



**WORKFORCE DEVELOPMENT
BOARD OF MADERA COUNTY**

Executive Committee

SPECIAL MEETING AGENDA

**October 28, 2024
9:00 a.m.**

Meeting will be held in person and via teleconference at:

<https://us02web.zoom.us/j/84883522648?pwd=piZYwIVVE3reKCghINWFaaEZIRXIBb.1>

Workforce Assistance Center, 2037 W. Cleveland Avenue, Madera, CA 93637

300 S. G Street, Madera, CA 93637

696 Ponderosa Way, W Madera, CA 93636

17149 Road 400, Madera, CA 93636

1745 Lester Avenue, Clovis, CA 93619

REASONABLE ACCOMMODATION FOR ANY INDIVIDUAL WITH A DISABILITY Pursuant to the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, any individual with a disability who requires reasonable accommodation to attend or participate in a meeting or function of the Workforce Development Board of Madera County, may request assistance by contacting the Executive Assistant at Madera County Workforce Investment Corporation office, 2037 W. Cleveland Avenue, Madera, CA 93637; Telephone 559/662-4589; CRS 711; Fax 559/673-1794.

This agenda and supporting documents relating to the items on this agenda are available through the Workforce Development Board website at <http://www.maderaworkforce.org/workforce-board-meetings/>. These documents are also available at the Madera County Workforce Assistance Center – office of the Executive Director. The Workforce Development Board is an equal Opportunity Employer/Program. Auxiliary aids and services are available upon request.

1.0 Call to Order

1.1 Pledge of Allegiance

2.0 Additions to the Agenda

Items identified after preparation of the Agenda for which there is a need to take immediate action. Two-thirds vote required for consideration (Government Code Section 54954.2(b)(2))

3.0 Public Comment

This time is made available for comment from the public on matters within the Board's jurisdiction but not appearing on the agenda. The Board will not take action on any items presented under public comment. The comment period will be limited to 15 minutes.

4.0 Introductions and Recognitions

5.0 Adoption of Board Agenda

6.0 Consent Calendar

6.1 Consideration of approval of the August 15, 2024, Workforce Development Board (WDB) meeting minutes.

6.2 Consideration of approval of the reappointment of Debi Bray, Madera District Chamber of Commerce, for an additional 3-year term: 11/20/24 to 11/20/27.

6.3 Consideration of approval of the reappointment of Mattie Mendez, Community Action Partnership of Madera County and Madera County Workforce Investment Corporation, for an additional 3-year term: 11/20/24 to 11/20/27.

7.0 Action Items

- 7.1 Consideration of approval of the revised contract between the Chief Local Elected Official (CLEO), the WDB and the Madera County Workforce Investment Corporation for the administration of the Workforce Innovation and Opportunity Act (WIOA). Revisions to the CLEO align the roles and responsibilities of each entity under WIOA and current practices.
- 7.2 Consideration of approval of the Comprehensive America's Job Center of California (AJCC) Baseline Certification Matrix and the AJCC Certification Indicator Assessment.

8.0 Information Items

- 8.1 Program Impact Report July 1, 2023, through June 30, 2024

9.0 Written Communication

10.0 Open Discussion/Reports/Information

10.1 Board Members

10.2 Staff

11.0 Next Meeting

To be determined

12.0 Adjournment



MINUTES

August 15, 2024

***Convened at Madera County Workforce Assistance Center - Conference Room
2037 W. Cleveland Avenue, Madera, CA 93637, (559) 662-4589 and Via Zoom***

- PRESENT:** Aaron Chambers, Brett Frazier, Chuck Riojas, Emilio Hipolito, Joe Perez, Jorge DeNava, Lanie Suderman (Zoom: NonVoting), Laura Gutile, Marie Harris, Mattie Mendez, Mike Lopez, Nicole Mosqueda, Robert Poythress, Wendy Lomeli (Zoom: NonVoting)
- ABSENT:** Debi Bray, Deborah Martinez, Donald Foster, Michelle Brunetti, Mike Fursman, Omair Javaid
- GUEST:** Amelia Meza, Kristyann Thorp, Riley Mosqueda
- STAFF:** Bertha Vega, Jessica Roche, Jorge Espinosa, Marisol Rivera, Maiknue Vang, Nicki Martin

1.0 Call to Order

Meeting called to order at 3:06 p.m. by Chair Brett Frazier.

1.1 Pledge of Allegiance

2.0 Additions to the Agenda

None.

3.0 Public Comment

None.

4.0 Introductions and Recognitions

Roundtable introductions were done by everyone in attendance. Mattie Mendez, Executive Director, Community Action Partnership of Madera County, was recognized for receiving Madera County Sheriff's Office Citizens Award.

5.0 Adoption of Board Agenda

Laura Gutile moved to adopt the agenda, seconded by Mike Lopez.

Vote: approved – unanimous

Yes: Aaron Chambers, Brett Frazier, Chuck Riojas, Emilio Hipolito, Joe Perez, Jorge DeNava, Laura Gutile, Marie Harris, Mattie Mendez, Mike Lopez, Nicole Mosqueda, Robert Poythress

6.0 Consent Calendar

6.1 Consideration of approval of the June 20, 2024, Workforce Development Board (WDB) meeting minutes.

Nichole Mosqueda moved to approve, seconded by Lanie Suderman.

Vote: approved – unanimous

Yes: Aaron Chambers, Brett Frazier, Chuck Riojas, Emilio Hipolito, Joe Perez, Jorge DeNava, Laura Gutile, Marie Harris, Mattie Mendez, Mike Lopez, Nicole Mosqueda, Robert Poythress

7.0 Action Items

7.1 Consideration of approval of Todd Lile's Director application to the WDB representing the Madera Unified School District for a 3-year term.

Lalo Lopez resigned from Madera Unified School District (MUSD). Todd Lile, MUSD Superintendent, will replace Lalo on the WDB.

Mattie Mendez moved to approve, seconded by Aaron Chambers.

Vote: approved – unanimous

Yes: Aaron Chambers, Brett Frazier, Chuck Riojas, Emilio Hipolito, Joe Perez, Jorge DeNava, Laura Gutile, Marie Harris, Mattie Mendez, Mike Lopez, Nicole Mosqueda, Robert Poythress

7.2 Consideration of approval of Beaudette Inc.'s One Stop Operator (OSO) report for the period of April 1, 2024, through June 30, 2024.

Gary Beaudette presented the OSO report to the WDB. During Partner meetings, Partners share information on how their agencies provide services to participants. In April, Fresno EOC provided information on and shared best practices for providing services to individuals from the LGBTQ community. In June, the Department of Rehabilitation (DOR) and Madera County Behavioral Health provided information on mental health. It was very informative. Work is being done on different goals for the Continuous Improvement Plan. Partner cross-trainings were done.

Laura Gutile Moved to approve, seconded by Chuck Riojas.

Vote: approved – unanimous

Yes: Aaron Chambers, Brett Frazier, Chuck Riojas, Emilio Hipolito, Joe Perez, Jorge DeNava, Laura Gutile, Marie Harris, Mattie Mendez, Mike Lopez, Nicole Mosqueda, Robert Poythress

7.3 Consideration of approval of Beaudette Inc.'s OSO Annual Report for fiscal year 2023-2024.

Gary Beaudette presented the annual OSO report for the 2023-24 fiscal year. Significant work has been done with the WDB Continuous Improvement Plan in preparation for the America's Job Center of California (AJCC) recertification. David Shinder has been contracted to complete the AJCC certification application. The continuous improvement plan goals have been guiding the Partner meetings. The Workforce Assistance Center customer survey was revised and released. This provides feedback from customers and can help improve service delivery as needed. Customer-centered service delivery was a focus. Cross trainings that provided information on serving justice impacted and English language learner individuals were also done.

Chuck Riojas moved to approve, seconded by Mike Lopez.

Yes: Aaron Chambers, Brett Frazier, Chuck Riojas, Emilio Hipolito, Joe Perez, Jorge DeNava, Laura Gutile, Marie Harris, Mattie Mendez, Mike Lopez, Nicole Mosqueda, Robert Poythress

7.4 Consideration of approval of the Workforce Innovation and Opportunity Act (WIOA) Incentives Policy

Staff previously brought a Youth Incentives policy to the WDB in April. This included additional milestones in which youth participants would be able to receive an incentive for completion of milestones. WIOA just finalized a Directive that allows incentive payments to Adult and Dislocated Worker (DW) participants as well. The WIOA Incentives Policy combines incentives for Adult, DW and Youth into one policy. The incentives within this policy are based on the Youth Incentives policy approved by the WDB in April with the only difference being that one-the-job (OJT) training is added to the new Incentives Policy. Adults and DW incentives include transitional job training (TJT) and OJTs. Participants will receive their incentive payments via check or a card and not cash.

Nichole Mosqueda moved to approve, seconded by Emilio Hipolito.

Yes: Aaron Chambers, Brett Frazier, Chuck Riojas, Emilio Hipolito, Joe Perez, Jorge DeNava, Laura Gutile, Marie Harris, Mattie Mendez, Mike Lopez, Nicole Mosqueda, Robert Poythress

8.0 Information Items

8.1 Success Stories

Information provided within the agenda packet.

8.2 Madera County Workforce Investment Corporation (MCWIC) Update

Information provided within the agenda packet.

8.3 WDB Action Planning Subcommittee Updates

Each of the WDB members have been assigned to one of the subcommittees. These subcommittees will be on the Board agendas so that they can report on their progress. Leadership Subcommittee: met on 8/2/24 and had a really good conversation on their priority tasks and the current WDB composition and who might be missing on their Board. They will review the WDB bylaws and will do an activity to check the current board membership against the required composition. Currently, the subcommittee has found that there is a lack in representation for the transportation/logistics and manufacturing sectors. There is also a lack of representation from the Chowchilla area. There was also a conversation on leadership development to include conferences, speaker at events and possibly hosting a leadership speaker series to the community. Training Subcommittee: met via Zoom and discussed the various sectors in the demand. The opening with the Madera Community Hospital (MCH) was discussed. Staff has connected with MCH staff and will be coordinating recruitments with them. They have tentatively scheduled a meeting in August to continue their work. Staff did meet with American Advanced Management (AAM) leadership and had a very positive conversation. Staff has requested more data so that the Workforce can work with them. Madera has requested an extension that will allow more time to spend down Rapid Response (RR) dollars for the hospital reopening. If approved, a RR extension will allow staff to spend the funds through 12/31/24 or further depending on what the needs of the hospital are. Staff are gathering information from AAM in order to request the RR extension and to determine the extension timeline. The hospital may be on track to open at the end of the year. RR funds can help support community forums, upskilling candidate costs and other supportive services in order to get candidates job ready. Ethics Subcommittee: hasn't had a chance to meet yet. Todd Lile will be invited to join this committee. Superintendent Lile joined the Executive Committee meeting that centered around the Action Planning and had invaluable insight into the Leadership roles and also provided extension insight into the MUSD graduate profile process and how the WDB action planning can be integrated into the students' job seeking and preparation. There was a discussion around creating a certificate/medal that would demonstrate the students job readiness. There would be work to be done by the subcommittee in order to identify the metrics that students would need to meet in order to earn the certificate/medal and what that would mean to local employers. This process could be used by other school districts as well. Marketing subcommittee: Madera Workforce has applied for a James Irvine Foundation grant that, if awarded, would provide approximately \$500,000 to use towards contracting a Public Relations firm to redesign the logo and provide feedback into current marketing processing, the purchase of a mobile unit that can be used to reach and provide services in the remote areas of the County. The vehicle would be a 24-footer and would not require a special license to operate. It would be equipped with laptops and printers and would serve as a mini AJCC on wheels. Members worked on identifying members to join the subcommittee. The Irvine grant is not intended to be used to provide direct services to participants. It was suggested that staff could reach out to local agencies like the Madera Community College or Fresno State's marketing departments for input on rebranding. Policy subcommittee: had a kick-off meeting to review what the focus of the committee will be. The WDB policies will be reviewed. Subcommittees are welcomed to identify and invite any community members to their subcommittees as needed. Staff will research a dashboard or a document that can be developed that will help track the subcommittees' work/progress.

8.4 Workforce Innovation and Opportunity Act (WIOA) Reauthorization Update

Information provided within the agenda packet.

8.5 National Workforce Development Month/Workforce Development Professional's Day

Information provided within the agenda packet.

8.6 America's Job Center of California (AJCC) Certification Update

Information provided within the agenda packet.

8.7 Local and Regional Workforce Plan Update

Information provided within the agenda packet.

8.8 Eligible Training Provider Compliance Monitoring PY 2023-24 Results

Information provided within the agenda packet.

8.9 One Stop Operator (OSO) Compliance Monitoring PY 2023-24 Results

Information provided within the agenda packet.

8.10 Information on Weekly Unemployment Insurance (UI) Initial Claims for Madera County

Information provided within the agenda packet.

9.0 Written Communication

None.

10.0 Open Discussion/Reports/Information

10.1 Board Members

- *Mattie Mendez: received the Citizens Award. The event highlighted many inspiring awardees.*

10.2 Staff

None.

11.0 Next Meeting

Next meeting will take place at the Workforce Assistance Center on October 17, 2024.

12.0 Adjournment

Meeting adjourned at 4:07 p.m.

MADERA COUNTY CONTRACT NO. _____
(Agreement for Administration of the Workforce Innovation and Opportunity Act)

This Agreement is made and entered into this ___ day of _____, 2024, by and between the COUNTY OF MADERA, a political subdivision of the State of California (“COUNTY”), the MADERA COUNTY WORKFORCE INVESTMENT CORPORATION, a California public benefit corporation (“MCWIC”), and the WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY (“WDB”), for the administration of the Workforce Innovation and Opportunity Act.

This Agreement shall work to define the roles and responsibilities for the administration and operation of the WORKFORCE INNOVATION AND OPPORTUNITY ACT of July 2014 (“WIOA”) (Public Law 133-128) and its regulations; and any and all directives as may be prescribed by the Governor of the State of California regarding administration of the WIOA of 2014.

RECITALS

WHEREAS, WIOA H.R. 803, was signed into law on July 22, 2014, effective July 1, 2015, and supersedes Titles I and II of the Workforce Investment Act of 1998; and

WHEREAS, the regulations implementing the WIOA, or the “Final Rule,” were published in the Federal Register Volume 81, Number 161, Chapter 20, Parts 603, 675, and 679688 on August 19, 2016, and effective October 18, 2016; and

WHEREAS, COUNTY has met the eligibility requirements for initial designation as a Local Workforce Development Area, (“LWDA”), for the two (2) year period of July 1, 2015, through June 30, 2017 and will reapply or otherwise request subsequent and continuing designation as an LWDA once the State has issued guidance related to that process; and

WHEREAS, under this Agreement the Chief Local Elected Official (“CLEO”) (referred to under the WIOA as Chief Elected Official, CEO) of the COUNTY shall be the Chairperson of the Board of Supervisors; and

WHEREAS, on August 22, 2000, the COUNTY Board of Supervisors, via Resolution No. 2000-178, designated the Madera County Private Industry Council as the WORKFORCE INVESTMENT BOARD, carried into the Workforce Investment Act of 1998. Now, per the requirements of the new WIOA, the word “Investment” is to be stricken and replaced with the word Development, and the Workforce Development Board of Madera County has been certified by the Governor through June 30, 2018, and will reapply or otherwise request subsequent and continuing certification as the local board once the State has issued guidance related to that process; and

WHEREAS, the WIOA amends the Workforce Investment Act of 1998, to strengthen the United States workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs in the United States, and to promote individual and national economic growth, and for other purposes; and

WHEREAS, the WIOA requires COUNTY and WDB to establish standing committees as deemed appropriate and necessary, develop a Local Workforce Development Plan, and define a local one-stop delivery system for the LWDA; and

WHEREAS, the WIOA requires the WDB, in partnership with the CLEO, to develop and submit a local plan to the State that meets the requirements in WIOA Section 108. If the local area is part of a planning region that includes other local areas, the local board shall collaborate with the other local boards and CLEO’s from such other areas in the

preparation and submission of a regional plan as described in WIOA Section 106(c)(2);
and

WHEREAS, the WDB has prepared a local plan and participated in the development of the regional plan, and COUNTY has approved such plans prior to their submission to the State; and

WHEREAS, the WDB has been designated by the COUNTY to provide policy guidance for administration and operations, while exercising oversight with respect to activities under the Local Workforce Plan for the LWDA; and

WHEREAS, the WIOA requires that the scope and specific nature of the partnership in the LWDA be defined and determined by local agreement between the CLEO, and WDB; and

WHEREAS, the purpose of this Agreement is to establish the programmatic, policy, administrative, and fiscal roles and responsibilities between the COUNTY, the WDB, and MCWIC; and

WHEREAS, the parties, including the MCWIC as the administrative and fiscal agent for the LWDA, have previously entered into Madera County Contract No. 10561-C-2016, dated January 26, 2016, Madera County Contract No. 11113-18, dated February 13, 2018, and Madra County Contract No. 12675-24 , dated February 6, 2024 (“Existing Agreement), for the purposes described herein and said agreement is hereby superseded in full by this Agreement.

NOW, THEREFORE, in consideration of the recitals set forth above, which are incorporated herein by reference, and the mutual covenants and undertaking set forth

herein, the mutual receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

AGREEMENT

1. **Roles and Responsibilities of County.** The CLEO, on behalf of the COUNTY, shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local area under WIOA sections 128 and 133, unless the CLEO reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability. As grant recipient, COUNTY shall fulfill, or cause to be fulfilled, the following responsibilities:

1.01 COUNTY shall designate MCWIC to serve as the local fiscal agent/local grant recipient. Such designation shall not relieve the COUNTY of any misuse of grant funds as described in WIOA Section 107 (d)(12)(B)(i)(1); COUNTY shall confirm adequate accounting, auditing, management information and reporting systems are in place to comply with the WIOA, and any and all regulations and/or those directives as may be prescribed by the Governor, and all other applicable, associated federal and state laws and regulations; COUNTY will provide a point of contact from the COUNTY Auditor/Controllers office for submission of administrative and fiscal related compliance and oversight documentation from MCWIC. COUNTY will maintain oversight documentation and record keeping for COUNTY audit purposes.

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- 1.02 COUNTY shall in partnership with the WDB, approve local and regional plans and partner Memoranda of Understanding that meet the requirements in WIOA section 108.
- 1.03 COUNTY shall designate one of the Board of Supervisors members as a liaison with the WDB, which will enhance COUNTY Board of Supervisors' familiarity with WIOA, programmatic oversight, and commitment to the WIOA, WDB activities, and encourage communication between the parties to this Agreement. This WDB member shall have the same rights as any other member. This member shall be responsible for keeping the COUNTY Board of Supervisors apprised of the programs/systems operating under the direction/administration of the WDB and report out to the COUNTY Board of Supervisors meeting following each WDB meeting.
- 1.04 COUNTY shall comply with the provisions of the California Unemployment Insurance Code sections 14000-14004.5, fiscal controls established by the State as outlined in the WIOA section 184, and all regulations and/or directives that may be prescribed by the Governor, without compromise of its remedies against the WDB AND MCWIC, including but not necessarily limited to indemnification and contribution.
- 1.05 COUNTY shall, consistent with the WIOA, appoint all members of the WDB.
- 1.06 COUNTY's obligations under this Agreement shall be limited to making available to the MCWIC the funding that COUNTY receives from other agencies, entities, or jurisdictions, including federal and state funding sources, and which funds are intended for use in carrying out the intent and

purpose of this Agreement. Under no circumstances shall COUNTY be responsible for providing funding under this Agreement that is unrelated to the WIOA purposes.

2. **Roles and Responsibilities of MCWIC.** MCWIC shall be designated herein as the administrative and fiscal agent and local grant recipient for programs and systems initiated pursuant to the WIOA and all regulations and/or those directives as may be prescribed by the Governor during the term of this Agreement. As the administrative and fiscal agent, MCWIC is hereby granted the authority to:

- 2.01 Carry out the required fiscal and administrative functions as determined by MCWIC and the WDB.
- 2.02 Negotiate and enter into separate agreements related to the provision of WIOA related services and other professional services consistent with, and deemed by MCWIC to be necessary to carry out its responsibilities as the local provider of WIOA Career Services without further approval of COUNTY, except as provided in this Agreement.
- 2.03 Expend funds sub-vented to MCWIC by COUNTY under the WIOA for the purpose of providing WIOA Career Services for the LWDA, as well as such other funds as may, from time to time, be made available to MCWIC, without further approval of COUNTY, except as provided for in this Agreement.
- 2.04 Take responsibility for the day-to-day management and operations of WIOA Career Services for the LWDA. In carrying out these responsibilities, MCWIC hereby agrees to:

- 2.04.1 Establish and maintain an adequate fund accounting, auditing, and management information and reporting system on operations and expenditures.
- 2.04.2 Provide written reports to COUNTY, pursuant to its request, regarding program operations, performance, and expenditures, as well as other activities being conducted. Reports shall include quarterly MCWIC financial reports approved by the MCWIC Board, quarterly expenditure reports submitted to EDD, annual monitoring guide and reports (completed by EDD and/or all other agencies as applicable to the WIOA), annual Schedule of Expenditures of Federal Awards, annual MCWIC Single Audit Report, and annual MCWIC 990 Financial report. Additional year end reports may be requested by the COUNTY auditor and will be provided upon request.
- 2.04.3 Act as the provider of Career Services for WIOA Adult and Dislocated Worker programs through June 30, 2019, as approved by COUNTY at their meeting on February 21, 2017 and subsequently approved by the State Workforce Board at their meeting on April 27, 2017. MCWIC will reapply or otherwise request continuing approval to act as the Career Services Provider, once the State has issued guidance related to that process.
- 2.04.4 Act as the provider of WIOA Youth programs as designated by the Local Workforce Development Board.

- 2.04.5 Procure audits of funds and program activities as required by the WIOA and work to resolve any questions or irregularities identified through such audits.
- 2.04.6 Develop and manage a system to hear and resolve grievances, which may be brought by participants, contract service providers, vendors/training providers, and interested parties, as required by the WIOA.
- 2.04.7 Develop a budget for the program activities in the area, consistent with the local plan and the duties of the local board under this section, subject to approval by the WDB.

3. **Purpose of the WDB.** The WDB shall be organized to serve as Workforce Development Board of Madera County as established by the WIOA sec. 107 (d). It shall function in accordance with the provisions of the WIOA and all associated enabling legislation, regulations, and/or executive orders, to carry out the primary purposes of the WDB as follows:

- 3.01 Increase the involvement of the business community, educational institutions, organized labor, government agencies, community-based organizations and economic development agencies in WIOA activities authorized by the WDB.
- 3.02 Identify, implement and administer effective approaches to increase employment opportunities for job seekers or anyone who wants to advance his or her career, including targeted populations.

- 3.03 Operate as the primary agency for implementation of various transitional needs as mandated by the WIOA prior to local designation by the State of California as a LWDA.
- 3.04 Provide WIOA activities, through statewide and local workforce development systems, that increase the employment, retention, and earnings of participants, while increasing occupational skills of participants, resulting in the improvement of the quality of the workforce, reduction of welfare dependency, and enhancement of the productivity and competitiveness of COUNTY.
- 3.05 Act as a catalyst for workforce retention and expansion, while a forum for all workforce policy.

4. **Roles and Responsibilities of the WDB.** In partnership with COUNTY in the implementation of the WIOA, WDB shall assume the following responsibilities:

- 4.01 Establish the respective roles and responsibilities of the COUNTY and the WDB, for implementation of the WIOA at the local level.
- 4.02 Develop, in partnership with the CLEO, a local workforce plan to the Governor, that meets the requirements in section 108. If the local area is part of a planning region that includes other local areas, the local board shall collaborate with the other local boards and CLEO's from such other areas in the preparation and submission of a regional plan as described in section 106(c)(2). The plan will be prepared and submitted in accordance with the following conditions:

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- a. WDB shall identify the employment needs of the LWDA's unemployed, the labor force needs of area employers and economic development activities in the area while conducting such other analyses as are required by the WIOA, which the WDB determines to be appropriate and necessary in order to discharge its responsibilities;
 - b. WDB shall solicit the input and participation of the local business community regarding the provision of activities and workforce development system services to customers of the LWDA;
 - c. WDB shall develop and maintain a process to secure public input and comment on the Local Workforce Development Plan and programs to be funded and provided under the WIOA, and shall insure that the COUNTY Board of Supervisors reviews and approves the plans prior to submission to the Governor; and
 - d. WDB shall, upon approval and signature of the WDB and the COUNTY, be responsible for submittal of the Local Plan to the Governor for approval.
- 4.03 Carry out workforce research and regional labor market analysis to assist in the development of analyses of economic conditions in the region, assist in the developing of statewide workforce and labor market information, and assist in conducting research, data collection and analysis related to the workforce needs of the regional economy as the board.
- 4.04 Convene local workforce development system stakeholders to assist in the development of the local plan under section 108 and in identifying non-

federal expertise and resources to leverage support for workforce development activities.

- 4.05 Lead efforts to engage with a diverse range of employers and with entities in the region involved to promote business representation on the local board, develop effective linkages with employers in the region to support employer utilization of the local workforce development system, ensure local workforce activities meet the needs of the employers and support economic growth, and to develop and implement proven or promising strategies for meeting the employment and skill needs of the workers and employers, that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industries and sectors or occupations.
- 4.06 Identify and promote proven and promising strategies and initiative for meeting the needs of employers, workers, and job seekers, such as physical and programmatic accessibility, in accordance with section 188.
- 4.07 Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, and job seekers.
- 4.08 Conduct oversight, in partnership with the CLEO for local Adult, Dislocated Worker, and Youth workforce development activities, and ensure appropriate use and management of funds for the activities and system.
- 4.09 Negotiate and reach agreement with the Governor on the local performance

accountability measures as described in section 116(c), in collaboration with the CLEO.

- 4.10 With the agreement of the CLEO, designate and certify one-stop operators as described in section 121(d)(2)(A).
- 4.11 Provide youth workforce development activities in the local area, and identify eligible training providers in the local area that provide individuals with consumer choice options for training.
- 4.12 Assess the physical and programmatic accessibility, in accordance with section 188 and applicable provisions of the Americans with Disabilities Act of 1990, of all one-stop centers in the local area.
- 4.13 Work with the State to ensure that there are sufficient numbers and types of providers of career and training services serving the local area and providing the services in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.
- 4.14 Coordinate activities with education and training providers in the local area, including reviewing applications to provide adult education and literacy activities under Title II to determine whether such applications are consistent with the local plan, making recommendations to the eligible agency to promote alignment with such plan, and replicating an implementing cooperative agreements to enhance the provision of services to individuals with disabilities and other individuals.

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- 4.15 Lead efforts, in collaboration with secondary and post-secondary education program representatives, to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services needed by adults, and youth, particularly those with barriers to employment.
- 4.16 Make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the local board, including information regarding the local plan, regular membership, designation and certification of one-stop operators.
- 4.17 Ensure that MCWIC hires a director and other staff to assist in carrying out the functions using funds available under sections 128(b) and 133(b) as described in section 128(b)(4), as desired. The board shall ensure the individuals selected have the requisite knowledge, skills, and abilities, to meet identified benchmarks and to assist in effectively carrying out the functions of the local board. The director and staff shall be subject to the limitations on the payment of salaries and bonuses described in section 194(15).
- 4.18 Provide career services described in section 134(c)(2) through a one-stop delivery system or be designated or certified as a one-stop operator only with the agreement of the CLEO in the area and the Governor.
5. **Selection and Approval of One-Stop Operator.** The WDB will ensure staff shall competitively select an entity to act at the One-Stop Operator for the local system

using a process that is consistent with the Federal Uniform Guidance set out at 2 CFR 200.318. The selected One-Stop Operator will, at minimum:

- 5.01 Coordinate the service delivery of required one-stop partners and service providers, as outlined in the established Memoranda of Understanding (“MOU”);
- 5.02 Provide reports to the Local WDB regarding the assessment of compliance with each MOU between the WDB and the one-stop partners;
- 5.03 Participate in the coordination of partner meetings no less than once per quarter, to review one-stop operations, compliance with MOUs, staff development training, and other items designated or requested by the WDB.
- 5.04 Provide an end of year comprehensive report to the WDB regarding all items listed above; and
- 5.05 Complete any other duties that may be necessary to fulfill the requirements of 20 CFR 678.620 to maintain compliance as the one-stop operator.

6. **Resolution of Disagreements**. It is the joint authority and responsibility of all parties to this Agreement to ensure effective delivery of WIOA activities to employers and job seekers. In the event the WDB and COUNTY cannot reach a mutually satisfactory agreement on approval of the Local Workforce Development Plan, WDB and COUNTY shall meet and attempt to resolve such disagreement. When one or more parties to this Agreement concludes that consensus between WDB and COUNTY cannot be reached, any and all unresolved issues pertaining to the plans shall be submitted for a binding determination made by a four-member panel consisting of one representative of the MCWIC, one representative of COUNTY, one representative of the WDB, and one

impartial representative of the Governor's office, or a designee, who is acceptable to the parties.

7. **Receipt of Other Funds**. This Agreement does not preclude or limit the receipt by MCWIC of other governmental or non-governmental funds, either directly or indirectly. Any funds received directly by MCWIC shall be accounted for in the same manner as, and subject to the same financial procedures and control as the WIOA funds expended by MCWIC, except that private funds may be accounted for separately by using accepted accounting procedures.

8. **Term of Agreement**. This Agreement, and its force and effect on the activities, responsibilities and relationships defined herein, shall be effective commencing with its execution by the parties and shall continue until terminated as provided for herein.

9. **Termination**. COUNTY, MCWIC or the WDB may terminate this Agreement upon one hundred-eighty (180) calendar day's prior written notice to all parties specifying the date of termination. Any party may terminate this Agreement for cause by giving all parties five (5) calendar day's prior written notice of its intent to so terminate. Cause shall include, but not be limited to, the material breach of this Agreement by any party hereto or the immediate loss of significant governmental or grant funding (greater than 50% of the total WDB budget) by any party hereto. The breaching party shall have five (5) days from receipt of written notice by the non-breaching party to cure all material breaches of this Agreement.

10. **Amendments**. COUNTY, MCWIC, or the WDB may propose amendments to this Agreement at any time. Any amendment to this Agreement shall be in writing and require the written consent of each party hereto.

11. **Notices**. All notices hereunder shall be in writing served either by personal delivery or by first class mail (postage pre-paid) as follows:

County of Madera

Chairman, Board of Supervisors
200 West 4th Street
Madera, CA 93637

Madera County Workforce Investment Corporation

Executive Director
2037 West Cleveland Avenue
Madera, CA 93637

Workforce Development Board of Madera County

Board Chair
2037 West Cleveland Avenue
Madera, CA 93637

12. **Indemnification/Hold Harmless**. To the fullest extent permitted by law, each party shall indemnify, defend (at the indemnifying party's sole cost and expense), protect and hold harmless the other parties and each of their officers, employees, agents, and volunteers, and all representatives, successors, and assigns, from and against any and all claims (including, without limitation, claims for bodily injury, death or damage to property), demands, obligations, damages, actions, causes of action, suits, losses, judgment fines, penalties, forfeitures, liabilities, costs and expenses (including, without limitation, attorneys' fees, disbursements and court costs, and any and all other professional, expert or consultants' fees and costs and general and administrative expenses) of every kind and nature whatsoever (individually, a "claim;" collectively, "claims"), which may arise from or in any manner relate (directly or indirectly) to, and only to the extent of, the negligent and/or willful acts, errors and/or omissions of the

indemnifying party, its officers, officials, agents, employees, person(s) under the supervision of the indemnifying party, vendors, suppliers, contractors, subcontractors, consultants, anyone employed directly or indirectly by any of them or for whose acts they may be liable, or any or all of them, in performing any work or services to be provided under this Agreement.

13. **Governing Law**. This Agreement shall be governed by, construed, and enforced in accordance with the laws of the State of California. Venue for the purposes of the filing of any action regarding the enforcement or interpretation of this Agreement and any rights and duties hereunder shall be Madera County, California.

14. **Severability**. Should any part, term, portion, or provision of this Agreement be in conflict with any law of the United States or of the State of California, or otherwise unenforceable or ineffectual, the validity of the remaining parts, terms, portions or provisions shall be deemed severable, enforceable and in effect, provided that such remaining portions or provisions can be construed in substance to constitute the intended Agreement of the parties.

* * * * *

IN WITNESS WHERE OF the parties hereto have executed this Agreement as of
the date first above written:

Attest

By:

Clerk, Board of Supervisors

County of Madera

By:

Chairman, board of Supervisors

Approved as to Legal Form:

By: **Crystal M.**
Pizano

County Counsel

Digitally signed by: Crystal M. Pizano
DN: CN = Crystal M. Pizano email =
cpizano@lozanosmith.com C = US O
= LOZANO SMITH
Date: 2024.09.19 14:47:49 -07'00'

**Madera County Workforce Investment
Corporation**

By:

Debi Bray 10-24-24

Debi Bray, Chair

**Workforce Development Board of
Madera**

By:

Brett Frazier, Chair

By:

Maiknue Vang, Executive Director

ATTACHMENT 1

Comprehensive AJCC Baseline Certification Matrix

The baseline criteria to certify an America’s Job Center of CaliforniaSM (AJCC) are intended to ensure that every comprehensive AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements.

Local Workforce Development Boards (Local Board) must submit a completed matrix to their Regional Advisor for each comprehensive AJCC by **November 1, 2024**.

Name of Local Board Madera County Workforce Development Board

Name of AJCC Madera County Workforce Assistance Center

Implements the signed Memorandums of Understanding (MOU)	Yes	No
An MOU (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The signed MOU identifies the AJCC as a comprehensive.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to comprehensive centers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Implements the Local Board defined roles and responsibilities of the AJCC Operator and Career Services Provider	Yes	No
The AJCC Operator selected is in compliance with WSD22-13, <i>Selection of AJCC Operators and Career Services Providers</i> .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The roles and responsibilities of the AJCC Operator are clearly identified.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The Career Services Provider selected is in compliance with WSD22-13.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The roles and responsibilities of the AJCC Career Services Provider are clearly identified.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305)	Yes	No
The AJCC has at least one Title I staff person physically present. (Note: Consideration may be given to remote/virtual services implemented due to the COVID-19 pandemic.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to all basic and individualized career services identified in WIOA Joint Final Rule Section 678.430 .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to training services for adult and dislocated workers identified in WIOA Joint Final Rule Section 680.200	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to any employment and training activities carried out under WIOA Section 134(d).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to programs, services, and activities of all required AJCC partners by having partner staff physically co-located at the AJCC, having a staff person at the AJCC who has been cross trained to provide information about partner programs, or having direct linkage through technology to staff who can provide meaningful information or services.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides workforce and labor market information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides customers with access to programs, services, and activities during regular business hours.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51) • <i>Disabled Persons Act</i> (California Civil Code Section 54) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135-11139 	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Allow service animals to be permitted, even if there is a “no pets” policy. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in and enjoy the benefits of the program or activity. • Providing physical accessibility of the AJCC to individuals with disabilities. 		
Was WIOA Section 188 compliance monitoring completed for PY 2021-22?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed? If yes, briefly describe the findings.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Was a corrective action plan submitted? --- Not Applicable	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings open? --- Not Applicable	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the finding closed? --- Not Applicable If closed, as of what date? Click here to enter text.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJCC meets all Baseline Criteria for Baseline AJCC Certification	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

The Local Board Chair must attest to the Local Board's certification decision by signing below.

Signature

Name

Title

Date

ATTACHMENT 3

AJCC Certification Indicator Assessment

The America's Job Center of CaliforniaSM (AJCC) Certification Indicator Assessment is intended to encourage continuous improvement by identifying areas where an AJCC is exceeding quality expectations, as well as areas where improvement is needed. The Certification Indicators were developed in alignment with the Training and Employment Guidance Letter 04-15, California's Unified Strategic Workforce Development Plan (State Plan), and the AJCC Certification Workgroup's vision for California's One-Stop delivery system.

The matrix below describes each Certification Indicator using both characteristics of a high-quality AJCC and the overall vision and strategies of the State Plan. Additionally, the Certification Indicators are provided as guidance for the evaluator to use to note the assessment of the AJCC's strengths and continuous improvement opportunities. The Local Board may establish additional criteria or set higher standards for continuous improvement than those suggested by the state criteria below.

Local Workforce Development Boards (Local Board) must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by **November 1, 2024**.

Name of Local Board: Madera County Workforce Development Board

Name of AJCC: Madera County Workforce Assistance Center

AJCC Type: Comprehensive

Both the Baseline and Indicator Assessment portions of the AJCC certification process were completed by an independent evaluator, who applied a bifurcated approach to the review, including:

- 1) A focused review of Madera County's Workforce Development Board's Workforce Assistance Center, which is the brand name used for the County's sole America's Job Center of California; and
- 2) Review of operations and service delivery from a system perspective, which takes into account services offered by or in cooperation with partner organizations, both inside and outside the Madera County Workforce Assistance Center (MCWAC)

This approach enabled the evaluator to complete a site-specific assessment of baseline compliance, while recognizing that most of the Indicator Assessment criteria can and should be addressed from a system perspective. The assessment follows guidance published by the California Workforce Development Board and the California Employment Development Department (EDD) and reflects requirements for one-stop career center certification prescribed by the federal Workforce Innovation and Opportunity Act (WIOA).

AJCC Certification Indicator #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Reflect a welcoming environment to all customer groups who are served by the AJCC. All AJCC staff are courteous, polite, responsive, and helpful to job seekers, businesses, and others who visit the AJCC location, or by telephone or e-mail. AJCC staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.
- B. Ensure meaningful access to all customers. AJCCs must be physically and programmatically accessible to all customers, including individuals with disabilities. In doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to communicate with customers with disabilities or Limited English Proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. AJCCs use assistive technology and flexible business hours to meet the range of customer needs.
- C. Include both virtual and center-based service delivery for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve customers with different levels of need at any given time. The system can expand its reach by delivering robust virtual services; and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations, and other partners.

California State Plan Vision and Strategies

Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and is able to access the level of education necessary to ensure economic self-sufficiency and security.

AJCC Certification Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.
- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.
- The AJCC uses the principles of universal and human-centered design to ensure inclusive space and materials are available to individuals regardless of their

range of abilities, mobility, age, language, learning style, or educational level.

- The AJCC implements the veteran's preference and priority of service requirements.
- The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.
- The AJCC delivers both AJCC-based and virtual services.
- The AJCC ensures that people with disabilities can access virtual services in a manner that is comparable to those without a disability.

AJCC Certification Indicator #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

The MCWAC provides universal access to services for individuals seeking employment and training opportunities, workers who are exploring career advancement or change, and businesses looking to fill open positions. At the same time, the center is able to address diverse barriers to employment experienced by many individuals in Madera County and to provide services to minimize or eradicate such obstacles.

Areas of substantive strength include:

1. Services are Universally Accessible

In keeping with requirements of WIOA Title I and guidance published by EDD, the MCWAC provides universal access to basic career services and resources. Such services are available to all customers without completing an eligibility certification process. Included among these services is information on jobs and the labor market, along with descriptions of myriad workforce, education, human services, and allied support programs and services provided by workforce system partners and various other organizations throughout Madera County and in adjacent communities. Among these partners is Madera Adult School, which is co-located within the MCWAC and offers a wide range of academic and vocational courses.

While the Workforce Assistance Center in Madera is the WDB's sole brick-and-mortar facility, MCWAC staff recognize the need for services in other locations, including remote communities in the northern and eastern portions of the County. Staff are deployed to accessible locations, such as offices of Madera County agencies, libraries, or community centers, to provide services on publicized dates and times. Individuals who cannot easily access services at the MCWAC facility may also schedule virtual services, which are provided by teleconference or phone.

2. Services Address the Needs of Diverse Populations

Unique backgrounds, characteristics, experiences, and situations of individuals seeking services often require MCWAC and system partners to utilize specialized approaches to developing service strategies and delivering services. Such individuals may include disconnected youth, older workers, immigrants, refugees, English language learners, persons with disabilities, justice involved and formerly incarcerated individuals, individuals lacking high school credentials, and BIPOC individuals, among others. MCWAC staff customize services for each WIOA-enrolled individual. This information is captured in a unique plan, such as an Individual Employment Plan for adults/dislocated workers and an Individual Service Strategy for youth.

3. The MCWAC is Recognized for Its Capacity to Effectively Serve Various Target Groups

Among the various vulnerable populations served by its WIOA programs, the Madera County WDB has developed significant expertise in serving persons with disabilities, justice-involved individuals, and English Language Learners. Through operations of the federal Ticket to Work program, specialized grants serving individuals with disabilities, collaboration with the State Department of Rehabilitation, and participation in the disability employment network, MCWAC staff members have increased their experience and effectiveness in working with the population. Similarly, past grant experience has increased the organization's effectiveness in providing workforce services to English language learners. Through state-funded Prison-to-Employment grants, Madera County WDB programs have continually increased their effectiveness in serving justice-involved individuals. Partnerships with County Probation (both Juvenile and Adult Programs), Corrections, and the California Department of Corrections and Rehabilitation highlight this capacity, as does the co-location of MCWAC staff at the Madera County Justice Center.

4. Advancement of Equal Opportunity Strategies is Ongoing

Madera County WDB leadership and staff regularly review changes in federal and state equal opportunity requirements and make adjustments to policy to reflect these changes. Corresponding training is provided to staff. WDB leadership also regularly assess policies and practices to ensure that they provide the greatest possible access to services. For example, as more than 20% of residents lack a high school credential, a change to local board policy was made to enable such individuals to participate in services and training.

5. A Plan is in Place to Guide Services for Individuals with Limited English Proficiency

Madera County is home to a significant number of immigrants and has a foreign-born population slightly greater than 20%. The majority of these individuals are from Mexico and other locations in Latin America and speak Spanish as their native language. Given these factors, Madera County WDB is committed to ensuring that information and services are available in Spanish and has developed a policy on services for individuals with Limited English Proficiency. The policy safeguards against discrimination and outlines various measures that MCWAC staff utilize to promote service accessibility. These include providing printed materials in Spanish, making presentations and having discussions in Spanish, and conducting outreach to Spanish-speaking individuals. While Spanish is the predominant language spoken by Madera County's foreign-born population, center staff and partner representatives work to identify resources and provide services to all non-English speaking individuals seeking workforce services.

6. Veterans Receive Priority of Service

While WIOA Title I programs define eligible individuals and establish priority for populations under fund streams serving both adults and youth, veterans receive

federally mandate priority in the delivery of services. Veterans and eligible spouses are given precedence over non-covered individuals for employment, training, and placement services. They receive access to services earlier or receive access instead of non-covered individuals when resources are limited. Madera County WDB has adopted a WIOA priority of service policy that corresponds to state and federal requirements and has worked with partners in the center to develop signage and a process that meets requirements.

7. Hours of Operation Support Effective Service Delivery

Following traditional business hours for organizations that provide similar services, the MCWAC operates Monday through Friday from 8:00 a.m. to 5:00 p.m., and observes holidays that are recognized by Madera County and/or the State of California. These hours reflect WIOA operations and those of many co-located partner agencies. However, Madera Adult School may provide classes during evening hours.

While WIOA operations at the center take place in accordance with a traditional schedule, Madera County WDB managers and staff, along with individuals representing various workforce system partners lead or participate in meetings, events, and activities outside of these hours. These include job fairs, community resource events, targeted recruitment, rapid response events to address the dislocation of workers, and various other occasions.

8. Customer Input Supports a Continuous Feedback Loop

MCWAC provides various opportunities for job seekers and businesses to provide input about various aspects of the center's operations and services, including accessibility. This information is reviewed by management and staff and provides the foundation to adjustments and improvements. Additional information on processes to secure customer feedback and the use of such information for system improvement is described throughout this Indicator Assessment.

9. Virtual Service Delivery Supports Equity and Accessibility

MCWAC provides services both in-person and through virtual/on-line methods. While some on-line services have been available for more than twenty years, the onset of the pandemic caused the organization to rapidly accelerate efforts to create and implement various forms of virtual services. As the impact of COVID-19 has waned, the availability of virtual services has remained strong to ensure access for individuals located in remote communities and others who face challenges with taking part in in-person services. Such services include but are not limited to: orientation; completing applications for participation in WIOA and other programs; some assessments and tests; interviews with staff; case management interactions; some workshops; and job interviews.

Improvement could be realized in the following areas:

1. Continue to Refine Strategies to Provide a Full Array of Services to Remote Communities

In recent years, Madera County WDB's leadership has made significant progress in expanding the availability of services beyond MCWAC. Opportunities likely exists to further refine such strategies and create greater awareness of and access to workforce services for job seekers and businesses through the County.

AJCC Certification Indicator #2: The AJCC actively supports the One-Stop system through effective partnerships.

U.S. Department of Labor Characteristics of a High Quality AJCC

Reflect on the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, co-located partnership that seamlessly incorporates the services of all the AJCC partners.

California State Plan Vision and Strategies

Aligning, coordinating, and integrating programs and services to economize limited resources while also providing the right services to clients based on each client's particular and potentially unique needs to facilitate skills attainment.

AJCC Certification Workgroup's Vision

- A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
- Both co-located and non-co-located partners believe that the AJCC adds value to their program and customers.
- The required AJCC partners meet on a regular basis to discuss the One-Stop system and the AJCC's contribution to the system and make recommendations for continuous improvement.
- The AJCC actively outreaches and provides access to non-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- An inventory and overview of all partner programs and services are available to all AJCC staff, and all AJCC staff has received an orientation to all partner programs and services.
- One-Stop system marketing materials that overview all partner programs and services for distribution to customers at the AJCC and at all non-co-located partner locations have been developed.
- The AJCC's partner referral process (as outlined in the Memorandum of Understanding) is being implemented with a focus on quality referrals that are likely to convert to service.
- Referrals are recorded, and a system is in place for partners to follow through and report progress on referrals made.
- The AJCC connects to the community through multiple community partnerships and community access points.

AJCC Certification Indicator #2: The AJCC actively supports the One-Stop system through effective partnerships.

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

Madera County WDB has built strong and effective partnerships over the more than forty-year history of the organization. These relationships with organizations that administer specific, federally funded programs mandated by WIOA, along with collaborations with a wide range of other public and private organizations, complement those offered by the center.

The WDB has committed to maintaining existing relationships and to building new partnerships with organizations that have a similar mission and offer services that correspond to MCWAC's focus on job seekers and businesses. Efforts to expand partnerships are ongoing and are exemplified by relationships with justice system, business-serving, and immigrant-focused organizations that have been developed over the last few years.

Areas of substantive strength include:

1. The Partners Convene Regularly

The challenges of operations and scheduling coordination during the early days of the pandemic took a toll on the regular meeting structure of the workforce system partners. However, over the last two years, the partners have successfully re-established a schedule for meetings and participation in these sessions is currently strong. The partners meet monthly in sessions led by the independent AJCC Operator. Once each quarter, the sessions are held in-person, with the remainder of the meetings being conducted via teleconference. The meetings cover a wide range of matters, including center operations and coordination of programs and services operated by core and other mandated system partners, as well as other local stakeholders. The AJCC Operator has also utilized partner meetings to support and implement strategies identified in the Continuous Improvement Plan.

2. The Partners Value the Center and the Local Workforce System

The information communicated by partner representatives during monthly meetings indicates that partners understand the function of the AJCC, the purpose of the local workforce system partnerships, and their shared responsibility for serving local job seeker and business customers. These communications also indicate that partners overwhelmingly see value in the system and strongly support it.

3. The MCWAC Outreaches to Customers of Non-Co-Located System Partners

Coordination with partner programs co-located within the MCWAC is facilitated by staff proximity and ease of referrals to partner representatives working alongside one another. Customers of co-located partners also tend to become familiar with services offered by the various center-based agencies. To ensure that individuals

served by non-co-located partners are able to benefit from services and activities led by MCWAC-based staff, direct email is sent to all partners to inform them of such events, which may include job fairs, specialized recruitment, resource events, and workshops. Partners operating from other locations are encouraged to promote center-based and center-led events to their customers. As a result of these communications, many individuals served by non-co-located partners become familiar with and take advantage of center services.

4. A Defined Referral Process is in Place

In accordance with the Memorandum of Understanding (MOU) executed among the WIOA-mandated partners, a system has been established to promote effective referrals of customers of the partner programs. A corresponding form has been developed that identifies the system partners participating in the referrals process, the organization making the referral, the partner to which the referral is being made, the individual being referred, and the purpose of the referral. The form instructs the organization receiving the referral to provide follow-up information on the results of the referral to the originating partner agency. While the system is not perfect, it is supplemented by discussions among the partners, both during meetings and through direct communications, seeking follow-up information. Customer for whom referrals are made also provide information on the results of referrals.

5. Center Staff Makes Use of Various Access Points to Engage with Customers

As stated under Indicator 1 dealing with center/system access, MCWAC staff connects with customers through various access points outside the center. These include the Madera County Justice Center, which enables staff to interact with justice-involved individuals needing workforce services. In Chowchilla, customer meetings are held at the “First 5” program facility and Oakhurst meetings are conducted at the local library and college as well as at other locations. Businesses in remote locations are often served in collaboration with the chamber of commerce.

6. Materials Promoting the Broader Workforce System Are in Place

MCWAC materials used to promote the center provide information on various partner programs and services. Through the centers’ website, social media platforms and campaigns, a Community Resource Guide, information posted at MCWAC, and a range of flyers, brochures, and pamphlets, Madera County WDB works to inform the community about all organizations that comprise the local workforce system.

7. Information is Available of the Full Range of Local Workforce System Partners

The Madera County WDB and MCWAC have published a comprehensive Community Resource Guide that provides information on all MOU/system partners’ program and services, along with agency contact information. The guide also includes extensive information regarding community agencies offering a

broad array of services that workforce system clients may need. These range from health services to training programs and emergency housing and support programs. The guide is regularly updated to reflect changes in the availability of services.

Improvement could be realized in the following areas:

1. System Marketing Materials

While there are several promotional tools in place at MCWAC that identify the partners, development of informational materials that describe the workforce system and the partners that comprise it could be of value and strengthen customers' understanding of the partner network.

2. Consider the Development of a Structured Partner/Stakeholder Survey

The active participation of WIOA-mandated partners and other local organizations in Madera County WDB-led meetings and events serves as testament to the value that these agencies attribute to MCWAC and the local workforce system. However, implementation of a structured instrument that surveys priorities, preferences, satisfaction, and other factors could help to inform the continuous improvement process of the WDB with respect to its partnerships.

AJCC Certification Indicator #3: The AJCC provides integrated, customer-centered services.

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Organize and integrate services by function, rather than by program; when permitted by a program's authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, (e.g., skills development team). Service integration focuses on serving all customers seamlessly, including targeted populations, by providing a full range of services staffed by cross-functional teams, consistent with each program's purpose, scope, and requirements.
- B. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program. They can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate, given the authorized scope of the program.
- C. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs within the One-Stop system only after the informed written consent of the individual has been obtained, where required.

California State Plan Vision and Strategies

- A. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- B. Customer-Centered Service Design: use of customer-centered design to involve frontline staff and customers in the development, prototyping, and evaluation of AJCC services, resources, tools, and systems.

AJCC Certification Workgroup's Vision

- AJCC staff identifies with the AJCC system (and not just their specific program), believes that all AJCC customers are shared customers, and contributes to providing a positive AJCC experience for every AJCC customer.
- AJCC staff have received customer service and customer-centered design training.
- AJCC staff is cross trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.
- The AJCC has clearly identified the roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners, and the AJCC has an integrated functional organizational chart.

- The AJCC has a system in place to promptly greet all AJCC customers, identify the reason for their visit and their needs, and connect them to appropriate services as quickly as possible.
- The AJCC has developed integrated customer flow procedures that respond to customer need and moves customers seamlessly between AJCC entry and service delivery with as few hand-offs as possible.
- All AJCC co-located partners have identified the Career Services that apply to their program, and the AJCC has developed methods to align/integrate the delivery of those services.
- The AJCC has established protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.

AJCC Certification Indicator #3: The AJCC provides integrated, customer-centered services.

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

Madera County is largely rural and the principal population center, the City of Madera, is home to just 68,000 residents. The small-town nature of the area lends itself to a strong customer focus, where neighbors often know one another and people have a strong sense of community. The delivery of workforce development services reflects this familiarity among residents and results in services that address customer needs. From the layout of the Workforce Assistance Center to the content and quality of center services, an appreciation of customers and their needs is evident.

The local workforce system's customer focus is not limited to job seekers. The Madera County WDB's Business Services Representatives are intensively focused on engagement with local employers and on matching qualified candidates from their pool of job seekers to businesses seeking new employees.

Areas of substantive strength include:

1. Customer-Centered Design is An Integral Strategy

The configuration of the MCWAC is a clear example of designing space around customer's preferences and needs. The organization of the 30,000 sq. ft. facility mirrors customers' use of services. Reception and the career resource area are central and meet customers upon arrival. Based on customers' unique needs, participation in assessment, career exploration, case management, and training are accessible a few steps away. No set sequence or flow of services is prescribed, as services and service strategies are customized to individual needs and circumstances.

As Madera County WDB's leadership identifies emerging or evolving marketplace and labor force needs, human-centered design principles are applied to the development of new services and delivery strategies. This approach is central to MCWAC's continuous improvement processes.

2. Training Has Been Provided on Customer-Centered Design and Customer Service

Several Madera County WDB managers and staff have participated in external training on customer-centered design theory and practice. With this base of knowledge in place, individuals who received such training are positioned to train their colleagues. Internal customer-centered design training takes place as frequently as annually and was offered most recently in January 2024. Customer service training is provided via various modules available through the Metrix Learning platform. Based on their unique experience and responsibilities, staff is assigned specific modules as part of a customized training plan developed by WDB managers.

3. MCWAC Has an Effective Process to Greet and Serve Customers

The greeting process focuses on the purpose of customers' visit to the center and their needs for services. Some customers will have specific reasons for visiting MCWAC, such as appointments with staff representing various programs and services. Many others will be generally seeking information about jobs and training. Greeters are trained to deploy customers to staff members who are best prepared to address the purpose of their visit. A "Specialist of the Day" is always available to assist customers who arrive without a specific plan. The Specialist provides an orientation to MCWAC and directs first time visitors to information available in the resource area. Customers learn how to apply for specific programs, such as WIOA.

4. Customers are Effectively Connected to Appropriate Services

Following their opportunity to review available jobs, explore job and career requirements and pathways, and examine skills training programs, many customers are able to express their interests and preferences. Based on their expressed objectives, the Specialist will connect customers to the appropriate program or services. For programs co-located at the center (e.g., WIOA, Wager-Peyser, Adult Education, DOR), referrals are often made immediately through a warm hand-off. For other programs, appointments are made utilizing the system's referral process.

To ensure that customers are routed to appropriate services, staff have received training on the programs and services offered by each system partner, along with the basic eligibility requirements for these programs.

5. Services are Aligned with Those of Other Workforce System Partners

As a result of resource mapping, Madera County WDB has identified various career services that are offered by multiple programs (e.g. WIOA Title I, Wagner-Peyser, WIOA Section 167 Migrant and Seasonal Farmworker programs). Understanding the similarities among services that exist across two or more programs enables staff to devise strategies that are non-duplicative and that address a customer's full range of service needs.

6. Co-Enrollment is an Effective Strategy to Ensure that Customers Gain Access to the Full Range of Services They Need

In accordance with parameters established under WIOA and guidelines set forth in EDD Workforce Services Directive 19-09, Madera County WDB has developed and implemented a policy on co-enrollment of WIOA Title I participants in partner programs and services. For individuals needing multiple services, co-enrollment across two or more partner programs may be beneficial, as many such programs provide services not available under WIOA. MCWAC staff ensures that co-enrollment is based on the need for services that are only available through companion programs.

Improvement could be realized in the following areas:

1. Identify Opportunities to Expand Knowledge of Customer-Centered Design to System Partners and Local Stakeholders

Investing in training of Madera County WDB managers and staff in customer-centered design has resulted in the adoption of strategies that ensure services and service delivery reflect the needs of customers rather than the peculiarities of programs. Expanding the provision of such training to the broader local workforce system could result in more effective programs and improved outcomes throughout Madera County.

AJCC Certification Indicator #4: The AJCC is an on-ramp for skill development and attaining industry-recognized credentials that meet the needs of targeted regional sectors and pathways.

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Improve the skills of job seekers and worker customers. AJCCs offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, and other strategies that enable customers to compete successfully in today's global economy.
- B. Value skill development by assessing and improving each individual's basic, occupational, and employability skills.
- C. Balance traditional labor exchange services with strategic talent development within a regional economy.
- D. Create opportunities for individuals at all skill levels and levels of experience by providing customers as much timely, labor market, job-driven information, and choice as possible related to education and training, careers, and service delivery options while offering customers the opportunity to receive both skill-development and job placement services.

California State Plan Vision and Strategies

- A. Career Pathways: enabling progressive skills development through education and training programs, using multiple entry and exit level of skills development corresponds with a labor market payoff for those being trained or educated and results in industry-recognized credentials.
- B. Earn and Learn: a subsidized program that allows individuals to gain work experience while getting paid. Individuals receive training and education that combine applied learning opportunities while participating in the labor market.
- C. Supportive Services: providing supportive services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.
- D. AJCCs as an access point for programs providing "demand-driven skills attainment." From this perspective, AJCCs operate as an "on-ramp" or "gateway" to the "Regional Sector Pathways" programs either built out or identified through the regional planning process described above.
- E. AJCCs will continue to provide the full array of Career Services and function as labor exchanges. Still, there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need them.

AJCC Certification Workgroup's Vision

- All AJCC staff (i.e., the staff of all co-located partners regardless of staff position or program) value both skill development and employment outcomes and know how they can promote and contribute to both.

- All AJCC staff knows the regional target sectors, can identify regional sector career pathways, and can understand what those mean in terms of providing services to customers.
- The AJCC has skill development and training opportunities for customers at all skill and experience levels.
- The AJCC staff assist customers in accessing and enrolling in robust training services, including career pathways, integrated education and training, workforce preparation, work-based learning, and apprenticeship.
- AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
- The AJCC does not implement a “sequence of service requirement” for training and does not have cumbersome entry steps that prohibit easy access to education and training that leads to industry-recognized credentials.
- The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.
- The AJCC strives to increase the number of all AJCC customers receiving skill development and training services, resulting in industry-recognized credentials.

AJCC Certification Indicator #4: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials that meet the needs of targeted regional sectors and pathways.

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

Madera County WDB's commitment to customer-centered services ensures that staff treat job seekers as individuals, recognizing that each customer's path to employment and a career will reflect unique needs and circumstances, including, for some, overcoming barriers. For customers needing to develop the skills required to qualify for employment, various training programs are available. While many job seekers choose classroom-based programs that have been placed on a list of eligible training providers, others prefer work-based learning opportunities, such as on-the-job training (OJT), under which they are paid while they learn.

Based on results of the assessment of their existing skills, MCWAC customers may be referred to programs to improve basic skills, such as reading, writing, and math; attain a high school diploma or equivalent; or participate in English-as-a-Second Language classes. Similarly, those who lack digital literacy skills may participate in training that exposes them to the use of basic technology tools, including hardware and software.

Areas of substantive strength include:

1. MCWAC Provides Services to Support Customers in Both Accessing Training and Securing Employment

Customers connect to MCWAC and the workforce system with a wide range of experience levels, interests, and levels of preparedness to pursue work in in-demand careers. As such, there are no set standards for the services that any one individual will receive. For customers that possess skills that are in demand, direct placement in employment may represent the best option. For others who lack a strong set of work skills, training may be required to build specific skills required for a job along a specific career pathway. Career Specialists understand that assessment results and service planning are key tools for assisting customers in determining the services they will need on the job.

MCWAC's dual focus on training and employment is literally illustrated in the center's lobby by way of posting job seeker success stories. These profiles cover participants that achieved workplace and personal success through various services, including both training and job placement.

2. Staff Has a Working Knowledge of Regional Target Sectors

Staff that work directly with job seekers know the industry sectors that have been established as targets for the Central Valley, along with career pathways associated with jobs in these industries. In addition, staff can access web-based resources to assist customers in locating sector and job information to guide their choice of services and careers.

3. Training is Available for Participants with Various Levels of Skills

Madera County WDB maintains an Eligible Training Provider List of local and nearby institutions and programs that customers can access through participation in WIOA Title I programs. For instance, in healthcare, such programs provide training for entry-level jobs, such as Certified Nursing Assistant (CNA) and for more advanced careers, such as Registered Nurse. The WDB also has the capacity to work with businesses to develop programs, including ones for incumbent workers, that may address requirements for higher skilled positions, such as X-Ray Technicians.

WDB leadership and system partners recognize that the availability of training options in Madera County is limited. This may force participants to manage long commutes to training programs in other communities, such as Fresno. Management is working with counterparts in Adult Education and at the Community College to develop a larger array of programs for in-demand occupations and to encourage training providers to locate training programs in Madera County. The WDB is currently working with representatives at Madera College to develop a Surgical Tech program to address needs at Valley Children's Hospital as well as finalizing an agreement between Advanced Career Institute and Madera Unified School District to provide a School Bus Driver Training program where participants can practice the behind-the-wheel portion of training on district school buses.

4. Various Training Modalities Are Available

As indicated above, training may be provided through traditional classroom/lab-based programs offered through public and private institutions. In addition, MCWAC staff are adept at utilizing work-based training models, such as OJT and work experience. Advantages of these programs include the ability to offer them at any location, thereby expanding training subjects that are locally available, and the opportunity for participants to earn wages while they are acquiring new skills.

5. Staff Support Customers in Navigating Options Before Selecting Training

MCWAC's Career Specialists are adept at guiding customers in the exploration of careers and selection of associated training programs. Using web-based career resources, customers can review information about skills required for jobs, content and length of training programs required to secure such skills, entry-level and higher wages, and career ladders and lattices associated with entry-level jobs. The primary responsibility of MCWAC staff is to assist customers in making fully informed decisions about careers and participation in skills training.

6. Support Services are Available to Enable Customers' Participation in Training

Madera County WDB has developed and implemented a policy on the use of WIOA-funded support services. The purpose of providing such support is to enable customers to successfully participate in career services, training, job search, and employment. As many individuals who seek services from MCWAC have multiple

barriers to employment, their need for support services may be extensive. Given limited funding available through WIOA Title I formula programs, Madera County WDB has developed relationships with many community service organizations and programs that can provide assistance, including emergency aid, in areas such as housing/shelter, food, health services, and more. Co-enrollment in non-WIOA programs, as previously described, is one strategy utilized by staff to secure support resources needed by participants.

7. Madera County WDB Continually Works to Ensure Training Availability is Sufficient to Meet Local Needs

As indicated above, Madera County WDB is active in efforts to expand the types and levels of training available locally. This work includes engagement with businesses to identify the skills needed for positions in which they are hiring or plan to hire. It also entails collaboration with education and training agencies to promote development and implementation of training that reflects labor market demand. WDB leadership recognizes that, as technology and an evolving economy continue to reshape jobs, new training will be required to prepare workers for employment.

Improvement could be realized in the following areas:

1. Madera County WDB Leadership Should Identify Opportunities to Design and Implement a Structured Labor Market Information Training Program for All Staff

To establish a strong base of knowledge among the MCWAC's direct services staff, leadership should procure or develop a training program addressing basic economics; local labor market information and how to use it in service planning; the region's target industries; sector strategies in Madera County and adjacent workforce areas; career pathways and industry-specific training programs; and quality jobs. This training would support staff's ability to effectively support job seekers in making decisions about training and preparation for jobs and careers.

AJCC Certification Indicators #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, registered apprenticeships, and competency models to help drive skill-based initiatives.
- B. Develop, offer, and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.
- C. To support area employers and industry sectors most effectively, AJCC staff identify and clearly understand industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.
- D. To incorporate an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.
- E. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

California State Plan Vision and Strategies

- A. Regional partnerships: building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that increase job quality and support regional economic growth.
- B. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.
- C. Fostering demand-driven skills attainment: workforce and education programs must align program content with the state's industry sector needs to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers.
- The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.

- The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- The AJCC is an integral partner in the implementation of the Local Board's integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.
- The AJCC offers a wide range of AJCC-based services for employers, including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies.
- The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies it for continuous improvement.

AJCC Certification Indicators #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

Engagement with local business and industry leaders is a core function of the Madera County WDB and MCWAC. Such interactions are critical to staff's understanding of what local hiring needs are and how such needs may change in the future. These needs generally include hiring levels, skill requirements, and training for specific positions, including those of current and new employees. Regular contact with business also provides staff with information on positions that are currently open and enables MCWAC and workforce system partners to make referrals of candidates who are suitable for these positions.

Madera County WDB works continuously to strengthen its ties to and collaboration with businesses and business-serving organizations. These efforts are essential to ensuring that MCWAC services and local training programs prepare candidates to meet the workforce needs of the local economy.

Areas of substantive strength include:

1. Staff Has Adequate Knowledge of the Regional Economy and the Local Labor Market

All Madera County WDB staff have general knowledge about the regional economy, local labor market conditions, and the needs of high-growth and other priority industries. Business services representatives have more specialized knowledge about the economy and key sectors. This information is critical to developing programs and services that meet the needs of local businesses and job seekers. Such information supports each job seeker's decisions about investment of time and effort to prepare for careers that offer both entry-level and advancement opportunities.

2. System Staff Are Focused on Quality Jobs

Career Specialists, Business Services Representatives, and other MCWAC staff recognize the value of quality jobs in terms of preparing job seekers to achieve self-sufficiency and earn a self- or family-sustaining wage. Features of job quality include, but are not limited to, good wages, stability, promotional opportunities, benefits, and predictable work schedules. While the California Workforce Development Board, the U.S. Department of Labor, and other public and private organizations have developed definitions for and established criteria denoting job quality, MCWAC staff and system partners acknowledge that factors reflecting quality can vary among workers and across areas.

3. Staff and Partners Engage with Local Business Leaders to Secure Input on the Workforce Needs of Businesses

The WDB deploys business services staff to meet with owners, general managers, human resources professionals, and other managers and supervisors in charge of staff hiring and workforce training. Besides the fundamental task of identifying job opportunities for individuals utilizing MCWAC services, Business Services Representatives conduct an assessment of business needs, including information on skills required of new workers and the needs of the business to upskill current employees. This information provides a basis for local workforce system decision-making regarding the design, development, and/or modification of training programs. The WDB gains additional insight from partners that interact extensively with local businesses. These organizations include economic development, Chambers of Commerce, the Small Business Development Center, and the School Districts and Madera Community College's career and technical education programs.

4. The Partners Utilize an Integrated Business Services Strategy

The WDB collaborates with local partner organizations through a structured network of business services staff representing various partner agencies. The Business Services Division meets monthly to streamline business services and employer engagement. Members coordinate outreach to business, particularly to new companies, to avoid inundating company management with information about local workforce development programs and services. Representatives from two or more local workforce partner agencies may jointly approach a business regarding its hiring needs, or the "account" may be managed by one organization who will share results with the partners. Members also provide support at events such as Rapid Response orientations, business resource fairs, and hiring events. Most notably, with the reopening of the Madera Community Hospital where members assisted the WDB as they provided support and staff to their Job Fairs.

5. A Variety of Services is Available to Business Customers

Through MCWAC, businesses can access a wide range of services. Those provided directly by Madera County WDB business services staff include needs assessments, labor market data, support with developing position descriptions and weekly job notices, matching of candidates to open jobs, development of work-based learning programs, and follow-up to promote job retention. In addition, partner agencies, such as the SBDC, can provide specialized training, information, and access to resources for MCWAC customers.

6. A Process to Survey Business Satisfaction Is in Place

MCWAC business services representatives, in collaboration with their counterparts from workforce partner organizations, have developed a business satisfaction survey. The survey has been designed to assess businesses' reactions to a variety of services and is intentionally brief to encourage businesses to complete the form either online or in paper format. The survey addresses staff responsiveness, timeliness of responses, effectiveness of responses, knowledge and professionalism of staff, and overall satisfaction with services provided. The survey format permits respondents to include comments and suggestions. As with

job seeker surveys, results are reviewed by a team of WDB managers and results are shared with senior leadership, staff, and the board. Survey results provide a key source of data utilized to drive quality improvement throughout the agency and in the delivery of business services.

Improvement could be realized in the following areas:

1. Lead the Workforce Development Board in the Development of a Local Definition of Job Quality

Madera County WDB leadership should examine how developing or adopting a definition of job quality may benefit MCWAC's work and customers by creating a common understanding of opportunities that are targeted by the local workforce system. With the increasing focus by federal and state workforce program administrators on job quality, adopting a local definition would enable Madera County WDB to establish performance targets for metrics identified in connection with the definition.

2. Madera County WDB Leadership Should Identify Opportunities to Design and Implement a Structured Labor Market Information Training Program for All Staff

To establish a strong base of knowledge among the MCWAC's direct services staff, leadership should procure or develop a training program addressing basic economics; local labor market information and how to use it in service planning; the region's target industries; sector strategies in Madera County and adjacent workforce areas; career pathways and industry-specific training programs; and quality jobs. This training would support staff's ability to effectively support job seekers in making decisions about training and preparation for jobs and careers.

This recommendation is repeated from Indicator 4.

AJCC Certification Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to all job seekers, including those with disabilities and businesses, in an integrated, regionally focused framework of service delivery. AJCC staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross-training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers. AJCC staff are routinely trained and are keenly aware of how their particular function supports and contributes to the overall vision of the local board.
- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

Certification criteria will include an assessment of professional development and staff capacity building.

AJCC Certification Workgroup's Vision

- The AJCC has regular staff meetings with all AJCC staff (i.e., the staff of all co-located partners regardless of program) to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.
- Partners have agreed to provide training to all AJCC staff on a regular basis.
- There is a capacity building and/or professional development plan for staff and partners.
- All AJCC staff has received training on the services of One-Stop partners, eligibility for those services, and the process for referring customers to partners.
- All AJCC staff has received training on how to use labor market information to help customers identify career pathways, develop in-demand skills and credentials, and find jobs.
- All AJCC staff has received training to effectively assist customers in registering with CalJOBS and match customers to available jobs.
- All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.
- All AJCC staff has received training on providing excellent customer service and customer-centered design.
- All AJCC staff has received training on sector strategies, career pathways, job quality, and high road training partnerships.

AJCC Certification Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

Madera County WDB leadership is committed to developing and maintaining a skilled staff that is capable of meeting the workforce needs of job seekers and businesses throughout the county. Many of the WDB's managers and staff have long tenures with the organization and this experience not only enables them to perform exceptionally well in their jobs, but to coach and train individuals who are new to their positions or have joined the organization as novices in the field of workforce development.

Investments in the development of staff knowledge and skills occur in various ways, including both external and internal training, cross training with system partners and other workforce agencies, and individualized learning through independent study and online learning. Topics in which staff development and training are focused on constantly change to keep pace with the evolving needs of the labor market and with innovative strategies and approaches being piloted throughout the nation's workforce development network.

Areas of substantive strength include:

1. Management and Staff Meet Frequently

As stated in response to Indicator 2, the partners meet monthly in sessions led by the AJCC Operator. Once each quarter, the sessions are held in-person, with the remainder of the meetings being conducted via teleconference. The meetings cover a wide range of matters, including center operations and coordination of programs and services operated by core and other mandated system partners, as well as other local stakeholders. Managers of programs co-located at the center meet twice monthly, and as needed, to discuss matters specific to MCWAC. The information shared and discussed at these meetings is a key contributor to organizational/staff knowledge and, subsequently, the effectiveness of programs and services.

2. Cross Training on Partner Programs Is Regularly Scheduled

With the establishment of one-stop center operations under the Workforce Investment Act (WIA), which was implemented on July 1, 2000, local workforce systems across the nation began the process of cross-training staff on basic information about system partners, their services, and eligibility requirements for participation. In Madera County, regular partner cross-training has been in place for more than two decades. Presently, cross-training by the partners occurs twice per year and presentations are now being recorded and cataloged so that they can be reviewed later and shared with new staff as they are on-boarded.

3. Staff Training Occurs Throughout the Year

Staff training is not an isolated event. Rather, Madera County WDB managers develop individualized training plans for staff, which can include learning opportunities available through various methods. Staff may participate in training at conferences, through online seminars, at regional training events, during guest speaker presentations, and through web-based learning platforms.

4. Staff has a Working Knowledge on How to Apply Labor Market Information to Their Work

As stated in response to Indicator 5, Madera County WDB staff have general knowledge about the regional economy, local labor market conditions, and the needs of high-growth and other priority industries. Business services representatives have more specialized knowledge about the economy and key sectors. Staff have access to Lightcast, EconoVue, and other labor market platforms and provide data reports semiannually to the WDB, partners, and businesses.

5. Staff is Trained in the Use of CalJOBS

The ability to register clients into CalJOBS, utilize its job matching functions, and take advantage of its full range of features is central to the MCWAC's ability to effectively serve job seekers and operate programs. All staff have received training on CalJOBS. As training is needed for new staff, it is scheduled in accordance with state-sponsored sessions, or it is provided by experienced managers and staff.

6. Staff is Knowledgeable about Approaches and Strategies to Serve Workers with Disabilities

As indicated in response to Indicator 1, through operations of the federal Ticket to Work program, specialized grants serving individuals with disabilities, collaboration with the State Department of Rehabilitation, and participation in the disability employment network, MCWAC staff members have increased their experience and effectiveness in working with the population. Training for staff on the provision of services to individuals with disabilities has been provided by representatives from the California Department of Rehabilitation and by Madera County WDB's internal experts.

7. Staff Has Been Trained in Customer Service Strategies

As described in response to Indicator 3, customer service training is offered via various modules available through the Metrix Learning platform. Based on their unique experience and responsibilities, staff are assigned specific modules as part of a customized training plan developed by WDB managers.

8. Staff Has Received Training in Various Topics Pertaining to Sector Strategies, Career Pathways, and Related Matters

As presented in response 5 and item 4 above, staff have general knowledge about the regional economy, local labor market conditions, and the needs of high-growth

and other priority industries. Training has been provided through sessions organized within the San Joaquin Valley and Associated Counties Region and by partner organizations, including EDD.

Improvement could be realized in the following areas:

1. Madera County WDB Leadership Should Identify Opportunities to Design and Implement a Structured Labor Market Information Training Program for All Staff

To establish a strong base of knowledge among the MCWAC's direct services staff, leadership should procure or develop a training program addressing basic economics; local labor market information and how to use it in service planning; the region's target industries; sector strategies in Madera County and adjacent workforce areas; career pathways and industry-specific training programs; and quality jobs. This training would support staff's ability to effectively support job seekers in making decisions about training and preparation for jobs and careers.

This recommendation is repeated from Indicators 4 and 5.

2. Consider Establishing a Master Calendar for MCWAC and System Training

As each new program year approaches, Madera County WDB could benefit from establishing a short list of topics that represent training priorities for that year. Such training topics would be those that would be available to all staff and system partners. A training calendar would be published so that organizations and individuals could block key training dates. The frequency of training would depend on the number of subjects for which the WDB wants to roll-out training, and could be monthly, semi-monthly, or quarterly, as appropriate.

AJCC Certification Indicator #7: The AJCC achieves business results through data-driven continuous improvement.

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Use common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market-driven, and accountable to participants and taxpayers. Center performance is transparent and accountable to the communities and regions served; data entry staff are trained and understand the importance of data validation, data collection processes, and the importance of accurate reporting.
- B. Develop and implement operational policies that reflect an integrated performance, communication, and case management system, and use technology to achieve integration and expanded service offerings.

California State Plan Vision and Strategies

Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.

AJCC Certification Workgroup's Vision

- The AJCC contributes to the achievement of WIOA performance indicators for all core program partners.
- The AJCC reports to the Local Board on an ongoing basis the number of customers served, the types of services provided, and the outcomes of those services.
- The AJCC operates in a cost-efficient manner, and the results justify the resources invested.
- The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services.
- The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments.
- The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements.
- The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance.

AJCC Certification Indicator #7: The AJCC achieves business results through data-driven continuous improvement.

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

The use of data to record and track results is critical to the operation of successful workforce development programs and to determine how well programs and services meet the needs of both job seekers and business customers. Data informs every aspect of the WDB's programs from design to delivery and evaluation. Data used for these purposes may be either quantitative or qualitative in nature. Data sources are many and, while a wide variety of data sets are used frequently, Madera County WDB will test and utilize new data reference points as they are identified.

Labor market information (LMI) and analysis from public sources, such as the U.S. Department of Labor's Bureau of Labor Statistics and California EDD's Labor Market Information Division, as well as proprietary data bases, are commonly used to identify industry and occupational targets for participant training and job placement. Regional and local LMI supplements such data. Information from business leaders, economic development professionals, industry associations, and others with an intimate knowledge of the local labor market serves to provide both real time insights and forecasts on business needs, which are essential to developing and implementing program and process improvements.

WIOA's performance indicators provide a means of measuring program effectiveness with respect to job placement, wages, job retention, credential attainment and more. Madera County WDB managers and staff regularly review program performance on these indicators, which provides a clear picture of how well services are translating into results.

Data obtained directly from customers is also key to ensuring that programs and services address customers' priorities, needs, and preferences. Needs assessments and satisfaction surveys are among the most common methods utilized by the WDB and MCWAC to determine what customers want and their opinions on the value and effectiveness of the services that they have received. Customer feedback is reviewed regularly and often serves as the basis for improvements to content and delivery of services.

Areas of substantive strength include:

1. MCWAC Performance Supports Performance of Core Partners

The WDB and MCWAC are responsible for achieving goals leading to attainment of the measures under the WIOA Title I Adult and Dislocated Worker programs that they operate. WIOA Title I program goals are also supported by the center. While the WDB has not established a structured plan to support all core partners or others in their achievement of WIOA performance measures, there are many ways in which the WDB and MCWAC contribute to the capacity of core partner programs to meet these measures. Among these are the following:

- The extensive business outreach efforts of the WIOA Title I-funded system create relationships with companies across the county that lead to job opportunities for customers of all system partners;
- Job orders identified by MCWAC staff are made available to partner staff, thereby becoming accessible to a much larger pool of candidates, including potentially, customers of all core partners;
- The system partner's sharing of strategies, including those pertaining to services and performance, which can be applied to all partner programs; and
- Co-enrollment of participants across multiple programs and funding streams lead to performance outcomes that can be claimed by all partners providing services.

2. Program Performance is Regularly Reported to the Board

As complete transparency is fundamental to successful administration of local workforce programs, WDB leadership regularly reports to the board on program participation, services, and outcomes. The board reviews and evaluates this information, and may take actions to drive outcomes, as necessary. Annually, the WDB publishes a report on overall program impact, which includes data on visits to the center, services provided, and outcomes achieved. The report also summarizes demographic characteristics of customers, investments made in training, and services delivered to business customers, among other key data.

3. Programs Are Operated with Cost Efficiency

Given its limited budget and an array of challenging mandates for development of the local workforce, Madera County WDB is confident that its programs are operated with extreme cost efficiency and effectiveness. In addition to frugality in the budget process and intensive oversight of expenditures, the WDB utilizes various other strategies to meet its program objectives, while living within its means. These include leveraging resources from other programs to contribute to the operational costs of the center, support for training, and delivering support services that customers need to participate successfully in services and, subsequently, secure and maintain employment. Furthermore, the WDB regularly seeks to expand its budget by applying for specialized grant funding from state, federal, and private organizations.

4. MCWAC Collects Customer Satisfaction Data

While MCWAC customers make their thoughts and opinions known in various ways, including direct communications with managers and staff and through social media outlets, Madera County WDB has developed a customer satisfaction survey to assess customers' experiences with the center, its staff, and services that are provided. The survey touches on areas such as purpose of visit to the center, center accessibility, quality of reception, wait time, ability to secure desired services, quality of staff assistance, and overall satisfaction. The survey also addresses features of the MCWAC website. Survey results are recorded and reviewed by a team of WDB managers, who share results and responses with senior leadership, the OSO, and partners. Responses to customer concerns and

suggestions are an integral part of the organization's continuous improvement process.

5. Madera County WDB Analyzes Performance, Customer Satisfaction, and Other Factors to Continuously Improve Program and Services

WDB leadership and managers overseeing various aspects of program operations and service delivery all utilize performance, customer satisfaction, and labor market data to make decisions about programming. The number of individuals enrolled, trained, placed, and retained in employment reveals how well strategies are working for key customer groups. In instances where performance does not meet established benchmarks, service strategies may be adjusted to accelerate improvements. Customers' opinions about services are also critical to decision-making processes about service types, content, and intensity. Analyses of labor market information, along with business intelligence provided by local workforce leaders, directly inform the content of services and the types of training programs offered in Madera County.

6. Madera County WDB Pursues Technical Assistance and Support As Needs Are Identified

As needs arise, Madera County WDB will seek technical assistance and support on matters of all types and levels of difficulty. For issues where information, clarification, and guidance are needed, WDB leadership will typically enlist support from state agencies, including EDD and the California Workforce Development Board, or from the California Workforce Association, which represents and supports California's forty-five local workforce development areas and their boards. Additionally, while Madera County WDB carefully manages its budget to ensure that funds are utilized in the most effective ways possible, leadership may procure specialized assistance for a variety of projects and initiatives, which may include development of the local area plan, training for managers and staff, and various reports and analyses.

Improvement could be realized in the following areas:

1. Madera County WDB Should Examine Opportunities to Broadcast Significant Outcome and System Improvements

With the WDB's strong customer focus on and commitment to continuous improvement, leadership should consider summarizing and publishing information on outcomes and improvements in program design, content, and service delivery. Such information would not merely communicate to the public achievements that have been made, but how, as a high-performing organization, Madera County WDB uses customer satisfaction, program performance, labor market, and other data to drive improvement.

By signing below, the Local Board Chair agrees with the **AJCC's Certification Indicator Assessment** and attests to develop a continuous improvement plan with target dates.

Signature

Name

Title

Date



**WORKFORCE DEVELOPMENT
BOARD OF MADERA COUNTY**

Executive Committee

Agenda Item 8.1

Consent

Action

Information

To: Workforce Development Board of Madera County
From: Maiknue Vang
Date: October 28, 2024
Subject: Program Impact Report July 1, 2023, through June 30, 2024

Information:

The Program Impact Report for July 1, 2023, through June 30, 2024, is provided for the Board's review. Data reflects an increase in the number of participants served and financial investments made. This year we invested nearly \$1 million in training, work-based learning, and supportive services for Madera County.

Financing:

Workforce Innovation and Opportunity Act



PY 2023/2024

PROGRAM IMPACT REPORT

July 1, 2023 - June 30, 2024



The Madera County Workforce Assistance Center is a partnership of community agencies specializing in meeting a variety of education, skill development, and employment needs.

VISITS TO THE ONE STOP CENTER

37,505

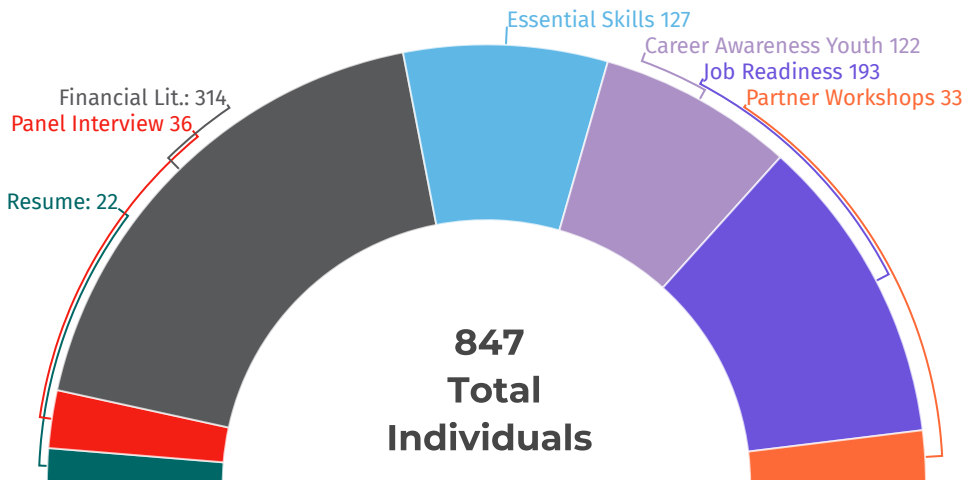
TOTAL SERVICES PROVIDED

48,547

"In September I started to go to San Joaquin Valley College for Medical Assistant. Madera Workforce sponsored my training and I was assisted with supportive services. I am very grateful for the help that I received. It was truly a great relief for me. As a student I did not have a job.. Now that I have finished my training the Workforce has helped me with my resume and referred me to Camarena Health where I was hired as a Medical Assistant. Without the Madera Workforce I would not be where I am at today."

Abigail J - Medical Assistant Camarena Health

NUMBER OF INDIVIDUALS WHO ATTENDED WORKSHOPS

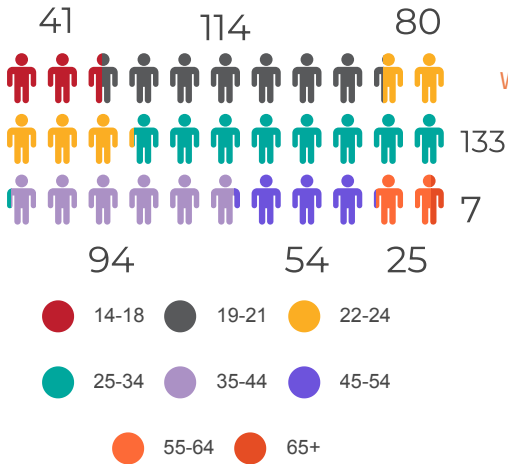


* Numbers reflect in person sessions

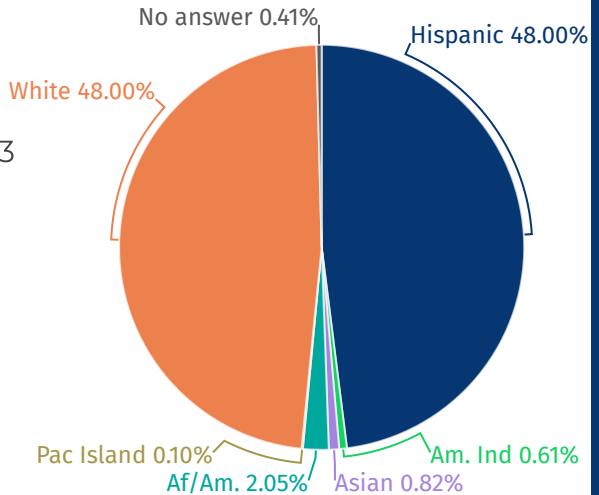
Job Seeker Demographics

The Workforce Development Board of Madera County serves a diverse job seeker base. Numbers below represent individuals enrolled in WIOA Adult, Dislocated Worker, Youth and Special Grants.

AGE



RACE/ETHNICITY



PRIORITY POPULATIONS



24% Persons with Disabilities



6% Pregnant/Parenting Youth



20% English Language Learners



77% Basic Literacy Skills Deficient



17% Single Parents



7% Homeless

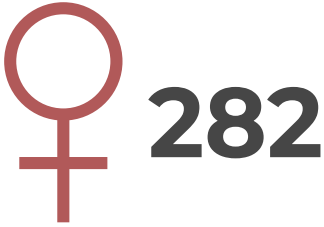


17% Offenders



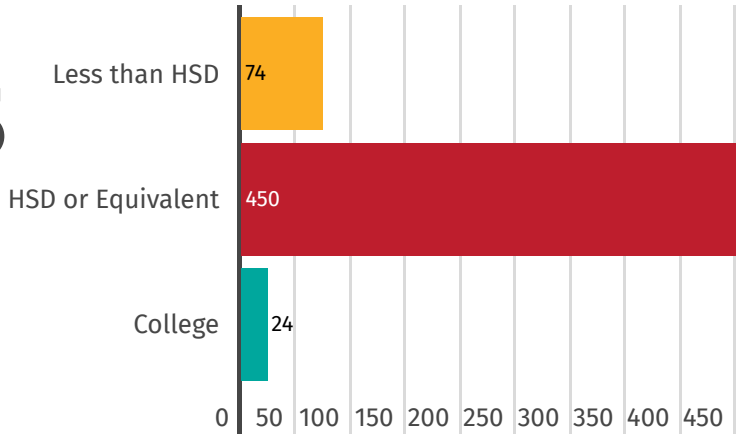
1% Veterans

GENDER

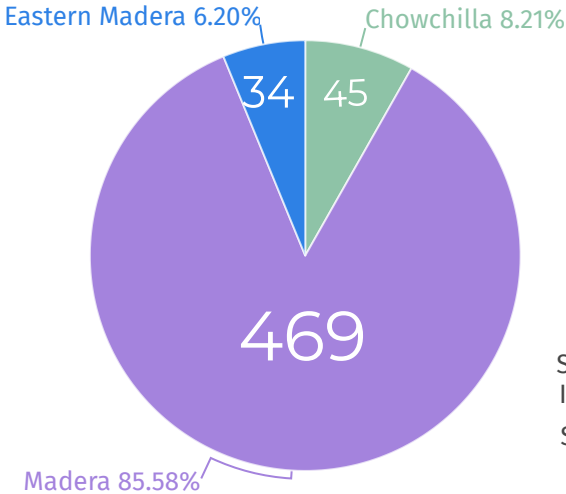


* Did Not Self-Identify = 1

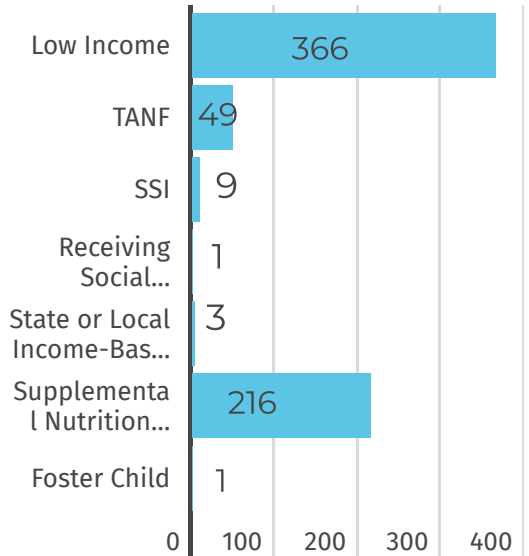
EDUCATIONAL ATTAINMENT



RESIDENCE



INCOME/PUBLIC ASSISTANCE



SERVICES

Intensive services for enrolled individuals include career counseling, supportive services, paid work experience, and job search preparation and support. Activities and outcomes represent special projects and WIOA individuals.

ENROLLMENTS



Served
2,315



**Industry Recognized/
Post Secondary
Certificate 95**



Enrolled
548



**Entered Employment
At Exit 159**



New Participants
316

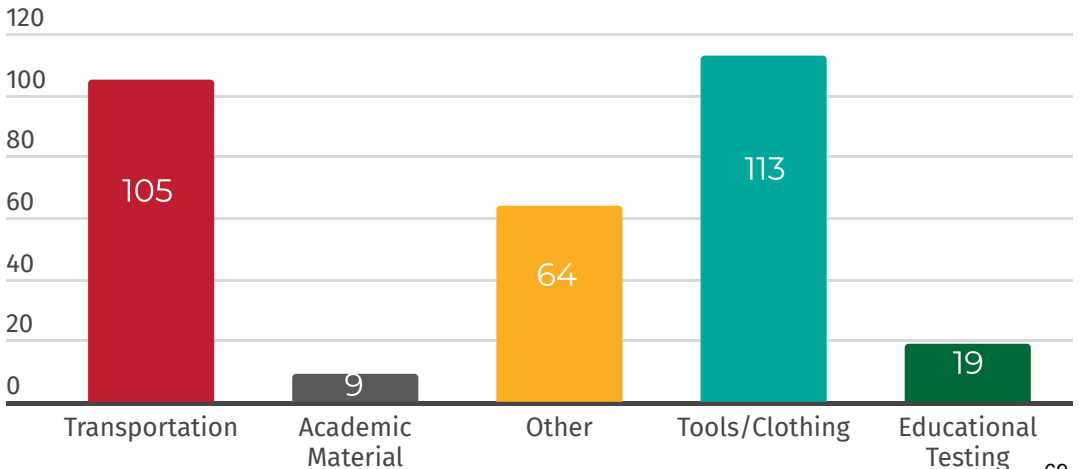


Participants Carried In
232

*** Non WIOA Justice Impacted Individuals - 1767**

"Services provided at Valley State Prison, County Jail, Justice Center and Juvenile Detention Facility."

SUPPORTIVE SERVICES



TRAINING



\$7,170
 Median
 Earnings
 4th Quarter
 after exit

**Occupational Skills
 Training**

193

**Training Related
 Employment**

63

Direct Client Costs by Industry

Transportation/Logistics= 101
 Manufacturing= 8
 General Business = 36
 Installation/Maintenance = 25

Healthcare = 164
 Hospitality/Service = 7
 Construction = 34
 Protective Services = 8

INVESTMENTS

Total
 Supportive
 Services
\$144,519



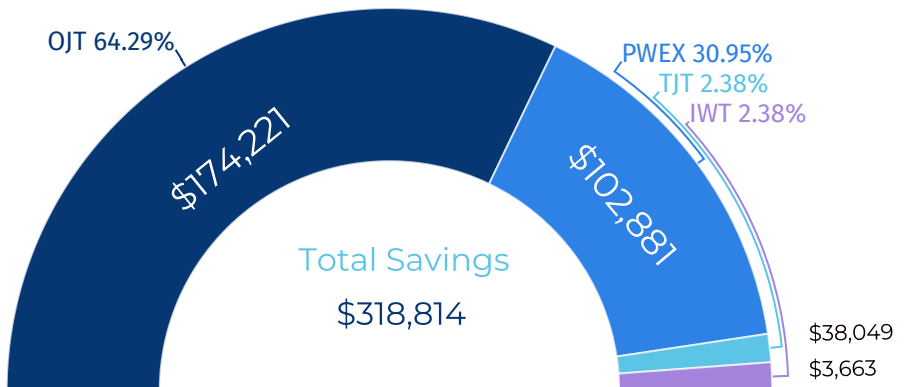
\$530,308

**Total
 Occupational Skills Training**

\$4,400

**Average Cost Per
 Job Seeker**

Work Based Learning Expended & Employer Savings



BUSINESS SERVICES

WDB staff members engage with the business community to better serve the workforce needs of the county.



229

Internal Job Orders Created



15

Job Fairs



4318

Services Provided to Businesses



49

Business Outreach Campaigns



861

Businesses Served



10

Rapid Response Events

"I'm so grateful that our kids had the opportunity to participate in such a rewarding program. You and your team did a fantastic job and I can't wait to collaborate in the future. We were also blessed to have a great team at MUSD who worked diligently to recruit students and maintained contact with students throughout the process. I'd love to reconnect at some point to debrief on our experiences. I will be sure to reach out to arrange that meeting. Thank you so much again for helping to make the Summer Work Experience Program a success!"

Angel Reyes-Student Services Liaison (MCSOS)