phase I MOU process with the local WIOA Section 167 service provider, Central Valley Opportunity Center (CVOC). CVOC staff are not currently located in the comprehensive AJCC, and have separate locations for their office and training facility in the City of Madera. The MOU indicates that the Section 167 provider for Madera County will fully participate in the referral of customers both to and from the AJCC location and will share data on common customers as appropriate. Individuals who are in need of services under both Section 167 and Title I Adult/DW may be co-enrolled, as appropriate. The AJCC Operator will maintain regular communication with the Section 167 provider to inform them of upcoming events, available services, and special projects that can assist the Section 167 grantees participants in achieving their education, training, and employment goals. The Section 167 provider will have staff members participate in regular AJCC partner meetings, AJCC staff development and cross-training events, and AJCC orientations, workshops, and other events to insure that eligible MSFW participants have access to the full array of available AJCC services.

**Provide detail specifying how AJCCs will serve as an on-ramp for the regional Sector pathways emphasized in the corresponding regional plan.**

The San Joaquin Valley RPU through the Central California Workforce Collaborative has worked cooperatively on regional and sub-regional training grants and projects for over 20 years. Regional and sub-regional training projects involving the development of career pathways in priority sectors have included programs funded through VEAP grants, the Regional Industry Clusters Initiative, Prop 39 Construction and Clean Energy, the Central Valley Regional Infrastructure Employment Project, Slingshot, and NEG projects. The CCWC meets approximately every 6 weeks and communicates regularly about opportunities for regional and sub-regional partnerships and opportunities for

participation in career pathway-focused training programs. Locally, the Board partners meet regularly with businesses and CTE partners at the secondary and post-secondary level in the development of career pathway programs that include multiple on-ramps and stackable credentials. All AJCC staff will continue to be informed about career pathway and stackable credential programs for job seekers and employed individuals through regular communication from the AJCC operator and via regular partner meetings and staff training events. Coordinated outreach will be conducted with education partners to recruit individuals into specific programs as needed, and to educate local employers, employed individuals, and job seekers regarding career pathway opportunities in priority sectors, as identified in the regional plan.

**Describe how the Local Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Local Board will promote entrepreneurial skills training and microenterprise services.**

The Executive Director sits on the Madera County Economic Development Commission as a Commissioner and regularly attends all meetings either personally or through an approved designated alternate. The Executive Director of the EDC sits on the WDB and regularly attends those meetings. In addition, both Directors sit on, attend and/or participate in numerous activities related to economic and workforce development such as High Speed Rail and the Madera County Wye, an initiative to bring the Heavy Maintenance Facility to Madera County. Another initiative and project is the M Line working with Madera Unified School District, Madera Community College Center, the City and County and economic and workforce development to increase buses and routes from the one stop to Madera Community College Center and into Fresno State University. The Board's Business Specialists and management met with the EDC Executive Director during the implementation and transition from WIA to WIOA in order to obtain feedback and input to the Business Services plan to include rapid response and layoff aversion. EDC provides support and oversight to the Greater Madera County Industrial Association and workforce development often presents or provides resources and services to those members. EDC contacts Board staff for current labor market information and data. EDC also regularly request presentations to new potential businesses considering locating in Madera County related to their workforce needs. The WDB has developed partnerships with entities such as SCORE, SBDC, Wells Fargo Bank, Valley SBDC, Central Valley Business Incubator (CVBI), EDD Employer Advisory Committee to provide entrepreneurial skills training to include marketing and business plans, financing, angel investment, business counseling, etc. The WDB has been successful through the DEI Grant in assisting a number of individuals with disabilities successfully open their own business. Resources and services to expand entrepreneurialism will be strengthened for all programs including the young adult program which the Board has taken in-house effective January 1, 2017.

**Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.**

While there are currently limited training programs within Madera County, there is a robust menu of training programs both in Merced and Fresno Counties, immediately to the north and south respectively. In Madera, we have Madera Community College Center, currently working on becoming WASC accredited for status as a stand-alone College rather than a Center. They have a quality Center for Advanced Manufacturing with curriculum vetted by employers with stackable and portable credentials for machinist, welder, maintenance mechanic, CNC as well as a mechanized agriculture program. Madera Center also has a health care program up to and including an RN credential. Between Fresno and Merced we utilize the training programs for Retail Hospitality and Tourism, Transportation and Logistics, Renewable Energy; all identified industries and occupations in demand for approved training. When local labor market or employer need demands other training such as computerized accounting, security guard/law enforcement, financial services there are appropriate programs available within the three counties. There are also a number of online offerings for training that we are able to avail ourselves of.

**Provide a description of how the Local Board will coordinate rapid response activities carried out in the local area.**

The Board has designated a Business Specialist and Program Supervisor for Rapid Response and Layoff Aversion activities. They attend regional and local meetings and coordinate partners for a Rapid Response team for any business who has either filed a WARN or we have been made aware of a downsizing or closure. Staff have also received training related to Rapid Response activities and layoff aversion activities as well as tracking and completion of 121 and 122 reports.

**Provide a description and assessment of the type and availability of youth workforce development activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.**

Effective January 1, 2017 the Board is the provider of out of school youth (young adult) services. The Board has not provided in school youth activities for approximately three years in the local area and had taken action years before that, to expend at least 50% of youth funding on out of school youth. While the model is still being finalized as of the writing of this plan, long term Board staff and a Program Supervisor have been assigned to the young adults eligible under the out of school youth funding. The Board staff will be utilizing the Customer Centric Design model wherein young adults will have a single point of contact with staff upon entering the one stop. Staff have identified providers in

the local community for the 14 elements under WIOA. The Board will become engaged in mentoring and providing worksites for PWEX/Work Based Learning opportunities. A full marketing and recruitment will be accomplished from the broader community. Staff have been trained and will continue to receive any and all appropriate trainings related to the program services and offerings. Staff have also been trained in working with individuals with disabilities and all other barriers. Customized workshops and seminars will be developed and offered in response to each young adult entering the program.

**Describe how the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce development activities to coordinate strategies, enhance services, and avoid duplication of services.**

The Board's Executive Director sits on the Madera Compact, the business and education alliance in Madera County. The Compact is provided with support and oversight by the Madera County Office of Education and includes both the secondary and post-secondary education providers. The Executive Director also sits on the Madera Unified School District (MUSD) Career Advisory Council which includes businesses that represent the career pathways being offered by the Madera Unified School District. The employers provide guidance and mentoring for curriculum and certificate development. The district co-enrolls students with Madera Community College Center for many of the classes the student takes in their respective programs. The Board supports initiatives such as Manufacturing Day and Health Career Fair Day. The Board and the Compact are currently participating in developing an Agricultural Boot Camp during the summer of 2017. The College and Career Readiness Director from MUSD has presented to the Board specific to the career pathway work being conducted by the District and partners. The Executive Director also participated in an advisory committee for program and curriculum expansion and development at the Madera Community College Center specific to Measure C, a local bond for the College that successfully passed and will provide facility expansion to include a much larger Center for Advanced Manufacturing. These types of partnerships will continue.

**Describe how the Local Board will coordinate WIOA Board Title I workforce development activities with the provision of transportation and other appropriate supportive services in the local area.**

With the relocation of the comprehensive one stop, public transportation access is significantly increased for customers related to frequency and routes within the community. The Board also provides bus and Dial A Ride tickets to all eligible customers in need. We are also participating in meetings convened with the School District,

Community College, City and County around the concept of “The M Line”. This bus would pick up participants from the one stop and provide direct transportation to the Madera Center and to Fresno State. We also provide mileage reimbursement for those participants in training as well as other supportive services to include but not limited to; assistance with books, health and parking, tools, mandatory clothing/uniforms, testing fees. These services are mandated by Board policy and the amounts and frequency are contingent upon annual funding.

**Provide any plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the One Stop delivery system.**

With the impending move and the colocation of Wagner-Peyser staff, as well as the other core programs, staff will be trained and informed to ensure knowledge of specific services and resources associated with each program to mitigate duplication of services. There will be an attempt to utilize either a universal data or case management system to further mitigate duplication but pending that a cross checking system will be implemented to maximize and leverage all of the services available in the one stop delivery system.

**Describe how the Local Board will coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232. This description must also specify how the Local Board will carry out the review of Title II grant applications to determine whether such applications are consistent with the local plan, and how Local Boards will make recommendations to the eligible agency to promote alignment with the local plan, as described in WIOA Sections 107(d)(11)(A) and (B)(i) and Section 232.**

The Title II program is relocating its entire Madera Adult School to the new One Stop which will allow for enhanced coordination of services and programs. Classrooms have been built in the one stop to create a true one stop environment for those customers needing adult education and literacy programs. Prior to this, the Board has had numerous contracts in order to offer GED/HiSET, High School Diploma Credit Recovery, English as a Second Language and other vocational training for WIA/WIOA participants. The Board has a current contract for WIOA participants for HiSET preparation which includes an instructor for tutorial assistance, clerical support to ensure timely registration for the open entry/exit class which is held three days a week during the day and three evenings a week. The participants are free to come and go for any of the class



times and days to meet their schedules and abilities. Board staff have contacted the Director of the Adult Education Consortium, and have also provided the Directive related to review of the Title II grant applications, to schedule a meeting to review both the requirements of WIOA Sections 107 and 232 and ultimately the grant application. Board staff actively participate in the Consortium by attending events, meetings, and strategic planning sessions. Again, the Board has an excellent partnership with the Adult Ed partner and is, in fact, currently participating in a pilot project, per their invitation, for shared data collection.

**Local plans affecting services in the counties listed below must provide a description of the services that will be provided to limited English proficient individuals. These services be should specifically detailed in any sections of the local plan that deal with the provision of services to individuals with basic skills challenges. Local plans must specify how basic skills programs in the local area will serve individuals from these communities. Counties that trigger this requirement include Imperial, Monterey, San Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento.**

The Board will develop and implement contract education with Madera Community College Center and/or Madera Adult School to offer English as a Second Language and/or Vocational English as a Second Language courses. Contract education provides the opportunity to develop parameters that are offered in a format that is convenient, accessible, open entry/exit, open registration, clerical support dedicated to the contract to assist those LEP individuals, tutorial assistance and appropriate study materials. The Madera Adult School has moved their facility to the One Stop with classrooms and classes offered during the day and the evening. The one stop also has bilingual staff to ensure customers are assisted and comfortable accessing the system. All materials are in both English and Spanish.

**Identify the entity responsible for the disbursement of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Section 107(d)(12)(B)(i).**

The Madera County Board of Supervisors as the Chief Local Elected Official in Madera County has designated the Madera County Workforce Investment Corporation as the fiscal and administrative agent for WIOA funds allocated to Madera County. The duties and responsibilities of the fiscal and administrative agent related to grant management and disbursement of funds is outlined in the agreement between the Local Workforce

Development Board, the CLEO, and the MCWIC. All fiscal policies and procedures are compliant with the Uniform Guidance related to the management of Federal funds.

**Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.**

The Workforce Development Board of Madera County is completing the required State application process for approval to provide WIOA career services for Adults and Dislocated Workers through the Madera County Workforce Investment Corporation as a partner in the local AJCC system. If, for any reason, the application to provide services is not approved, the local Board will issue a Request for Proposals to procure a provider of Adult and Dislocated Worker career services. The local Board is also participating in a sub-regional procurement process for One-Stop Operator for the local areas of Madera, Merced, Kings, and San Joaquin. Merced, as the regional lead in the RPU will be developing and issuing the procurement document to solicit proposal for a sub-regional One-Stop Operator for the four counties involved. If unsuccessful, the local Board has authorized staff to develop and release a local procurement document to solicit proposal for a local One-Stop Operator, and to have such operator identified by July 1, 2017.

**The Local Plan should describe the levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the AJCC delivery system in the local area.**

PY 2016-17 Performance Goals					
	Adults	Dislocated Workers	Wagner-Peyser *	Youth	
Employment Rate 2nd Quarter After Exit	65.0%	68.0%	53.7%	62.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	62.5%	66.5%	53.7%	64.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$4,957	\$7,308	\$4,862	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	52.9%	60.0%	N / A	54.7%	Credential Attainment within 4 Quarters After Exit

PY 2017-18 Performance Goals					
	Adults	Dislocated Workers	Wagner-Peyser *	Youth	
Employment Rate 2nd Quarter After Exit	68.0%	71.0%	56.7%	65.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	65.5%	69.5%	56.7%	67.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$5,157	\$7,523	\$5,162	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	55.9%	63.0%	N / A	57.7%	Credential Attainment within 4 Quarters After Exit

Identify how the Local Board will comply with state-issued AJCC policies specified in the following policy directives:

- **WSD15-14 - WIOA Adult Program Priority of Service**
- **WSD15-12 - WIOA Memorandums of Understanding Phase I**
- **WSDD-151 - WIOA Phase II Memorandums of Understanding**

The local Board has created and approved a policy for priority of service for WIOA Adult program participants that is consistent with State-issued policy. As stated in WIOA Section 134(c)(3)(E) and local Board policy, priority of service will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for enrollment in individualized career services and training services funded with WIOA adult funds. Veterans and eligible spouses will continue to receive priority of service for WIOA programs and services consistent with State and Federal requirements.

The local Board successfully negotiated WIOA Phase I MOU's with all required partners – except the Section 166 program partner – by the State deadline of June 30, 2016. The MOU's were developed through a series of MOU development session meetings with partners and further refined through one-on-one communication with each partner agency. The Board has requested the assistance of the Regional Advisor in finalizing the MOU with the Section 166 partner, and will continue to reach out to the partner agency contacts to attempt to finalize their Phase I MOU. The Phase I MOU contains all information required by the State directive, including a local system map, a referral form and process, and commitments to work together on data sharing efforts and system costs as outlined in Phase II of the MOU process. The MOU's will be reviewed no less than once every three years and updated as appropriate, based on changes to the local system.

Phase II MOU's are being developed with the partners and will be finalized by the State deadline of June 30, 2017. The development process was initiated with a group meeting

with partners on December 7, 2016. The second group meeting is scheduled for January 11, 2017 and Board staff will scheduled meetings with individual partners who are unable to attend the MOU planning sessions to review the MOU outline and begin the negotiation process. The Board is relocating the comprehensive AJCC to a larger facility in collaboration with the local Adult School in January 2017. Several partners have committed to co-locate within the new, larger facility including: Madera County Workforce Investment Corporation, Madera Adult School, the Department of Social Services, the Employment Development Department, the Department of Rehabilitation, and State Center Community College District. These partners will be contributing to the infrastructure costs of the new facility based on their occupied square footage and proportional share of common space, as well as contributions for system costs.

**The local plan should describe how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. If contracts for training services will be used, the local plan must include how the use of such contracts will be coordinated with the use of individual training accounts, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.**

The Board has an established and approved policy in compliance with WIOA Section 134 for the use of individual training accounts. It is periodically reviewed for both WIOA and local compliance as well as appropriate funding caps, access to and number of individual training accounts allowed by customers and timeframes associated with the process. The Board has, and will continue, to provide contracts for training services that are both beneficial and allowed to provide needed training through the use of the individual training contracts. In these cases, Board staff are diligent in reviewing such training content and the provider for quality, performance outcomes, and the culmination of such training with an industry recognized credential or certificate. All staff have been trained regarding informed customer choice in compliance with WIOA and work with their customers related to career search, career pathways, required skills, training and education for a chosen career and the available and approved training providers to meet their needs but also within the Board ITA policy.

**The Local plan should describe the process used by the Local Board, consistent with WIOA 108(d), to provide a 30-day public comment period prior to submission of the plan. Information should specify how Local Boards complied with physical and programmatic accessibility requirement for individuals with disabilities. This section should describe local outreach efforts made to include stakeholders and CBOs representing the individuals from target populations characteristic of the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description should note how**

**and which groups (by name) were contacted and invited to participate in both planning efforts and the public comment process.**

The Local Board staff discussed the planning process and requested input from all AJCC and community partners through the regular partner meeting process. Organizations included in the partner meetings include: Madera Adult School, Madera Community College Center, Central Valley Opportunity Center (Section 167), California Indian Manpower Consortium (Section 166), the Housing Authority, SER-Jobs for Progress (SCSEP), the Employment Development Department, the Department of Rehabilitation, the Department of Social Services, State Center Adult Education Consortium, and the Workforce Investment Corporation (WIOA Title I – Adult, DW, and Youth). The planning process was discussed in concert with the MOU development process and included discussions regarding services to be provided, coordination and data sharing efforts, referral processes, and customer service delivery models and approaches. In addition to these discussions, the local plan was made available for review during a 30-day public comment period. The plan was available in both hard copy and electronic formats. Alternate formats would be made available to individuals with disabilities and to individuals who are Limited English Proficient upon request. Email notifications regarding the availability of the plan for review and comment were sent to all partner organizations and Workforce Development Board members. The notice was also published in the local newspaper and posted on the Workforce Development Board web page. The public comment period ran concurrently with the public comment period for the regional plan.

**Describe how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.**

The Local Board uses the Employment Development Department CalJOBS system for intake and case management. Co-enrollments are managed using existing functionality in the CalJOBS system. CalJOBS allows co-enrollment codes to be used for customers who are receiving services from other WIOA core programs and other programs party to the State Plan. The Local Board is also participating in a pilot project with the State Center Adult Education Consortium for tracking and referring individuals who are receiving Adult Education and Literacy services. The pilot project involves use of the CommunityPro system and entering/uploading CalJOBS data regarding individuals who are co-enrolled in Adult Education and Literacy services with other pilot project participants. An evaluation of the pilot is anticipated to be completed in March of 2017 to determine whether use of the system will be continued.

**Specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding.**

The local Board staff have been meeting with the leadership of the State Center Adult Education Consortium (SCAEC) and with Madera Adult School regularly to discuss the WIOA planning process. In addition, local Board staff have been attending and participating in planning activities, summits, and other meetings of the Adult Ed Consortium that impact planning for Adult Education and Family Literacy activities in the local area. Title II Program applicants will be included in the distribution of the draft plan for public comment, review, and input. Title II program applicants will be notified of the requirements regarding Workforce Development Board review of, and concurrence with, their plans via written and/or electronic communication from the local Board.

**Describe how the Local Board will meet the priority of service requirements in WIOA Section 134(c)(3)(E).**

The local Board has created and approved a policy for priority of service for WIOA Adult program participants that is consistent with State-issued policy. As stated in WIOA Section 134(c)(3)(E) and local Board policy, priority of service will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for enrollment in individualized career services and training services funded with WIOA adult funds. Veterans and eligible spouses will continue to receive priority of service for WIOA programs and services consistent with State and Federal requirements.

**Identify the portions of the local plan that are being handled in the narrative content of the regional plan.**

The portions that are most notable are the workforce systems stakeholders, analysis of key economic conditions, in-demand sectors and the workforce accomplished through the regional and local economic and skills gap analysis, career and sector pathways, industry valued and recognized credentials, and system accessibility,

**REQUIRED ATTACHMENTS TO LOCAL PLAN**

- A. Local Board Assurances
- B. Provide A List of Comprehensive One-Stops and AJCC Partners in the Local Area
- C. Attach AJCC Memorandums of Understanding (MOU)
- D. Provide the Local Area Grant Recipient Listing Using the Form Provided
- E. Provide A Copy of Local Board Bylaws
- F. Provide Program Administration Designee and Plan Signatures
- G. Provide a Summary of Public comments received that disagree with the regional and local plan.