



**WORKFORCE DEVELOPMENT  
BOARD OF MADERA COUNTY**

# Executive Committee

## **SPECIAL MEETING AGENDA**

**January 13, 2025  
9:00 a.m.**

*Meeting will be held in person and via teleconference at:*

<https://us02web.zoom.us/j/81888088101?pwd=bviAOaEVPcwR9wCr4XnczEZ8jji8Ez.1>

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

**4632 W. Flint Way, Fresno, CA 93722**

**1745 Lester Ave., Clovis 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 Action Items**

6.1 Consideration of approval of the draft Program Year 2025 – 2028 Local Plan.

6.2 Consideration of approval of the America's Job Center of California (AJCC) Adult and Dislocated Worker Career Services Provider application.

### **7.0 Next Meeting**

To be determined

### **8.0 Adjournment**

# Workforce Development Board of Madera County

## Program Year 2025 - 2028 Local Plan



Contact: Maiknue Vang, Executive Director  
Phone: (559) 662-4503  
E-Mail [Mvang@maderaworkforce.org](mailto:Mvang@maderaworkforce.org)

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## I. INTRODUCTION AND OVERVIEW

In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by California Workforce Development Board (CWDB) and Employment Development Department (EDD), the Madera County Workforce Development Board (MCWDB) has developed this four-year Local Plan covering program years 2025-28, with the plan's active dates being July 1, 2025, through June 30, 2029.

Madera County has been designated by the Governor as a local workforce development area (LWDA) pursuant to guidelines established under WIOA. Madera County is one of forty-five (45) local areas in California. With this designation, WIOA Title I Adult Program, Dislocated Worker Program, and Youth Program funds are provided annually by EDD to serve Madera County residents and businesses. The local workforce development system is operated by the Madera County Workforce Investment Corporation (MCWIC) through an agreement with the Madera County Board of Supervisors and the MCWDB. MCWIC is an independent, 501(c)(3) non-profit corporation established on January 1, 2013. Prior to that date, beginning in 1982, the organization existed as a department within the County Office of Education. The organization has provided workforce services for more than 40 years in Madera County.

### A. Workforce Innovation and Opportunity Act

Passed by Congress with a wide bipartisan majority, WIOA was signed into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA represents the most recent iteration of federal workforce legislation that provides funding to states and local areas to administer and operate workforce development programs. WIOA was preceded by the Job Training Partnership Act (active from 1982 to 2000) and the Workforce Investment Act (active from 2000 to 2015).

WIOA promotes accountability and transparency through negotiated performance goals that are publicly available, fosters regional collaboration within states through local workforce areas, such as Madera County, and supports a nationwide network of career centers, which are branded within the state as America's Job Centers of California (AJCCs) and in the county as the Madera County Workforce Assistance Center (MCWAC).

While the PY 2025-28 Local Plan addresses collaboration among many organizations that derive their primary funding from a wide range of federal, state, and private programs, it is WIOA that requires the publication of the plan and that prescribes its core content.

## B. Madera County Workforce Development Board

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

WDBs drive the vision for the workforce system and maintain the critical role of leading and providing oversight for local WIOA programs. WDBs also play a critical role in promoting, sustaining, and growing regional economies. They are responsible for aligning investments in job training, integrating service delivery across programs, and ensuring that workforce investments are job-driven and match skilled workers with employers.

WIOA indicates that the development of the local plan, along with its associated regional plan, is a primary responsibility of the workforce development board.

## C. Local Plans and the WIOA Planning Structure

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

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

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

LWDA is part of the San Joaquin Valley and Associated Counties Regional Planning Unit (SJVAC RPU), which is one of California's fifteen workforce regions.

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

WIOA requires that local plans be incorporated into the regional plan. Therefore, the PY 2025-28 Madera County WDB Local Plan is officially part of the PY 2025-28 SJVAC RPU Regional Plan.

#### **D. California's Strategic Workforce Priorities**

California's Unified Strategic Workforce Development Plan describes the state's priorities for the public workforce system.

Under the leadership of the Governor and Secretary for the Labor and Workforce Development Agency, California's vision for the future of workforce development is centered on the establishment and growth of a workforce system that promotes equity, job quality, and environmental sustainability for all Californians. The state is committed to developing a workforce system that enables economic growth and shared prosperity for employers and employees, especially those with barriers to employment, by investing in industry partnerships, job quality, and meaningful skills attainment. One area in which the CWDB pursues these aims is through its "High Road" programming. High Road refers to a "family of strategies" for achieving a participatory economy and society by aligning workforce, economic policy, and different interests with long-term goals of environmental sustainability, high-quality jobs, and a resilient economy. High Road emphasizes the complementary nature of these aims over the long term. In practice, High Road policy builds on areas where the interest of employers (in trained and productive workers), workers and jobseekers (in good quality and accessible jobs), and environmental protection (for a sustainable future for all) overlap to create pathways to high-quality jobs while raising the profile of existing ones.

In consideration of the practical implementation of High Road principles in workforce development policy, the CWDB describes in the current State Plan four distinct "flavors" or styles of intervention. These interventions are directly relevant to High Road projects but also inform, to a greater or lesser extent, all of CWDB's workforce efforts. They include: (1) lifting all workers to the "High Road;" (2) professionalizing precarious work (i.e., employment that is temporary, non-standard, and insecure, often with poor pay and

no protection); (3) democratizing access to high-quality, middle-skill Jobs; and (4) participatory planning for a low-carbon economy.

In accordance with the requirements of WIOA, both the PY 2025-28 Madera County WDB Local Plan and the PY 2025-28 SJVAC RPU Regional Plan support the State Plan priorities by:

- Maintaining a dual focus on providing programs and services that meet the needs and support the goals of businesses and job seekers/workers.
- Concentrating on industry sectors which drive growth and prosperity within local labor markets and regional economies.
- Targeting jobs that offer career advancement opportunities and that lead to positions that pay family-sustaining wages and provide pathways to the middle class.

## **E. Development of Madera County’s Program Years 25-28 Local Plan**

Development of the PY 2025-28 Local Plan was the result of leadership’s significant engagement with organizations and individuals throughout Madera County who guide, contribute to, and benefit from workforce system services. Those participating in a series of community and stakeholder discussions included WDB members, managers and staff representing the one-stop system partners, and a wide range of other stakeholders and community members. WDB management secured the support of a technical advisor to assist with the stakeholder engagement process and with crafting the content of the plan. Developing the plan also involved a process of reviewing and evaluating existing partnerships, services, and systems and identifying areas that can be strengthened. The WDB’s executive leadership led the planning process on behalf of the board. Development of the plan took approximately five months, after which it was made available for public review and comment, prior to being forwarded for state-level review.

For ease of review, the abbreviation “WDB” is used throughout this plan to describe the agent leading the workforce system and providing oversight to the MCWAC. The abbreviation “MCWIC” is used only where technical distinctions between the local board and the non-profit corporation are required, such as in the discussion in Section IV on disbursement of grant funds

## **F. Madera County WDB Strategic Goals and Priorities**

Over nearly a one-year period, the members of the Madera County WDB met to develop a strategic direction for the board. This process began through the local board’s engagement with leadership from the California Workforce Association (CWA), which represents all LWDA’s in California and provides a wide range of training and technical assistance. Beginning with participation in CWA’s “The Real Work of Workforce Boards,” the WDB began to examine how workforce boards can effectively “center” themselves in their communities. The WDB assessed economic data and workforce challenges within Madera County and considered opportunities to solve these concerns. Based on the success of this discussion, the WDB engaged in a follow-up session with CWA to further



assess its goals and to identify strategic initiatives for Madera County. Ultimately, the WDB decided to focus on the following five strategic initiatives that represent its priorities.

**Leadership Engagement:** Re-evaluate the WDB, so that the right leaders of today are investing in the leaders of tomorrow.

**Training (Industry-specific):** Develop responsive training to meet industry demand.

**Work Ethics:** Increase community focus on cultural adaptability and work ethics.

**Marketing/Brand:** Implement a marketing plan that highlights the benefits of Madera County and incorporates success stories and community voices.

**Policy:** Create a unified and aligned vision for Madera County communities that supports inclusive policies and demonstrates local connectedness.

The WDB leadership and Executive Committee engaged in three additional sessions with CWA to begin to craft specific action steps. A two-year action plan was developed, outlining tasks and strategies for each initiative through mid-2026. The WDB established five subcommittees that align with these priorities to work on the initiatives. As the action plan represents priorities established by the local board, it is incorporated into and considered part of the PY 2025-28 Local Plan.

## II. WIOA CORE AND REQUIRED PARTNER COORDINATION

The Workforce Innovation and Opportunity Act includes requirements for Local Boards to establish a framework for collaboration among state and local programs that are financially supported by nineteen distinct federal fund sources. Six of these programs constitute the four “core partners:” the WIOA Title I Adult, Dislocated Worker and Youth Programs; the WIOA Title II Adult Education and Family Literacy Act Program; the WIOA Title III Wagner-Peyser Act Program; and the WIOA Title IV State Vocational Rehabilitation Services Program. The core partners, together with thirteen other federally supported programs, make up the WIOA-mandated one-stop partners. The WDB has entered into a memorandum of understanding (MOU) with the organizations managing each federal program at the local level. The narrative that follows describes coordination with the WIOA core and other required program partners as prescribed by the Act.

### A. Coordination with AJCC Partners and WIOA Memorandum of Understanding

Over the last four decades, there have been many changes that have affected the workforce system in Madera County. New federal legislation, growth and decline of industries within the regional and local economy, recessions and recoveries, changes in the administrative structure of the local board and, within the last few years, a pandemic have been some of the changes and challenges faced by the workforce system. Through every significant event, local partnerships have remained intact. The demographic, economic, and social make up of Madera County is one that lends itself to collaboration, cooperation and commitment to shared goals. Many of the workforce system partnerships represented in this Local Plan date back to the 1980s, and some longer. In addition to the many day-to-day interactions that the WDB has with the one-stop partner agencies, the active, ongoing, and enthusiastic participation of the partners in the planning process that has led to the development of the PY 2025-28 Local Plan is a testament to their commitment to Madera County’s local workforce development delivery system and the customers it serves.

#### ***Overview of Local One-Stop System Partners***

Following is a summary of the local/regional organizations representing the nineteen (19) federal one-stop partner programs, with which the WDB has developed MOUs.

Federal Partner Programs	MOU Partner
Title I Adult Title I Dislocated Worker Title I Youth	Madera County Workforce Investment Corporation on behalf of the Madera County Board of Supervisors
Title II Adult Education and Literacy	State Center Adult Education Consortium
Title III Wagner-Peyser	Employment Development Department
Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	Madera Community College

Older Americans Act (OAA) Title V Community Service Employment Program (SCSEP)	SER – Jobs for Progress National, Inc.
Job Corps	San Jose Job Corps Center/Northern California Outreach and Admissions
Native American Programs (WIOA Section 166)	California Indian Manpower Consortium, Inc.
Migrant and Seasonal Farmworkers (WIOA Section 167)	Central Valley Opportunity Center
Jobs for Veterans State Grants	Employment Development Department
Youth Build	Not applicable. There is no YouthBuild program in Madera County.
Trade Adjustment Assistance (TAA)	Employment Development Department
Community Services Block Grant	Community Action Partnership of Madera County
Housing and Urban Development Employment and Training	Housing Authority of the City of Madera
Unemployment Insurance (UI)	Employment Development Department (EDD)
Second Chance	Not applicable. There is no Second Chance program in Madera County.
Temporary Assistance for Needy Families (TANF)/CalWORKs	Madera County Department of Social Services

***Memorandum of Understanding with System Partners***

The WDB has developed a single, coordinated memorandum of understanding (MOU) with the federally funded system partners serving Madera County. The MOU defines:

1. The relationship between the Workforce Development Board of Madera County (WDB) and the designated partner agencies;
2. The roles and responsibilities of the partners in the performance of their combined goal of establishing a workforce development system through an AJCC method of service delivery that is:
  - Integrated, offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills, and affording universal access to the system overall;
  - Comprehensive, offering a large array of useful information with wide and easy access to needed services;
  - Customer-Centered, providing the means for customers to judge the quality of services and make informed choices based on their individual needs; and
  - Performance-Based, with clear outcomes to be achieved, mutually negotiated outcomes and methods for measurements, and the means toward measuring and attaining customer satisfaction.
3. Cost sharing pertaining to one-stop infrastructure and other system costs.

Specifically, with regard to the delivery of services for workforce system customers, the MOU describes responsibilities of the AJCC/system partners for joint planning,

plan development, and other system activities to accomplish and/or support the following:

- Continuous partnership building between all parties to the MOU;
- Continuous planning that is responsive to state and federal requirements;
- Responsiveness to specific local economic conditions, including the needs of local businesses;
- Adherence to common data collection and reporting requirements, including needs for modification or change;
- Diligence in coordinating local leadership in workforce development through: responsiveness to customer needs; maintenance of system infrastructure; shared technology and information; and performance management to measure the success of the overall AJCC system and to enhance outcomes, through quality management and continuous improvement processes;
- Making partner services available to customers through the AJCC;
- Participation in the operation of the AJCC, consistent with the terms of the MOU and the requirements of applicable laws; and
- Participation in capacity building and staff development activities to ensure that all partners and staff are adequately cross-trained.

Most of the organizations that are party to the MOU participate in monthly partner meetings led by the AJCC Operator to align and coordinate programs and services. Staff from several local organizations also participate in monthly business services meetings to align and coordinate business engagement, events, and resources.

The coordination between the WDB and partners, as described below, is subject to the provisions of the MOU.

***Coordination with AJCC Partner Programs***

The following information summarizes the ways in which the WDB and the local workforce system collaborate with organizations managing the federally mandated one-stop partner programs. Opportunities for further enhancing the workforce system’s collaboration with the partners are summarized in Section V of this plan.

WIOA Title I – Adult, Dislocated Worker and Youth Programs: The three formula-funded programs are administered by the MCWIC and services are delivered through the Workforce Assistance Center/AJCC.

WIOA Title II – Adult Education and Literacy: Madera Unified School District, through Madera Adult School (MAS), and the State Center Adult Education Consortium (SCAEC) are the local WIOA Title II program partners. Title II programs focus on helping adults to increase their basic education skills; gain support in attaining a secondary school diploma or prepare for an equivalency exam; and, for English language learners, improving reading, writing, speaking, and comprehension skills in English. Madera Adult School is

fully co-located within the Workforce Assistance Center. This unique arrangement leads to robust cross-referrals with WDB-sponsored programs and improved outcomes for individuals participating in WIOA and Adult School programs. Both MAS and SCAEC representatives participate in monthly partner meetings.

WIOA Title III – Wagner-Peyser: The California Employment Development Department administers and staffs the Wagner-Peyser Program, which is a key partner program, providing connections to jobs, support for AJCC operations, and workshops for participants. EDD staff members are co-located and available on a daily basis at the MCWAC, and representatives participate in monthly partner meetings.

WIOA Title IV – Vocational Rehabilitation: DOR offers a variety of services for both individuals with disabilities and employers looking to hire qualified candidates. Services are tailored to each consumer to help him/her reach an employment goal. Individuals with disabilities and rehabilitation counselors work together to determine which services will provide the best support to prepare for, find, or retain employment. A “partnership plus” agreement with DOR has been renewed and several DOR staff members are co-located on a rotational basis at the Workforce Assistance Center. DOR representatives participate in monthly partner meetings in addition to regular meetings between WIOA Title I and DOR staff to identify opportunities for co-enrollment of participants, including justice-involved individuals, many of whom have a diagnosed disability.

Carl Perkins Career Technical Education: Madera Community College (MCC) receives Perkins funds to support the development and delivery of career technical education programs. Perkins grants help to increase the availability and accessibility of career-technical education programs, integrate academic and career-technical instruction, serve special populations, and meet gender equity needs. MCC staff are co-located and available on a daily basis at the MCWAC. Representatives also participate in monthly partner meetings.

Title V Older Americans Act: The Senior Community Service Employment Program (SCSEP) is operated by SER – Jobs for Progress, Inc. System partners refer individuals 55 years and older to the program in cases where subsidized employment opportunities under SCSEP appear to be a good option for an individual’s transition back into the labor market. SCSEP representatives participate in monthly partner meetings.

Job Corps: Job Corps is a free education and training program that helps young people prepare for a career, earn a high school diploma or GED, and find and keep a good job. For eligible young people at least 16 years of age that qualify as low income, Job Corps provides the all-around skills needed to succeed in a career and in life. While there are several Job Corps centers in California, Madera County WDB collaborates most closely with the San Jose Job Corps Center. Representatives participate in monthly partner meetings and staff may visit the Workforce Assistance Center twice a month to provide orientations about Job Corps eligibility requirements, programs, and services.

Native American Programs (WIOA Section 166): California Indian Manpower Consortium (CIMC), Inc. provides employment and training and related services to Indian and Native American people who live within a large service area that includes much of California. WDB staff look for opportunities to coordinate service delivery for Native American participants with CIMC's workforce programs as well as with Tribal TANF programs. CIMC representatives participate in monthly partner meetings.

Migrant Seasonal Farmworker Program (WIOA Section 167): The Central Valley Opportunity Center's (CVOC) services include vocational education, remedial education, English Language instruction, emergency supportive services (when funding is available), transportation, emergency food, childcare services, and community education services. Staff are co-located at the MCWAC Monday through Thursday and cross referrals between the WDB and CVOC are on-going. In addition, CVOC representatives participate in monthly partner meetings and MCWDB and CVOC leadership look for opportunities to jointly pursue specialized funding.

Veterans Services: EDD administers this program and designated Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representatives (LVER) Specialists are available upon request to assist veterans seeking employment and are present at the Workforce Assistance Center weekly, at minimum. Representatives also participate in monthly partner meetings when available.

Trade Adjustment Assistance Act: TAA is a federal program that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. The TAA program offers a variety of benefits and reemployment services to help unemployed workers prepare for and obtain suitable employment. Workers may be eligible for training, job search and other reemployment services. Coordination with TAA generally includes co-enrollment into WIOA, which provides multiple benefits, including TAA funds being used to cover all training costs.

Community Services Block Grant: CSBG programs are administered by the Community Action Partnership of Madera County (CAPMC). CSBG funds are used to support activities that assist low-income families and individuals, homeless families and individuals, migrant or seasonal farm workers, and elderly low-income individuals and families by removing obstacles and solving problems that block the achievement of self-sufficiency. Madera County WDB is working to add the CAPMC to the MOU. At present, CVOC, which is a recipient of CSBG funds, serves as the MOU partner for this program. CAPMC has been a critical partner to the WDB throughout the pandemic in meeting the holistic needs of job seekers and their families.

Housing and Urban Development Employment and Training Program: The Housing Authority of the City of Madera operates rental assistance programs for persons who meet eligibility requirements. Additional resident service programs include home ownership, self-sufficiency, after school programs, and school readiness programs. The agency is re-launching various programs that could be connected to WIOA, including programs that serve people with disabilities and migrant and seasonal farmworkers.

Unemployment Compensation: EDD Wagner-Peyser staff support the UI function at the AJCC by assisting customers with questions about the program and filing claims. Some WIOA Title I staff also have baseline knowledge about the program, which enables them to assist customers with basic questions. UI Navigators provide services at the Workforce Assistance Center on a daily basis.

Temporary Assistance for Needy Families/CalWORKs: Madera County Department of Social Services (DSS) assists individuals and families with welfare services. These services include, but are not limited to, Cash Assistance, Diversion Assistance, Medi-Cal Coverage, Food Stamps, and Employment Services. DSS representatives participate in monthly partner meetings and cross referrals and strategic co-enrollment of participants are on-going. In addition, MCWDB and DSS leadership are revisiting co-location opportunities at the MCWAC.

### ***Coordination with Economic Development***

While economic development is not technically a one-stop partner program, the WDB's collaboration with the Madera County Economic Development Corporation (EDC) is critical to the local workforce development system's success. The workforce and economic development systems in the county work hand-in-hand, collaborating on meeting the needs of businesses, jointly marketing, and cross-promoting one another's services. The availability of strong workforce development and education programs in Madera County is a tool for the EDC in marketing the area to businesses. EDC representatives participate in monthly business services meetings and these linkages with the EDC provide the workforce system access to information about new businesses, business expansions, and other matters that enable the workforce system to be responsive to the needs of local businesses.

## **B. Partners' Efforts to Collaborate on Co-Enrollment and Case Management**

WIOA encourages delivery of services across multiple partner programs. Co-enrollment enables local workforce systems to leverage resources to achieve maximum benefits for participants, which may also increase overall program success. Madera County WDB has long utilized co-enrollment of job seekers in two or more programs to secure the full range of services an individual needs to prepare for and succeed in a career, including the use of Integrated Resource Teams and Navigator models.

### ***Co-Enrollment of Job Seekers Across Programs***

There are various situations under which co-enrollment may be appropriate. These include:

- Multiple resources are needed to address barriers to employment, thereby enabling an individual to fully participate in planned services.

- The participant's employment/career plan requires services from multiple partner programs to adequately prepare for employment.
- The participant is eligible for and in need of services from two or more programs, each of which offer distinct services.
- Identified programs and services are not duplicative and supplement rather than supplant services from another fund source.

Madera County WDB and the partners at the Workforce Assistance Center regularly co-enroll customers in two or more programs, which, to date, have included: WIOA Title I programs; the WIOA Title II Adult Education and Family Literacy Act Program; the WIOA Title III Wagner-Peyser Program; the WIOA Title IV Rehabilitation Act Program; the Unemployment Compensation Program; Veterans Employment programs; WIOA Section 167 programs; and Perkins CTE programs.

### ***Co-Case Managing Co-Enrolled Customers***

Case management is integral to participant success and that of the overall one-stop system. One strategy that has proven effective in the support of co-case managing customers across programs is the use of an Integrated Resource Team (IRT) where identified partners informally convene to facilitate conversations, shared responsibilities, and collaboration in management.

Tracking participant progress across various partner programs and services is facilitated by the use of a common data management system, such as CalJOBS, to share data and intake information after securing written consent from participants. As such, co-case management with participants served by EDD programs, which use CalJOBS, is highly effective. Efforts to co-case manage participants enrolled in other programs require extensive communication via email, by phone, and in-person, making the process more cumbersome. Communications regarding shared customers could be greatly improved if all partners utilized the same platform, such as CalJOBS, for case management and tracking. Madera County WDB sees the opportunity for EDD to take the lead in supporting an increase in co-enrollment and co-case management. Creating the ability to communicate across reporting systems used by the core and other mandated partners would facilitate these processes.

### ***Cross-Training of Partner Staff***

Co-enrollment and co-case management strategies are facilitated when staff from various programs are informed about the content and requirements of other workforce system programs. Madera County WDB has sponsored cross-training for partner staff to increase understanding about all partner programs and to share expertise about the needs of various populations. Tools supporting cross-training include a shared Google Drive and locally developed training videos and PowerPoint presentations.



### **C. One-Stop System's Use of Technology and Other Remote Strategies**

Madera County is geographically large, covering 2,153 square miles in Central California. The population of just over 160,000 residents is concentrated primarily within the City of Madera and in adjacent unincorporated communities. The decision to locate the Workforce Assistance Center in Madera reflects the distribution of county residents. However, residents of communities in Northern (e.g., Chowchilla, Fairmead) and Eastern (e.g., Coarsegold, Oakhurst, Bass Lake) Madera County also need access to workforce services. Following is a summary of current and planned strategies for delivering workforce services to communities within remote areas of the county.

#### ***Delivering Services through Virtual Platforms and Web-Based Information***

Madera County WDB continues to improve the content and user-friendliness of its website so that it better functions as a clearinghouse of workforce services information for all residents of Madera County. An array of services is available virtually and can be easily accessed at any location. The WDB intends to continue to expand and improve upon web-based services.

#### ***Increasing the Presence of Workforce Development Staff and Services in Remote Communities***

Since the last four-year Local Plan was developed, much progress has been made in connection with remote services strategies. WDB staff have a presence at the library in Chowchilla as needed, where they facilitate AJCC orientations and initial intake. . In addition, twice a month WDB staff travels to the Oakhurst campus of Madera Community College and library to conduct AJCC Orientations, complete eligibility interviews, and deliver career services. The recent opening of a multi-purpose Madera County facility in Oakhurst provides an additional location where WDB staff can provide services. Business Services staff travel to Oakhurst twice each month to conduct business outreach and meet with business owners and managers seeking hiring and/or training assistance. WDB Business Services staff are stationed at the Oakhurst Area Chamber of Commerce, but also meet with business representatives at their locations. Information on the availability of out-stationed staff and services is shared through social media channels, and flyers are posted throughout Madera County with partner agencies, community-based organizations, Visit Yosemite Madera County (VYMC), and the chambers of commerce.

As the PY 25-28 Local Plan was being developed, Madera County WDB leadership received notification of an award from the James Irvine Foundation that will enable the purchase of a "mobile AJCC." This will enable Madera County WDB to expand in-person services to all areas, particularly remote and outlying areas, of the county.

### **D. Coordination of Workforce Activities and Support Services**

Supportive services are provided to WIOA Title I Adult and Dislocated Worker Program participants as necessary to enable them to participate in career services and/or training.

WIOA funds may be used for supportive services if such services are not available from other programs.

### ***Determining Participants' Needs for Supportive Services***

Assessment and individual service/employment planning processes are used to identify all career development, training, and supportive services that WIOA-eligible individuals will need to prepare for and succeed in employment in their chosen career. The need for supportive services is determined by personal circumstances and how these may restrict, impede, or prevent participation in services and employment. The purpose of providing support (e.g., transportation assistance) is to enable participation. While WIOA funds can be used to cover the costs of supportive services, staff are diligent in seeking alternatives, such as community-based resources. When participants are co-enrolled in other programs, those programs (e.g., CalWORKS) often pay for various forms of support.

### ***Supportive Services Policy***

The Madera County WDB has developed and published a policy on the use of WIOA supportive services that is intended to facilitate the provision of supportive services to individuals participating in individualized career or training services, who are unable to obtain supportive services through other programs, and only when such services are necessary to enable individuals to participate in WIOA Title I activities.

Accurate information regarding the availability of supportive services is provided as a basic career service to adults and dislocated workers through the AJCC. The WDB has established limits on the types of available supportive services with a maximum of \$1,500 per participant for supportive services funded through WIOA. All supportive services must be requested and approved in advance. Customers are not reimbursed for purchases or payments that they have directly made. The WDB does not provide needs-related payments, as defined in WIOA.

Approved types of supportive services include: transportation assistance, mileage reimbursement, uniforms, tools, safety equipment, certification/licensing exam fees, evaluation of foreign educational credentials, medical services, including required physicals and immunizations, drug testing, standardized work clothing or footwear, registration fees, or instructional books, technology tools (e.g., Chromebooks, hot spots) materials, and supplies. Purchase of any of these items requires written documentation that the items are required for training or employment, and verification that they are not reimbursed or provided by the employer or training provider.

The foregoing limits apply to WIOA formula-funded activities and services. Exceptions to these limits may be approved by the Executive Director (or designee) on a case-by-case basis for specific training programs or employment opportunities with higher support costs/needs. Projects funded by specific grants or from sources other than WIOA formula allocations will follow any limits established by the specific grant, proposal, or project, and may exceed the limits established here, when necessary, allowable, and appropriate for

successful participation in, retention in, and completion of training or employment. In addition, the provision of supportive services may be suspended, revoked, or reduced at any time, based on funds available, changes in program design or delivery, or at the discretion of the Executive Director.

### **E. Physical and Programmatic Accessibility for Individuals with Disabilities**

Madera County WDB has implemented multiple methods to ensure compliance with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act (ADA). In addition, the Workforce Assistance Center/AJCC offers technology, programs, and services that support job seekers with disabilities' effective use of the center.

#### ***Assuring Compliance with Federal Requirements***

A Certified Access Specialist (CASp) review was completed by an architect to ensure all physical ADA requirements are met. Through contractual language, the WDB requires training providers' compliance with all provisions of WIOA Section 188 and ADA. The WDB's EEO Officer conducts annual monitoring of providers on the ETPL for compliance with Section 188 of the WIOA and 29 CFR Part 38. The Executive Director has a SHRM micro-certification in California employment law, which helps to inform overall organizational awareness and knowledge regarding compliance issues.

#### ***Staff Training***

New employees receive an orientation, which includes information on the "Equal Opportunity is the Law" notice, the WDB's non-discrimination policy and grievance procedures, the organization's Limited English Proficiency (LEP) plan; and the confidentiality policy and staff confidentiality agreement.

Training has been provided to staff on many topics pertaining to disability and accessibility. These include sessions covering: one-stop accessibility; psychiatric disabilities; substance dependence; cognitive disabilities; medical conditions; disability awareness and etiquette; effective communication strategies; accommodation request processes and procedures; effective use of assistive technology; mental health of students; adult mental health; youth mental health; stress, suicide prevention; disability and employment; confidentiality and storing of PII; Windmills virtual disability inclusion; college accommodations; and inequality and wage disparity. Training on disability and accessibility issues will continue during the four-year period covered by this plan.

#### ***Specialized AJCC Programs and Services for Persons with Disabilities***

Over the last several years, Madera County WDB has received funding and staff training through the Disability Program Navigator, Disability Employment Initiative, and Disability Employment Accelerator grant programs. The AJCC houses an Employment Network through Social Security Administration's Ticket to Work program and ensures that

individuals with disabilities have access to the services and information needed to successfully transition back into the workforce. There is a Partnership Plus agreement with the State of California Department of Rehabilitation in place to provide long-term services and various types of support to individuals who have exited the public Vocational Rehabilitation system. In addition, two staff are trained Community Partner Work Incentive Counselors and can provide individuals with disabilities who receive SSI and/or SSDI benefits counseling about the impacts on earnings when returning to work. Community Partner Work Incentive Counselors are required to renew their certification annually by completing 18 continuing education credits.

***Availability of Assistive Technology and Support at the AJCC***

The Workforce Assistance Center has a wide range of assistive technology. Materials are available in multiple formats and languages, and, upon request, interpreters are made available to individuals. Located in the Resource Room and Assessment Room are a large touch screen monitor; large print contrast zoom text keyboard; and adjustable work station. All computers in the resource room have been updated to Windows 10 and have access to a magnifier, narrator, on screen keyboard, and speech recognition. Also available are: video relay; clear sound amplifier; magnification camera; noise cancelling headset; roller joystick; Braille Sense Plus and Braille translator; Neo II laptop communication; Victor Reader Stream; and UbiDuo communication device. Customers requesting the use of assistive technology complete the Assistive Technology Request Form. Those requesting an accommodation complete an Accommodation Request form.

<b>III.</b>	<b>STATE STRATEGIC PARTNER COORDINATION</b>
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In 2018, the State completed and published a biennial modification to California's Unified Strategic Workforce Development Plan for Program Years 2016-19. Within this modification, the California Workforce Development Board identified four new strategic partnerships with state-level agencies and initiatives. Guidance issued by the State Board in 2018 to Local Boards regarding two-year modifications to their PY 2017-20 Plans required that WDBs pursue these partnerships within their jurisdictions. In the 2019 modification to the Local Plan, the Madera County WDB described these local level relationships, some of which were in an early stage of development. Pursuant to guidance issued by EDD in 2024, two new state strategic partnerships have been added to the Madera County WDB's Program Year 2025-28 Local Plan.

**A. Coordination with County Human Services Agency and Other Local Partners That Serve Individuals Accessing CalFresh Employment and Training Services**

The Madera County Department of Social Services (DSS) is responsible for all TANF and related public welfare programs in the county, including CalFresh and its Employment and Training component. In 2018, DSS implemented a CalFresh Employment and Training (E&T) Program, using a third-party provider model. DSS contracts with Reading and Beyond, a Fresno-based non-profit organization that was an early implementer of CalFresh E&T programs. The CalFresh E&T Programs serves Madera County Non-Assistance CalFresh (NACF) clients over the age of 18 whom are: enrolled or interested in enrolling into English as a Second Language (ESL), Basic Skills/Adult Basic Education, GED/HSD preparation, or career education programs including short-term credential programs or associate degree programs; and seeking career-path employment. The program's services consist of:

- Supervised job search
- Job retention
- Education
- Self-Employment components

Through a partnership with the Foundation of California Community Colleges' Fresh Success Program, Reading and Beyond also offers E&T services to CalFresh-eligible Madera Community College students. Though this program concluded in September 2024, Reading and Beyond still offers services under the Madera Bridge Academy. Following discussions in 2018 that led to the development of Madera County WDB's 2019 Local Plan Modification, initial meetings between WIOA and CalFresh E&T staff were held, which included cross-training. A referral process was established, and CalFresh E&T representatives began to regularly participate in monthly AJCC partner meetings and participate in refresher cross-trainings for staff. Discussions have also occurred regarding CalFresh E&T staff returning to the Workforce Assistance Center.

**B. Coordination with Local Child Support Agency and Other Local Partners That Serve Individuals Who Are Non-Custodial Parents**

Discussions that occurred in 2018 between the WDB and Madera County Child Support Services were prompted by the WDB's development of a Modification to the PY 2017-2020 Local Plan and specific guidance from the California Workforce Development Board regarding requirements for workforce-child support partnerships. These early conversations built on a history of the two organizations having occasionally worked together, which typically occurred when non-custodial parents with enforcement orders sought services from the WDB and needed assistance getting their driver's license reinstated. Based on the 2018 discussions, an MOU was developed between the agencies, a structured referral process was established, and a "release of information" form was developed. The MOU was renewed in 2024.

Under the relationship created through the MOU, a number of early successes were achieved in terms of individuals referred by Child Support Services who were enrolled in WIOA services, found jobs, began paying child support, and achieved compliance with their support requirements. In addition, the WDB and Child Support Services coordinated events to promote workforce services to non-custodial and custodial parents: one at the Madera County Courthouse and the other at the Workforce Assistance Center.

CSS and the WDB are committed to the partnership and to expanding services, with a focus on continuing to change the "face" of the child support program from one that is viewed as punitive to one that is seen as supportive. The relationship with the workforce development system and the prospect of connecting those with enforcement orders to jobs is an essential element in achieving this change in public perception.

Referrals between the two systems continue to be made in both directions. WDB customers referred to CSS still include formerly incarcerated individuals needing to resolve support sanctions to have the drivers' licenses restored. Many of these individuals are served at Madera County WDB's mini-AJCC located within the County Justice Center.

**C. Coordination with Local Partnership Agreement Partners Established in Alignment with the Competitive Integrated Employment Blueprint and Other Local Partners That Serve Individuals with Developmental and Intellectual Disabilities**

In 2018, during the process of preparing the 2019 Local Plan Modification, the WDB convened stakeholders from the disability services community in a forum focused on the use of Competitive Integrated Employment (CIE). We learned at that time that a Local Partnership Agreement (LPA) had not been drafted. A draft plan was developed in early 2019. However, at the time the PY 21-24 Local Plan was finalized and forwarded to the state for approval, the Madera-Mariposa LPA remained one of the few in the state that was unsigned. The LPA signatory partners executed the agreement in 2021.

The Local Partnership Agreement (LPA) identifies the AJCC as a community partner and includes the following description of the Workforce Assistance Center's capacity and potential role working with the CIE partners:

*The Workforce Assistance Center (WAC) provides access to education, training, work-based learning opportunities, employment and other services to eligible persons with disabilities. We have resources specifically for the disability community and make every effort to connect persons with disabilities to the services that best fit their needs. We assist them to navigate federal, state and local agencies administering benefits for person with disabilities. We also provide advocacy and outreach to the disability community while promoting and facilitating access to the needed services.*

*The Workforce Assistance Center in Madera houses two Community Partner Work Incentive Counselors (CPWIC) to assist social security beneficiaries transition back to work under the Ticket to Work Program. Ticket to Work is a Social Security Administration program designed to assist beneficiaries return to work through the assistance of Employment Networks (EN). There is an assigned Disability Resource Coordinator, who is also a CPWIC, at the Center who will guide the individual through the WAC process and assist with any accommodations needed. Assistive technology is also available for individuals who may require it to complete job related activities.*

*All individuals can access services by visiting the Madera Workforce Assistance Center Monday through Friday from 8 to 4pm and ask to speak with the Specialist of the Day. The Specialist of the Day will review the immediate needs of the individual and refer them to the appropriate agency.*

*Services available are: Youth Services age 18 – 24; One-on-one counseling, Career exploration; Self-assessments; Job Search; Supportive Services; Vocational Training; Work-Based Learning (On-the-Job Training, Transitional Job Training, and Work Experience); Workshops (Resume Preparation, Job Retention, Financial Literacy); and Job Fairs and Resource Events.*

*Eligibility requirements will vary by agency. Additional information can be obtained at the Madera Workforce Assistance Center.*

WDB management is committed to collaborating with the LPA partners in support of both local goals and those expressed in the statewide CIE Blueprint. Furthermore, the WDB is open to working with the partners on one or more projects to further advance the use of the CIE model in Madera County.

#### **D. Coordination with Community-Based Organizations and Other Local Partners That Serve Individuals Who are English Language Learners, Foreign Born, and/or Refugees**

As stated in the 2019 Modification to Madera County WDB's PY 2017-20 Local Plan, nearly sixty percent (60%) of the county's population is Hispanic or Latino and one in every five individuals is foreign-born. As such, nearly every workforce, education, health, human services, and community-based organization in the county serves substantial numbers of English Language Learners (ELLs) and immigrants. Over the many decades that the WDB has provided workforce development services to ELLs and foreign-born individuals, two of our closest partners have been local education agencies and programs serving migrant and seasonal farmworkers. Madera Adult School has been and remains the best local resource for English-as-a-Second Language (ESL) training, which is offered from classrooms inside the Workforce Assistance Center. Both CVOC (the WIOA Section 167 grantee) and EDD's Migrant and Seasonal Farmworker Outreach Program staff are crucial allies in connecting agricultural workers to the workforce system partners.

##### ***Strengthening Connections Through Specialized Grant Programs***

The WDB's participation in an ELL Pilot Project, which concluded in March 2022, enabled staff to survey customers and inquire about their ELL needs. Respondents indicated that services during nontraditional hours and additional training opportunities for individuals without a high school diploma were very desirable. Madera County WDB's ELL Pathway to Careers Grant strengthened partnerships with CBOs, improved coordination, and safeguarded against duplication of services. Since the implementation of the Pilot Project, the WDB's ELL Navigator served as the main point of contact for CBOs. While the grant has ended, the Navigator role continues, with staff functioning as liaisons between customers and case managers to provide support and ensure that referrals to appropriate providers are made for education and support services.

##### ***Expanding Partnerships***

In addition to the long-term partner relationships described above, since the publication of our 2019 Local Plan Modification, Madera County WDB has continued to develop partnerships with community-based organizations whose services are intensively focused on the immigrant community and ELLs. Among these community partners are: Educational Leadership Foundation (ELF); Services, Immigrant Rights and Education Network (SIREN); United Farm Worker Foundation (UFWF); Central Valley Immigrant Integration Collaborative (CVIIC); Employment Education and Outreach (EMPLEO); Centro La Familia; Centro Binacional (an organization specializing in providing services to Mexican immigrants speaking indigenous languages); and Reading and Beyond. Several of these organizations are able to serve individuals who do not qualify for the full range of federally funded WIOA services. These partnerships have positioned the Madera WDB to secure additional private and non-federal funds through the Kaiser Foundation, US Bank, and the James Irvine Foundation to continue to improve services and increase



access and participation in workforce activities for this important target group. Several of these organizations are also seeking funding through the local California Jobs First Initiative. If successful, these projects would rely, in part, on services being provided by the Madera County WDB.

The WDB has implemented a standard referral process to connect CBO-referred customers to workforce system services WDB staff have collaborated with local CBOs to host several workshops, including ones focused on immigration, citizenship, and DACA. Other workshops that have been offered include: Know Your Rights; Educational Opportunities and Training for Parents; How to Start My Own Business; and INS Application Renewal Assistance workshops. Other collaborative activities in which the WDB and AJCC have participated include food distribution and Resource Fairs and working with a local healthcare provider to outreach to immigrants in rural communities.

#### **E. Coordination with Local Veteran Affairs, Community-Based Organizations, and Other Local Partners That Serve Veterans**

More than two decades ago, the Jobs for Veterans Act (JVA) was signed into law to improve employment, training, and job placement services available to veterans. JVA mandates priority of service for veterans and eligible spouses who otherwise meet the eligibility requirements for participation in programs administered by the U.S. DOL. California has consistently assured that the public workforce system focus on outreach and the delivery of services and support to veterans, and, in 2019, EDD issued a Workforce Services Directive on “*Priority of Services for Veterans and Eligible Spouses*,” which updated guidelines to correspond to requirements published in WIOA. Madera County WDB has adopted the full range of federal and state mandates by publishing its own policy on priority services for veterans.

As stated in Section II of this plan, *WIOA Core and Required Partner Coordination*, Madera County WDB actively coordinates with the Jobs for Veterans State Grant program operated by EDD. To supplement this foundational relationship, the WDB has implemented various programs and developed several meaningful partnerships that enable WIOA Title I programs to effectively recruit, serve, and secure employment for veterans and their eligible spouses. In collaboration with other local workforce boards in the Central Valley (e.g., Merced County, San Joaquin County, and Stanislaus County WDBs), Madera County WDB has actively sought funding through specialized public and private grant programs to increase its capacity to serve veterans. These have included several Veterans Employment Assistance Program grants administered by EDD. The WDB will continue to seek funding opportunities to increase its service capacity for veterans and to coordinate these efforts with those of other workforce agencies whenever possible.

In addition to maintaining a strong working relationship with EDD, coordination with other veterans-serving organizations is critical to Madera County WDB’s efforts to effectively serve this priority population. These organizations include, but are not limited to: Madera County Veterans Services Office; U.S. Department of Veterans’ Affairs Hospitals; The

Wounded Warrior Project; Veterans of Foreign Wars; American Legion VFW Posts; National Association for Uniformed Services; the National Guard; Central Valley Veterans; and Disabled American Veterans.

The foregoing relationships are accompanied by those with public and private institutions which have a broad focus that includes supporting veterans. Among these organizations are public libraries, the Rescue Mission, the local Food Bank, and the Madera County departments of Social Services and Behavioral Health.

Over the course of program years 2025 through 2028, Madera County WDB will look to strengthen relationships with existing partners, seek out new partnerships to improve services for veterans, and continuously assess opportunities to improve services and increase outcomes for this target group.

#### **F. Collaboration with the Strategic Planning Partners to Address Environmental Sustainability**

The local workforce development system in Madera County has long been committed to effective stewardship of resources in all forms, and, from time to time, agency efforts have touched upon support for green jobs and technologies that have emerged in connection with local businesses and industries. Furthermore, WDB leadership is aware of and has regularly tracked State initiatives and priorities, including those of the California Workforce Development Board, concerning environmental sustainability, carbon neutrality, and climate resilience. However, the Madera County WDB's PY 25-28 Local Plan marks the first formal statement of intent by the WDB to work in collaboration with system partners to address environmental sustainability through workforce development system programs and services.

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

##### ***Research, Learning, and Adoption of Local Priorities***

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

##### ***Coordination with Local Partners and Their Efforts***

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

### ***Involvement in Regional Initiatives***

Madera County WDB leadership anticipates that regional priorities and projects are likely to drive local efforts to coordinate workforce development programs with strategies for environmental sustainability, particularly initially. This is already being realized through the activities of the Sierra-San Joaquin Jobs First project, covering Fresno, Madera, Tulare, and Kings counties, and which is part of California's comprehensive Job First Regional Investment Initiative aimed at creating quality jobs and bolstering their resilience to climate and global challenges impacting the state's diverse regional economies. Within the Sierra-San Joaquin region, numerous convenings among a broad range of stakeholders have led to the adoption of a framework that prioritizes "climate solutions as economic development" and recognizes the state's broader climate targets and priorities. Regional priority industry sectors include: climate solutions; responsible food and agriculture systems; and circular manufacturing.

As indicated in the *Introduction and Overview*, the Madera County WDB's Local Plan is part of the PY 25-28 Regional Plan developed by the SJVAC RPU. Like Madera County WDB, the other seven local boards in the region are currently making a foray into climate- and environmental-focused workforce development. Within the expansive 10-county region, issues such as dead and dying trees, a movement away from fossil fuels, and water conservation needs, among others, are beginning to affect the focus and content of workforce programs. The Regional Plan envisions opportunities to test workforce strategies in support of public and industry-led environmental sustainability goals. As is common within the region, pilots that achieve successful outcomes are prime targets for replication and Madera County WDB will look for opportunities to adopt models with the potential to grow the local economy and create good jobs in promising career paths.

<b>IV. WIOA TITLE I COORDINATION</b>
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The following narrative addresses services, activities, and administrative requirements of the Madera County WDB under the WIOA Title I formula programs, along with strategies for staff preparation, training, and ongoing professional development to effectively respond to participant needs.

#### **A. Staff Training and Professional Development to Increase Digital Technology Skills**

The National Skills Coalition defines digital literacy and problem-solving skills as those that convey the cognitive and technical skills that equip individuals to use information and communication technologies effectively within a specific occupation or occupational cluster for the purpose of career advancement and workplace success. This definition helps to inform not only how the WDB approaches digital skills training for workforce system participants, but also for workforce development staff. To date, efforts in this area have included the following activities and training:

- In order to learn how to use web-based video-conferencing applications and facilitate virtual meetings and events, staff has researched and participated in various virtual platform training sessions about Microsoft Teams, Zoom, Webex, and Adobe Connect.
- The AJCC provides access to an online platform and staff may view training sessions related to various topics, enabling them to upgrade skills, including digital literacy.
- Frontline staff participated in the U.S. DOL-sponsored webinar “Learning and Leading: Service Delivery to Job Seekers in a Virtual Environment.”
- Staff has received training from “Engage by Cell” on targeting texting skills.

Most WDB and AJCC staff currently demonstrate moderate to high competency levels in the use of digital technology in their daily performance of job duties, which include assisting job seekers in understanding and using, hardware, software, and web-based applications and platforms.

To ensure that AJCC staff members are fully prepared to meet not just the requirements of their own jobs, but to support customers who will be increasingly reliant on the use of digital skills in the workplace, Madera County WDB will regularly conduct the following activities with regard to staff’s technology skills.

Surveying: No less than annually, staff will be surveyed regarding their digital training needs, particularly in terms of knowledge and abilities concerning new and upgraded software and web-based platforms.

Assessment: New staff will be assessed regarding digital skills competency to create a baseline for initial and subsequent training.

Training: The WDB will sponsor technology-related training for staff and, as practicable, system partners. Much of this training will be made available through regional efforts to provide training to the Central Valley's extensive network of workforce development services providers.

In addition, staff has access to the Metrix Learning platform, which offers training on an array of subjects, including various digital technology skills. Managers can customize training plans for their staff.

### **B. Frontline Staff Training and Professional Development to Increase Cultural Competency and Effectiveness in Working with Individuals and Groups that Have Been Exposed to Trauma**

Madera County WDB encourages and supports staff development. Training is frequently made available to staff to increase awareness and knowledge on matters related to service delivery and compliance. However, training is also provided on topics that will increase staff's effectiveness in serving key customers, including job seekers and businesses. Training of this type is especially important for frontline team members who work directly with customers.

Over the years, WDB staff has participated in training dealing with cultural competence and trauma-exposed populations: Recently, this training has been focused on the provision of services to individuals from vulnerable groups, including: formerly incarcerated and justice-involved individuals; English language learners, LGBTQ+ individuals, persons with disabilities, and individuals facing mental health challenges.

Madera County WDB has continued to provide training that will increase staff knowledge and effectiveness working with individuals who have experienced and are living with the effects of trauma. The issue remains of utmost importance as staff have experienced significant "transferable trauma" by serving individuals who have experienced trauma. All WDB staff attended a full-day training session titled "Move Your Mountains" instructed by Jessica Janniere, a national expert on dealing with adversity. In addition, staff attended "Trauma Informed-System Change for Management" training and a session titled "Trauma-Informed/Trauma Awareness Overview." Recently, training for staff in self-care and handling stress has been provided by County Behavioral Health staff. In addition, Madera County WDB offered a full day of staff training during Workforce Professionals month that included topics in these areas.

### **C. Coordination of Rapid Response and Layoff Aversion Activities**

For more than 30 years, since the passage of the Economic Dislocation and Worker Adjustment Assistance Act in the late 1980s, Madera County WDB has been providing rapid response services. As these services have been adopted into subsequent legislation, such as WIOA, staff has continued to refine approaches to providing both preemptive services to businesses and rapid response services to workers to minimize the effects of company closures/downsizing and layoffs.

***Layoff Aversion Services for Businesses***

Staff uses reports from EconoVue and other labor market information sources to identify businesses experiencing high financial stress. As a result, staff will attempt to engage with business to discuss layoff aversion strategies, such as the WorkShare program, training for workers, and tax incentives to avert a layoff or closure. Businesses are connected to resources based on their immediate needs. Once staff confirms a company's status and needs, direct assistance and workshops are made available. These services address tax credits, referrals to financial and other resources, training for new employees, and incumbent worker training. The WDB's Business Services team remains in contact with businesses via email and phone to provide ongoing support.

***Support for Workers Impacted by Dislocation Events***

After receiving a WARN notice or learning from other sources about a layoff or business closure, staff contacts the business to discuss rapid response support (and, possibly, depending on the timing of the notice, layoff aversion strategies.) Staff members quickly coordinate rapid response orientations for affected workers – virtually or at the employer site(s). Orientation is made up of presentations by key partners, including the WDB, EDD, DSS, and Richard Heath & Associates, which provides access to low-cost insurance and telecommunications programs. Other partners are welcome to provide resources and information for the rapid response orientation.

As 2023 and 2024 began to see a rise in worker dislocation, Madera County WDB began to build upon existing rapid response strategies, such as adding support from Mental Health Specialists.

***Local and Regional Coordination to Support Rapid Response and Layoff Aversion***

The WDB's business services staff works within a larger business services division in the AJCC. This group is comprised of all business services staff of partner agencies that are co-located in our Center, as well as EDC representatives. Business services are operated under the umbrella of the WDB. Printed materials and web content have been jointly developed representing this unified effort. This group meets monthly, providing the opportunity to share information regarding business closures and impacted workers.

On a regional level, business services staff participate in regional rapid response roundtables, which are held monthly. In addition, these staff are connected to the Central Valley Industry Engagement Roundtable (CVIER), which also convenes quarterly. CVIER meetings are focused on business services and strategies but often include discussions around rapid response and layoff aversion activities. Madera County WDB and neighboring workforce areas work together to address events of dislocation, as workers impacted by such events may live across multiple counties.

## **D. Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs**

Madera County WDB makes available a robust set of services for job seekers enrolled under the WIOA Title I Adult and Dislocated Worker programs. Benefitting from a human-centered approach to design, services meet the needs of individuals with various levels of education and work experience and job seekers from vulnerable populations who may have one or more barriers to employment. Services are designed to prepare participants for entry-level and higher positions in promising careers with Madera-based businesses and those in adjacent communities, particularly businesses within the priority sectors that are identified in the San Joaquin Valley and Associated Counties PY 2025-28 Regional Plan.

### ***Service Delivery Through the Workforce Assistance Center/AJCC***

The WDB's Workforce Assistance Center is the primary point of entry to workforce services in Madera County. Located in central Madera, the 30,000 square foot facility is home to the core partners (on a full or part-time basis) and provides comprehensive services. A priority consideration under this plan, as expressed in sections II and V, is expanding WDB staff presence in rural and remote communities by stationing them on a regular basis at designated locations on a pre-scheduled and as-needed basis.

### ***Career Services for Adult and Dislocated Worker Participants***

The delivery of career services at Madera County WDB's Workforce Assistance Center (the AJCC) takes place alongside a wide range of training and services provided by the one-stop partners. Customers may participate exclusively in basic career services or may need additional assistance and be enrolled in individualized career services.

Basic Career Services: Basic career services are made available to all individuals, and include:

- Determinations of eligibility for various programs;
- Outreach, intake, and orientation;
- Initial assessment of needs, background, circumstances, and interests;
- Labor exchange services;
- Referrals to a wide range of career services, education, and support agencies;
- Workforce and labor market employment information;
- Performance information and program cost information;
- Information on performance accountability measures;
- Information on the availability of supportive services or assistance;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Information and assistance regarding filing claims under UI programs.

Individualized Career Services: Individualized career services are provided when they are needed for an individual to obtain or retain employment. Workforce Assistance Center staff rely principally on assessments to determine the need for and appropriateness of individualized career services. These services include:

- Comprehensive and specialized assessments;
- Development of an individual employment plan, outlining services to be provided;
- Group and/or individual counseling and mentoring;
- Career planning (e.g., case management);
- Short-term pre-vocational services, such as workshops;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

### ***Training Services***

The WDB provides access to a wide range of training programs, which fall broadly into two types: institutional (classroom) training programs, and work-based training programs, which are developed directly with employers by WDB staff and include activities such as on-the-job training and customized training.

Approved Institutional Training Programs Available in Madera County: Local training programs available to WIOA participants, include those offered by the following providers:

*Madera Community College:* Training listed on the Eligible Training Provider List (ETPL) includes: Maintenance Mechanic, Welding, Accounting, Office Technology, Licensed Vocational Nurse (LVN), LVN to Registered Nurse (RN) Bridge Program; and Child Development. Madera Community College become California's 116<sup>th</sup> community college in July 2020 and continues to develop vocationally focused programs. Madera County WDB collaborates with Madera Community College to develop programs to add to the ETPL.

*Central Valley Opportunity Center (CVOC)* has a satellite office in Madera. Programs on the ETPL include: Welding and Industrial Maintenance, Truck Driving, and General Business Occupations. In addition, CVOC offers a high school equivalency program in English and Spanish that is completed concurrently with the training.

*Madera Adult School* offers HiSET, ESL, Adult Basic Education (ABE) and Citizenship classes. In addition, the adult school provides training in the suite Microsoft programs, general computer literacy skills, and Emergency Medical Technician (EMT) certification.

Approved Institutional Training Available in Adjacent Communities: Training offered by providers in Fresno and Merced counties include medical assisting, certified nurse assistant, licensed vocational nurse, phlebotomy, lab technician, welding, maintenance



mechanic, auto mechanic, accounting, medical administrative office, truck driving and security guard. Public education institutions with approved programs are: Fresno City College; Fresno Adult School; Clovis Community College; Clovis Adult School; and Merced Community College. Private institutions with approved programs include: Advanced Career Institute; Institute of Technology; P. Steve Ramirez Vocational Training Center; San Joaquin Valley College; and United Truck Driving.

Advanced Career Institute is now offering School Bus Driver Training locally through a partnership with the Madera Unified School District.

### ***Priority of Service***

The Madera County WDB has developed and published a WIOA Adult Program Priority of Service Policy. The policy communicates the following requirements:

Veterans and eligible spouses continue to receive priority of service among all eligible individuals. However, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA Section 134 (c)(3)(E). When programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.
2. Individuals who are the recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA's priority groups.
4. Other individuals not included in WIOA's priority groups.

Additional priority groups designated by the Workforce Development Board of Madera County include individuals with disabilities and ex-offenders. It is the WDB's policy to provide priority for individualized career and training services to eligible adults who meet the criteria for priority of service and who are residents of Madera County. Individuals who are not members of a priority group may be provided these services, as long as funds are not limited. Exceptions to the priority requirements may be made for special projects, regional grants, or for exceptional circumstances on a case-by-case basis at the discretion of the Executive Director.

Madera County WDB continues to increase its effectiveness in serving justice-involved individuals by forging strong relationships with local organizations and leaders. The County's Chief Probation Officer is a member of the WDB's Executive Committee and the WDB's Executive Director serves as the Vice Chair on Madera County's Juvenile Justice Coordinating Council.

## E. Services and Activities Available under WIOA Title I Youth Program

The Madera County WDB provides an impressive array of services under our WIOA Out-of-School Youth Program, which serves youth and young adults ages 14 to 24 who need services such as: assistance attaining a high school diploma or equivalency certificate; learning workplace skills; conducting career exploration; training for in-demand occupations; developing job readiness skills; and job placement assistance.

In 2024, Madera County WDB approved a policy change that moved the program from 100% focused on out-of-school youth to allowing up to 25% of funds to be used to serve in-school youth.

In accordance with federal and state requirements for the WIOA Youth Program, the WDB makes available all 14 required Youth Program elements, which include:

Tutoring, Study Skills Training, and Instruction Leading to Secondary School Completion: Education and educational support activities support completion of a high school diploma or recognized equivalent. Services focus on providing academic support, helping youth identify areas of academic concern, assistance in overcoming learning barriers, and providing tools and resources to develop learning strategies.

Alternative Education: These services assist youth who have struggled in traditional secondary education or who have dropped out of school. When developing an Individual Service Strategy (ISS), staff assists youth in identifying needs pertaining basic education skills, individualized instruction, and English as a second language. Youth are referred to local service providers (e.g., Madera Adult School, Crescent View School) for evaluation. These providers work with youth to identify which path is better suited for them: credit recovery that leads to a high school diploma, or HiSET/GED, which leads to a high school equivalency certificate.

Paid Work Experience: This structured work-based learning experience provides opportunities for career exploration and skills development. Staff works with youth to explore career pathways by identifying in demand occupations utilizing ONET or other labor market information resources. Youth are referred to worksites where they learn about skills required for one or more occupations, appropriate workplace behavior, and how to obtain and retain a job. The work experience activity must align with a selected career pathway and/or provide entry-level skills. Work experience can be combined with occupational skills training and may occur concurrently or sequentially.

Occupational Skills Training: This organized program of study provides specific skills and leads to proficiency in an occupational field. Training may be delivered through didactic instruction in a classroom or online setting, or through work-based learning options including pre-apprenticeships, apprenticeships, or on-the-job training programs. As part of a specialized workshop, youth engage in career exploration, identify an occupation of interest, and research the requirements and skill sets needed for the occupation. In addition, youth access LMI to verify that there is current and projected future demand for

the occupation in and around Madera County. Staff discuss career ladders/career pathways, salaries, recognized credentials (including stackable credentials) prior to processing a request for service. Staff obtain progress and attendance reports to follow a participant's progress while in training. Intervention and counseling are also provided as needed. Approximately three weeks prior to a participant's completion of training, placement opportunities (e.g., direct hire, OJT) are discussed and job search tools and assistance are provided by staff.

Education Offered Concurrently with Workforce Preparation: This integrated education and training model combines workforce preparation, basic academic skills, and occupational skills. Youth in need of employment while in training are provided with the opportunity to participate in work experience or direct placement and training. Youth complete a job preparation workshop and panel interview to ensure that they are job ready. Once youth are identified as job ready, they work with the WDB's Business Services Unit, which assists with job placement. Staff follow up with youth to monitor progress in work and training.

Leadership Development Opportunities: These services encourage responsibility, confidence, employability, self-determination, and other positive social behaviors. Periodically, youth are selected to assist in WIOA outreach activities such as job fairs, community events, and workshops.

Supportive Services enable a youth or young adult to participate in WIOA activities. Staff assess the needs of youth and determine supportive services that may be necessary to enable their participation in WIOA activities. These may include transportation, childcare, educational testing, physical exams, tools, equipment, clothing, books, and fees. Referrals are also made to local partners and community-based organizations for concurrent and/or leveraged support.

Adult Mentoring: This formal relationship between a youth and an adult mentor focuses on structured activities through which the mentor offers guidance, support, and encouragement. To support mentoring of youth, WDB staff are working to reengage volunteers. The pandemic hindered earlier efforts to build a strong mentoring component.

Follow-Up Services: Provided following program exit, these services ensure youth succeed in employment or education. During the eligibility process, all WIOA applicants sign a follow-up agreement, documenting their consent to participate in follow-up activities after exit. Staff conducts follow-up quarterly, during which they inquire about additional services needed such as skills upgrade classes, tools, equipment, and/or clothes to support employment retention. Per local board policy, follow-up services are capped at \$500. A minimum of three contact attempts are made and documented in CalJOBS. Staff obtain the proper documentation to verify and record employment outcomes.

Comprehensive Guidance and Counseling: Individualized counseling is provided to participants, including drug/alcohol and mental health counseling. Referrals are also made to partner programs, as appropriate. Staff coordinates with local organizations to

ensure service continuity, avoid duplication of efforts, and document services in the ISS. For youth working with multiple agencies, staff will schedule meetings to discuss their needs, determine next steps, and check progress of activities.

Financial Literacy Education: Youth participating in these services gain knowledge and skills they need to achieve long-term financial stability. All WIOA Youth Program participants are required to complete financial literacy training through which they gain valuable information on banking and learn how to read and obtain credit reports, budgeting, how to make informed financial decisions, and protect themselves from identify theft. Training is provided by an independent financial institution using a standardized curriculum.

Entrepreneurial Skills Training: Youth learn the basics of starting and operating a small business and develop entrepreneurial skills. Interested youth are connected to SCORE and/or the Small Business Administration to participate in a “Simple Steps for Starting Your Business” workshops, which cover business start-up basics, creating a business plan, marketing, budgeting, and financing/loans. Youth can meet and work with a mentor for guidance and support. WIOA funds may be able to sponsor the courses. Some workshops are self-paced, and support is available as needed. The Small Business Development Center also offers support to entrepreneurs and is co-located at the MCWAC.

Services that Provide Labor Market Information: These services offer employment and labor market information about in-demand industry sectors or occupations. All youth participate in career exploration/career awareness activities. Staff utilizes State and Federal LMI tools to access labor market and employment information for in-demand industry sectors or occupations available in the local area. In addition, career counseling services are included to provide information about resume preparation, interview skills, and the long-term benefits of postsecondary education and training.

Postsecondary Preparation and Transition Activities: Services assist youth in preparing for and transitioning to postsecondary education and training. Staff provides information on local colleges, private schools, admissions, financial aid applications and deadlines. Pre-requisites, academic requirements, and career pathways are explored. Postsecondary schools are identified from the ETPL. To assist them in making an informed decision when choosing a school, youth are required to visit/meet with training providers’ admissions staff to ask questions about curriculum, enrollment/completion rates, and employment rates after completion of training. If a youth is enrolled at Madera Adult School, they are also provided transition services by the State Center Adult Education Consortium’s Transitions Specialist. A Madera Community College counselor and enrollment advisor are also co-located at Madera WDB’s Workforce Assistance Center.

***Services for Youth with Disabilities***

All of the foregoing activities are available to youth with disabilities. When a young person with a disability seeks services through the Workforce Assistance Center, assessments are administered and an Individual Service Strategy is developed to identify past educational attainment, skills levels, interests, barriers, and unique or specialized needs. Depending on the results of the assessment and service planning process, WIOA Youth Program staff may engage colleagues from the Department of Rehabilitation, special education or other partners to assist in securing services and, as necessary accommodations, to facilitate the youth/young adult's participation in the program. Work Experience has been a successful strategy for many youth with disabilities, as it provides the opportunity to work with others in an integrated work setting.

***Addressing the Digital Literacy Skills of Youth and Young Adults***

A structured digital skills assessment protocol has been implemented. This includes an initial assessment, during which various tasks are assigned to youth participants. As youth complete these tasks, staff evaluates their digital literacy skills. Participants that self-identify or are observed to lack digital skills are referred to IMAGO digital literacy modules. In addition, customers are provided information on several digital literacy platforms, including NorthStar, Microsoft Digital Literacy, and/or the Foundation for an Independent Tomorrow. These platforms are free and can assess an individual's digital literacy and knowledge of various systems and products. Results assist staff in guiding conversations around career pathways and the importance of digital literacy.

**F. Entity Responsible for Disbursal of Grant Funds and the Competitive Process Used to Award Contracts for WIOA Title I Activities**

The Madera County Workforce Investment Corporation is the administrative and fiscal agent responsible for receipt and disbursal of funds. MCWIC is granted this authority by the Madera County Board of Supervisors and the Workforce Development Board as documented in an agreement among the three entities signed in 2013. MCWIC functions as the WIOA Youth program provider and is the approved Title I Career Services Provider. Therefore, no programmatic sub-awards are planned other than vendor agreements with approved ETPL training providers and a One-Stop/AJCC Operator (OSO) contract. An OSO request for proposals RFP was released in November for services beginning on July 1, 2025. OSO procurement takes place every four years.

**G. How the Local Board Fulfills the Duties of the AJCC Operator and/or the Career Services Provider or Selection of AJCC Operators and Career Services Providers**

The WDB competitively procures and contracts for AJCC Operator function, ensuring the arm's length distance from operations envisioned by WIOA. In keeping with a decades old practice, Madera County WDB continues to function as the career services provider.

### ***One-Stop Operator Function***

As part of regional efforts to streamline administrative functions among local boards in the Central Valley, Madera County has led a process to competitively procure an AJCC/One-Stop Operator for five boards: Kings County, Madera County, Merced County, San Joaquin County and Stanislaus County. Madera County WDB currently contracts with Beaudette Consulting, Inc. as the One-Stop Operator (OSO). The OSO has three major roles and duties:

1. Facilitates collaboration and cooperation among the partners.
2. Validates and ensures partner organizations adhere to the Memorandum of Understanding (MOU) documents (Phase I and II) providing locally negotiated infrastructure and operations contributions as outlined in the WIOA legislation.
3. The Contractor will act as a liaison between the Workforce Development Board and the America's Job Centers of California Partners.

In accordance with WIOA requirements, the One-Stop Operator agreement clearly stipulates that the OSO is prohibited from acting in the following capacities:

- Convening system stakeholders to assist in the development of the local plan;
- Preparing and submitting the local plan (as required under sec. 107 of WIOA);
- Providing oversight of itself;
- Managing or significantly participating in the competitive selection process for one-stop operator;
- Selecting or terminating one-stop operators, career services, and youth program service providers;
- Negotiating local performance accountability measures; and
- Developing and submitting budget for activities of the local board.

### ***Career Services Provider***

Madera County WDB, in its various iterations, has been the direct provider of workforce services for four decades, and presently oversees the MCWIC in the provision of these services. The WDB has developed strong, positive relationships with mandated partners, other community stakeholders, and with city and county government agencies throughout Madera County. The staff and leadership are experienced workforce professionals with strong ties with businesses, as well as the community. This experience and relationships result in high quality, customer-centered services that produce positive outcomes for job seekers and local businesses. The WDB has consistently met or exceeded performance goals and has a strong reputation for quality programs and services. In 2021, Madera County WDB received state approval to function as the provider of WIOA career services and is making application in 2025 to continue in this capacity.

## V. SYSTEM PRIORITIES FOR PROGRAM YEARS 2025-28

As the Local Plan concerns not just the work of the WIOA Title I programs administered and operated by the Madera County WDB, but all of the organizations, programs, and services that comprise the local workforce development system, the WDB sought input from the full array of system partners and stakeholders. As described in Attachment I, three input sessions were held to gather input on key issues affecting the delivery of services to job seekers and businesses.

The priorities described below reflect major themes that arose during the community input sessions. These topics will be addressed by WDB and partner representatives throughout the period covered by this plan.

### A. Job Seeker- and Worker-Focused Priorities

1. Expand the availability of English language acquisition services, such as Vocational English-a-Second Language (VESL) skills training.

The partners recognize that there are a substantial number of individuals in the County who are English language learners (ELLs) and that many of these individuals need to work while they are increasing their English fluency. Because it is frequently impractical for ELLs to become fully conversant in English before they begin work, short-term and contextualized English skills training and support should be expanded to increase their accessibility.

2. Identify and focus on “foundational skills” that cut across occupations and industries.

To build a larger and more robust pool of job ready individuals in Madera County, the workforce system should agree on a set of skills that are essential to a variety of workplaces and jobs and that make job seekers stronger candidates than those lacking such skills. Foundational skills may include literacy and numeracy, digital literacy, customer service, critical thinking and decision making, and interpersonal communication, along with other skills reflecting the requirements of local businesses.

3. Continue to work to strengthen the referral process among workforce system partners and stakeholders.

While the Madera County Workforce Assistance Center staff and representatives of the system partners regularly refer individuals between programs, referral processes could be improved through additional follow-up and tracking, as the use of an automated system or systems.

4. Continue to support and expand the use of co-enrollment strategies to meet the full range of participant needs.

The partners recognize that co-enrollment of some participants into two or more workforce and/or support programs can significantly increase their likelihood of success in preparing for work on and the job. As new partnerships are created (refer to item C.1, below), co-enrollment strategies and protocols should be developed.

## **B. Business-Focused Priorities**

### **1. Expand pathways to entrepreneurship.**

The local workforce system partners should explore opportunities and examine successful models to create paths to entrepreneurship for individuals with interest in starting their own businesses. Such approaches may consist of training in skills needed for business operations, management, and success.

### **2. Promote and support skills-based hiring.**

As the pool of job seeking candidates fails to keep pace to meet the hiring needs of business, companies are opting for unique strategies to source talent. Hiring based on demonstrable skills (vs. educational attainment, certification, or past experience) is becoming a more common practice. Workforce system partners can support this practice through various actions and processes, such as assessing skills, developing skills-centered resumes, and preparing candidates to emphasize skills during interviews.

### **3. Build a set of workforce strategies that meet the specific needs of small business.**

Representatives from small businesses, which represent the majority of commercial enterprises in Madera County, express that their workforce needs are different from those of medium or large sized businesses. Employee recruitment, hiring, training, and retention can be significantly more challenging. The workforce system could function more effectively as an intermediary between small business and job seekers/workers by developing strategies to better inform and prepare them to address opportunities and challenges associated with small business employment.

### **4. Develop and implement strategies to promote non-traditional candidates to businesses.**

Various individuals face significant barriers to employment based on their status, background, and circumstances. These include, but are not limited to, formerly incarcerated and justice-involved individuals, persons with disabilities, English Language Learners, older workers, and disconnected youth. The workforce system partners should collaborate on the development of strategies to promote



these individuals as job candidates by focusing on their value as potential employees, which may include their skills, attitudes, and current behaviors.

5. Develop a business outreach campaign focused on the benefits of working with the local workforce system.

Together, the workforce system partners offer many potential benefits to business. To become the provider of choice for Madera County businesses, the partners should collaborate on the development of a campaign that promotes the many and varied benefits the workforce system provides to local companies.

6. Adopt a consultative approach to working with businesses.

As the workforce needs of business continue to evolve, so do the challenges they face in recruiting, training, and retaining workers. While the dynamic between workforce agencies and businesses has often been transactional and reactive, a more consultative approach, which addresses the unique needs of each business, may represent a more effective approach.

### **C. Other System Priorities**

1. Expand the network of organizations in the local workforce system.

The workforce system partners in Madera County include an extensive group of organizations that include those mandated by federal and state agencies, along with many other entities that share common goals and objectives. The partners remain open to expanding this network to include other organizations.

2. Continue to study, track, and address the impact of artificial intelligence (AI) and other advanced technology applications on regional jobs and the workforce.

System partners acknowledge that AI will inevitably lead to changes in jobs, work requirements, and the labor market. These changes, along with those accompanying the adoption of robotics and other technologies, will also change the functions and services of the workforce development system partners. System leadership agrees that tracking, assessing, and responding to the impacts of AI and technology on employment will be an ongoing function over the next several years.

3. Work with a broad-based coalition of stakeholders, including education, government, business, and community-based agencies to develop and attract more Madera County-based skills training programs.

To meet the many job- and industry-specific skills requirements of Madera County businesses, more locally-based training programs are needed. Successfully attracting and developing new programs will require the efforts of all stakeholders.

4. Collaborate with education and training providers to make programs more accessible to a wide range of job seekers and working individuals.

Working individuals, adults and youth on probation, job seekers with limited childcare options, and others require training opportunities that are available during non-traditional hours or on-demand through technology. The system partners should assess communities' needs for flexible training schedules and devise strategies to meet these needs.

5. Continue to build strategies to support remote communities.

The WDB and other system partners continue to develop and implement strategies to support both businesses and job seekers in remote areas, including communities in Chowchilla and Eastern Madera County. Assessment of community needs and implementation of responsive services should continue to be developed and refined.

**VI. APPENDICES**

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

Attachment 1: Stakeholder and Community Engagement Summary

Attachment 2: Public Comments Received that Disagree with the Local Plan

Attachment 3: Signature Page

<b>Stakeholder and Community Engagement Summary</b>
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To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the PY 2025-28 Local Plan, the WDB hosted a series of three community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included the following.

Priorities for Developing the Local Workforce:

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

- What services are most needed by individuals who are new to the workforce and those who are unemployed and looking to return to work?
- What are the training programs of most interest to local job seekers and how do these align with jobs available in the local labor market?
- Are there opportunities for local workforce, education, and community service agencies to work together to more effectively serve job seekers?
- In what ways do services need to be “modernized” to meet the evolving needs of workers and businesses?
- Other ideas about development of the local workforce.

This forum was held in-person on October 9, 2024.

Supporting Local Businesses’ Workforce Development Goals:

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

- What support for hiring and training do businesses need most?
- How can the Workforce Assistance Center better prepare candidates for interviews and early success in the workplace?
- How can the Center and businesses work together to increase retention of new employees?
- Are there jobs for which more or new skills training is needed?
- What assistance do businesses need to increase or update the skills of their current workforce?
- Other ideas about workforce development support for businesses.

This forum was held via Zoom on October 29, 2024.

Strengthening Madera County’s Workforce System Partnerships:

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

- In what ways are the workforce system partners working together to prepare job seekers to succeed in the workplace?
- In addition to the required partners, are there organizations, groups, or disciplines that we should be collaborating with?
- How can co-enrollment of job seekers in two or more programs help to improve outcomes?
- Are there ways that the partners can work together more effectively? Streamlining processes? Improving communication?
- Are there obstacles to coordination that we can work toward minimizing or resolving?
- Other idea about strengthening workforce system partnerships.

This forum was held via Zoom on October 30, 2024.

**Local Plan Stakeholder and Community Engagement Outreach**

**Local System Priorities Input Session – October 9, 2024: In Person**

<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of Attendance</b>	<b>Comments</b>
Email; Online Registration	Alicia Aquirre		
Email; Online Registration	Amanda Ramirez		
Email; Online Registration	Ana Jasso		
Email; Online Registration	Arasely Rosas		
Email; Online Registration	Barbara Juarez	Attended	
Email; Online Registration	Bertha Vega	Attended	
Email; Online Registration	Carminda Moreno		
Email; Online Registration	Danielle Beckett		
Email; Online Registration	DEBORAH MARTINEZ		
Email; Online Registration	Deisy Ruiz	Attended	
Email; Online Registration	ESTEBAN GONZALES		
Email; Online Registration	EVA HERNANDEZ		
Email; Online Registration	Gabrielle Mills		
Email; Online Registration	Brian Beck	Attended	
Email; Online Registration	jdenava@cvoc.org		
Email; Online Registration	Jeffery Hogue	Attended	

Email; Online Registration	Jessica Roche	Attended	
Email; Online Registration	Joe Perez		
Email; Online Registration	Jose Delgado	Attended	
Email; Online Registration	Karina Vera	Attended	
Email; Online Registration	Kevin Hatch		
Email; Online Registration	Kim Cowger		
Email; Online Registration	Leslie Goston		
Email; Online Registration	Lisa Morales		
Email; Online Registration	Lorenda Sanchez		
Email; Online Registration	Maiknue Vang	Attended	
Email; Online Registration	Marcy Guthrie		
Email; Online Registration	Maria Hernandez		
Email; Online Registration	Marie Harris		
Email; Online Registration	Marisa Etheridge		
Email; Online Registration	MELISSA ABBY		
Email; Online Registration	Michelle Hernandez	Attended	
Email; Online Registration	NAKIA VUE		
Email; Online Registration	Nancy Ramirez	Attended	
Email; Online Registration	Nicki Martin	Attended	
Email; Online Registration	Pang Vangyi	Attended	
Email; Online Registration	PEGGY MENDIBLES		
Email; Online Registration	Rhonda Corippo		
Email; Online Registration	Saul Palomares		
Email; Online Registration	Shaun Mee		
Email; Online Registration	SHELLY TARVER		
Email; Online Registration	Sherri Watkins		
Email; Online Registration	Ara Keledjian		

Email; Online Registration	Stephanie Osowski		
Email; Online Registration	STEVEN GUTIERREZ		
Email; Online Registration	Wendy Lomeli		
Email; Online Registration	Leticia Espinosa-Massoyan		
Email; Online Registration	Monica Beaudette		
Email; Online Registration	Marisol Rivera		
Email; Online Registration	Kristi DeBernardi		
Email; Online Registration	Tony Misner		
Email; Online Registration	Justin Garcia		
Email; Online Registration	Vivian Garcia		
Email; Online Registration	Michael Land		
Email; Online Registration	Jessica Fairbanks		
Email; Online Registration	Nickolas Trujillo		
Email; Online Registration	Ahmed Metwally		
Email; Online Registration	Aaron Chambers		
Email; Online Registration	Brett Frazier		
Email; Online Registration	Chuck Riojas		
Email; Online Registration	Debi Bray		
Email; Online Registration	Deborah Martinez		
Email; Online Registration	Donald Foster		
Email; Online Registration	Emilio Hipolito		
Email; Online Registration	Joe Perez		
Email; Online Registration	Jorge DeNava		
Email; Online Registration	Lanie Suderman		
Email; Online Registration	Laura Gutile		
Email; Online Registration	Marie Marris		
Email; Online Registration	Mattie Mendez		

Email; Online Registration	Michelle Brunetti		
Email; Online Registration	Mike Fursman		
Email; Online Registration	Mike Lopez		
Email; Online Registration	Nichole Mosqueda		
Email; Online Registration	Omair Javaid	Attended	
Email; Online Registration	Robert L. Poythress		
Email; Online Registration	Todd Lile	Attended	
Email; Online Registration	Wendy Lomeli		
Email; Online Registration	Gabriel Mejia		
Email; Online Registration	Romana Davie		
Email; Online Registration	Roger Leach		
Email; Online Registration	Tim Riche	Attended	
Email; Online Registration	Rich Mostert	Attended	
Email; Online Registration	Virginia Mendez	Attended	
Email; Online Registration	Francisco Garcia	Attended	
Email; Online Registration	Paul Shoaf	Attended	
Email; Online Registration	Erick Flores	Attended	
Email; Online Registration	Cece Gallegos	Attended	
Email; Online Registration	Ernesto Garcia	Attended	
Email; Online Registration	Mona Huerta	Attended	
Email; Online Registration	Vanessa Veliz	Attended	
Email; Online Registration	Karina Melendez	Attended	
Email; Online Registration	Grace Hernandez	Attended	
Email; Online Registration	Gary Beaudette	Attended	
Email; Online Registration	Jasna Kuvacich	Attended	
Email; Online Registration	Maritza Garcia	Attended	



Employee Retention Forum – October 29, 2024: Virtual

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email; Online Registration	Aaron Chambers	Attended	
Email; Online Registration	Brett Frazier		
Email; Online Registration	Chuck Riojas		
Email; Online Registration	Debi Bray		
Email; Online Registration	Deborah Martinez	Attended	
Email; Online Registration	Donald Foster		
Email; Online Registration	Emilio Hipolito		
Email; Online Registration	Joe Perez		
Email; Online Registration	Jorge DeNava	Attended	
Email; Online Registration	Lanie Suderman	Attended	
Email; Online Registration	Laura Gutile	Attended	
Email; Online Registration	Marie Marris		
Email; Online Registration	Mattie Mendez	Attended	
Email; Online Registration	Michelle Brunetti		
Email; Online Registration	Mike Fursman		
Email; Online Registration	Mike Lopez		
Email; Online Registration	Nichole Mosqueda		
Email; Online Registration	Omair Javaid	Attended	
Email; Online Registration	Robert L. Poythress		
Email; Online Registration	Todd Lile	Attended	
Email; Online Registration	Wendy Lomeli		
Email; Online Registration	Ahmed Metwally	Attended	
Email; Online Registration	Bertha Vega	Attended	
Email; Online Registration	Erick Flores	Attended	

Email; Online Registration	Jessica Roche		
Email; Online Registration	Jorge Espinosa	Attended	
Email; Online Registration	Maiknue Vang	Attended	
Email; Online Registration	Marisol Rivera	Attended	
Email; Online Registration	Chris Childers		
Email; Online Registration	Andrea Robinson	Attended	
Email; Online Registration	Joannaa Borstad		
Email; Online Registration	Elishah Leon Guerrero		
Email; Online Registration	Rich Mostert	Attended	
Email; Online Registration	Diana Quintero		
Email; Online Registration	Reginald Thompson		
Email; Online Registration	Maritza Garcia		
Email; Online Registration	Nestor Alvarez Lopez		
Email; Online Registration	Nicki Martin	Attended	
Email; Online Registration	Ara Keledjian	Attended	
Email; Online Registration	Chris Childers	Attended	
Email; Online Registration	Maritza Garcia	Attended	
Email; Online Registration			

**New Strategies for Partner Collaboration – October 30, 2024: Virtual**

<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of Attendance</b>	<b>Comments</b>
Email; Online Registration	Alicia Aquirre		
Email; Online Registration	Amanda Ramirez		
Email; Online Registration	Ana Jasso		
Email; Online Registration	Arasely Rosas		
Email; Online Registration	Barbara Juarez		

Email; Online Registration	Bertha Vega	Attended	
Email; Online Registration	Carminda Moreno		
Email; Online Registration	Danielle Beckett		
Email; Online Registration	DEBORAH MARTINEZ	Attended	
Email; Online Registration	Deisy Ruiz		
Email; Online Registration	ESTEBAN GONZALES		
Email; Online Registration	EVA HERNANDEZ		
Email; Online Registration	Gabrielle Mills		
Email; Online Registration	Brian Beck		
Email; Online Registration	Jorge DeNava	Attended	
Email; Online Registration	Jeffery Hogue		
Email; Online Registration	Jessica Roche		
Email; Online Registration	Joe Perez		
Email; Online Registration	Jose Delgado	Attended	
Email; Online Registration	Karina Vera		
Email; Online Registration	Kevin Hatch		
Email; Online Registration	Kim Cowger		
Email; Online Registration	Leslie Goston		
Email; Online Registration	Lisa Morales		
Email; Online Registration	Lorenda Sanchez		
Email; Online Registration	Maiknue Vang	Attended	
Email; Online Registration	Marcy Guthrie		
Email; Online Registration	Maria Hernandez		
Email; Online Registration	Marie Harris	Attended	
Email; Online Registration	Marisa Etheridge		
Email; Online Registration	MELISSA ABBY		
Email; Online Registration	Michelle Hernandez	Attended	

Email; Online Registration	NAKIA VUE		
Email; Online Registration	Nancy Ramirez	Attended	
Email; Online Registration	Nicki Martin		
Email; Online Registration	Pang Vangyi		
Email; Online Registration	PEGGY MENDIBLES		
Email; Online Registration	Rhonda Corippo		
Email; Online Registration	Saul Palomares		
Email; Online Registration	Shaun Mee		
Email; Online Registration	SHELLY TARVER		
Email; Online Registration	Sherrri Watkins		
Email; Online Registration	Ara Keledjian	Attended	
Email; Online Registration	Stephanie Osowski		
Email; Online Registration	STEVEN GUTIERREZ		
Email; Online Registration	Wendy Lomeli	Attended	
Email; Online Registration	Leticia Espinosa-Massoyan		
Email; Online Registration	Monica Beaudette		
Email; Online Registration	Marisol Rivera	Attended	
Email; Online Registration	Kristi DeBernardi		
Email; Online Registration	Tony Misner	Attended	
Email; Online Registration	Justin Garcia		
Email; Online Registration	Vivian Garcia	Attended	
Email; Online Registration	Michael Land		
Email; Online Registration	Jessica Fairbanks		
Email; Online Registration	Nickolas Trujillo		
Email; Online Registration	Ahmed Metwally	Attended	
Email; Online Registration	Jose Pantoja	Attended	
Email; Online Registration	Paul Shoaf	Attended	

Email; Online Registration	Gary Beaudette	Attended	
Email; Online Registration	Ernesto Rodriguez	Attended	
Email; Online Registration	Aaron Chambers	Attended	
Email; Online Registration	Sandra Flores	Attended	

<b>PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE 2023 BIENNIAL MODIFICATION TO THE PY 21-24 LOCAL PLAN</b>
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1.	<b><i>From:</i></b>	<b><i>Date:</i></b>
<b><i>Comment:</i></b> No Comments Received		

2.	<b><i>From:</i></b>	<b><i>Date:</i></b>
<b><i>Comment:</i></b> No Comments Received		

<b>SIGNATURE PAGE</b>
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The following signatures represent approval of the 2023 Biennial Modification to the PY 21-24 Local Plan by the Workforce Development Board of Madera County and the Chairman of the Board of Supervisors of Madera County as Chief Elected Official of the Madera Local Workforce Area

For the **Workforce Development Board**:

Brett Frazier, Chair	Date

For the **Board of Supervisors of Madera County**

Leticia Gonzales, Chairman	Date



## **Request for Approval**

# **America's Job Center of California<sup>SM</sup> Adult and Dislocated Worker Career Services Provider**

**Local Workforce Development Board**

**Workforce Development Board of Madera County**

**Local Workforce Development Area**

**Madera**

*The EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.*



The *Workforce Innovation and Opportunity Act* (WIOA) allows Local Workforce Development Boards (Local Board) to be an Adult and Dislocated Worker Career Services Provider with the agreement of the Chief Elected Official (CEO) and the Governor.

This application will serve as the Local Board’s or administrative entity’s request for Governor Approval to be an Adult and Dislocated Worker Career Services Provider within a Local Workforce Development Area (Local Area) under WIOA. The application must be submitted to the California Workforce Development Board (CWDB) by **March 1, 2025**, through the following method:

**Email**            [CWDBPolicyUnit@cwdb.ca.gov](mailto:CWDBPolicyUnit@cwdb.ca.gov)  
**Subject line**    Career Services Provider Application

If the CWDB determines the request is incomplete, it will either be returned or held until the necessary documentation is submitted. Please contact your [Regional Advisor](#) for technical assistance or questions related to completing and submitting this request.

Workforce Development Board of Madera  
County

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Name of Local Board

---

P. O. Box 1205

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Mailing Address

---

Madera, CA 93639

---

City, State, Zip

---

Maiknue Vang

---

Contact Person

---

(559) 662-4503

---

Contact Person’s Phone Number

---

Date of Submission

## **Request for Approval Adult and Dislocated Worker Career Services Provider**

### **Local Chief Elected Official Statement**

A Local Board or administrative entity that seeks approval to be an Adult and Dislocated Worker Career Services Provider within an America's Job Center of California<sup>SM</sup> must provide a statement from the local CEO indicating his/her request as well as responses to the following questions.

Please provide responses to the following items on a separate document:

1. What factors guided the Local Board's or administrative entity's decision to submit this application to be an Adult and Dislocated Worker Career Services Provider within the Local Area?
2. How would participants be better served by the Local Board or administrative entity acting in this role rather than through the awarding of contracts?
3. Describe the Basic and Individualized Career Services the Local Board or administrative entity will provide as well as their past experience providing these services.
4. Provide the Local Area's performance outcomes for each of the last two Program Years (PY 22-23 and 23-24) and evidence that the Local Board or administrative entity is qualified to provide Adult and Dislocated Worker Career Services, including testimonials that speak to the effectiveness and efficiency with which the Local Board or administrative entity has provided or can provide those services.
5. Attach documentation (signed and dated letter) that the members of the Local Board and other relevant parties (e.g., Board of Supervisors) reviewed the information provided in the application and approved the request in a public meeting.
6. Attach documentation of internal controls, conflict of interest, and firewall policies.

## Signature Page

By signing below, the local CEO and Local Board chair request approval from the Governor to be an Adult and Dislocated Worker Career Services Provider. Each party certifies that this application submission was reviewed and demonstrates that the Local Board or administrative entity will meet all the requirements as an Adult and Dislocated Worker Career Services Provider under WIOA law and regulations.

### Instructions

The Local Board chair and local CEO must sign and date this form. Include the original signatures with the request.

#### Local Workforce Development Board Chair

---

Signature

---

Brett Frazier

Name

---

Chair

Title

---

Date

#### Local Chief Elected Official

---

Signature

---

Leticia Gonzales

Name

---

CLEO

Title

---

Date

**Request for Approval**  
**Adult and Dislocated Worker Career Services Provider**

1.

Madera County has been designated by the Governor as a local workforce development area (LWDA) pursuant to guidelines established under WIOA. With this designation, the Chief Local Elected Official has designated the Madera County Workforce Investment Corporation (MCWIC) as the local grant recipient for federal, state, and local funds. MCWIC is currently the Adult and Dislocated Worker career services provider for the America's Job Center of California (AJCC) in Madera County under the oversight of the Workforce Development Board of Madera County (WDB). The Corporation is an independent, 501(c)(3) non-profit corporation and is the administrative and fiscal agent for the designated local workforce development area. This operational model has been in place since January 1, 2013. Prior to this date, beginning in 1982, the Madera County Superintendent of Schools (MCSOS) was the designated administrative and fiscal agent of the workforce development system under the Comprehensive Employment Training Act, the Job Training Partnership Act, and the Workforce Investment Act. The staff to the WDB and to the AJCC were employees of the MCSOS in the Workforce Development Office, a division of MCSOS until the transition and are now employees of the Corporation. The organization has provided workforce services for more than 40 years in Madera County, and thus, staff have extensive experience in the workforce development system and serving populations with multiple barriers to employment. Approval to provide Adult and Dislocated Worker career services would ensure that all Madera County residents continue to receive quality and effective WIOA services.

Madera County is geographically large, covering 2,153 square miles in Central California. The population of just over 160,000 residents is diverse and physically dispersed as significant landmass separates cities, services, and resources. Labor markets in rural communities like Madera County face an even more challenging environment than those in larger metropolitan areas. Over many decades, MCWIC has been able to create a strong and diverse network of partners and services to support employers and individuals within our communities, which has developed and strengthened the local Adult and Dislocated Worker career services offered at the Madera County AJCC. In addition, due to Madera County's size and rural environment, resources are very limited in local agency CBOs and available

non-profits. Therefore, MCWIC continuously seeks and applies for non-WIOA funding that is used to directly support and provide leveraging and braiding to WIOA career services, in addition to pursuing additional WIOA-funded special grants and projects.

2.

MCWIC, under the oversight of the WDB, has been the sole provider of Adult and Dislocated Worker career services for over 40 years and has consistently met or exceeded negotiated performance outcomes. MCWIC has partnered in numerous grants and projects; providing quality WIOA services to assist job seekers in accessing education, training, employment, and supportive services while matching employers with the skilled workers they need to compete in the global economy.

As a small, rural community with fewer resources, collaboration, partnerships, co-enrollment, and leveraging/braiding of funds with various funding sources have been a necessity to support the robust variety of programs and services offered through the AJCC. MCWIC has been successful in securing funds from several initiatives and grants that have been instrumental in expanding access and services to connect the various populations representative of our local area to our comprehensive AJCC. In Madera County, nearly sixty percent (60%) of the county's population is Hispanic or Latino and one in every five individuals is foreign-born. Over many decades, the WDB has served substantial numbers of English Language Learners (ELLs) and immigrants. MCWIC has successfully received and implemented the English Language Learner (ELL) project and the English Language Learner Pathways to Careers project that strengthened partnerships with CBOs, improved coordination, and safeguarded against duplication of services. Funds also supported an ELL Navigator who assisted ELLs in navigating the education and workforce system, offered additional support for degree translations and language interpretation, and transitioned ELLs from ESL and HiSET classes into training, work-based learning, and employment opportunities. The WDB's long-standing partnerships with community-based organizations whose services are intensively focused on the immigrant and ELL communities have positioned MCWIC to secure additional private and non-federal funds through the Kaiser Foundation, US Bank, and the James Irvine Foundation to continue to improve services and increase access and participation in workforce activities for this important group. Grant funds have sponsored translation of documents and assisted with attorneys and/or application fees for individuals in the process of applying for citizenship or legal status.

Additionally, the WDB has extensive expertise and capacity in serving persons with disabilities having received and successfully implementing the Disability Program Navigator,

Disability Employment Initiative, and multiple Disability Employment Accelerator projects, which have connected individuals with disabilities to career services, training, employment, and work-based learning opportunities. The AJCC is also an Employment Network (EN) through the Social Security Administration's Ticket to Work program, which ensures that individuals receiving Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI) benefits have access to the services, supports, and information needed to successfully transition back into the workforce as well as long-term services and supports to individuals who are referred after placement in employment by the Department of Rehabilitation through a local Partnership Plus agreement. Two staff members are certified as Community Partner Work Incentive Counselors through Virginia Commonwealth University to provide advisement on the impacts of work on benefits. As social security beneficiaries return to work and earn living wages, the EN receives unrestricted revenue from the Social Security Administration that may be used to further support the AJCC and its customers with resources that may not be available under WIOA.

The WDB also has significant knowledge and proficiency in working with justice-impacted individuals and has received a myriad of grants and projects; including a contract with the California Department of Corrections and Rehabilitation (CDCR) through which staff provided pre-release transitional job readiness workshops in two local prison institutions. Currently, a CDCR agreement with MCWIC supports a full-time Corrections Workforce Specialist at Valley State Prison who connects inmates nearing parole to career services and an AJCC in their area of residence post-release. MCWIC also receives AB 109 Community Corrections Plan funds from the County of Madera to provide in-custody pre-release transitional job readiness, mock interviews, and assessments in the local Department of Corrections facility. In partnership with Corrections and GRID Alternatives, staff also provide transitional and career services for incarcerated individuals enrolled in their Central Valley Solar Installer training program. Additionally, the WDB has received Workforce Accelerator Funds to further support this population. Effective service strategies and partnerships developed through these projects have positioned MCWIC to secure additional contracts with Madera County Probation to include multiple rounds of Coronavirus Emergency Supplemental Funding where a dedicated AJCC Career Specialist was stationed at Probation locations throughout the County. When the Madera County Justice Center, a one-stop rehabilitative center, opened in May 2023, the facility included a mini AJCC where two MCWIC staff are stationed full-time to provide career services and referrals for a seamless transition for individuals on probation.

Additional non-WIOA local projects include funds from the City of Madera Community Development Block Grant to provide training and supportive services to low-income individuals residing in Madera, the Department of Social Services to provide WorkKeys assessments for DSS recipients, co-enrollment for occupational skills training, and an annual job fair for Madera County residents, and Wells Fargo to support outreach, services, and resources to veterans and single female parents as well as providing an open entry/open exit HiSET class for workforce participants, and expanding workshop offerings virtually and providing electronic devices for customers to actively participate in education, training, or other workforce activities. Recently, the Madera County Superintendent of School (MCSOS) contracted with MCWIC to provide job readiness and summer paid work experience opportunities to Foster Youth in the process of transitioning out of high school. The success of the program has presented new opportunities for additional growth and collaboration.

In addition, the WDB has extensive experience with the operation of disaster grants. MCWIC received and operated a National Emergency Grant focused on economic recovery. The project was focused on connecting dislocated workers with re-employment using On-the-Job Training agreements with employers to aid in economic recovery after the 2008 financial crisis and was funded by ARRA. Additionally, MCWIC was the regional lead for a \$3.1 million Job Driven NEG grant awarded to the San Joaquin Valley region. The JD-NEG focused on connecting dislocated workers with On-the-Job Training or Paid Work Experience, which was often combined with training through ITA's. The project was focused on priority sectors and included partnership development with local Economic Development organizations and other education and training partners, as well as EDD. MCWIC also received Additional Assistance Dislocated Worker funds to support Chukchansi Gold Resort & Casino after the employer underwent a massive layoff in 2014 impacting over 1000 employees as well as National Dislocated Worker Grant (NDWG) and COVID Supportive Services funds to assist individuals impacted by the COVID-19 pandemic. Currently, Quality Jobs Equity Training (QUEST) NDWG funds are also being used to provide continued support to individuals affected by COVID-19. In addition, MCWIC received Wildfires NDWG funds that provided temporary work for areas impacted by the 2020 Creek Fire. Work activities were completed in the Sierra National Forest to burn areas that included Whiskey Falls and Beasore Meadows. When the Madera Community Hospital abruptly closed in 2023, MCWIC received additional Rapid Response (RR) funds to assist over 300 impacted employees during 11 Rapid Response Orientations. With State and local assistance, the hospital is set to reopen in February 2025 and will restore essential healthcare services to our community. Staff continue to collaborate with MCH leadership to support their efforts in re-employing, recruiting, hiring, and/or upskilling the labor force

needed to support this re-opening. Two major hiring events were held in October 2024, where 1349 individuals were interviewed and nearly 200 job offers were made.

The WDB's ability to work in partnership with various entities in the region has also created opportunities that bring additional programs and services to Madera County residents. Regional grants include the Regional Equity and Recovery Partnership (RERP) with Madera Community College to increase enrollment in their industrial technology and manufacturing courses, the Good Jobs Challenge (GJC) where Madera WDB serves as the backbone lead for the Transportation industry, the CA Jobs First Economic Development Pilot Grant where funds will support the development of a School Bus Driver training program at the Madera Unified School District, the Central Valley Forestry Corps where specialized training at Yosemite Adult School is available to address the skills needed to promote forest health and fire suppression, and Prison to Employment (P2E) and P2E 2.0 funds to further coordinate referrals and provide individual direct services as well as supportive service and earn-and-learn activities to formerly incarcerated and other justice-involved individuals. In collaboration with other local workforce boards in the Central Valley, Madera WDB has actively sought funding through specialized public and private grant programs to increase our capacity to serve veterans, which have included several Veterans Employment Assistance Program grants administered by EDD.

As the current provider of Career Services and over the past 40 years, MCWIC has a reputable track history of providing quality services as indicated above and through the many long-standing and valuable partnerships with local, regional, and state entities. This has enabled us to identify available resources and effectively connect various populations with multiple barriers to all programs and services. Approval to continue providing these services facilitates the use of all of MCWIC's varied resources & funding streams while minimizing any delays or potential gaps in services as the result of a transition period or learning curve for staff from a new provider.

3.

Under WIA and previous workforce programs, MCWIC provided sequential services that included group orientations, self-service activities under Core A and B, Job Readiness Workshops, Training and Supportive Services, Pre-Apprenticeships, Job Placement, Job Referrals, Assessments, Career Counseling, and Business Services for Employers. Since WIOA, a customer-centered service delivery model developed by MCWIC has been used to identify individuals eligible for workforce services and includes an initial interview and identification of barriers, eligibility determination, and comprehensive assessments. This



customer-centered model minimizes the length of time it takes to get individuals through the upfront process. Additionally, we have eliminated group orientations and provide customers immediate access to a menu of options when they walk through the AJCC doors. When a customer comes in to, or contacts, the AJCC, he/she is provided information or directed immediately to the service or resource being requested. Options might include: 1) provided forms such as UI application, state disability, or Paid Family Leave, 2) referred to community resources or partner agencies, 3) referred to the resource room for self-service activities, or 4) referred to the Specialist of the Day if interested in job placement assistance, supportive services, or training.

The Specialist of the Day is available Monday through Thursday from 8:15 am to 4 pm. When a job seeker meets with the Specialist of the Day, an Initial Questionnaire is used to assess and refer the job seeker to the appropriate services based on the job seeker's needs. The job seeker may be referred to a partner or outside agency, the resource room if not interested in one-on-one services, or scheduled for an eligibility appointment. If an individual is interested in eligibility, the Specialist reviews the list of required documents for eligibility and may schedule the eligibility appointment for the same day, the next day, or at another convenient time using the CalJOBS calendar. All individuals scheduled for eligibility must be registered in CalJOBS. Job seekers who do not have a HS diploma or GED may be referred to the Madera County and/or Fresno Adult Schools for classes depending on the career of interest. The Specialist will review the individual's interests and any requirements with the individual before moving forward with eligibility. Upon eligibility determination and approval, the job seeker is assigned to a Career Specialist. CASAS assessment is administered to identify basic skills deficiency. Depending on the needs of the job seeker, he/she may be referred to a menu of activities that include WorkKeys assessment, job readiness workshops, a panel interview, skills training, work-based learning, or direct placement. MCWIC leadership and staff analyze performance, customer satisfaction, and labor market data to make programming decisions and continuously improve programs and services. 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.

4.

Madera County has always met (within 90% of the target goal) or exceeded our performance standards. Our performance is comparable to the surrounding areas of the San Joaquin Valley, considering that we are a much smaller rural area.

**PY 22/23:**

**Employed Q2 After Exit**

**(Adult)**

Negotiated – 64.6%

Actual – 73.9%

**(Dislocated Worker)**

Negotiated – 65%

Actual – 75.9%

**Median Earnings**

**(Adult)**

Negotiated - \$5961

Actual - \$8325

**(Dislocated Worker)**

Negotiated - \$7850

Actual - \$9529

**Employed Q4 After Exit**

**(Adult)**

Negotiated – 62%

Actual – 72.7%

**(Dislocated Worker)**

Negotiated 77%

Actual – 87%

**Credential Attainment Rate**

**(Adult)**

Negotiated – 79%

Actual – 81.3%

**(Dislocated Worker)**

Negotiated – 79%

Actual – 90.9%

**PY 23/24:**

**Employed Q2 After Exit**

**(Adult)**

Negotiated – 66.6%

Actual – 73.6%

**(Dislocated Worker)**

Negotiated – 65%

Actual – 80%

**Median Earnings**

**(Adult)**

Negotiated - \$5961

Actual - \$7783

**(Dislocated Worker)**

Negotiated - \$7850

Actual – \$11527

**Employed Q4 After Exit**

**(Adult)**

Negotiated – 62%

Actual – 69.7%

**(Dislocated Worker)**

Negotiated – 77%

Actual – 72.7%

**Credential Attainment Rate**

**(Adult)**

Negotiated – 79%

Actual – 93.3%

**(Dislocated Worker)**

Negotiated – 79%

Actual – 100%



# MADERA COUNTY PROBATION DEPARTMENT

CHRIS CHILDERS, CHIEF PROBATION OFFICER

January 7, 2025

Bertha Vega, Program Manger  
Madera County Workforce Investment Corp.  
2037 W. Cleveland Ave  
Madera CA 93637

Stephanie Stoeckel  
Assistant Chief  
300 S. G St, Ste 100  
Madera, CA 93637  
(559) 675-2488

Sandra Mendez  
Deputy Chief  
Adult Services  
300 S. G St, Ste 100  
Madera, CA 93637  
(559) 675-2488

Revenue Services  
300 S. G St, Ste 100  
Madera, CA 93637  
(559) 675-2489

Jose Pantoja  
Deputy Chief  
Juvenile Hall  
1655 E. Olive Ave  
Madera, CA 93638  
(559) 675-7899

Rick Galindo  
Deputy Chief  
Juvenile Services  
1675 E. Olive Ave  
Madera, CA 93638  
(559) 675-4970



Madera County Workforce Investment Corp (MCWIC) has worked with Madera County Probation Department for over 13 years and has provided services to clients who seek job training, employment readiness, job placement and continued education/vocational training. We mutually support their vision and goals. MCWIC has demonstrated professionalism, integrity, and compassion to the clients they service. They focus on promoting their vision to establish innovative collaborations that inspire success with goals to transform the system of service delivery for young adults and optimize connections. MCWIC delivery of service is valuable and resourceful.

Since 2012 MCWIC has been contracted to provide pre and post release services for Madera County Probation Justice Involved. Currently MCWIC is co-located with a mini AJCC within our Madera County Justice Center in the Transition Services Center (TSC). Team members meet with clients daily and provide employment "Needs-based Assessments", along with supportive services. MCWIC holds periodic workshops regarding; financial literacy, job readiness, resumes, interview techniques, education/training, work-based learning opportunities, with follow-up and retention. Due to the high volume of referrals, they noticed the need and swiftly added an additional team member.

MCWIC has demonstrated their dedication to providing essential services to Justice Involved with positive outcomes. Data regarding referrals; July 2023-May 2024; 94 referrals with 77 appointments, 16 enrolled in WIOA, 6 enrolled in vocational training and 10 Direct job placements. MCWIC effectively embraces client supportive services and is making a valuable difference in our client population.

Madera County Probation supports MCWIC services offered, with a demonstration of being culturally competent and client focused services and successful outcomes, validates clients are benefiting from the program. Madera County Probation highly recommends MCWIC partnerships which will be delivered with proficient and supportive client services.

Sincerely,  
Sandra Mendez, Deputy Chief  
On behalf of Chief Chris Childers

300 S. G Street, Suite 100, Madera Ca. 93637 (559) 675-2488

*"The mission of the Madera County Probation Department is to encourage positive change in the lives of offenders through collaborative partnerships, evidence-based practices, and corrective services."*



January 6, 2025

Madera County Workforce Investment Corp.

2037 West Cleveland Ave.

Madera, Ca 93637

Re: Letter of Support of Madera County Workforce

Dear Ms. Vega,

Please accept this letter of support on behalf of Yosemite Adult School to continue our partner with the Madera County Workforce Investment Corporation on the Greater Sierra Forestry Corps. Our partnership has been critical to not only the success of the Oakhurst cohort of the Greater Sierra Forestry Corps but also being able to give our students the opportunity to change their lives, and the lives of their entire family. Madera Workforce being able to provide each student with over \$ 1500.00 of personal protective gear has enabled them to participate in classes and activities that no other cohort of the Greater Sierra Forestry Corps has been able to access. Our students are able to go from class to employment knowing that they have the “right gear” for the job without the barriers that many experience. As you know, the NFPA Wildland Approved boots alone are over \$ 400.00. These boots are required on day one of work for a wildland firefighter. Many new wildland firefighters end up having to purchase low-quality boots and then having to buy another pair of higher quality boots within a month. As we say in the wildland fire career, “Your boots write your paycheck, and the wrong boot will cost you your paycheck!”

Through our partnership with the Madera Workforce in the past two years we have helped over 30 students move from unemployment or under employment to a career that can provide for themselves and their families. No longer will they need to take minimum wage jobs with no job security, but rather have the opportunity to have careers that are secure, have high wages, benefits, and the possibility of advancement. I am proud to say that the majority of our students have secured jobs and a few of them have already started work or the onboarding process with Federal, State, and Private Agencies and employers. These students could not do this without the partnership with the Madera Workforce Investment Corporation.

Yosemite Adult School looks forward to continuing to work with the Madera Workforce Investment Board as we have and expanding not only our programs but also being able to access more supportive services for our students.

This commitment aligns with our mission to “Meet students where they are and take them to where they need to be by providing relevant programs to help them thrive in the mountain area and beyond.” and reflects our commitment to helping not only the individual student, but positively impact the lives of their family for generations.

Should you have any questions, please do not hesitate to contact me at [tmisner@yosemiteusd.org](mailto:tmisner@yosemiteusd.org) or (559) 683-8801 ext. 1300.

Thank you for your consideration.

Sincerely,



Anthony Misner

Yosemite Adult School

50200 Road 427

Oakhurst, CA 93644

(559) 683-8801 EXT. 1300

[tmisner@yosemiteusd.org](mailto:tmisner@yosemiteusd.org)

December 23, 2024

Madera County Workforce Investment  
2037 W Cleveland Avenue  
Madera CA 93637

Ms. Bertha Vega  
Program Manager

Advanced Career Institute has had a partnership with Madera Workforce since the 1980's. It is always a collaborative effort to help the Adult and Dislocated Worker between ACI and Madera Workforce. Madera Workforce counselors work closely with the admission advisors at ACI's Fresno and Merced campuses to enroll the client in the correct program and the correct timing. Enrolling a student into one of ACI's programs is not where this partnership ends. Madera workforce counselors follow up with both the student and ACI to see how the training is coming along. The needs of the students many times change as the training progresses. Both Madera Workforce and ACI are extremely dedicated to helping the student post-graduation and placing the student in gainful employment. The counselors follow up with ACI's Placement Coordinator and together make sure the student goes to work as soon as possible after graduation.

As you might tell from this letter, we are proud of the partnership Advanced Career has forged with Madera Workforce and look forward to that continued growing partnership in the future.

Everett Yockey  
CFO/Director of AOperations

# CAMARENA HEALTH

*We are Community. We are Family. We are Healthy.*

December 29, 2024

To Whom It May Concern:

We have worked with the Madera Workforce Development for over 10 years now and have seen multiple successful trainings and placements during this time. We have taken advantage of the On-the-Job Training (OJT) and Incumbent Worker Training (IWT) programs offered by the Madera Workforce that allowed us to retain and promote employees within the organization. It is great to know that the staff hired through MWIC have been screened and at times even trained with the skills necessary to succeed in the workplace. The Staff is extremely professional and very responsive whenever we reach out with any request. I would highly recommend other agencies to participate in their Work Placement and On-The-Job Training program whenever possible



Gabriel Mejia

Chief of Human Resources

[gmejia@camarenahealth.org](mailto:gmejia@camarenahealth.org)

Camarena health.



# CENTRAL VALLEY OPPORTUNITY CENTER, Inc.

*"Helping People ... Changing Lives"*

January 7, 2025

Ms. Bertha Vega, Program Manager  
Madera County Workforce Investment  
2037 W Cleveland Avenue  
Madera CA 93637

Dear Ms. Vega,

Central Valley Opportunity Center, Inc. is pleased to verify our commitment to the Madera County Workforce Investment Corporation application to operate the Adult and Dislocated Worker Career Services in Madera, California. For forty-five (45) years, Central Valley Opportunity Center has been involved with the Madera County Workforce collaborative efforts to improve the social, academic and vocational attainment of low-income families. It is our understanding that MCWIC will continue to operate the mainstream WIOA employment and training programs. As part of these programs MCWIC has expanded partnerships with the employers, Community Colleges, Labor Groups and other partners to develop collaborative service structures. The CVOC will coordinate our efforts with MCWIC to provide cooperative employer and customer services. In addition to our shared service commitment we look forward to providing the following:

- A representative for MCWIC Advisory Council.
- Referrals of eligible and non-eligible program applicants to other available services.
- Commitment of assistance in the development of curriculums, operating procedures, client services and collaborations.

CVOC wishes to express its support and its intent to collaborate with the MCWIC as we move forward with WIOA Program coordination. If you have any questions regarding our organization's commitment to the proposed project, please feel free to contact me.

Sincerely,

  
Jorge De Nava, Jr.  
Executive Director  
jdenava@cvoc.org

**Corporate Office  
Winton Center**  
P.O. Box 1189  
6838 Bridget Court  
Winton, CA 95388  
(209) 357-0062  
Fax (209) 357-0071

**Winton Training Center**  
6845 Bridget Ct.  
Winton, CA 95388  
(209) 357-0062  
Fax (209) 357-0071

**Modesto Workforce &  
Education Center**  
1801 H Street, Suite A 4  
Modesto, CA 95354  
(209) 577-3210  
Fax (209) 550-5958

**Modesto  
Energy Center**  
1801 H Street, Suite B 1  
Modesto, CA 95354  
(209) 338-0004  
Fax (209) 550-5958

**Energy Assistance &  
Weatherization Center**  
3860 Brick Court  
Corcoran, CA 95360  
(209) 537-9178 - Energy  
(209) 541-0496 - Weatherization

**Madera County  
Workforce Center**  
805 S. Gateway  
Madera, CA 95367  
(559) 662-0100  
Fax (559) 664-5901

**Madera County  
One-Stop**  
2037 W. Cleveland Avenue  
Madera, CA 95367  
(559) 662-4500

**Madera County  
Training Center**  
17506 Baldwin St.  
Madera, CA 95368  
(559) 330-0171

**Patterson Energy  
& Workforce Center**  
40 N. Third St.  
Patterson, CA 95363  
(209) 695-3050

www.cvoc.org  
Info1@cvoc.org

**Demitrios Tatum**  
Board Chair

*An Equal Opportunity Employer & Training Center*

**Jorge De Nava, Jr.**  
Executive Director





December 31, 2024

To Whom It May Concern:

I am writing this letter to express my support for the Madera Workforce. In December of 2022, Madera Community Hospital experienced a significant tragedy and our Hospital was forced to close its doors. The Madera Workforce stepped in and provided guidance to our Human Resource staff as well as employees that were experiencing a lay-off. The Madera Workforce organized workshops for our employees to provide education on applying for unemployment, various programs available to employees, enrolling in health insurance programs, and many other services they provide.

In March of 2024, Madera Community Hospital began the re-opening process with a management partner, American Advanced Management. Once the Hospital began to recruit for employees in the summer of 2024, the Madera Workforce was instrumental in assisting with our job fair. The Madera Workforce helped with the planning, organizing, and advertising of our first job fair. Madera Workforce also assisted with the logistics and coordination of applicants on each day of our job fair. Without the help of the Madera Workforce our job fair would not have been the successful, they truly made our job fair a success. We were able to see over 1000 people in two days with the help of the Madera Workforce.

Throughout the closure and now re-opening process of Madera Community Hospital, the Madera Workforce has been supportive and a true partner to our facility, assisting us in anything that we asked of them. We look forward to continuing our partnership with Madera Workforce as we continue to re-open our Hospital.

If you have any questions, please do not hesitate to contact me at (559) 675-5448 or [mbushey@maderahospital.org](mailto:mbushey@maderahospital.org).

Sincerely,

MADERA COMMUNITY HOSPITAL

A handwritten signature in black ink that reads "Melissa Bushéy". The signature is written in a cursive style with a prominent loop at the end of the last name.

Melissa Bushéy  
Human Resource Director

**From:** Melissa [REDACTED]  
**Sent:** Tuesday, January 7, 2025 2:38 PM  
**To:** Jasna Kuvacich <[JKuvacich@maderaworkforce.org](mailto:JKuvacich@maderaworkforce.org)>  
**Subject:** A Huge Thank you to Jasna and the Madera County Workforce!!

Greeting Jasna,

My son's dream, since he was 9, has been to be a fireman. In his senior year, his teacher recommended he apply for the Greater Sierra Forestry Corps program in Oakhurst. He got in touch with the head of the Forestry program, who directed him to the Madera County Workforce in Madera.

We were there a total of a day and a half filling out paperwork etc. Fortunately, you helped us immensely! I honestly don't think he would have been able to get into the program without you! There were many hiccups on our end; lack of ID, since his license was lost, was only one of the few problems we ran into. I still can't believe the effort you and your team put forth in order to help him get enrolled right away and to have access to the funds available for an actual uniform, including boots! YOU WENT ABOVE AND BEYOND! Josiah, needed your help, as he was new to such endeavors.

I Thank God for an organization like the Madera County Workforce in our local county! Because of you and your team, he graduated last month and is now signing up for the EMT, and Fire Tech. classes at Fresno City, as well as moving forward to try to obtain a volunteer position with the Cal Fire up the street from us.

His instructor at the school also sent him three forestry links to apply for jobs in the field all over the country... Being at the Forestry Corps opened up so many great opportunities, and gave him 10 certifications, as well as hands-on experience.

Again, he wouldn't have been there without you, and your team, I can't thank you enough for your personal attention, and amazing interest in him as a person, fueling your excessive detail, and hard work toward helping him reach his goals and dreams! You and your team were positive, kind, and accommodating!

God Bless all of you at Madera Workforce! And a special heartfelt thanks to you Jasna!

Sincerely,

Melissa [REDACTED]

-----Original Message-----

From: Kimberly [REDACTED]

Sent: Friday, January 10, 2025 4:47 PM

To: Bertha [REDACTED]

Subject: My gratitude

To Whom It May Concern,

My name is Kimberly [REDACTED] and in November 2022 I relocated from TN to Madera County. I had faced various challenges in my efforts to gain employment after decades of service with the US Army and Department of Corrections. The local VSO (Veterans Service Office) referred me to MCWIC 3 months after my relocation. Upon entering MCWIC I was greeted by staff ready to assist me with finding employment. Unexpectedly staff provided me with a sense of relief from my weighted struggles and provided me with resources to update and download documents and register in Cal jobs. The specialist of the day brought a posted, job description, and application to me that matched my experience, not long after meeting with eligibility. I was called for an interview. I have now been a team member with the MCWIC family since March 2023. As I refer others, I share my story of success for encouragement to trust the process because it works. Thank you for your time.

K. [REDACTED]

March 21, 2024

To Whom It May Concern:

I was recently paroled from prison and knew I wanted to do something different. I opted to get my commercial driver's license. I had heard a lot of good things about Workforce and was recommended to go and inquire about assistance to get my CDL. From the first day I walked into the office they were all very helpful. I would say that my experience with the Madera Workforce was a very good one overall and would also recommend them to someone else. Without the Workforce and my case worker, it would have been a lot harder to get to the position that I am in now.

Thanks to Madera Workforce and my dedication to getting ahead in life, I am now employed in a big underground construction company, where I move heavy equipment around to different job sites and get to operate them. I am moving up in the company. I initially started with a wage of \$24 per hour and I am now making \$27 per hour. I am very grateful to Workforce and A. Galindo my case worker for all the help.

M. [REDACTED]

January 3, 2025

To whom it may concern:

I would describe the workforce as caring, responsible, inclusive, motivating, and welcoming. I am in my second year of college but at the time I was job searching as a first-year college student, I didn't have the experience and no one was giving me a chance at an interview. A friend of my mom told her about the workforce, and we went in and I started the process. I didn't know what to expect so I just went on with the process and had patience. Once I completed the process, I was job-ready. About 11 months later I received a call from the UPS store for an interview. I had a really good feeling about it and 2 weeks later I got a call that I was selected to be trained. As of now, it has been a week since I've been in training, and I've learned a lot of stuff in a short amount of time. I started working at the UPS store on an OJT in December 2024. I feel very grateful and would really recommend the Workforce to others.

D. 

From: Rosalio [REDACTED]

Date: Monday 10/21/2024 4:29PM

To: Lilia [REDACTED]

I grew up in a dysfunctional family and ended up in a children's shelter at 11 years old where one day I was asked by older shelter kids to run away and was induced to use drugs. I was mostly out in the streets with people I truly thought were my friends. I picked up bad habits and ended up in juvenile hall (jail) and eventually prison. Throughout the years the people I knew moved out and eventually, my folks moved here to Madera but not one of them, not one single one, ever looked me up to see how I was doing or if I needed help. Not one single letter, and here I come across people like you, Mrs Ruiz and I can't forget Mrs. Wendy either, and even though my probation officer has nothing to do with it, he did approve of me doing this when he was asked so I guess I just felt like telling you this so that you know that I sincerely appreciate and feel thankful that people like you decided to get into a field position where you help people like me. I want you to know that I have strong intentions of not letting you guys down. I enrolled and plan to complete the truck driving training.

I hope this wasn't too much and I didn't mean to be unprofessional, but I had to let you know that it's respectfully also a personal gratitude I get when I think about the services you, Mrs. Wendy, and Vanessa provided. This program is good for us and for those that want it. I'm not too religious but blessings to you and Vanessa and Mrs Wendy and even my probation officer. I recommend that others use this program. It is a really good program and the support I received helped me move forward. Thank you. Mrs Ruiz!!

R. [REDACTED]

**From:** [REDACTED]

**Sent:** Monday, December 9, 2024 4:33 PM

**To:** Andrea [REDACTED]

**Subject:** RE: Success Story

Hello my name is Aaron [REDACTED].

I worked as a production press operator for 30 years. Printing newspapers and magazines work had started to become obsolete. Work started getting less and less for the last 10 years. To the point where the pay was not enough to survive on. Finally, in 2023 the decision was made by the corporate Quad offices to terminate the Merced facility along with 3 other plants.

A work fair was set up for employees, and Worknet was there to offer their assistance. As I met with a representative from Worknet she informed me that because I was living in Madera County I would have to go through the Madera County Workforce. Kinda bummed as I had plans to go to school there with fellow employees.

I went to the Workforce and went through the necessary testing and paperwork. Julian was assigned to me as my career specialist. I was really worried about the process, but Julian assured me that he would do his best. I finally decided to attend IOT for an Industrial maintenance automation technician. Julian coached me every step of the way and was able to really help me out. I started the Industrial maintenance automation program at IOT. It was tough at first, but I really dug in and I had a great time. And I am about to graduate in two weeks.

I just started a job last Monday for the field that I was studying. Trust the process. Thank you to Julian who believed in me, Thank you to Workforce for helping me and my future.

January 3, 2024

To: Whom It May Concern

I am incredibly grateful for the support I received from Workforce. Thanks to their guidance and resources, I successfully transitioned to a rewarding nursing career as an older adult.

From the very beginning, Workforce provided me with invaluable counseling to help me identify a new career path. They assisted me in finding the right school and securing a grant of over \$10,000 to help with tuition costs. While the grant didn't cover everything, Workforce also guided me in finding additional financial aid to make my education possible. They assisted in trying to extend my unemployment benefits, allowing me to focus on my studies without so much financial stress.

The workforce went above and beyond by helping with commuting costs and consistently checking in with me throughout my schooling. Even after I started my job, they continued to provide support, ensuring my long-term success.

Today, I work as a nurse at a community hospital, and I feel so proud to be giving back to the community that supported me. Because of Workforce, I am thriving in a career I love. Whenever I meet someone in need of assistance, I always encourage them to connect with the Workforce.

M. [REDACTED] LVN



January 9, 2024

To whom it may concern:

My name is Ana [REDACTED] and I am pleased to share my experience and how the workforce program has been instrumental in helping me achieve my career goals. Before I joined the program that ultimately helped me enroll in the Phlebotomy Training Program, I worked as an in-home care provider. I took pride in assisting others and making a difference in their daily lives, but unfortunately, I was let go without warning. That unexpected loss left me unsure about my future and how I could regain stability in my career. However, I decided to take this challenge as an opportunity for a fresh start and focus on building a better future.

When I learned about the workforce program, I saw it as the perfect chance to realign my goals. The process of getting started was smooth and reassuring. From day one, I was welcomed by specialists who genuinely cared about my journey and were dedicated to helping me succeed. Meeting with my career specialist was a turning point. Andrea was incredibly supportive and knowledgeable. She listened to my story, understood my aspirations, and guided me every step of the way. Her encouragement gave me the confidence to explore training programs, and her expertise helped me enroll in Fresno City College for the Phlebotomy Training Program.

My time at Fresno City College was transformative. The training was both challenging and rewarding, as I gained the knowledge and hands-on experience needed to succeed as a phlebotomist. The program also provided me with a sense of confidence I hadn't felt in years. I was not only learning new skills but also building a new life for myself.

In reflecting on my journey, I am incredibly grateful for the support I received through this program, especially from my career specialist and the training opportunities at Fresno City College. This experience has not only equipped me with the skills and knowledge to become a phlebotomist but also renewed my confidence and optimism for the future. I am looking forward to building a meaningful career in healthcare and am excited for the opportunities 2025 will bring. Thank you for being a vital part of my success story.

A. [REDACTED]

January 9, 2025

To whom it may concern:

My name is Erick [REDACTED]. My experience with the Madera Workforce was great. I worked as a Material Handler at ZNDUS and was let go. I was referred by EDD to come to the workforce and learn about the training programs they offered. I met with the specialist of the day and they were able to assist and guide me with the training programs. I was assigned to my case manager A. Galindo. She was helpful in guiding me with the necessary steps needed to obtain sponsorship for training. I had obtained my permit before training. I was ready to start a new career as a truck driver. I decided to attend CVOC. They trained me and assisted me with obtaining my CDL Class A License. I am now working at Richie Lest Farms Inc. in Madera. I am operating equipment and earning \$21 per hour. I am grateful to the Workforce for the opportunity to sponsor me in my training. Their help was essential in taking the next steps into a rewarding career.

E. [REDACTED]

To whom it may concern:

My name is Mirna [REDACTED]. After COVID I had been unemployed for two years, not for lack of trying to find a job but no one was willing to hire me. I came to the Madera Workforce looking for an opportunity to be retained in a trade I love, which is Culinary Arts. They were very diligent in getting me to the right resources.

After the initial intake, I had the pleasure of working closely with Andrea who guided me to the training program and assisted me in getting the financial assistance to achieve my success. I started my Culinary Arts journey on May 31<sup>st</sup>, 2023. I graduated and completed the program on March 14, 2024, from the Institute of Technology with a Culinary Arts Diploma. I was awarded the perfect attendance certificate and was placed on the Dean's List for exemplary grades. I finished my internship at Heirloom, a restaurant in Fresno. I completed it with high praise from the Chef.

The best part of my journey was that my Career Specialist was always checking in on me and my progress. She would call me and make sure I was being taken care of. On April 1<sup>st</sup> she revamped my resume and invited me to the job fair equipped with my new and improved resume. She made copies for me and left them ready to pick up.

My long-term goal is to open my own business in the food industry. She referred me to Tim from SBDC. I met with him on April 18<sup>th</sup>, 2024. He is helping me create a business plan for a food truck business. My goal is to provide a Central American and Mexican cuisine blend to the community.

Thank you, Madera Workforce, for the assistance with funding my training, and thank you Andrea for your support.

M. [REDACTED]

**MADERA COUNTY CONTRACT NO.** 12675-24  
(Agreement for Administration of the Workforce Innovation and Opportunity Act)

This Agreement is made and entered into this 6<sup>TH</sup> day of FEBRUARY, 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 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

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**WHEREAS**, under this Agreement the Chief Local Elected Official (“CLEO”) 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, and Madera County Contract No. 11113-18, dated February 13, 2018, ("Existing Agreement), for the purposes described herein; and

**WHEREAS**, the Parties now desire to terminate the Existing Agreement and replace it with this Current 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 monthly 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.
- 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.

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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 4<sup>th</sup> 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.

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**IN WITNESS WHEREOF**, the parties hereto have executed this Agreement as of  
the date first above written:

**Attest**

By: Karen Scriver  
Clerk, Board of Supervisors

**County of Madera**

By: Scott Reynolds  
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: 2023.12.15 14:46:50 -08'00'

**Madera County Workforce Investment  
Corporation**

By: Debi Bray 10/26/23  
Debi Bray, Chair

**Workforce Development Board of Madera  
County**

By: Brett Prazier 10/19/23  
Brett Prazier, Chair

By: Maiknue M. Vang 10/19/23  
Maiknue Vang, Executive Director

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

**Attest**

**County of Madera**

By:

By:

\_\_\_\_\_  
Clerk, Board of Supervisors

\_\_\_\_\_  
Chairman, Board of Supervisors

**Approved as to Legal Form:**

By:

\_\_\_\_\_  
County Counsel

**Madera County Workforce Investment Corporation**

**Workforce Development Board of Madera County**

By:

\_\_\_\_\_  
Debi Bray, Chair

10-26-23  
Date

By:

\_\_\_\_\_  
Brett Frazier, Chair

10/19/23  
Date

By:

\_\_\_\_\_  
Maiknue Vang, Executive Director

10/19/23  
Date

# WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY

## CONFLICT OF INTEREST CODE

### ARTICLE I

### GENERAL

#### TITLE AND PURPOSES

**Section 100.** This Code shall be known and may be cited as the “Conflict of Interest Code” of the Workforce Development Board of Madera County. It is adopted pursuant to the provisions of the Conflict of Interest Codes of the Political Reform Act of 1974. The adoption of this Code is intended to accomplish the following purposes:

- a. To provide a Conflict of Interest Code appropriate to the individual circumstances of the Workforce Development Board of Madera County as required by Government Code Section 87302.
- b. To assure that designated occupants perform duties in an impartial manner, free from bias caused by their own financial interest or the financial interests of business entities in which they are directors, officers, partners, trustees or employees, or in which they hold any positions of management.
- c. To require the disclosure of such assets and income of designated occupants which may be foreseen to be materially affected by their official actions, without unduly impinging upon the rights of privacy, rights pertaining to privileged communications, or rights involved in confidential or fiduciary relationships.
- d. To enumerate specifically the positions within the Workforce Development Board of Madera County which involve the making or participation in the making of decisions which may foreseeably have a material effect on any financial interest.

- e. To set forth for each position or category of positions enumerated under Section 100 (d) of this Code the Specific types of investments, interests in real property, and income which are reportable under this Code by the holder of such position.
- f. To provide reasonable assurances that all foreseeable potential conflict of interest situations will be disclosed or prevented.
- g. To set forth those specific circumstances under which designated occupants or categories of designated occupants must disqualify themselves from making or participating in the making of a Workforce Development Board decision.
- h. To specify the times for filing required reports, the periods to be covered by such reports, and the officers with whom reports are to be filed.
- i. To insure that members of the Workforce Development Board of Madera County complete Ethics Training no less than once every two years as required by California Assembly Bill 1234 and Government Code Section 53235.

#### **EFFECTIVE DATE OF CODE**

**Section 101.** This Code shall become fully effective thirty (30) days following its approval by the Board of Supervisors of Madera County, as the Code Reviewing Body.

#### **LEGAL EFFECT OF CODE**

**Section 102.** This Code has the force of law, and any violation by a designated occupant shall be deemed by law to be a violation of the Political Reform Act.

**Section 103.** No member, officer, employee or consultant at any level of the Workforce Development Board shall make, participate in making, or in any way attempt to use his or her official position to influence a governmental decision in which he or she knows or has reason to know that he or she has a financial interest. The provisions of the Political Reform Act governing conflict of interest issues (Government Code Section 87100 to 87500, inclusive) thus apply to any member or alternate member or officer of the



Workforce Development Board , even though not a designated occupant within the meaning of this Code.

**Section 104.** The Political Reform Act, which may be applicable to violations of this Code, provides that:

- a. a person who knowingly or willfully violates any provision of this Code is guilty of a misdemeanor;
- b. a fine of up to the greater of \$10,000.00 or three times the amount of the interest the person failed to report properly be imposed upon conviction for each violation;
- c. no person convicted of such a misdemeanor shall be a candidate for any elective office or act as a lobbyist for four (4) years thereafter unless the sentencing Court determines otherwise, and that any convicted person doing so is guilty of a felony,
- d. persons may sue to enjoin violations or to compel compliance with the Act and this Code, and the official governmental action may in appropriate circumstances be set aside by the Court as void;
- e. any person who violates a provision of this Code is subject to discipline by his or her agency, including dismissal, consistent with applicable personnel laws, regulations and procedures;
- f. any person who intentionally or negligently violates any of the reporting requirements of the Act and this Code shall be liable in a civil action for an amount not more than the amount or value not properly reported;
- g. any designated occupant who realizes an economic benefit as a result of a disqualification provision of this Code is liable in a civil action for an amount up to three times the value of the benefit;

- h. any person filing late statements or reports may be liable to the filing officer in the amount of \$10.00 for each day delinquent, but not to exceed the cumulative amount stated in the late statement or report, or the sum of \$100.00, whichever is the greater;
- i. every person who signs and verifies any statement or report required to be filed under this Code which contains material matter which he or she knows to be false is guilty of perjury; and
- j. the Court may award the prevailing party, in any action authorized by the Act, his or her costs of litigation, including reasonable attorney's fees.

## ARTICLE 2

### INTERPRETATION AND DEFINITIONS

#### INTERPRETATION

**Section 200.** This code is to be liberally construed to accomplish the purpose of this Code, consistent with the purpose of the Workforce Development Board.

#### DEFINITIONS

**Section 201.** Unless the contrary is stated or is clearly apparent from the context, the definitions set forth in this Article shall govern the interpretation of this Code.

**Section 202.** "Act" means the Political Reform Act of 1974, comprising Title 9 (commencing with section 81000) of the Government Code of the State of California.

**Section 203.** "Code Reviewing Body" means the Board of Supervisors of the County of Madera, which Board is the Code Reviewing Body of this Code.

**Section 204.** "Business Entity" means any organization or enterprise operated for profit, including but not limited to a proprietorship, partnership, firm, business, trust, joint venture, syndicate, corporation or association.

**Section 205.** "Consultant" means any natural person who provides, under contract, information, advice, recommendation or counsel to the Workforce Development Board ; provided, however, that "consultant" does not include a person who:

- a. conducts research and arrives at conclusions with respect to his or her rendition of information, advice, recommendation or counsel independent of the control and direction of Workforce Development Board officials, other than normal contract monitoring; and
- b. possesses no authority with respect to any Workforce Development Board decision beyond the rendition of information, advice, recommendation or counsel.

**Section 206.** “Designated occupant” – Directors, Workforce Development Board of Madera County.

**Section 207.** “Designated position” – Directors, Madera County Workforce Development Board.

**Section 208.** “Economic interests” is a generic term embracing investments, interests in real property, and income.

**Section 209.** “Filer” means the person filing or required to file any Statement of Economic Interests under this Code.

**Section 210.** “Gift” means any payment to the extent that consideration of equal or greater value is not received. The term “gift” does not include informational material such as books, reports, pamphlets, calendars or periodicals. No payment for travel or reimbursements for any expense shall be deemed “informational material”.

**Section 211.** “Immediate family” means the spouse and dependent children. Whenever disclosure of investments or interests in real property is required by this Code, investments and interests in real property of members of the immediate family shall also be disclosed.

**Section 212.** “Indirect investment or interest” means any investment or interest owned by the spouse or dependent child or a designated occupant by an agent on behalf of a designated occupant, or by a trust in which a designated occupant has a substantial interest.

A business entity is controlled by designated occupant if the designated occupant, his or her agents, spouse and dependent children hold more than 50% of the ownership interest in the entity.

A designated occupant has a substantial interest in a trust when the designated occupant, his or her spouse and dependent children have a present or future interest worth more than \$1,000.00.

**Section 213.** “Interest in real property” includes any leasehold, beneficial or ownership interest or an option to acquire such an interest in real property located in the jurisdiction if the fair market value of the interest is greater than \$1,000.00.

**Section 214.** “Investment” means any financial interest in or security issued by a Workforce Development Board related business entity as more fully defined in Category I or Exhibit A. No asset is deemed an “investment” unless its fair market value exceeds \$1,000.00.

**Section 215.** “Jurisdiction” means the geographical area within the boundaries of the County of Madera. Real property shall be deemed to be “within the jurisdiction” of the County if the property or any part of it is located within not more than two (2) miles outside the boundaries of the County of Madera or within two (2) miles of any land owned or used by Workforce Development Board

**Section 216.** “Person” means an individual, proprietorship, firm, partnership, joint venture, syndicate, business trust, company, corporation, association, committee, and any other organization or group of persons acting in concert.

**Section 217.** “WDB” means the members of the Workforce Development Board of Madera County.,.

**Section 218.** “Reportable” subject matter means subject matter (an economic interest) which a filer is required by this Code to report in a Statement of Economic Interests.

**Section 219.** “Worth” refers to fair market value.

**Section 220.** “Material Financial Effect” means that the financial effect of a governmental decision on a financial interest of a public official is material if, at the time the official makes, participates in making, or attempts to use his or her official position to influence the making of the decision, the official knows or has reason to know that the

existence of the financial interest might interfere with the official's performance of his or her duties in an impartial manner, free from bias.

## ARTICLE 3

### STATEMENT OF ECONOMIC INTERESTS

#### DUTY TO FILE

**Section 300.** It shall be the duty of each designated occupant/position, Directors, Workforce Development Board of Madera County, to file Statements of Economic Interests conforming to all applicable requirements of this Code. The Statement of Economic Interests Form 700 will be required to be filed annually by April 1 and the filing entity is with the Madera County Workforce Investment Corporation. The forms will be submitted to the office of the Executive Director of the Workforce Development Board of Madera County and the annual notification will be generated by the office of the Executive Director of the Workforce Development Board of Madera County.

#### REPORTABLE ECONOMIC INTERESTS

**Section 301.** The economic interests to be reported by a designated occupant in such Statements are the interests included in those categories of interest described in Exhibit A.

#### REPORTABLE INTERESTS IN REAL PROPERTY

**Section 302.** When an investment or an interest in real property is reportable by the filer under this Code, the Statement shall contain:

- a. a statement of the nature of the investment or interest;
- b. the name of the business entity in which each investment is held and a general description of the business activity in which the business entity is engaged;
- c. the address or other precise location of the real property;
- d. a statement whether the fair market value of the investment or interest in

real property exceeds \$10,000.00, and whether it exceeds \$100,000.00. This information need not be provided with respect to an interest in real property which is used principally as the residence of the filer;

e. in the case of an investment which constitutes 50% or more of the ownership interest in a business entity, disclosure of the investments and interests in real property of the business entity;

f. in the case of a filer's second or subsequent statement, if the investment or interest in real property was partially or wholly acquired or disposed of during the period covered by the Statement, the date of acquisition or disposal.

### **REPORTABLE INCOME**

**Section 303.** When income is reportable by the filer under this Code, the Statement shall contain, except as provided in Section 304:

a. the name and address of each source of income with an aggregate value of \$250.00 or more, or \$25.00 in value if the income was a gift, and a general description of the business activity, if any, of each source;

b. a statement whether the aggregate value of income from each source was greater than \$1,000.00, and whether it was greater than \$10,000.00;

c. a description of the consideration, if any, for which the income was received;

d. in the case of a gift, the amount and the date on which the gift was received.

**Section 304.** When income of a business entity, including income of a sole proprietorship, is reportable by the filer under this Code, the Statement shall contain:

a. the name, address and a general description of the business entity;

b. in the case of a business entity which provides legal or brokerage services, the name of every person who paid fees to the business entity if the filer's pro rata share of fees from such persons was equal to or greater than \$1,000.00;



c. in the case of a business entity not covered by Section 304(b), the name of every person from whom the business entity received payments if the filer's pro rata share of gross receipts from such persons was equal to or greater than \$10,000.00 during a calendar year.

#### **PLACE OF FILING STATEMENTS**

**Section 305.** Each designated occupant shall submit the original copy of his or her Statement of Economic Interests with office of the Executive Director of the Workforce Development Board.

#### **TIME OF FILING FIRST STATEMENT**

**Section 306.** A filer's first statement shall be filed:

- a. by a person who, after the effective date of this Code, is elected, appointed, promoted or transferred to a designated position; and
- b. persons who occupy designated positions at the adoption of this Code by the Workforce Development Board shall voluntarily file within thirty (30) days of the effective date of this Code.

#### **TIME OF FILING SUBSEQUENT STATEMENTS**

**Section 307.** Subsequent to the filing of a filer's first statement, the filer shall annually, prior to April 30<sup>th</sup> of each year, file subsequent Statements of Economic Interests.

#### **TIME OF FILING LAST OR EXIT STATEMENT**

**Section 308.** All occupants of designated positions shall file an exit Statement within thirty (30) days of vacating any designated position.

#### **POINT IN TIME COVERED BY FIRST STATEMENT**

**Section 309.** A filer's first Statement shall report the designated occupant's reportable investments and interests in real property (but not income) as those investments and interests in real property exist at the time of filing. No period of time is covered by the filer's first Statement.

**PERIOD COVERED BY FILER'S SECOND STATEMENT**

**Section 310.** A filer's second Statement, filed in April, shall cover that part of the preceding calendar year which is subsequent to the time of filing the filer's first Statement.

**PERIOD COVERED BY FILER'S THIRD AND SUBSEQUENT STATEMENTS**

**Section 311.** Each of a filer's third and subsequent Statements shall be filed prior to April 30<sup>th</sup> of each year for the preceding calendar year.

**PERIOD COVERED BY FILER'S LAST OR EXIT STATEMENT**

**Section 312.** A filer's last or exit Statement shall be within thirty (30) days of vacating the designated position, with the period covered being from the last filed Statement to the date of exit.

## ARTICLE 4

### DUTY TO DISQUALIFY SELF AS TO DECISIONS

### MATERIALLY AFFECTING ECONOMICS INTERESTS

#### CIRCUMSTANCES REQUIRING DISQUALIFICATION

**Section 400.** Except as provided in Section 401, it shall be the duty of each designated occupant to disqualify himself or herself from making or participating in the making of any Workforce Development Board decision, or from using his or her official position to influence a Workforce Development Board decision, if it is reasonably foreseeable that the decision will have a material financial effect, distinguishable from the decision's effect on the public generally, on:

- a. any business entity in which the designated occupant has a direct or indirect investment interest which is reportable;
- b. any real property in which the designated occupant has a direct or indirect investment interest which is reportable;
- c. any source of reportable income (not including loans by a commercial lending institution in the regular course of business) aggregating \$250.00 or more in value received by or promised to the designated occupant within twelve (12) months prior to the time when the decision is made; or
- d. any business entity in which the designated occupant is a director, officer, partner, trustee, employee, or holds any position of management.

As used in this Section, "indirect investment or interest" has the meaning given that term in Section 212 of this Code.

**Section 401.** Specifically, WIOA Section 107(h) states that a member of a local board may not—

- (1) vote on a matter under consideration by the local board;
  - (A) regarding the provision of services by such member (or by an entity that such member represents); or
  - (B) that would provide direct financial benefit to such member or the immediate family of such member; or
- (2) engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan.

**Section 402.** Section 18703(e)(5) of the Fair Political Practices Commission regulations states that the financial effect on a public official's financial interest is deemed indistinguishable from that of the public generally if the decision is made by a board or commission and the law that establishes the board or commission requires certain appointees have a representative interest in a particular industry, trade, or profession or other identified interest, and the public official is an appointed member representing that interest. This applies only if the effect is on the industry, trade, or profession or other identified interest represented and there is no unique effect on the official's interest.

**ARTICLE 5**

**DESIGNATED POSITIONS – DESIGNATED OCCUPANTS**

**AND THEIR REPORTABLE ECONOMIC INTERESTS**

**DESIGNATED POSITION/OCCUPANTS**

**Section 500.** “Designated occupant” – Directors, Workforce Development Board of Madera County.

**REPORTED ECONOMIC INTERESTS**

**Section 501.** The specific types of investments, interests in real property, and income which are reportable under this Code by the holder or proposed holder of a designated position are as identified in Exhibit A. These identifications are by reference to the category numbers of the specific types of economic interests as identified in Exhibit A.

## **ARTICLE 6**

### **WHISTLEBLOWER PROTECTIONS**

It is the public policy of the State of California to encourage employees to notify an appropriate government or law enforcement agency, person with authority over the employee, or another employee with authority to investigate, discover, or correct the violation or noncompliance, and to provide information to and testify before a public body conducting an investigation, hearing or inquiry, when they have reason to believe their employer is violating a state or federal statute, or violating or not complying with a local , state or federal rule or regulation.

#### **Who is protected?**

Pursuant to California Labor code Section 1102.5, employees are the protected class of individuals. "Employee" means any person employed by an employer, private or public, including, but not limited to, individuals employed by the state or any subdivision thereof, any county, city, city and county, including any charter city or county, and any school district, community college district, municipal or public corporation, political subdivision, or the University of California. [California Labor Code Section 11063]

#### **What is a whistleblower?**

A "whistleblower" is an employee who discloses information to a government or law enforcement agency, person with authority over the employee, or to another employee with authority to investigate, discover, or correct the violation or noncompliance, or who provides information to or testifies before a public body conducting an investigation, hearing or inquiry, where the employee has reasonable cause to believe that the information discloses:

1. A violation of a state or federal statute,
2. A violation or noncompliance with a local, state or federal rule or regulation, or
3. With reference to employee safety or health, unsafe working conditions or work practices in the employee's employment or place of employment.

A whistleblower can also be an employee who refuses to participate in an activity that would result in a violation of a state or federal statute, or a violation of or noncompliance with a local, state or federal rule or regulation.

### **What protections are afforded to whistleblowers?**

1. An employer may not make, adopt, or enforce any rule, regulation, or policy preventing an employee from being a whistleblower.
2. An employer may not retaliate against an employee who is a whistleblower.
3. An employer may not retaliate against an employee for refusing to participate in an activity that would result in a violation of a state or federal statute, or a violation or noncompliance with a state of federal rule or regulation.
4. An employer may not retaliate against an employee for having exercised his or her rights as a whistleblower in any former employment.

Under California Labor Code Section 1102.5, if an employer retaliates against a whistleblower, the employer may be required to reinstate the employee's employment and work benefits, pay lost wages, and take other steps necessary to comply with the law.

### **How to report improper acts**

If you have information regarding possible violations of state of federal statutes, rules, or regulations, or violations of fiduciary responsibility by a corporation or limited liability company to its shareholders, investors, or employees, **call the California State Attorney General's Whistleblower Hotline at 1-800-952-5225**. The Attorney General will refer your call to the appropriate government authority for review and possible investigation.

## **EXHIBIT "A"**

### **CATEGORY 1:**

Persons in this category shall disclose all investments. This disclosure category, however, shall be limited to business entities of any size involved in occupational or employment training, workforce development, or business entities not involved in such training but which employ fifty (50) or more people.

"Investment" means any financial interest in or security issued by a business entity, including but not limited to common stock, preferred stock, rights, warrants, options, debt instruments, and any partnership or other ownership interest, if the business entity or any parent subsidiary, or otherwise related business entity has an interest in real property in the jurisdiction, or does business or plans to do business in the jurisdiction, or has done business within the jurisdiction at any time during the two (2) years prior to the time any statement or other action is required under this title. No asset shall be deemed an investment unless its fair market value exceeds \$1,000.00. The term "investment" does not include time or demand deposit in a financial institution, shares in a credit union, any insurance policy, interest in a diversified mutual fund registered with the Securities and Exchange Commission under the Investment Company Act of 1940, a common trust fund which is created pursuant to Section 1564 of the Financial Code, or any bond or other debt instrument issued by any government or government agency. Investments of an individual include a pro rata share of investments of any business entity, mutual or trust in which the individual or spouse owns, directly, indirectly, or beneficially, a 10% interest or greater.



**CATEGORY 2:**

Persons in this category shall also disclose all income. This disclosure category, however, shall be limited to sources of income which are business entities of any size involved in occupational or employment training, workforce development, or business entities not involved in such training but which employ fifty (50) or more people.

“Income” means a payment received, including but not limited to any salary, wage, advance, dividend, interest, rent proceeds, from any sale, gift, including any gift of food or beverage, loan, forgiveness or payment of indebtedness received by the filer, reimbursement for expenses, per diem, or contribution to an insurance or pension program paid by any person other than an employer, and including any community property interest in income of a spouse. “Income” also includes an outstanding loan. “Income” of an individual also includes a pro rata share of any income of any business entity or trust in which the individual or spouse owns, directly, indirectly or beneficially, a 10% interest or greater. “Income”, other than a gift, does not include income received from any source outside the jurisdiction not doing business within the jurisdiction, and not planning to do business within the jurisdiction during the two (2) years prior to the time any statement or other action is required under this code.

**CATEGORY 3:**

Persons in this category shall disclose all interests in real property. This disclosure category, however, shall be limited to non-residential real property located within the jurisdiction which is used, or which reasonably could be used, for occupational or employment training or workforce development.

## **DIRECTOR ACKNOWLEDGEMENT**

This is to acknowledge that I have received a copy of the Workforce Development Board of Madera County Conflict of Interest Code. I understand that I have an obligation to familiarize myself with these duties and responsibilities, to complete required Ethics Training no less frequently than once every two years, and to file an annual Statement of Economic Interest.

Dated: \_\_\_\_\_

Signed: \_\_\_\_\_

*(Revised 6/21/18)*

**CONFLICT OF INTEREST POLICY  
OF  
MADERA COUNTY WORKFORCE INVESTMENT CORPORATION**

**ARTICLE I  
PURPOSE**

The purpose of this Conflict of Interest Policy (this “Policy”) is to protect Madera County Workforce Investment Corporation, a California nonprofit public benefit corporation (the “Corporation”), in the event any transaction or business arrangement contemplated by the Corporation might benefit the private interest of an officer or director of the Corporation or might give rise to an excess benefit transaction. This Policy is intended to supplement but not replace any applicable state and federal laws governing conflicts of interest applicable to nonprofit and charitable organizations.

**ARTICLE II  
DEFINITIONS**

1. **Interested Person.** Any member of the Board (“Director”), officer of the Corporation (“Officer”), or member of a committee of the Board (“Committee Member”) who has a direct or indirect financial interest is an “Interested Person”.

2. **Financial Interest.** A Director, Officer, or Committee Member has a financial interest if he or she has, directly or indirectly, through business, investment, or family, any of the following:

(a) An ownership or investment interest in any entity with which the Corporation has a transaction or business arrangement; or

(b) A compensation (including, direct and indirect remuneration as well as gifts or favors that are not insubstantial) arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction, engagement or business arrangement; or

(c) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or business arrangement.

Whether a financial interest constitutes an impermissible conflict of interest in shall be determined by the board of directors of the Corporation (the “Board”) pursuant to Article III of this Policy.

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## ARTICLE III PROCEDURES

1. **Disqualifying Financial Interest.** Any Interested Person must obtain the Board's approval pursuant to Sections 2 and 3 of this Article III and disqualify himself or herself from making, participating in the making of, or attempting to influence any decisions of the Board, Officers, or Committee Members.

2. **Board Approval.** Upon the disqualification of the Interested Person, the Directors having no financial interest in the transaction or business arrangement, whether proposed or already entered, shall call a special meeting of the Board. At the special meeting, the Interested Person shall disclose all material facts relating to the financial interest in concern. The Board shall then determine whether the financial interest constitutes an impermissible conflict of interest. The financial interest may be permitted under the following conditions:

(a) **Prior Approval.** The Board may approve a proposed transaction or business arrangement in which an Interested Person may have a material financial interest if after reasonable investigation and prior to consummating the transaction or business arrangement, or any part thereof, with knowledge of the material facts concerning such transaction or business arrangement and the interested person, the Board determines in good faith by vote of a majority of Directors then in office (excluding the vote of any Interested Person that is a Director), that:

(1) The proposed transaction, engagement or business arrangement is for the Corporation's own benefit;

(2) The proposed transaction, engagement or business arrangement is fair and reasonable as to the Corporation; and

(3) The Corporation cannot obtain a more advantageous arrangement with reasonable efforts under the circumstances.

(b) **Ratification.** The Board may ratify a transaction or business arrangement entered into between the Corporation and the Interested Person in if the Board determines in good faith by vote of a majority of Directors then in office (excluding the vote of any Interested Person that is a Director), that:

(1) A committee or person authorized by the Board approved the transaction or business arrangement in concern;

(2) The Corporation entered into the transaction or business arrangement for its own benefit;

(3) The transaction or business arrangement was fair and reasonable as to the Corporation at the time the Corporation entered into the transaction; and

(4) It was not reasonably practicable to obtain approval of the Board prior to entering the transaction.

3. **Disqualifying Non-Financial Interest.**

(b) **Disqualifying Non-Financial Interest.** Any Director, Officer, or Committee Member must disqualify himself or herself when there exists a personal non-financial interest which will prevent the member from applying disinterested skill and undivided loyalty to the Corporation in making or participating in making the making of decisions.

4. **Procedure of Disqualification.** A Director, Officer, or Committee Member required to disqualify himself or herself pursuant to this Policy, shall (1) immediately disclose the interest, (2) withdraw from any participation in the matter, (3) refrain from attempting to influence any other Director, Officer, or Committee Member, and (4) refrain from voting on the matter. In the event the Interested Person is a Director, however, the presence of such Director may be counted in determining whether a quorum exists.

5. **Violations of the Conflicts of Interest Policy.**

(a) If the Board has reasonable cause to believe any Director, Officer, or Committee Member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

(b) If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Board determines that the Director, Officer or Committee Member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action, including without limitation, removing such person from his or her respective office.

#### **ARTICLE IV RECORDS AND PROCEEDINGS**

The minutes of any special meeting of the Board conducted pursuant to this Policy shall contain:

(a) The names of the person or persons who disclosed or otherwise were found to have a financial interest or non-financial interest in connection with an actual or possible conflict of interest, the nature of the interest, any action taken to determine whether a conflict of interest was present, and the board's decision as to whether or not a conflict of interest in fact existed.

(b) The names of the persons who were present for discussions and votes relating to the transaction or business arrangement, the content of the discussion,

including any alternatives to the proposed transaction or business arrangement, and a record of any votes taken in connection with the proceedings.

## **ARTICLE V COMPENSATION**

1. **Compensated Directors, Officers, and Committee Members.** The Corporation currently does not compensate any Director, Officer or Committee Member. In the event, that any such person receives, directly or indirectly, from the Corporation compensation for services, such person shall be precluded from voting on matters pertaining to his or her compensation.

2. **Prohibited Conduct.** No Director, Officer or Committee Member whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

## **ARTICLE VI ANNUAL STATEMENTS**

Each Director, Officer, and Committee Member shall annually sign a statement that affirms such person:

- (a) Has received a copy of this Policy;
- (b) Has read and understands this Policy;
- (c) Has agreed to comply with this Policy; and
- (d) Understands the Corporation is charitable and in order to maintain its federal tax exemption it must engage primarily in activities that accomplish one or more of its tax-exempt purposes.

## **ARTICLE VII PERIODIC REVIEWS**

To ensure the Corporation operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- (a) Whether compensation arrangements and benefits, if any, are reasonable, based on competent survey information, and are the result of arm's length bargaining.

(b) Whether partnerships, joint ventures, and arrangements with management organizations, if any, conform to the Corporation’s written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

## **ARTICLE VIII USE OF OUTSIDE EXPERTS**

When conducting the periodic reviews required under Article VII, the Corporation may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility to ensure that periodic reviews are conducted.

## **ARTICLE IX LEGAL STANDARDS**

The Corporation and its Directors, Officers, and Committee Members shall adhere to conflict of interest rules imposed by law, including those contained in sections 5227, 5231 and 5233 of the California Nonprofit Public Benefit Corporation Law, section 4958 of the Internal Revenue Code, and any other provisions of state and federal law, as appropriate.

## **ARTICLE X WHISTLEBLOWER PROTECTIONS**

It is the public policy of the State of California to encourage employees to notify an appropriate government or law enforcement agency, person with authority over the employee, or another employee with authority to investigate, discover, or correct the violation or noncompliance, and to provide information to and testify before a public body conducting an investigation, hearing or inquiry, when they have reason to believe their employer is violating a state or federal statute, or violating or not complying with a local , state of federal rule or regulation.

### **Who is protected?**

Pursuant to California Labor code Section 1102.5, employee are the protected class of individuals. ‘Employee’ means any person employed by an employer, private or public, including, but not limited to, individuals employed by the state or any subdivision thereof, any county, city, city and county, including any charter city or county, and any school district, community college district, municipal or public corporation, political subdivision, or the University of California. [California Labor Code Section 11063]

### **What is a whistleblower?**

A “whistleblower” is an employee who discloses information to a government or law enforcement agency, person with authority over the employee, or to another employee with authority to investigate, discover, or correct the violation or noncompliance, or who provides information to or testifies before a public body conducting an investigation, hearing or inquiry, where the employee has reasonable cause to believe that the information discloses:

1. A violation of a state or federal statute,
2. A violation or noncompliance with a local, state or federal rule or regulation, or
3. With reference to employee safety or health, unsafe working conditions or work practices in the employee's employment or place of employment.

A whistleblower can also be an employee who refuses to participate in an activity that would result in a violation of a state or federal statute, or a violation of or noncompliance with a local, state or federal rule or regulation.

### **What protections are afforded to whistleblowers?**

1. An employer may not make, adopt, or enforce any rule, regulation, or policy preventing an employee from being a whistleblower.
2. An employer may not retaliate against an employee who is a whistleblower.
3. An employer may not retaliate against an employee for refusing to participate in an activity that would result in a violation of a state or federal statute, or a violation or noncompliance with a state of federal rule or regulation.
4. An employer may not retaliate against an employee for having exercised his or her rights as a whistleblower in any former employment.

Under California Labor Code Section 1102.5, if an employer retaliates against a whistleblower, the employer may be required to reinstate the employee's employment and work benefits, pay lost wages, and take other steps necessary to comply with the law.

### **How to report improper acts**

If you have information regarding possible violations of state of federal statutes, rules, or regulations, or violations of fiduciary responsibility by a corporation or limited liability company to its shareholders, investors, or employees, **call the California State Attorney General's Whistleblower Hotline at 1-800-952-5225**. The Attorney General will refer your call to the appropriate government authority for review and possible investigation.

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**ACKNOWLEDGEMENT OF CONFLICT OF INTEREST POLICY**

I have received a copy of the Policy. I have read, understand, and agree to the provisions of the Policy. I understand that the Corporation is a California public benefit corporation, and in order for it to maintain its federal tax exemption it must engage primarily in activities that accomplish its tax exempt purposes. Furthermore, I have fully disclosed my direct or indirect financial interests, if any, pursuant to this conflict of interest policy.

Date: \_\_\_\_\_

\_\_\_\_\_  
Signature of Recipient

\_\_\_\_\_  
Printed Name of Recipient