

Workforce Development Board Of Madera County

Local Plan Program Years 2021 – 2024



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| Contact: | Tracie Scott-Contreras, Executive Director |
| Phone: | (559) 662-4587 |
| E-Mail | TScott-Contreras@maderaworkforce.org |

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| I. INTRODUCTION |
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In accordance with the requirements of the Workforce Innovation and Opportunity Act of 2014 and guidance published by California Workforce Development Board and Employment Development Department, the Workforce Development Board of Madera County (WDB) has developed a four-year Local Plan covering program years 2021-24. Upon approval by state officials representing the Governor, the plan will be effective from July 1, 2021 through June 30, 2025. This plan replaces the WDB’s PY 2017-20 Local Plan and its 2019 modification. While this plan carries forward many of the strategies that have made local services effective and programs successful, it expresses the intention of the WDB to examine and embrace opportunities for improvement over the life of the plan.

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 Workforce Development Board. 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.

For ease of review, the abbreviation “WDB” is used through this plan to describe the agent leading the workforce system and providing oversight to the AJCC. 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.

Developing Madera County WDB’s PY 2021-24 Four-Year Plan

Development of the Local Plan was the result of the WDB’s significant engagement with organizations and individuals throughout Madera County who guide, contribute to, and benefit from workforce system services. Discussions were held with Workforce Development Board members, managers, and staff representing the one-stop system partners, and a wide range of other stakeholders and community members. A series of community and stakeholder forums were held, as were agency-to-agency discussions with many partners. WDB management secured the support of an independent consultant, who has worked with the board in the past, 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. Completing the plan took approximately six months, after which it was made available for public review and comment, prior to being forwarded for state-level review.

Impact of COVID-19 and the Public Health Crisis on Plan Development and The Plan

Every aspect of developing the PY 2021-24 Madera County WDB Local Plan was influenced by the onset of COVID-19, the ensuing public health crisis, and the myriad effects of the pandemic on businesses, schools, government operations, and the local workforce development delivery system. While the stakeholders met, discussions were held, priorities were identified, and a new four-year plan was developed, the influence of the pandemic on the planning process is undeniable, as it has shaped stakeholders' views about the economy, the workforce, training and, virtually every aspect of the workforce system.

While the content of this plan frequently references the pandemic, most descriptions of activities and services, are described in a “non-pandemic” context. Madera County WDB leaders recognize that effects of COVID-19 will likely shape our work over the next several years, particularly during the first half of the period covered by this plan. It is important to note that the Madera County Local Plan is part of the PY 2021-24 Regional Plan developed by the San Joaquin Valley and Associated Counties Regional Planning Unit. The Regional Plan directly addresses core issues pertaining to the role of local boards and local workforce systems in economic and workforce recovery.

Vision for the Local Workforce Development Delivery System

The WDB's vision as stated in its memorandum of understanding with system partners is as follows:

The Workforce Development Board of Madera County (WDB) is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system. The WDB is focused on establishing innovative collaborations that inspire success while ensuring that the workforce system provides skill development opportunities for lifelong learning and personal growth resulting in a quality workforce. The WDB contributes to the economic health of the County and the region through supporting an environment conducive to economic development and assisting to build a vibrant economy through increased employment opportunities.

With this vision in mind, local board members and system stakeholders were asked to share opinions and make recommendations about a vision for the Madera County workforce system to guide actions over the four-year period represented by this plan. Based on this input, the partners have identified the following priorities, which are expressed across four categories.

Approach to Delivering Job Seeker Services: These priorities focus on services provided to Madera County residents who are planning for careers and looking to enter or re-enter the labor market.

- Defining workplace success is specific to individuals. Success means different things to different people and it means different things to an individual at different points in his/her life.

- First jobs - no matter the pay rate, position, or tasks involved – serve as essential first steps to lifelong success in employment and careers. These jobs provide the opportunity to learn critical/essential skills and put them to use.
- One of the most important services that the workforce system can offer is teaching workers about career paths and how to progress on these paths by gaining work experience and building skills. For job seekers, entry-level workers, and others with an interest in career advancement, we need to answer the question “How do I get there?”
- Our system needs to focus not just on younger workers, who are new entrants to the workforce, but on adults who are looking to develop the right skills for today’s labor market.
- Re-tooling the skills of dislocated workers so that they can compete for in-demand jobs should be a priority of the board.

Communicating with Business and Industry: Strengthening the ways in which the workforce system and the WDB spread the word about services for business include the following priorities.

- The Board should conduct an inventory of businesses by “key industry sector” to determine the demand-side customer base within Madera County.
- Board members should engage directly and more actively with businesses to communicate the services and benefits of the local workforce system.
- Board members should form a business visitation team to meet directly with owners and managers at locations where work is accomplished. This activity would not only provide a means for informing businesses about workforce services but would enable Board members to communicate back to WDB managers and staff about companies’ hiring and workforce needs.

Business Needs: The local workforce system can enhance services to business customers by focusing on the following approaches:

- While businesses need and seek individuals with experience, training, and skills specific to their jobs, companies are most interested in workers who are motivated, have a positive attitude, and have a work-oriented mindset.
- For each of the priority sectors in Madera County, the WDB should build a profile of skills most needed and desired by local businesses, particularly for entry-level workers.

- The system should examine opportunities to upskill businesses' current workers, and, as they move into higher paid positions, backfill their jobs with new workers.

Other Priorities include:

- Madera County WDB should look to other workforce areas in the region, throughout the state, and across the nation for best practices that, if adopted, could improve services to local businesses and workers.
- The Board should continuously communicate workforce needs and successes to a broad base of stakeholders, and, as part of this ongoing information campaign, support the continuation of funding for workforce programs.
- The workforce system should leverage the capacity of businesses to function as trainers.
- To promote economic opportunities for families, the system should promote services to adults and youth, emphasizing that services are available to workers in all age groups.

The board will address these priorities over the course of this four-year 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.

Coordination with AJCC Partners and WIOA Memoranda 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, most recently, 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 and enthusiastic participation of the partners in the planning process that has led to the development of the PY 2021-24 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 |
| Title II Adult Education and Literacy | Madera Adult School and State Center Adult Education Consortium |
| Title III Wagner-Peyser Unemployment Insurance (UI) | Employment Development Department (EDD) |
| Title IV Vocational Rehabilitation | California Department of Rehabilitation (DOR) |
| Carl Perkins Career Technical Education | Madera Community College |

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|---|---|
| Title V Senior 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 (EDD) |
| Youth Build | Not applicable. There is no YouthBuild program in Madera County. |
| Trade Adjustment Assistance (TAA) | Employment Development Department (EDD) |
| Community Services Block Grant | Community Action Partnership of Madera County |
| Housing and Urban Development E&T | 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 |

Memoranda 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 responsive to state and federal requirements;
- Responsiveness to specific local and economic conditions, including the needs of local businesses;
- Adherence to common data collection and reporting requirements, including needs for modification or change;
- Diligence in developing coordinated 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.

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, and the State Center Adult Education Consortium 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.

WIOA Title III – Wagner-Peyser: The California Employment Development Department (EDD) 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.

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.

Carl Perkins Career Technical Education: Madera Community College receives Perkins funds to support development and delivery of career technical education programs.

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.

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.

Native American Programs (WIOA Section 166): California Indian Manpower Consortium, 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.

Migrant Seasonal Farmworker Program (WIOA Section 167): The Central Valley Opportunity Center's services include vocational education, remedial education, English Language instruction, emergency supportive services (when funding is available), transportation, emergency food, child care services, and community education services.

Veterans Services: EDD administers this program and designated Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representatives (LVER) Specialists are stationed at the center to assist veterans seeking employment.

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.

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.

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.

Temporary Assistance for Needy Families/CalWORKs: Madera County Department of Social Services 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.

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. 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. Opportunities for further enhancing the workforce system's partnership with the EDC are summarized in Section V of this plan.

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. 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 effectively. 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.

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.

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 150,000 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.

Remote Services Available on Request

Madera County WDB staff are available to provide services in remote locations upon request and, periodically, to address specific workforce needs (e.g., hiring events, rapid response activities). Services available in remote locations include orientation, WIOA eligibility determination, assessment, and basic and individualized career services. Remote locations at which WDB staff meet applicants and participants vary, but often include the Madera County Department of Social Services facilities in Chowchilla and Eastern Madera County and the Oakhurst Center of Madera Community College. Resource Room computers are available to customers by appointment at the Chowchilla First Five Family Resource Center.

Delivering Services through Virtual Platforms and Web-Based Information

Over the last several years, Madera County WDB has worked to improve the content and user-friendliness of our website so that it better functions as a clearinghouse of workforce services information for all residents of Madera County. Safety measures during the pandemic have required all workforce system partners to expand their online presence and the use of virtual platforms to provide services and deliver training. A byproduct of this migration to virtual service delivery is that more content (e.g., workshops, meetings with staff, rapid response orientations) is now available virtually and can be easily accessed no matter one's 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

As we move into the operational phase of the PY 2021-24 Local Plan, Madera WDB intends to expand the presence of workforce services staff at locations throughout the county. Working with county officials, partners, stakeholders, and customers, the WDB will identify locations and schedules best suited to the needs of job seekers and businesses in remote communities. Set schedules will be adopted for in-person services at Northern and Eastern Madera County sites.

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 is 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 made directly. 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, medical services including required physicals and immunizations, drug testing, standardized work clothing or footwear, registration fees, or instructional books, 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.

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 EEO Officer 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; 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

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 current Partnership Plus agreement with the State of California Department of Rehabilitation to provide long-term services and supports to individuals who have exited the public Vocational Rehabilitation system. 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; and Victor Reader Stream. Customers requesting the use of assistive technology complete the Assistive Technology Request Form. Those requesting an accommodation complete an Accommodation Request form.

III. STATE STRATEGIC PARTNER COORDINATION

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 several 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 17-20 Plans required that WDBs pursue these partnerships within their jurisdictions. In our 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. Following is a summary of the evolution of these strategic partnerships as well as approaches under consideration to further strengthen collaboration with local providers and programs.

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.

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 AJCC partner meetings. While the partnership remains in place, pauses in services that resulted from the pandemic have led to partners to agree that refresher cross-training for staff would be beneficial.

Opportunities for further enhancing the workforce system's partnership with the CalFresh E&T Program are summarized in Section V of this plan.

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.

Under the relationship created under the new 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 two 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.

As is the case with several partnerships, under the constraints of the pandemic, referrals have slowed based on services taking place virtually, rather than in person. Still, both organizations remain committed to the partnership and to expanding services, with a focus on changing 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.

Opportunities for further enhancing the workforce system's partnership with the Child Support Services are summarized in Section V of this plan.

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 our 2019 Local Plan Modification, the WDB convened stakeholders from the disability services community in a forum focused on the use of Competitive Integrated Employment. We learned at that time that a Local Partnership Agreement (LPA) had not been drafted. A draft plan was developed in early 2019. However, the Madera-Mariposa LPA is one of the few in the state that remains unsigned. While LEA and Regional Center partners have expressed their willingness to sign the agreement, DOR indicated that the agreement needed further review and possible modifications.

The draft 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.

The WDB collaborates on a regular basis with local DOR staff and special education providers to serve individuals with disabilities. We are prepared to begin collaborating with LPA activities as soon as the partners signal that they are ready.

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 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 are very desirable. Madera County WDB's ELL Pathway to Careers Grant continues to strengthen our partnerships with CBOs, improve coordination, and prevent duplication of services. Since the implementation of the Pilot Project in 2017, the WDB's ELL Navigator has been the point of contact for the CBOs. The Navigator functions as a liaison 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; and Reading and Beyond. The WDB has implemented our 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 two food distribution and Resource Fairs and working with a local healthcare provider to outreach to immigrants in rural communities.

IV. WIOA TITLE I COORDINATION

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.

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 will help to inform not only how the WDB will approach 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, Adobe Connect, and Vmeets.
- The AJCC has access to Star 12 and may view training sessions related to various topics.
- Frontline staff participated in the U.S. DOL-sponsored webinar “Learning and Leading: Service Delivery to Job Seekers in a Virtual Environment.”

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.

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 the 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 last year, some training dealing with cultural competence and trauma-exposed populations has been provided to frontline staff, such as:

- Trauma Informed and Beyond
- Justice Informed Employment Retention
- Serving the LGBTQ Community
- Building Resiliency in Communities
- Mental Health Awareness;
- Sexual Harassment Training
- Domestic Violence & Immigration
- Gender and Sexual Identity

Moving into the period covered by this Local Plan, Madera County WDB will continue to look for training that will increase staff knowledge and effectiveness working with individuals who have experienced and are living with the effects of trauma. Regional Plan Implementation (RPI) 4.0 grant funds have been targeted, in part, to continue to provide training to staff on critical topics. Madera County WDB recently participated in a survey conducted by the Regional Organizer, the results of which are pending. However, it is anticipated that training in cultural competence and working with individuals managing trauma will be included.

Coordination of Rapid Response and Layoff Aversion Activities

For more than 30 years, Madera County WDB has been providing rapid response services since the passage of the Economic Dislocation and Worker Adjustment Assistance Act in the late 1980s. As these services have been adopted into subsequent legislation, such as WIOA, we have continued to refine our 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. 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. Since the onset of the pandemic, staff provides virtual rapid response orientations once a week.

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 once a month. CVIER meetings are focused on business services and strategies but often include discussions around rapid response and layoff aversion activities.

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. 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 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 2021-24 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 centrally 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. Services are also provided on a "by appointment" basis and via the web. 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.

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;
- Outreach, intake, and orientation;
- Initial assessment;
- Labor exchange services;
- Referrals;
- 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. One-stop 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;
- Group and/or individual counseling and mentoring;
- Career planning (e.g., case management);
- Short-term pre-vocational services;
- 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, transitional jobs or 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; Medical Administrative Assistant; and Child Development.

P. Steve Ramirez Vocational Training Center: Approved courses include: Computerized Accounting and Truck Driving.

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.

Madera Adult School offers HiSET, ESL, and Citizenship classes

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, 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; and United Truck Driving.

As the use of online training becomes more prevalent, it is likely that during the operational period of this plan, more out-of-area, distance learning programs will become available to participants enrolled in Madera County WDB programs.

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.

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 16 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 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.

Alternative Education: These services assist youth who have struggled in traditional secondary education or who have dropped out of school.

Paid Work Experience: This structured work-based learning experience provides opportunities for career exploration and skills development.

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.

Education Offered Concurrently with Workforce Preparation: This integrated education and training model combines workforce preparation, basic academic skills, and occupational skills

Leadership Development Opportunities: These services encourage responsibility, confidence, employability, self-determination, and other positive social behaviors.

Supportive Services enable a youth or young adult to participate in WIOA activities.

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.

Follow-Up Services: Provided following program exit, these services ensure youth succeed in employment or education

Comprehensive Guidance and Counseling: Individualized counseling is provided to participants, including drug/alcohol and mental health counseling.

Financial Literacy Education: Youth participating in these services gain knowledge and skills they need to achieve long-term financial stability.

Entrepreneurial Skills Training: Youth learn the basics of starting and operating a small business and develop entrepreneurial skills.

Services that Provide Labor Market Information: These services offer employment and labor market information about in-demand industry sectors or occupations.

Postsecondary Preparation and Transition Activities: Services assist youth in preparing for and transitioning to postsecondary education and training.

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

While staff do not currently conduct a formal assessment of digital literacy skills, they do provide support for participants who need assistance using technology. As participation in workforce services during the pandemic has increasingly required digital skills, system partners have become aware that some participants may need training in the use of hardware, software and web-based platforms. WDB staff have developed and implemented a series of workshops that expose the AJCC’s customers to digital skills and provide instruction in basic use and operations of technology. Implementation of a digital skills assessment is also under consideration. Interestingly, of all the groups served by the WDB’s WIOA Title I programs, youth and young adults tend to be those with the strongest digital and technology skills. Because theirs is a generation that has grown up surrounded by technology, individuals 24 years and younger are less hesitant around technology, even when applications are unfamiliar.

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 contract. An OSO request for proposals RFP was released in December 2020 for services beginning on July 1, 2021. OSO procurement takes place every four years.

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 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 leads a process to competitively procure an AJCC/One-Stop Operator for five boards: King County, Madera County, Merced County, San Joaquin County and Stanislaus County. Madera County WDB currently contracts with ProPath, Inc., an experienced provider, as the 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 nearly four decades, and oversees the MCWIC in the provision of these services now. 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.

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| V. CONSIDERATIONS FOR PROGRAM YEARS 2021 - 24 |
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Based on discussions held throughout the planning process, the following topics have been identified as priorities for further exploration, development, and/or enhancement as the WDB and the partners implement the Local Plan.

Coordination with Workforce System Partners

- Consider options for better coordinating messaging about WDB and EDC services, particularly for small businesses.
- Review options for creating additional links between EDC and WDB websites.
- Explore opportunities for the WDB and Madera Community College to jointly convene focus groups to refine education and workforce system knowledge about industry skill gaps and community training needs.
- Identify best approaches for college staff to train workforce system stakeholders about the various forms of support that the college provides to students, including financial aid programs.
- Examine the needs of Native Americans and tribal populations in Madera County and determine if there are opportunities to expand services to this target group, perhaps through increased coordination with the WIOA Section 166 program grantee.
- With the increased use of online strategies to communicate with customers, consider options for developing brief videos on each partner's programs that could be hosted on other partners' websites.
- Consider the WDB's development and distribution of a weekly "top jobs list" to partners.

Services for Job Seekers

- Identify opportunities to immediately connect probation youth to workforce services at release.
- Explore the availability of online courses/training for jobs in the hospitality industry.
- Explore options for teaching customer service skills to job seekers. This could be offered in a workshop format or as a course.
- Explore options for providing training in supervision/supervisory skills.

- Research models for using job coaches and mentors that could support vulnerable customers. This could be an expansion of the “navigator” function that the WDB has successfully implemented for specific target groups.
- Working with the college and adult education, identify opportunities to develop short-term training (less than 4 months) that will prepare job seekers for entry-level employment in career path employment.
- Examine the feasibility of developing a short course in Vocational Spanish that would serve as a mini-credential for workers seeking employment at locations where Spanish language skills are desirable.
- Research the feasibility of putting additional online courses (including those from out of area institutions) on the Eligible Training Provider List.

Business Services

- Develop an inventory of businesses by “key industry sector” to determine the demand-side customer base within Madera County.
- Consider options for board members to establish a business visitation team to meet directly with owners and managers at locations where work is accomplished.
- Research skills needed by businesses in priority sectors and build a profile of skills most needed and desired by local businesses, particularly for entry-level workers.
- Assess businesses’ need for and interest in incumbent worker training.

Other Priorities

- Maintain and enhance cross-training to ensure that system staff develop basic knowledge about all local workforce system programs and remain aware of changes and updates.
- Review current online offerings and consider implementation of additional virtual services, such as online financial literacy workshops.
- Consider conducting a digital skills assessment of new customers to inform the delivery of digital skills workshops.
- Explore greater use of a shared data management platform across partners to support co-case management.
- Expand physical presence of staff at Northern and Eastern County locations on a regularly scheduled basis.

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| VI. | APPENDICES |
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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

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| Stakeholder and Community Engagement Summary |
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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 2021-24 Local Plan, the WDB hosted a series of four community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included:

Vision for the Local Workforce System: How can workforce system partners and other stakeholders create a system that is more equitable, accessible, and effective?

This forum was held via Zoom on November 17, 2020.

Strengthening the Role of the AJCC as an Access Point for all System Partners and Programs: How can the AJCC be more effectively promoted and used as a central access point for all local workforce system services?

This forum was held via Zoom on December 15, 2020.

Improving Workforce System Services: How can workforce system services be made more effective and relevant for all customers, including vulnerable populations that have been underserved by traditional programs?

This forum was held via Zoom on January 7 and January 12, 2021.

In addition, a planning discussion centered on “vision” was held with the members of the Workforce Development Board during their meeting on October 15. A follow-up meeting to review priorities was held on December 17, 2020.

Where necessary, agency-to-agency discussions were held with various partners and stakeholders to collaboration between their programs and those of the WDB of Madera County. Such discussions were conducted via Zoom and included meetings with:

- Madera County Office of Education (CIE LPA Lead Agency) on November 18, 2020
- Madera County Child Support Services on November 19, 2020
- Madera County Economic Development Corporation on November 30, 2020
- Central Valley Opportunity Center, Inc. on December 2, 2020
- Madera Community College on December 9, 2020
- California Department of Rehabilitation on January 5, 2021
- Madera County Department of Social Services on January 11, 2021
- California Employment Development Department on January 29, 2021

Madera Workforce Plan Forum – Vision for the Local Workforce System

| Mode of Outreach | Target of Outreach | Summary Attendance of | Comments |
|------------------|---|--|------------------------------|
| Email | Bass Lake Chamber | -Did not attend forum. | |
| Email | Board of Supervisors | -Did not attend forum. -Attended WDB meetings. | Engaged in planning process. |
| Email | Camarena Health | -Attended forums. -Attended WDB meetings. | Engaged in planning process. |
| Email | Community Action Partnership of Madera County | -Did not attend forum. -Attended WDB meetings. | Engaged in planning process. |
| Email | Community Corrections Partnership (AB109) | -Attended forums. | Engaged in planning process. |
| Email | Chawanakee USD | -Did not attend forum. | |
| Email | Chowchilla City Chamber | -Did not attend forum. | |
| Email | Chowchilla City Council | -Did not attend forum. | |
| Email | CIMC | -Did not attend forum. | |
| Email | Coarsegold Chamber | -Did not attend forum. | |
| Email | CVIIC | -Did not attend forum. | |
| Email | Central Valley Opportunity Center | -Did not attend forum. -Attended WDB meetings. -Participated in 1-to-1 discussions with WDB. | Engaged in planning process. |
| Email | Department of Rehabilitation | -Did not attend forum. -Attended WDB meetings. | |
| Email | Department of Social Service | -Did not attend forum. -Attended WDB meetings. -Participated in 1-to-1 discussions with WDB. | Engaged in planning process. |
| Email | Department of Child Support Services | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | EDC | -Did not attend forum. -Participated in 1-to-1 discussions with WDB. | Engaged in planning process. |
| Email | Employment Development Department | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Education and Leadership Foundation | -Attended forums. | Engaged in planning process. |
| Email | Fourth Street Church of God | -Attended forums. | Engaged in planning process. |
| Email | Fresno City College | -Did not attend forum. | |
| Email | Golden Valley Chamber | -Attended forums. | Engaged in planning process. |

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| Email | Golden Valley USD | -Did not attend forum. | |
| Email | International Brotherhood of Elect Workers #100 | -Did not attend forum. -Attended WDB meetings. | Engaged in planning process. |
| Email | Job Corps | -Did not attend forum. | |
| Email | Laura's Nuts | -Did not attend forum. | |
| Email | City of Madera | -Attended forums. | Engaged in planning process. |
| Email | Madera District Chamber of Commerce | -Did not attend forum. | |
| Email | Madera Housing Authority | -Did not attend forum. | |
| Email | Madera Adult School | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Madera Community College | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Madera County Superintendent of Schools | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Madera County Workforce Investment Corporation | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Madera Unified School District | -Attended forums. -Attended WDB meetings. | Engaged in planning process. |
| Email | MUSD Linkage Foundation | -Attended forums. | Engaged in planning process. |
| Email | North Fork Chamber | -Did not attend forum. | |
| Email | Oakhurst Community College Center | -Did not attend forum. | |
| Email | ProPath, Inc. (OSO) | -Did not attend forum. | |
| Email | Pacific Ethanol Inc. | -Attended forums. -Attended WDB meetings. | Engaged in planning process. |
| Email | PGE | -Did not attend forum. | |
| Email | Reading and Beyond | -Did not attend forum. | |
| Email | Salter's Distributing, Inc. | -Attended forums. | Engaged in planning process. |
| Email | State Center Adult Ed. Consortium | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | SER | -Did not attend forum. | |
| Email | Sheet Metal Worker Local 104 | -Did not attend forum. | |
| Email | The Pines Resort | -Attended forums. | Engaged in planning process. |
| Email | UFW | -Did not attend forum. | |
| Email | UFCW8 | -Did not attend forum. | |

| | | | |
|-------|------------------------------|---|------------------------------|
| Email | Union Bank | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Vail Insurance Services LLC | -Did not attend forum. | |
| Email | Valley Children’s Hospital | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Valley West Christian Center | -Did not attend forum. | |
| Email | Vision Academy of the Arts | -Did not attend forum. | |
| Email | Visit Yosemite | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Yosemite USD | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |

Madera Workforce Plan Forum – Strengthening the Role of the AJCC

| Mode of Outreach | Target of Outreach | Summary Attendance | of | Comments |
|-------------------------|---|--|-----------|------------------------------|
| Email | Bass Lake Chamber | -Did not attend forum. | | |
| Email | Board of Supervisors | -Did not attend forum. | | |
| Email | Camarena Health | -Attended forums. | | Engaged in planning process. |
| Email | Community Action Partnership of Madera County | -Did not attend forum. | | |
| Email | Community Corrections Partnership | -Attended forums. | | Engaged in planning process. |
| Email | Chawanakee USD | -Did not attend forum. | | |
| Email | Chowchilla City Chamber | -Did not attend forum. | | |
| Email | Chowchilla City Council | -Did not attend forum. | | |
| Email | CIMC | -Did not attend forum. | | |
| Email | Coarsegold Chamber | -Did not attend forum. | | |
| Email | CVIIC | -Did not attend forum. | | |
| Email | Central Valley Opportunity Center | -Did not attend forum. | | |
| Email | Department of Rehabilitation | -Attended forums. -Participated in 1-to-1 discussions with WDB | | Engaged in planning process. |
| Email | Department of Social Service | -Did not attend forum. -Participated in 1-to-1 discussions with WDB | | Engaged in planning process. |
| Email | Department of Child Support Services | -Did not attend forum. | | |
| Email | EDC | -Did not attend forum. -Participated in 1-to-1 discussions with WDB | | Engaged in planning process. |

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|-------|---|---|------------------------------|
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| Email | Employment Development Department | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Education and Leadership Foundation | -Did not attend forum. | |
| Email | Fourth Street Church of God | -Did not attend forum. | |
| Email | Fresno City College | -Did not attend forum. | |
| Email | Golden Valley Chamber | -Did not attend forum. | |
| Email | Golden Valley USD | -Did not attend forum. | |
| Email | International Brotherhood of Elect Workers #100 | -Did not attend forum. | |
| Email | Job Corps | -Did not attend forum. | |
| Email | Laura's Nuts | -Attended forums. | Engaged in planning process. |
| Email | City of Madera | -Did not attend forum. | |
| Email | Madera District Chamber of Commerce | -Did not attend forum. | |
| Email | Madera Housing Authority | -Did not attend forum. | |
| Email | Madera Adult School | -Attended forums. | Engaged in planning process. |
| Email | Madera Community College | -Did not attend forum. | |
| Email | Madera County Superintendent of Schools | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Madera County Workforce Investment Corporation | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Madera Unified School District | -Did not attend forum. | |
| Email | MUSD Linkage Foundation | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | North Fork Chamber | -Did not attend forum. | |
| Email | Oakhurst Community College | -Did not attend forum. | |
| Email | OSO | -Did not attend forum. | |
| Email | Pacific Ethanol Inc. | -Attended forums. | Engaged in planning process. |
| Email | PGE | -Did not attend forum. | |
| Email | Reading and Beyond | -Did not attend forum. | |
| Email | Salter's Distributing, Inc. | -Did not attend forum. | |
| Email | State Center Adult Ed. Consortium | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | SER | -Did not attend forum. | |

| | | | |
|-------|------------------------------|------------------------|------------------------------|
| Email | Sheet Metal Worker Local 104 | -Did not attend forum. | |
| Email | The Pines Resort | -Did not attend forum. | |
| Email | UFW | -Did not attend forum. | |
| Email | UFCW8 | -Did not attend forum. | |
| Email | Union Bank | -Did not attend forum. | |
| Email | Vail Insurance Services LLC | -Attended forums. | Engaged in planning process. |
| Email | Valley Children’s Hospital | -Attended forums. | Engaged in planning process. |
| Email | Valley West Christian Center | -Did not attend forum. | |
| Email | Vision Academy of the Art | -Did not attend forum. | |
| Email | Visit Yosemite Madera County | -Attended forums. | Engaged in planning process. |
| Email | Yosemite USD | -Did not attend forum. | |

Madera Workforce Plan Forum – Improving Workforce System Services

| Mode of Outreach | Target of Outreach | Summary Attendance | of | Comments |
|-------------------------|---|---|-----------|------------------------------|
| Email | Bass Lake Chamber | -Did not attend forum. | | |
| Email | Board of Supervisors | -Did not attend forum. -Attended WDB meetings. | | Engaged in planning process. |
| Email | Camarena Health | -Attended forums. | | Engaged in planning process. |
| Email | Community Action Partnership of Madera County | -Attended forums. | | Engaged in planning process. |
| Email | Community Correctional Program | -Attended forums. | | Engaged in planning process. |
| Email | Chawanakee USD | -Did not attend forum. | | |
| Email | Chowchilla City Chamber | -Did not attend forum. | | |
| Email | Chowchilla City Council | -Did not attend forum. | | |
| Email | CIMC | -Attended forums. -Participated in 1-to-1 discussions with WDB | | Engaged in planning process. |
| Email | Coarsegold Chamber | -Did not attend forum. | | |
| Email | CVIIC | -Did not attend forum. | | |
| Email | Central Valley Opportunity Center | -Did not attend forum. -Participated in 1-to-1 discussions with WDB | | Engaged in planning process. |
| Email | California Workforce Association | -Attended forums. -Participated in 1-to-1 discussions with WDB | | Engaged in planning process. |
| Email | Department of Rehabilitation | -Did not attend forum. -Participated in 1-to-1 discussions with WDB. | | Engaged in planning process. |

| | | | |
|-------|---|--|------------------------------|
| Email | Department of Social Service | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | DSS Child Support | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | EDC | -Did not attend forum. | |
| Email | Employment Development Department | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Education and Leadership Foundation | -Did not attend forum. | |
| Email | Fourth Street Church of God | -Did not attend forum. | |
| Email | Fresno City College | -Did not attend forum. | |
| Email | Golden Valley Chamber | -Did not attend forum. | |
| Email | Golden Valley USD | -Did not attend forum. | |
| Email | GVUSD | -Did not attend forum. | |
| Email | International Brotherhood of Elect Workers #100 | -Did not attend forum. | |
| Email | Job Corps | -Attended forums. | Engaged in planning process. |
| Email | Laura's Nuts | -Did not attend forum. | |
| Email | Madera City | -Did not attend forum. | |
| Email | Madera County | -Attended forums. | Engaged in planning process. |
| Email | Madera District Chamber of Commerce | -Did not attend forum. | |
| Email | Madera Housing Authority | -Attended forums. | Engaged in planning process. |
| Email | Madera Adult School | -Did not attend forum. | |
| Email | Madera Community College | -Did not attend forum. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Madera County Superintendent of Schools | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Madera County Workforce Investment Corporation | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | Madera Unified School District | -Did not attend forum. | |
| Email | MUSD Linkage Foundation | -Did not attend forum. | |
| Email | North Fork Chamber | -Did not attend forum. | |
| Email | Oakhurst Community College | -Did not attend forum. | |
| Email | OSO | -Did not attend forum. | |
| Email | Pacific Ethanol Inc. | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |

| | | | |
|-------|-----------------------------------|---|------------------------------|
| Email | PGE | -Did not attend forum. | |
| Email | Reading and Beyond | -Did not attend forum. | |
| Email | Salter's Distributing, Inc. | -Did not attend forum. | |
| Email | State Center Adult Ed. Consortium | -Attended forums. -Participated in 1-to-1 discussions with WDB | Engaged in planning process. |
| Email | SER | -Did not attend forum. | |
| Email | Sheet Metal Worker Local 104 | -Did not attend forum. | |
| Email | The Pines Resort | -Did not attend forum. | |
| Email | UFW | -Did not attend forum. | |
| Email | UFCW8 | -Did not attend forum. | |
| Email | Union Bank | -Did not attend forum. | |
| Email | Vail Insurance Services LLC | -Did not attend forum. | |
| Email | Valley Children's Hospital | -Attended forums. | Engaged in planning process. |
| Email | Valley West Christian Center | -Did not attend forum. | |
| Email | Vision Academy of the Art | -Did not attend forum. | |
| Email | Visit Yosemite | -Attended forums. | Engaged in planning process. |
| Email | Yosemite USD | -Did not attend forum. | |
| | | | |

Attachment 2

| |
|---|
| PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN |
|---|

| | | |
|-----------------|--------------|--------------|
| 1. | <i>From:</i> | <i>Date:</i> |
| <i>Comment:</i> | | |

| | | |
|-----------------|--------------|--------------|
| 2. | <i>From:</i> | <i>Date:</i> |
| <i>Comment:</i> | | |

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|-----------------------|
| SIGNATURE PAGE |
|-----------------------|

The following signatures represent approval of the 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**

| | |
|----------------------------|------|
| | |
| Robert Poythress, Chairman | Date |