

**MADERA COUNTY WORKFORCE DEVELOPMENT BOARD  
2019 BIENNIAL MODIFICATION TO 2017-2021 LOCAL PLAN**

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**MADERA COUNTY WORKFORCE DEVELOPMENT BOARD 2019 BIENNIAL MODIFICATION TO 2017-2021  
LOCAL PLAN PRINCIPAL NARRATIVE**

**I. COLLABORATION WITH THE CALFRESH EMPLOYMENT AND TRAINING PROGRAM AND STRENGTHENED PARTNERSHIP WITH MADERA COUNTY DEPARTMENT OF SOCIAL SERVICES:**

The sizable CalFresh program in Madera County is administered by the Department of Social Services (DSS), which is responsible for all TANF and related public welfare programs in the county. The WDB and AJCC have a long history of working with DSS on welfare-to-work related projects. The two agencies regularly make referrals between one another in accordance with procedures outlined in an MOU. DSS is a one-stop partner and meets regularly with all organizations that comprise the local workforce development delivery system. Because the CalFresh population is tremendously diverse – ranging from general assistance recipients to college students to two-parent families – this target group is served by all types of education, social services and support organizations in the county.

Madera County has implemented a CalFresh Employment and Training (E&T) Program, using a third party provider model. DSS contracts with Reading and Beyond, a Fresno-based non-profit organization that was an early implementer of CalFresh E&T programs, currently known as the California Bridge Academies, which provide an 18-month program. Although most participants obtain jobs long before the end of the 18-month program, they remain in the program because the objective is to ensure that positive outcomes are sustained. The program design is flexible and provides basic education, supportive services and training in demand occupations with the goal of the participant moving into a job, then a better job and, ultimately, a career. The Bridge Academy in Madera County works closely with the adult school, the community college system and community-based organizations. Coordination with the AJCC and the workforce system is growing. Under its contract with DSS, Reading and Beyond is now serving its second cohort of Madera County participants.

With regard to topics concerning alignment, coordination and integration, the responses below generally address approaches for CalFresh population, followed by approaches for the CalFresh E&T population. For additional information concerning background and needs assessment of participants in CalFresh and the CalFresh E&T Program in Madera County, please refer to information provided in Attachment B.

**A. Braiding Resources and Coordinating Service Delivery for People Receiving CalFresh to Participate in Workforce Services, Sector Pathway Programs, Supportive Services and Retention Efforts:** Given the size and diversity of the population that participates in the CalFresh Program, individuals in this target group are served by many of the workforce system partners and allied stakeholders. The coordination of services to support these job seekers is built on a customer-focused approach, where individual aptitudes, circumstances and priorities are assessed and a service strategy is customized to meet education, training and support needs. When CalFresh participants seek services through the AJCC, they are oriented not just to the services provided under WIOA, but to programs and resources available through the one-stop partners and other service agencies. A service plan is developed that addresses the full range of needs. Often this will include training provided by Madera Adult School, which is co-located with the AJCC, or by the Madera Community College Center, which offers nearly 120 degree and certificate programs, many of which prepare students for careers in regional target sectors, such as manufacturing and healthcare. Linking participants to community-based resources for housing, medical, legal and other services is part of braided strategies ensuring participants are equipped to complete training and succeed in the workplace.

As described above, the Bridge Academy serving Madera County's CalFresh E&T participants functions in much the same way as the AJCC, utilizing local education partners for training and community agencies for a wide range of support services. The WDB and Reading and Beyond will continue to explore ways in which the WIOA and CalFresh E&T programs can better coordinate resources and will work toward executing an MOU prior to July 1, 2019.

**B. Workforce System Collaboration with Community Organizations Serving Specific CalFresh Populations:**

For both CalFresh participants and those enrolled in E&T activities, the foregoing response addresses the strategies used by the workforce system to coordinate and leverage resources from stakeholders of all types. Individuals with particular circumstances and barriers (e.g. job seekers with disabilities, formerly incarcerated individuals, migrant and seasonal farmworkers) will often qualify for specific types of funding and programs, and, in some cases, are referred by those programs to the AJCC and other workforce system providers. County and state justice system agencies, WIOA Section 167 Farmworker programs, the State Department of Rehabilitation (DOR) and other disabilities services agencies, veterans services programs, refugee support agencies and other organizations with a unique,

population-specific focus are part of the workforce system's extended network. Referrals, co-enrollments and coordinated service delivery are commonplace among stakeholders. As the Bridge Program further integrates with the workforce system, it will likely become more strongly connected to the full range of organizations in this network.

**C. Workforce Services Available to People Receiving CalFresh That Are Funded by Local/Regional Partners:**

The types of services available to both CalFresh participants and individuals enrolled in the CalFresh E&T Program are outlined above. Most organizations serving CalFresh individuals do not use CalFresh enrollment status as a basis for eligibility/participation and do not record this data. Therefore, baseline service levels for most education, training and support programs are not available. Some programs and providers do collect information regarding their participants' CalFresh status. For example, in PY 2017-2018, Madera County WDB 44.7% of the participants in our WIOA Title I formula-funded programs received CalFresh benefits.

Even without the availability of baseline service levels, recent Biennial Modification planning and community and stakeholder engagement process have made clear that there is potential to serve a greater number of CalFresh participants and increase the number of CalFresh E&T participants by working together to promote services to this population. Under the WDB's leadership, the one-stop partners will work together with DSS to identify and develop strategies to specifically market workforce and training programs for CalFresh participants

**D. Partners' Roles in Helping Provide Services to and Integrating People Receiving CalFresh into Sector Pathway Programs:**

The WDB and Reading and Beyond's CalFresh E&T Program are equally committed to ensuring that participants' training is focused on demand occupations within priority sectors that hold promise for career advancement, wage gains and a family supporting income. Since the publication of local and regional plans in 2017, Madera County WDB has been intensively focused on providing career exploration, service planning, career guidance, case management, work-based learning and referrals to training that are sector pathway-focused. CalFresh participants benefit from this focus by participating in services designed to qualify them for jobs that will lead to careers with good wages and benefits. Madera County WDB continues to lead discussions among the workforce system stakeholders, including our education partners, regarding the development of coursework and work-based learning strategies focused on regional sector pathways.

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

WIOA, CalFresh E&T, the Rehabilitation Act and many other programs for which some CalFresh participants may qualify allow for a portion of funds to be used to provide a variety of support that enable participation in services and training and successful transition to employment. For individuals needing supportive services (e.g. housing, medical) that may exceed the resources available through public workforce and education programs, referrals are made to public and non-profit providers throughout the county. As described above, the delivery of services to CalFresh and other workforce system participants begins with assessment and service planning. These services are critical in pinpointing support needs and form the basis for designing a program of support that will ensure a participant's success. Additional information on supportive services is provided in Attachment B.

**F. Strategies to Retain Participants in Regional Sector Pathway Programs and Employment:**

AJCC staff and representatives of our workforce services partners (e.g. EDD, DOR, local education agencies) orient all prospective candidates to workforce, education and training services that are available to support their career goals. This is followed by assessment and service planning that not only ensure that suitable workforce services are identified, but that customers understand the actions required to advance on a career path that will pay family sustaining wages. These include gaining work experience in an occupation and, frequently, continuing education and training to secure credentials that businesses recognize and value. Staff will work with each CalFresh participant to develop short-, mid- and long-range employment goals. The Bridge Academy uses a similar approach for CalFresh E&T participants.

**II. PARTNERSHIP WITH MADERA COUNTY CHILD SUPPORT SERVICES:** The new state-level partnership between the California Workforce Development Board and the California Department of Child Support Services ushers in opportunities to provide workforce services to the non-custodial parent (NCP) population in a structured and intentional fashion that has previously not existed in many parts of the state, including Madera County. Madera County stakeholders fully support the state's mandate that local partnerships be formed to improve labor market outcomes for unemployed, underemployed and non-custodial parents. Both the workforce system, which is led by the Madera County WDB, and Madera County Child Support Services are anxious to implement mechanisms to improve workforce service delivery for targeted NCPs. For background information on the target group and an assessment of need, please refer to information provided in Attachment C.

## **A. Existing Workforce and Education Program Partnerships**

1. Partners' Collaboration to Provide Supportive Services to Enhance Job Retention: The population comprising non-custodial parents with child support orders, who are unemployed, underemployed or payment delinquent, is extremely diverse and experiences a vast array of circumstances. Some individuals are completely disconnected from the labor market, having never worked a traditional job and possessing few marketable skills. Others may be formerly incarcerated individuals, including those who are recently released and, therefore, unemployed. Still others may be English language learners, persons with disabilities, disconnected youth or older workers. The common thread among them is their status with regard to child support payments, employment and the ability to command family supporting wages within the marketplace. Given the diversity of the population and the spectrum of support needs that is likely to exist, AJCC staff will work individually with each non-custodial parent to determine supportive service needs. Staff is experienced in assessing needs at various levels and in surveying the community for resources. Foremost on the list of support services to be addressed are those corresponding to fundamental needs such as food, housing and clothing. While WIOA and other federally-funded programs that comprise the one-stop partners may be able to make support funds available on a one-time basis or for short-term interventions to meet these needs, AJCC staff work to develop linkages with local organizations, many of which are faith-based, to address these needs. Madera County is severely under-resourced in terms of transitional housing. Therefore, networking with community- and faith-based agencies is critical. AJCC and workforce system partner staff will also work with NCP customers to determine if there may be resources within their personal networks (e.g. family members, friends) that may be able to assist with fundamental support needs. Other "stabilizing" services may include counseling and health services, which can be obtained through referrals to a wide range of agencies, including Madera County Behavioral Health and the Madera County Department of Public Health, along with private, non-profit and community resources. Support services that enable participation in training and a successful transition to employment generally include assistance with transportation, child care, work-related clothing, tools and similar services. Such services are available from WIOA, through other one-stop/AJCC partners (when NCPs are co-enrolled in these programs) and through various community agencies. Case managers from all organizations will confer regularly to ensure that the full range of customers' support needs continue to be met throughout program participation and in the months following employment.

2. Comprehensive Services to Facilitate Labor Market Success and Career Advancement: As indicated above, AJCC staff and representatives of our workforce services partners (e.g. EDD, DOR, local education agencies) orient all prospective candidates to workforce, education and training services that are available to support their career goals. This is followed by assessment and service planning that not only ensure that suitable workforce services are identified, but that customers understand the actions required to advance on a career path that will pay family sustaining wages. These include gaining work experience in an occupation and, frequently, continuing education and training to secure credentials that businesses recognize and value. Staff will work with each NCP to develop short-, mid- and long-range employment goals.

Based on the child support obligations of targeted NCPs, the partners recognize that they have a need to identify employment paying wages sufficient to meet these obligations and provide enough remaining income so that the NCP can support him/herself. Therefore, staff may recommend that NCPs consider employment options where an entry-level worker can earn relatively good wages after minimal training or while learning on the job. Among the regional priority industries offering such opportunities are construction, manufacturing and transportation and logistics. Healthcare, hospitality and energy-related jobs also offer such opportunities, but with less frequency and in smaller numbers for entry-level employees.

3. Impact of WIOA Eligibility Criteria on Serving the Target Population: Based on dialog with leadership and staff of Madera County Child Support Services and with other system partners that serve targeted NCPs (e.g. social services, probation and parole agencies), two features of WIOA eligibility criteria may impact the ability of NCPs to participate in federally-funded workforce services. These are registration for selective service and documentation of right to work. With regard to selective service, local boards can review circumstances and have the authority to "forgive" the non-compliance with registration requirements, allowing non-registrants to participate in WIOA. The state has recently published guidance on required collection of right to work documentation for various services under WIOA. While NCPs lacking documentation could use resource information at the center and be referred to

non-federally-funded programs for assistance, the AJCC would be unable to provide such individuals WIOA individualized services.

4. Other Obstacles to Serving the Child Support Program Population: Local Child Support professionals and others that work with the NCP population have indicated that the only significant obstacle to providing workforce services to the Child Support Program population is individual NCPs themselves. Based on workforce-child support pilots that have been implemented elsewhere (such as Los Angeles County) and on their own experience working with this population, stakeholders anticipate that many NCPs referred to WIOA/AJCC services will be interested in the opportunity to prepare for jobs that can lead to family-supporting wages and in Child Support Services “incentives,” which are described below. Still others will not initially be convinced that any “public program” to which Madera County Child Support Services is making referrals would be beneficial, as they have a negative perception of the agency. Key to making the new partnership work will be the stakeholders’ developing and promoting messages to NCPs that are benefits-focused and clearly demonstrates that workforce services offer a path to in-demand jobs, careers and good wages.

5. Strategies to Motivate and Support Participation: Madera County Child Support Services, like local child support agencies (LCSAs) throughout the state, acknowledges that its first priority is to ensure that the county’s children are financially supported and well cared for. To this end, LCSAs have at their disposal a series of “enforcement tools,” such a revocation of drivers’ and professional licenses, attachment of wages, and imposing liens. Conversely, there are several “motivation tools” that Madera County Child Support Services is willing to utilize to encourage NCPs to take advantage of workforce programs and services. Among these are: restoration of licenses; revisiting support orders to ensure they reflect the current circumstances of the NCP; deferring or lessening the requirement for payment during the time in which NCPs are engaged in workforce services, training and job search; and, in specialized cases, forgiving a portion of past due payments.

The WDB, Child Support Services and other stakeholders all agree that the best tool to motivate and support NCPs’ engagement with the workforce system is providing good and accurate information about child support obligations; payment options; labor market and employment opportunities; and services that can lead to well-paying jobs with career ladder potential. Again, under the newly formed partnership, creating clear, positive messaging will be of paramount importance.

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

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

1. Strategies to Support Participant Retention in Training Programs: Madera County WDB and Madera County Child Support Services have entered into a Memorandum of Understanding (MOU) that frames roles, responsibilities and processes associated with the new partnership. Among the provisions of the agreement is a commitment to maintain communication on the services and outcomes of participants, thereby encouraging both agencies to support participants in achieving their employment and wage goals. Providing supportive services and leveraging “incentive tools” from Child Support Services will be key strategies to encourage participants’ retention in training and services. As we do with other job seekers, AJCC staff and partners will assist customers in devising long-range career plans, which may include multi-year, multi-step processes to gain work experience and develop high-demand technical skills. The planning process will provide a “road map” for participants to progress along a career path on which experience and attainment of skills and credentials will increase their earning power.

2. Existing, New, and Prospective Workforce and Training Partnerships: Leaders and staff from Madera County Child Support Services report that the organization has little experience working closely with stakeholders with regard to providing workforce, training and education services to NCPs on its caseload. The new workforce-child support partnership described in this Local Plan Modification represents the first substantive collaboration of this type. As indicated above, the partners have entered into an MOU to define and structure the relationship. The MOU is based on the one developed in Los Angeles County between the Child Support Services Department (CSSD) and Workforce Development, Aging, and Community Services (WDACS), the department that administers the County’s WIOA Program. The MOU outlines the purpose of the agreement, roles of each department, shared responsibilities and confidentiality requirements. Incorporated into the agreement are attachments including: a form for referrals of NCPs from Child Support the WDB/AJCC; and an NCP Consent and Release Agreement pertaining to sharing of specific types of information between the two agencies. The MOU has been finalized and took effect 1/1/2019.

3. Braiding Resources and Coordinating Service Delivery: By entering into a partnership with the WDB, the Child Support system immediately becomes connected to the entire workforce system, including the WIOA-mandated one-stop partners and a host of local government programs, community agencies, and faith-based organizations that are stakeholders in and contributors to workforce service delivery. AJCC staff will function as the principal case managers for NCPs enrolled in workforce programs, but will make referrals and promote co-enrollments, as appropriate and necessary, to training and service partners, thereby accessing additional resources.

4. Coordination with Community-Based Organizations to Serve the Target Population: Given the diverse nature of the target population and the fact that NCPs generally do not identify themselves as such, local CBOs are not aware of the number of individuals from the target population that they are serving. This is true of the WDB itself, as AJCC staff is often unaware that a customer has an order for payment of child support. Staff indicates that an issue signaling payment delinquency is a customer having a suspended drivers' license. Madera County Child Support Services representatives indicate that there is no "fathers' advocacy" group active in the County and the few CBOs to which it has made referrals include: the Rescue Missions in Madera and Fresno (for temporary housing); GEO day reporting for work assignments for recently incarcerated individuals; and Reading and Beyond, an CBO offering remedial and vocational education services. Under the newly formed partnership between Child Support and the WDB, NCP's will have access to services of a wide range of public and private programs that collaborate on a regular basis with the AJCC and the workforce system.

5. Referral Processes and Systems: The Madera County partners have adopted a referral process and forms similar to ones used in Los Angeles County. The parties to the MOU will follow a referral process where Child Support communicates with a designated single point of contact (liaison) at the workforce agency about customers being referred. Child Support will also assign a liaison as a single point of contact. Child Support provides customers a referral form that identifies them to AJCC staff as Child Support participants. When a referred customer enrolls at the AJCC, center staff will notify Child Support by email of the enrollment and workforce activities, providing updates no less than quarterly. This email notification includes a form that communicates that the referred individual has registered or enrolled and the services he or she is participating in. It also includes a Consent and Release Agreement signed by the participant. While it is anticipated that most referrals will come from Child Support to the WDB/AJCC, referrals from the center to Child Support may also occur (in a case, for instance, where a participant needs to get a drivers' license reinstated). Staff will email referral forms to Child Support for enrolled customers only. Madera County Family Court does not make social services referrals, relying, rather, on Child Support Services to do so.

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

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

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

In September 2018, the Madera County WDB convened stakeholders from the disability services community in a forum focused on use of CIE. Among those invited were representatives of the local agencies that represent the state CIE partners: the DOR District Office; the regional center serving Madera County; and local education agencies. Those participating in the forum learned that, while the presumed LPA partners have agreed to meet and work toward the development of an LPA, as of the publication of this Plan Modification, the LPA has not been finalized. The LPA partners have not communicated to the workforce system their preferences on how we should work to support the LPA's goals on CIE expansion. Therefore, this section of the Modification simply: expresses the WDB's and the workforce system partners' willingness to support the LPA partners' approach and efforts once they are determined; describes Madera County WDB's significant experience and capabilities in serving individuals with



disabilities; and suggest various ways in which the workforce system could support DOR in its employer engagement efforts in furtherance of the CIE goals. For additional information on the LPA partners and anticipated plans to increase the availability of CIE in Madera County, please refer to information provided in Attachment C.

**A. AJCC Staff Knowledge and Training Needs about Serving Individuals with Intellectual or Developmental Disabilities and about Programs and Resources Available for the Target Population:** Both Madera County WDB/AJCC staff and managers and staff representing the system partners have expressed interest in training from the LPA partners about the workforce-related needs and barriers of individuals with intellectual disabilities (ID) and developmental disabilities (DD), as the workforce system, overall, has limited experience working with this target group. Madera WDB, however, already works closely with DOR in many ways and is a leader among California's local boards in integrating services for persons with disabilities into the one-stop. Under the State's Disability Navigator Program, Madera County was an original grantee and the navigator function has consistently been funded to continue this service. In addition to having DOR staff co-located within the AJCC, center staff works closely to DOR to assess customers' needs and determine circumstances when individuals with disabilities would benefit from co-enrollment in WIOA and DOR programs. WIOA and DOR representatives hold quarterly meetings to promote on-going coordination. Under the federal "Ticket to Work" program for SSI/SSDI clients, two Madera County WDB employees are certified Community Partner Work Incentives Counselors. This certification enables them to do work associated with Work Incentives Planning and Assistance (WIPA), which is a key component of Social Security's strategy to promote employment among disability beneficiaries and reduce dependence on SSI/SSDI and cash benefits.

While the local board and its partners have an impressive resume in terms of serving job seekers with disabilities, they understand the value of training. Training in which WDB, AJCC and partner staff has participated include portions of DOR's "Windmills" series and a course on "Mental Health First Aid." In addition to acknowledging the need for CIE-specific training, the partners have identified a number of topics in which training is desired. These include: disability awareness; working with customers with mental health issues; understanding dual diagnosis; reducing stigma; and understanding trauma. State guidance on the CIE initiative indicates that DOR and State Board leadership will ensure that training is available for AJCC staff and that the DOR District Office will assign a point of contact to support the workforce system's CIE activities. Once these efforts materialize, Madera WDB will work with state and local CIE partners to secure training for AJCC frontline staff and system stakeholders.

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

**C. DOR Collaboration in Outreach to Employers and Partners to Support Opportunities for Individuals with Intellectual or Developmental Disabilities to achieve Competitive Integrated Employment:** As indicated above, Madera County WDB and AJCC staff currently collaborates with DOR to serve customers with disabilities. Supporting DOR's business outreach efforts to expand the use of CIE would be a natural extension of our current, productive working relationship. While DOR has not communicated its goals or its approach to increasing CIE opportunities through the LPA, we envision being able to support DOR's efforts in several ways. Madera County WDB takes an assets-based approach to promoting talent to businesses. We are prepared to work with DOR representatives to develop messaging about CIE opportunities that focuses on the assets that individuals from the target group bring to the work place. AJCC staff could also partner with DOR's Business Specialist to identify companies that are capable of implementing work experience and training activities under "earn and learn" models. In addition, the WDB would harness talent from across the local workforce system to support CIE efforts. The AJCC has organized a cross-agency business services team to promote a coordinated approach to and use of common tools in outreaching to businesses.

**IV. COLLABORATIVE STRATEGIES TO STRENGTHEN SERVICES FOR ENGLISH LANGUAGE LEARNERS, FOREIGN BORN INDIVIDUALS AND REFUGEES:** The needs of immigrants, refugees and individuals in the process to developing English fluency are of paramount importance to the social and economic well-being of Madera County. Of the approximately 160,000 people who call the county home, nearly sixty percent (60%) are Hispanic or Latino and one in every five individuals is foreign-born. Immigrants are vital to the economy and government,

community and business leaders agree that investments in this target population are critical to building a workforce capable of attracting a more diverse array of businesses and industries to Madera County. The Madera County WDB is committed to working across disciplines with stakeholders from education, economic development, social services and workforce development to ensure that immigrant job seekers and their families have access to a broad range of services that will reduce barriers they encounter in the labor market and to training and other services that prepare them for opportunities in high-growth/high-demand occupations in local and regional priority sectors.

A key element of our approach to effectively serving and meeting the unique needs of English language learners and immigrants from widely ranging backgrounds and circumstances is regular communication with organizations that serve them and businesses that employ them or seek to hire them. This on-going dialog among stakeholders is reflected in the following descriptions of strategies, partnerships and priorities in serving this target population. As described below, the implementation of a state-funded English Language Learner (ELL) Workforce Navigator Pilot Project has enabled us to transform this dialog into effective plans of action on behalf of immigrants and their families living throughout the county. For background information on the target group and an assessment of need, please refer to information provided in Attachment E.

**A. Sharing Resources and Coordinating Services for the Target Population:** The narrative descriptions that follow describe the various ways that stakeholders in and around Madera County work in collaboration and partnership to address the workforce needs of immigrants, refugees and English language learners. Madera County WDB plays a central role in coordinating agencies, programs and resources.

**B. Increasing Access to Sector Pathway Programs:** The Local Plan developed by Madera County WDB in 2017 outlines steps that were being taken at that time to ensure access to various education and workforce services for English language learners. One priority addressed by the original plan was the board's efforts to improve the availability of English-as-a-Second Language (ESL) courses by increasing the number of classes and the accessibility of locations where training was being offered. Working with both the Madera Community College Center and Madera Adult School, we have been successful in making additional ESL classes available, not only on the college's campus and other locations where it provides instruction, but within the AJCC itself, which the Adult School now uses as its primary location, offering English language instruction both during the day and in the evening. The co-location of the Adult School has been instrumental in improving the visibility of the workforce system among the immigrant/non-English-speaking community and in creating more awareness of the services that system partners provide to prepare County residents for jobs and careers.

Implementation of the ELL Navigator Pilot began in July 2017, shortly after the Local Plan was approved. The program assigned staff resources to improve collaboration with community-based and non-traditional partners in order to strengthen and streamline services for ELL customers. One of the major early successes of the initiative has been to improve educational attainment among customers with limited English proficiency. Many students have passed various High School Equivalency Test (HiSET) exams, paving the way for their earning a diploma. Currently, the Navigator, AJCC staff and system partners work individually with customers to devise plans for training and employment that will set them on a promising career path.

While assisting English language learners in improving their fluency and attaining academic credential is fundamental to increasing their prospects for well-paid jobs, for most in this target group, the need to earn a family-supporting income is critical. Madera County workforce system partners (including the AJCC, EDD, education providers and CBOs) recognize that this target group needs long-term interventions that will include on-ramps and off-ramps from education to better jobs and careers. While many immigrants in Madera County initially work in agriculture, workforce system partners are successful in assisting job seekers finding entry-level employment in priority sector careers. Industries where immigrants and those learning English are experiencing the most success include construction, manufacturing, and transportation/logistics, all of which offer a path to good wages with minimal time spent in formal training. In addition, healthcare is providing a number of entry-level career opportunities for immigrants, as bilingual abilities are required for many patient care and administrative support positions. As described in Section V of this Plan Modification, educational partners are developing and offering more courses in demand sectors and the system's use of work-based models provides "earn and learn" opportunities that are welcomed by customers.

**C. Ensuring the Availability of Support Services:** The AJCC staff, including the ELL Navigator, assesses each participant's need for services to support their participation in training and job search and their success on the job. The target population is diverse, ranging from refugees who completed college in their home countries, to immigrants

with low literacy in their native languages. And, while economic circumstances may vary, the vast majority of individuals in the target group are low income and they generally have limited skills with which to compete in the labor market. Because of limited resources and the frequent need to participate in multiple activities and services, access to various forms of support can be critical. In addition to utilizing a portion of Madera County's WIOA Title I allocation to provide various forms of support, AJCC staff works closely with partners to secure support services for customers. Central Valley Opportunity Center, the local WIOA Section 167 grantee, is a principal provider of support services to address basic individual and family-sustaining needs for workforce program participants. These include, but are not limited to, housing vouchers, energy assistance, emergency food and food pantries, transportation assistance, including free transport from Madera to the agency's main training facility in Winton, which lies to the north in Merced County. Other forms of support (e.g. legal, immigration, translation, resettlement) may be provided by various organizations with which Madera County WDB and the AJCC collaborate, such as the International Rescue Committee, the Office of Community and Economic Development, the New American Legal Clinic and the Central Valley Immigrant Integration Collaborative. Many of the one-stop partners programs (e.g. Rehabilitation Act, Title V of the Older Americans Act) also offer a range of supportive services to individuals enrolled in their programs. For those who qualify and need services from those programs, referrals resulting in co-enrollment may be made.

**D. Promoting Retention in Training, on the Job and in Career Path Progression:** As suggested above, the keys to promoting the progression of ELL and immigrant job seekers into self-sustaining and family-supporting careers are: career information; career planning; and the availability of flexible and modular services offering a variety of on- and off-ramps. Collaborating across organizations and disciplines, the workforce system partners and allied stakeholders all recognize the need to balance the immediate income needs of the target groups with their need to build language and technical skills that will qualify them for well-paid jobs. Developing this balance starts by making available comprehensive information about the labor market and careers in the region. Using this information, stakeholders assist customers in devising long-range career plans, which may include multi-year, multi-step processes to gain work experience and develop technical skills. The more flexible and diverse services are, the greater the likelihood that participants will remain engaged or periodically re-engage over the long-term. Community-based and education partners offer strategic resources for such engagement. The availability of training and services during the evening, on weekend, during agricultural "slow-down" periods and at remote locations all contribute to customers taking advantage of services over time. Through convening of stakeholders by the ELL Navigator, the AJCC partnership, the adult education consortium and other providers are continuing to strategize and innovate on best practices as described in subsection G, below.

**E. Coordination and Alignment with Other Plans and Planning Partners:** The local workforce services plan most closely aligned to the mission and objectives of the Madera County WDB and the local workforce system is the Annual Plan of the State Center Adult Education Consortium (SCAEC), which serves Fresno and Madera counties and border communities of Kings and Tulare counties. The current SCAEC Plan's Executive Summary indicates "We improved collaboration with local Workforce Boards by working closely on the ELL Navigator Pilot. Our primary goals for this year will be to increase adult basic education availability, especially in rural areas, expand courses for immigrants, concentrating on ESL and Citizenship classes." The following information is also excerpted from the Consortium's 2018-2019 Annual Plan.

<i>Regional Need #1</i>	
<i>Gaps in Service/ Regional Needs</i>	<i>Need to offer more short term CTE courses, as recommended by employers and LMI data.</i>
<i>How do you know? What resources did you use to identify these gaps?</i>	<i>Basing their decisions on LMI data, we have heard requests for specific, short-term CTE courses from Local Workforce Development Boards, employers, advisory committee members, and industry - education partnership groups, such as the San Joaquin Valley Manufacturing Alliance. Often our adult schools do not have the curriculum, nor the instructors, to provide needed CTE classes.</i>
<i>How will you measure effectiveness/progress towards meeting this need?</i>	<i>We will measure effectiveness by collecting data on enrollment, attendance, program completion rates, the number of students employed or advanced, and students transitioning into community college.</i>
<i>Regional Need #3</i>	
<i>Gaps in Service/ Regional Needs</i>	<i>Need to expand courses for immigrants, including VESL, ESL and Citizenship classes.</i>

<i>How do you know? What resources did you use to identify these gaps?</i>	<i>This gap was identified by the region in its original analysis of gaps. According to the data and statistics gathered from the Census and Regional Fact Sheet, there is a high immigrant population and a limited number of noncredit, introductory ESL classes.</i>
<i>How will you measure effectiveness/progress towards meeting this need?</i>	<i>Monitor the increase in ESL course offerings, as well as, track students' level advancement, retention, and completion rates.</i>

As suggested by the foregoing excerpts, Madera WDB and the Consortium agencies work together to address the needs of immigrants, refugees and those learning English.

**F. Coordination with the National Farmworker Jobs Program:** Madera County's 4-Year Local Plan currently describes various ways in which the WDB, AJCC staff, and system partners collaborate with the Central Valley Opportunity Center (CVOC), which is the WIOA 167 Migrant and Seasonal Farmworker (MSFW) Program grantee for a three-county region including Madera, Merced and Stanislaus. The relationship between the local board and CVOC has evolved over time and has developed into a true partnership, characterized by mutual respect and a willingness to share ideas, resources and celebrations of success. When initially submitted for state approval, Madera County WDB's Local Plan indicated that an MOU had been executed between the board and CVOC, outlining processes for the mutual referral of customers and agreement with regard to the sharing of data, as appropriate and permissible. The MOU also acknowledges that participants may be co-enrolled into workforce development, training and support programs offered by the AJCC and CVOC and identifies processes to address opportunities for co-case management. In addition to working together to serve and co-case manage job seekers, CVOC leadership and staff are connected to the local workforce system by regularly participating in AJCC partner meetings, staff development and cross-training events, AJCC orientations, workshops, and other events to ensure that eligible MSFW participants have access to the full array of available AJCC services.

**G. Recognizing and Replicating Best Practices:** While strong, effective practices for collaboration and service delivery exist throughout the county and among many providers, the best example of collaboration and alignment of services to support the needs of English learners and immigrant customers is the ELL Workforce Navigator Pilot Project. The project has resulted in coordination among the AJCC, EDD, CVOC, SCAEC, Madera Adult School, the community college center and many other organizations to recruit, serve, train and place individuals from this target group. Based on partnerships and strategies developed under the pilot, the WDB's ELL Navigator function is prepared to spearhead additional innovations, such as: increasing the number of ELL customers that co-enroll into WIOA Title II programs, including ESL and HiSET; making available alternative methods of instruction, when Madera Adult School is not in session; offering digital literacy instruction in cooperation with OCED; increasing coordinated farmworker outreach efforts in cooperation with EDD; and offering assistance to secure formal review and evaluation of foreign degrees, credentials and prior learning.

**V. OTHER MODIFICATIONS TO MADERA COUNTY WDB 2017-2021 LOCAL PLAN:** The current four-year Local Workforce Plan for Madera County was developed to ensure compliance with WIOA requirements for preparation and publication of such plans by local boards and was structured in accordance with guidance outlined in State Workforce Services Directive WSD16-07. Submitted to the State Board in March 2017 as part of the SJVAC RPU's regional and local plan package, Madera County's plan was later approved and signed by the County's Chief Elected Official and the WDB Chairman. In July 2017, the plan received the Governor's approval and will remain in effect, guiding local programs and service priorities, through June 2021. In conjunction with the biennial update and modification process, agency leadership has reviewed the current plan to determine both progress made on goals and where local priorities may have evolved or shifted. Outcomes of this review are highlighted below.

**A. Progress on Local Plan Goals:** Much of the Madera County's Local Workforce Plan's content concentrates on program design, program operations and system alignment among partners and stakeholders. Consequently, a number of goals were also initially focused on these areas. Foremost among such goals were plans to dramatically enhance one-stop service delivery in the county by moving AJCC operations into a new 30,000 sq. ft., state-of-the-art facility capable of housing representatives from the full range of system partners. This goal has been achieved and the co-location of programs administered under WIOA, Wagner-Peyser, the Rehabilitation Act and various other fund sources has created an environment in which a wide array of barriers and service needs can be addressed. Madera Adult School is fully co-located at the facility, offering a broad range of courses and providing students with exposure to a host of workforce services. All WIOA Youth Programs are now operated through the AJCC, ensuring ready

access to all partners and to a continuum of services as students and young job seekers explore labor market opportunities and plan for postsecondary education, apprenticeships and careers.

Another significant accomplishment with regard to goals originally set forth in Madera County's 4-year local plan is implementation of a comprehensive business services plan that leverages a variety of strategies to secure greater business interest in and utilization of workforce system services. Among the approaches comprising our plan to support business and industry is an integrated Business Outreach Team comprised of representatives of the majority of system partners. By working in collaboration, Business Services Specialists from various programs and organizations put the business customer at the center of service delivery and strategize on ways to meet hiring and training needs and avoid duplication of services. Another strategy in use is the publication of two unique, business-focused newsletters, which are sent directly to more than 350 local companies. One newsletter is issues-focused, addressing topics of keen interest to business looking to build a workforce capable of competing in local, national and global markets and is published bimonthly. The other, published quarterly, focuses on key workforce and economic data, providing businesses with labor market information that improves their ability to make critical decisions about hiring, investment, growth and a range of other critical factors affecting profitability and market strength. Both newsletters help businesses recognize the value of the workforce system and contribute substantially to the local board being seen as a unique resource for businesses of all types in Madera County.

**B. Local Workforce System Priorities:** The process of strategic planning and establishing goals for the workforce system is integral to the work of the Madera County WDB, its administrators and staff. With the implementation of WIOA in 2015 and the 2016 publication of State guidance on regional and local workforce plans, Madera County has adopted planning strategies and approaches that are broader than in the past, focusing more intensively on supporting regional goals and collaboration with system partners. This approach also aligns our efforts more closely to the three core objectives of the State Plan: demand driven skills attainment, upward mobility and equity for individuals with barriers to employment, and system alignment. In examining the objectives of our current plan as part of the two-year update, we recognize that some Madera County priorities have evolved or changed altogether over the last 24 months. While these shifts in priority do not fundamentally alter our goals, they do signal that a strengthened economy and changes in the pool of workers seeking employment bring new opportunities and challenges. Examples of priorities that have changed since the publication of our plan in 2017 include the following:

Expanding Vocational Training Opportunities: Our plan indicated that more vocational training is needed in Madera County, with the need for not only more "seats," but a greater diversity of training options. For too long, many job seekers desiring training have had to travel to Fresno County and other distant locations, which, for some, created significant hardships with regard to time and transportation. To address this critical issue, the WDB had set the goal of establishing a training center. While more training is still needed, the center is no longer a WDB priority, as the education community has stepped up in significant ways. Both the adult school system and the community college have set the own goals for increasing the availability of career technical education (CTE) programs. With the Madera Community College Center (currently a "campus" of Fresno County-based Reedley College) set to receive independent college designation within the next two years, new facilities are being constructed, which in part will house a variety of CTE programs.

Use of Work-Based Learning: Far outstripping plans set forth as the Local Plan was being developed in 2017, the AJCC is making significant use of the full range of work-based learning modalities allowed under WIOA. While a hands-on approach to learning has long been an effective means of imparting skills to local job seekers, the robust economy has provided much greater opportunities for workers to learn on the job. The "transitional jobs" model has proven especially effective for many of Madera County's key target groups.

Implementing Unique Approaches for Targeted Populations: As suggested throughout this update to the Local Plan, use of unique strategies to meet the needs of target populations has become a critical feature of our program design and our achievement of successful outcomes. One group for which Madera County is implementing specialized approaches is justice-involved youth that attend the Court Day School. WIOA staff will work intensively with seniors to complete a detailed transition plan before students turn 18. This plan will chart a course for each youth with regard to training and career development after completing school.

## SUPPLEMENTAL NARRATIVE

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

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

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

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

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

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

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

For each of the five (5) forums, an agenda was published so that invited stakeholders and members of the community were informed in advance of what, specifically, would be discussed. Each session was scheduled for approximately two hours. The forums addressed the following topics:

1. Collaborating with CalFresh Employment and Training Programs

2. Improving Services to Individuals with Disabilities through Competitive Integrated Employment
3. Improving Coordination and Collaboration among Stakeholders to Strengthen Services to English Language Learners, Foreign Born Individuals and Refugees
4. Strengthening Partnerships with Local Child Support Agencies to Serve Non-Custodial Parents
5. Community Forum on Local Workforce Planning

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

***B. Use of an Experienced Facilitator to Guide and Support Discussion***

To promote neutrality and encourage open input during the forums, Madera County WDB engaged David Shinder to serve as facilitator. David has more than 35 years of experience in the field of workforce development and has facilitated hundreds of forums and planning sessions in his career. He is the principal author of the San Joaquin Valley and Adjacent Counties (SJVAC) 2017-2021 Regional Plan and has extensive past experience working in Madera County and throughout the San Joaquin Valley.

***C. Capturing Community and Stakeholder Input:***

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

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

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

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

The forums held as part of the process to modify and update Madera County WDB's 2017-2021 Local Plan represent just a small part of the

many ways in which the local board gathers stakeholder input on an on-going basis. Examples of other on-going stakeholder engagement activities include regular meetings between WDB/AJCC representatives and managers and staff of DOR, where a wide range of issues are discussed regarding services for customers with disabilities. Summaries of several of these meetings are attached as Exhibit A-1.

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

The forums held as part of the process to update and modify the Local Plan produced the ancillary benefit of fostering communities of practice and support around priority populations and issues. While the WDB is diligent in bringing together the one-stop partners on a monthly basis to discuss a wide range of issues pertaining to the delivery of services to job seekers and businesses in Madera County, the forums have served to foster and/or strengthened partnerships on specific issues. Dialogs are taking place among many stakeholder on strategies to best serve English language learners, partnerships to promote the expansion of competitive integrated employment for individuals with intellectual and developmental disabilities, and process to increase the referrals of NCPs to workforce programs to bolster their earning power and ability to support their children. The WDB anticipates using community forums in the future as a means to capture the interest of the community and engage stakeholders in issues-specific conversations.

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

A community and stakeholder forum on the CalFresh Employment and Training Program was held at the Madera County Workforce Assistance Center on October 2, 2018 from 9:00 a.m. until 11:00 a.m.

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

- Are CalFresh Employment and Training programs currently available in the local area? If so, what services are provided and which are the organizations providing them?
- What types of workforce services are needed to help people receiving CalFresh succeed in the local labor market?
- What barriers to employment are faced by CalFresh recipients and what resources are available to help assist them to overcome those barriers?
- What partnerships currently exist or could be developed among the local workforce system, the county agency that manages CalFresh, and other



organizations that provide or could provide services to CalFresh recipients? How do the partners work with one another and how do they share information?

- Are CalFresh recipients being referred to programs that prepare them for high demand jobs in the region's priority sectors? What services or systems are in place that could help CalFresh recipients succeed in such programs and on the job?

**A. Outreach Activities:** On September 28, 2018, a notice regarding the forum was placed on the Madera County WDB website. A printed notice was posted at the Workforce Assistance Center, the AJCC.

**B. Efforts to Engage Required CalFresh Partners:** On September 20, 27 and 28, 2018, direct emails were sent to CalFresh stakeholders, including those on the State Directory.

**C. Communication with the State Board regarding CalFresh Forum:** On August 7, 2018, email notification about the forum was sent to the designated contact persons at the State Board.

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

- Exhibit A-2-a: Sample flyers and promotional information
- Exhibit A-2-b: Sample outreach-related email communication
- Exhibit A-2-c: List of individuals and organizations invited to participate in forum
- Exhibit A-2-d: List of individuals that participated in forum, included their contact information
- Exhibit A-2-e: Sign-in sheet(s) for forum
- Exhibit A-2-f: Documentation of notification on forum to State Board
- Exhibit A-2-g: Forum agenda
- Exhibit A-2-h: Forum presentation (PowerPoint)
- Exhibit A-2-i: Meeting notes summarizing the content of forum discussions

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

A community and stakeholder forum on Partnership with Child Support to Serve Non-Custodial Parents was held at the Madera County Workforce Assistance Center on October 26, 2018 from 8:30 a.m. until 10:00 a.m.

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

- What barriers to employment are most common among targeted NCPs?
  - What are NCPs' service needs (particularly with regard to job skills and employment) and what services are currently available?
  - What organizations collaborate locally to promote skills development, employment and career advancement for targeted NCPs?
  - Among the NCP service partners, (e.g. Child Support, Family Court, AJCCs, training providers and community-based organizations), what referral and information sharing systems are in place?
  - What strategies and tools are used to motivate and incentivize NCPs' acting on referrals, participating in training/skills development and retention in employment?
  - How can local organizations work better to ensure positive employment and career outcomes for NCPs?
- A. Outreach Activities:** On October 23, 2018, a notice regarding the forum was placed on the Madera County WDB website. A printed notice was posted at the Workforce Assistance Center, the AJCC.
- B. Efforts to Engage Required Child Support/Non-Custodial Parent Partners:** On October 12 and 19, 2018, direct emails were sent to Child Support Program/NCP stakeholders, including those on the State Directory.
- C. Communication with the State Board regarding Child Support/Non-Custodial Parent Forum:** On August 7, 2018, email notification about the forum was sent to the designated contact persons at the State Board.
- D. Documentation of Efforts:** Attached are the following items that document outreach and engagement efforts on this topic.
- Exhibit A-3-a: Sample flyers and promotional Information
  - Exhibit A-3-b: Sample outreach-related email communication
  - Exhibit A-3-c: List of individuals and organizations invited to participate in forum
  - Exhibit A-3-d: List of individuals that participated in forum, included their contact information
  - Exhibit A-3-e: Sign-in sheet(s) for forum
  - Exhibit A-3-f: Documentation of notification on forum to State Board
  - Exhibit A-3-g: Forum agenda
  - Exhibit A-3-h: Forum presentation (PowerPoint)
  - Exhibit A-3-i: Meeting notes summarizing the content of forum discussions

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

A community and stakeholder forum on Improving Services to Individuals with Disabilities was held at the Madera County Workforce Assistance Center on September 17, 2018 from 2:00 p.m. until 4:00 p.m.

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

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

**A. Outreach Activities:** On September 14, 2018, a notice regarding the forum was placed on the Madera County WDB website. A printed notice was posted at the Workforce Assistance Center, the AJCC

**B. Efforts to Engage Competitive Integrated Employment Partners and Key Stakeholders:** On September 10, 12 and 13, 2018, direct emails were sent to the CIE partners and disability services stakeholders, including those on the State Directory.

**C. Communication with the State Board regarding Competitive Integrated Employment Forum:** On August 7, 2018, email notification about the forum was sent to the designated contact persons at the State Board.

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

- Exhibit A-4-a: Sample flyers and promotional information
- Exhibit A-4-b: Sample outreach-related email communication
- Exhibit A-4-c: List of individuals and organizations invited to participate in forum
- Exhibit A-4-d: List of individuals that participated in forum, included their contact information
- Exhibit A-4-e: Sign-in sheet(s) for forum
- Exhibit A-4-f: Documentation of notification on forum to State Board
- Exhibit A-4-g: Forum agenda
- Exhibit A-4-h: Forum presentation (PowerPoint)
- Exhibit A-4-i: Meeting notes summarizing the content of forum discussions

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

A community and stakeholder forum on Improving Services for English Language Learners, Foreign Born Individuals and Refugees was held at the Madera County Workforce Assistance Center on August 30, 2018 from 2:00 p.m. until 4:00 p.m.

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

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

**A. Outreach Activities:** On August 24, 2018, a notice regarding the forum was placed on the Madera County WDB website. A printed notice was posted at the Workforce Assistance Center, the AJCC

**B. Efforts to Engage Partners and Key Stakeholders in Improving Services to English Language Learners, Foreign Born Individuals**

**and Refugees:** On August 14, 21 and 27, 2018, direct emails were sent to ELL and immigrant stakeholders, including those on the State Directory.

**C. Communication with the State Board regarding Forum on English Language Learners, Foreign Born Individuals and Refugees:** On August 7, 2018, email notification about the forum was sent to the designated contact persons at the State Board.

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

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

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

Two general community forums on Local Workforce Planning were held at the Madera County Workforce Assistance Center. The first on October 2, 2018 from 6:00 p.m. to 7:00 p.m. and the second on October 25, 2018 5:00 p.m. until 6:30 p.m.

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

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

- If you were writing the local workforce plan, what would your priorities be and why?
- A. Outreach Activities:** On September 28, 2018 and October 22, 2018, a notice regarding the forum was placed on the Madera County WDB website. A printed notice was posted at the Workforce Assistance Center, the AJCC
  - B. Efforts to Engage Partners and Key Stakeholders in Providing Input on General Workforce System Planning:** On September 25 and 28, 2018 and October 11, 16, and 23, 2018, direct emails were sent to stakeholders, including those on the State Directory.
  - C. Communication with the State Board regarding General Community Forum on Workforce System Planning:** On August 7, 2018, email notification about the forum was sent to the designated contact persons at the State Board.
  - D. Documentation of Efforts:** Attached are the following items that document outreach and engagement efforts on this topic.
    - Exhibit A-6-a: Sample flyers and promotional Information
    - Exhibit A-6-b: Sample outreach-related email communication
    - Exhibit A-6-c: List of individuals and organizations invited to participate in forum
    - Exhibit A-6-d: List of individuals that participated in forum, included their contact information
    - Exhibit A-6-e: Sign-in sheet(s) for forum
    - Exhibit A-6-f: Documentation of notification on forum to State Board
    - Exhibit A-6-g: Forum agenda
    - Exhibit A-6-h: Forum presentation (PowerPoint
    - Exhibit A-6-i: Meeting notes summarizing the content of forum discussions

## 7. Publication of Draft for Public Comment

On February 1, 2019, the Madera County WDB opened a 30-day public comment period on the Local Plan Modification that concluded on March 2, 2019. The 30-day public comment period was run in tandem with the comment period for the Biennial Modification to the SJVAC RPU's Regional Plan.

- A. Notice on the Availability of the Draft Plan for Public Review and Comment:** On January 30 and January 31, 2019, Madera County WDB placed a notice in the Madera Tribune, the Sierra Star, and the Chowchilla News, informing the community of the 30-day public comment period and

the availability of the plan electronically on the WDB's web site or in print at the Madera Workforce Assistance Center.

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

**B. *Opportunities and Mechanisms for Public Comment:*** To ensure that comments to the plan are captured accurately, the WDB requested that all comments be made in writing. Written comments could be submitted by email to [tscott-contreras@maderaworkforce.org](mailto:tscott-contreras@maderaworkforce.org) or in print by mail and hand delivery to the Workforce Assistance Center, 2037 West Cleveland Avenue, Madera, CA 93637, Attn: Tracie Scott-Contreras.

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

- x

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

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

- Exhibit A-7-a: Copy of notice in Madera Tribune, Sierra Star, and Chowchilla News
- Exhibit A-7-b: Sample Email Message to Stakeholders
- Exhibit A-7-c: List of Stakeholders to Whom Message Were Sent
- Exhibit A-7-d: Email Message Notifying State Board Contacts

## SUPPLEMENTAL NARRATIVE

## CALFRESH PARTICIPANTS – BACKGROUND AND ASESSSMENT OF NEED

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

1. **Overview of the Size and Characteristics of the Total CalFresh Recipient Population:** Representatives of the Department of Social Services (DSS) reported that there are 15,163 active CalFresh cases in Madera County. Characteristics of the population include:

Limited English Proficiency		5621
Foreign Born		5742
Gender	Female	8872
	Male	6290
Age	18-24	2598
	25-34	4375
	35-54	6122
	55-64	1398
	65+	670
Ethnicity/Country of Origen	American Indian or Alaskan Native	265
	Asian Indian	69
	Black or African American	515
	Cambodian	7
	Chinese	5
	Cuban	5
	Filipino	47
	Guamanian	4
	Guatemalan	6
	Japanese	3
	Korean	1
	Laotian	21
	Mexican	5826
	Native Hawaiian	9
	Other	276
	Puerto Rican	17
	Salvadoran	14
Unknown	3135	
Vietnamese	11	
White	4927	
<i>Note: Ethnicity/country of origin and formerly incarcerated data is not available.</i>		

2. **Overview of the Size and Characteristics of CalFresh E&T Participants:** Representatives of “Reading and Beyond,” the third party CalFresh E&T service



provider, reported that there are 68 individuals on their current caseload. Characteristics of the population include:

Limited English Proficiency		30
Gender	Female	53
	Male	15
High School Graduates		30
Children in Household		42
Homeless		2
ABAWD		33
Non- ABAWD		35
<i>Note: Ethnicity/country of origin and formerly incarcerated data is not available.</i>		

3. **Types of Workforce Services Needed by the Target Population:** The tremendous diversity of the CalFresh population makes it difficult to generalize about the workforce services they need. However, stakeholders engaged in the planning process provided a number of examples of services that segments of the target group likely need. These fall, generally, into three broad categories: basic education and remediation; job/technical skills training; and supportive services to enable training. In the first category, literacy and numeracy skills, GED/high school equivalency and English-as-a-Second Language (ESL) were all identified by stakeholders as needed workforce services. With regard to job skills, there was substantial agreement that both classroom-based and work-based programs have value and that a combination of the two is being used more and more frequently to ensure that trainees are able to gain experience applying the skills they learn within a work setting. Digital literacy skills were also identified as essential for all workers. In the supportive service category, stakeholders highlighted the need for transportation and childcare services. In Madera County, there are insufficient affordable resources for both services and stakeholders agree that solutions often rely on working with participants to find solutions within their families and in their communities. Grassroots and faith-based partners are another important resource for addressing support needs.
  
4. **Employment Barriers Experienced by the Target Population and Resources Available to Address Barriers:** Again, the diversity of the population suggests that virtually every type of employment barrier would be experienced by some portion of the CalFresh population. However, during the stakeholder engagement process, representatives from DSS, education, WDB/AJCC, CalFresh E&T and other stakeholder organizations and programs identified the following as significant barriers affecting the CalFresh population and the county as a whole: lack of educational attainment and insufficient job skills; lack of information about programs and services; language barriers; generational poverty; affordable/transitional housing; childcare; and transportation. The organizations listed in the following responses provide the education, training and support services required to address and minimize or eradicate these barriers.

Reading and Beyond representatives acknowledged that its Bridge Program design is based, to significant extent, on precisely the barriers identified by stakeholders participating in the planning process.

5. ***Collaboration among the WDB, the Madera County DSS, and CalFresh E&T Providers:*** The partnership between the local board/AJCC and DSS is strong. The Social Services Department is a one-stop partner and an MOU has been executed between the two agencies. Referrals between the agencies occur on a regular basis and co-enrollments are not uncommon. Madera County WDB will formalize its relationship with Reading and Beyond through the development of an MOU, with the goal of developing stronger linkages with the Bridge Academy and the CalFresh E&T program.

Other organizations that collaborate with Social Services, the AJCC and the CalFresh E&T program in Madera County include: State Center Community College District, Central Valley Opportunity Center, Community Action Partnership, Community Justice – California Rural Legal Assistance, Goodwill, Salvation Army, Madera Ministerial Association, Food Bank, Love, Inc., and St. Vincent de Paul.

6. ***Quality and Level of Intensity of Partner Services:*** As described throughout the principal narrative, the CalFresh population is extremely diverse and participants in the program are served by the broadest possible range of public, non-profit and faith-based agencies in and around Madera County. Most organizations serving CalFresh individuals do not use CalFresh enrollment status as a basis for eligibility/participation and do not record this data. Some programs and providers do collect information regarding their participants' CalFresh status. For example, in PY 2017-2018, 44.7% of individuals enrolled in its WIOA Title I formula-funded programs were CalFresh participants.

As suggested in the preceding response, stakeholders believe that many effective services are available for individuals receiving CalFresh benefits. These include services not only from the CalFresh E&T program, but those provided by the WDB, DSS, Madera County's adult education and community college systems, other one-stop partners and community-based organizations.

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

SUPPLEMENTAL NARRATIVE

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

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

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

Madera County Child Support Services representatives report that, as of October, 2018, the agency’s caseload is 6,543, of which 6,150 had orders. Other data and information about the target group includes:

Percentage of non-custodial parents that is unemployed	45.3%
Percentage of non-custodial parents that was formerly incarcerated	24.1%
Non-custodial parents’ gender	86.8% male; 13.2 % female
Non-custodial parents’ race/ethnicity	54.1% Hispanic, 23.4% white, 3.9% black, 3.3% other. 15.3% unknown/not disclosed
Geographic areas of high concentration with the local area	35% of cases are in the City of Madera area; 6.2% in Eastern Madera County; and 3.3% in Chowchilla. Balance of custodial parent zip codes are outside Madera County.

5. **Types of Services Needed by the Targeted Population:** As described in the principal narrative, those identified as unemployed, underemployed and payment delinquent NCPs have diverse backgrounds and circumstances. Therefore, the services they require would include those that are most needed by the full range of job seekers who utilize the workforce system’s services. These include good information (provided via an individualized orientation process) about WIOA and other workforce services and the benefits they offer; access to and support with labor market analysis and career exploration; development of service plans and career planning support; information on and referrals to training programs; assistance in accessing supportive services; individualized guidance and counseling; and job placement assistance. The relative importance of each service will vary from participant to participant, depending on individual background and circumstances.

6. ***Services Currently Being Provided and How the Workforce-Child Support Partnership Will Modify Types and Quantity of Services Provided:*** Within the principal narrative, it is clarified that, other than a small number of referrals to a handful of organizations, there is no structured approach to recruiting or providing workforce services to the NCP target groups. Therefore, the new workforce-child support partnership described in this Local Plan Modification will drastically increase the number of individuals served and the workforce and support services available to them from the workforce system partners.
7. ***Barriers Experienced by Child Support Program Participants and Resources to Address Barriers:*** As stated above, there is no specific set of barriers faced by targeted NCPs, as they come from diverse backgrounds and have a wide range of challenges. Each individual will be assessed as to his/her unique circumstances and as barriers are identified so too will resources to address them. For example, individuals with disabilities may be referred to DOR representatives for additional assessment and access to unique support services, such as assistive technology or help with other workplace accommodations. Individuals with basic skills deficits will be referred to Madera Adult School or other education partners, and participants lacking work skills may be referred to classroom or work-based programs where they can acquire such skills.
8. ***Planned Information Sharing to Evaluate Need:*** As described, the MOU that has been developed by the WDB and County Child Support describes confidentiality requirements associated with the administration of Child Support Title IV-D Programs. These include such matters as child and spousal support enforcement records related to determination of paternity; establishment, modification and/or enforcement of child support, medical support, and spousal support orders; information related to abducted children or the location of the concealing, detaining or abducting person; and information related to crimes against a child.

However, once participants sign an NCP Consent and Release Agreement, Child Support Services and WDB/AJCC representatives can exchange information about participant needs, services and outcomes, including employment resulting from participation.

SUPPLEMENTAL NARRATIVE

ENGAGEMENT WITH THE LOCAL COMPETITIVE INTEGRATED EMPLOYMENT PARTNERS

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

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

As described in the principal narrative, Madera County WDB has become familiar with state CIE goals and has convened partners from the disability services community to discuss how the workforce system can support the LPA partners in expanding CIE. Once the agreement is developed, Madera County WDB is prepared to contribute to the CIE initiative through provision of services to targeted job seekers and to businesses.

2. **Competitive Integrated Employment Partners:** The presumptive LPA partners are the following:

DOR District Office	San Joaquin Valley District
Regional Center	Central Valley Regional Center
Local Education Agencies	Madera County Superintendent of Schools

Madera County WDB remains in regular contact with representatives of the LPA partners and we look forward working with them, their subcontractors and other stakeholders in developing more CIE opportunities for individuals with ID and DD.

3. **Planned Coordination with the CIE Local Planning Agreement Partners:**

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

## SUPPLEMENTAL NARRATIVE

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

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

1. **Overview of Target Population Demographics:** The following workforce-related data for Madera County's immigrant and ELL population is excerpted from current U.S. Census Bureau estimates.

County population (est.)	156,890
Race and Hispanic Origin	
White Alone percent	86.0%
Black or African American alone, percent	4.2%
American Indian and Alaska Native alone, percent	4.4%
Asian alone, percent	2.5%
Native Hawaiian and Other Pacific Islander alone, percent	0.3%
Two or More Races, percent	2.5%
Hispanic or Latino, percent	58.0%
White alone, not Hispanic or Latino, percent	34.0%
Foreign born persons, percent (2013-2017)	21.5
Language other than English spoken at home, percent of persons age 5 years + 2013-2017)	45.5%

2. **Barriers to Employment and Specialized Needs of the Target Population:** Among the target populations' principal barriers to employment identified by systems stakeholders, community-based organizations and workforce staff are: limited English proficiency, low cultural competency, immigration status vulnerabilities; limited knowledge of and access to benefits; and previously experienced trauma, along with on-going depression and anxiety. Any of these barriers or a combination of them can hinder an individual's integration into the economic, civic and social life of their communities, thereby perpetuating lower socio-economic status. For some immigrant and refugee customers, the ability to secure credit for prior learning and educational attainment from another country is a significant barrier to employment.
3. **Identified Gaps in Workforce System Services for the Target Population:** One of the principal gaps in delivering workforce, education, training and related services in Madera County results from where people live. While more than a third of the county's residents live within the city boundaries of Madera, where most services are located, the remaining population is dispersed across a large area comprised of a few towns and many very small rural communities. People tend to live where they have work, so most are unable to travel long distances to services during non-work hours. The workforce partners most directly involved in

serving the ELL and immigrant communities (described below) have developed and are continuing to design strategies to bridge this gap. Among them are mobile services, where staff and resources are deployed on a scheduled or per request basis to remote locations and the use of web-based and distance learning modalities. While a lack of digital literacy among many in the target group can make the latter approach challenging, the availability of technology training and access to wireless devices is making this method of service delivery increasingly more feasible. A related gap in service is a lack of personal and public transportation. Again, a practical response to this gap is bringing services – physically or virtually – to customers.

Stakeholders identified an insufficient use of family-centered approaches as another gap in service strategies. Because immigrants tend to be strongly centered around households, extended family and others from their home countries, more emphasis is needed to address workforce and career planning for multiple family members so that strategies align with household and family circumstances and priorities.

4. ***Outreach and Recruitment Strategies for the Target Population:*** Because the population of Madera County includes such a large number of foreign born individuals and English language learners, outreach can be done in a variety of ways, from mass media, such as Spanish language radio, to one-on-one interactions, using methods that rely on making individual contact. However, stakeholders provided a variety of input suggesting that a “boots on the ground” approach is the most effective method for recruiting immigrants and ELL individuals with the greatest need for workforce services. Individual contact enables program representatives to build trust with potential customers. The ELL Navigator has adopted this strategy and has accompanied EDD representatives to meet with farmworkers in the fields and at other work locations. Similar strategies are used to meet with potential customers at the local swap meet and at community and faith-based events of all kinds.
5. ***Coordination and Alignment among Partners in Serving the Target Population:*** Principal workforce partners and relationships focused on the serving immigrants and ELL customers are described throughout the modification narrative. These include the WDB: Madera Workforce Assistance Center (the AJCC); EDD and its programs serving farmworkers; CVOC, which is the WIOA 167 grantee for the county; and key education partners, including Madera Adult School and the Madera Community College Center. Other significant partners include agencies located within the county and its adjacent communities of Fresno County and Merced County. These include: International Rescue Committee, the Office of Community and Economic Development, New American Legal Clinic and the Central Valley Immigrant Integration Collaborative and Centro La Familia, which provides advocacy services.

SUPPLEMENTAL NARRATIVE

PUBLIC COMMENTS IN DISAGREEMENT WITH LOCAL PLAN

A total of **number (#)** comments were received in response to the publication of a draft of the Madera County WDB’s 2019 Local Plan Modification during a 30-day public comment period. Following are comments in disagreement with the draft plan, listed in the order in which they were received.

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



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