

Workforce Development Board Of Madera County

2023 Biennial Modification to the Program Year 2021 – 2024 Local Plan



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

TABLE OF CONTENTS

		PAGE
I.	INTRODUCTION AND OVERVIEW	4
II.	WIOA CORE AND REQUIRED PARTNER COORDINATION	
	A. Coordination with AJCC Partners and WIOA Memorandum of Understanding	4
	B. Partners' Efforts to Collaborate on Co-Enrollment and Case Management	14
	C. One-Stop System's Use of Technology and Other Remote Strategies	15
	D. Coordination of Workforce Activities and Support Services	16
	E. Physical and Programmatic Accessibility for Individuals with Disabilities	17
III.	STATE STRATEGIC PARTNER COORDINATION	
	A. Coordination with County Human Services Agency and Other Local Partners That Serve Individuals Accessing CalFresh Employment and Training Services	20
	B. Coordination with Local Child Support Agency and Other Local Partners Serving Individuals That Are Non-Custodial Parents	21
	C. Coordination with Local Partnership Agreement Partners Established in Alignment with the Competitive Integrated Employment Blueprint and Other Local Partners That Serve Individuals with Developmental and Intellectual Disabilities	21
	D. Coordination with Community-Based Organizations and Other Local Partners That Serve Individuals Who Are English Language Learners, Foreign Born, and/or Refugees	23
IV.	WIOA TITLE I COORDINATION	
	A. Staff Training and Professional Development to Increase Digital Technology Skills	25
	B. Frontline Staff Training and Professional Development to Increase Cultural Competency and Effectiveness in Working with Individuals and Groups that Have Been Exposed to Trauma	26
	C. Coordination of Rapid Response and Layoff Aversion Activities	27
	D. Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs	28
	E. Services and Activities Available under WIOA Title I Youth Program	31
	F. Entity Responsible for Disbursal of Grant Funds and the Competitive Process Used to Award Contracts for WIOA Title I Activities	34
	G. How the Local Board Fulfills the Duties of the AJCC Operator and/or the Career Services Provider or Selection of AJCC Operators and Career Services Providers	35

V.	CONSIDERATIONS FOR PROGRAM YEARS 2021 - 24	37
VI.	APPENDICES	
A.	Stakeholder and Community Engagement Summary (Attachment 1)	43
B.	Public Comments Received that Disagree with the Local Plan (Attachment 2)	59
C.	Signature Page (Attachment 3)	60

I. INTRODUCTION

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) developed a four-year Local Plan covering program years 2021-24. The plan was approved by state officials and is in effect from July 1, 2021 through June 30, 2025. In furtherance of WIOA requirements, the WDB has conducted a biennial review of the current plan and has revised and updated its content, as appropriate to produce this 2023 Biennial Modification to the PY 21-24 Local 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 and its Biennial Modification

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 a technical advisor, 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.

The process to modify and update the PY 21-24 Local Plan followed a similar strategy. Stakeholders and members of the community were engaged and provided input. In

addition, content has been updated to more accurately reflect current conditions in Madera County. The modification has also been subject to public comment and board approval processes.

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 was undeniable, as it shaped stakeholders' views about the economy, the workforce, training and, virtually every aspect of the workforce system.

While the content of the original version of this plan frequently referenced the pandemic, most descriptions of activities and services, were described in a "non-pandemic" context. Madera County WDB leaders continue to recognize that effects of COVID-19 will likely shape our work over the next several years. 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.

As the biennial modification to the PY 21-24 Local Plan has been developed, WDB representatives have been focused on evaluating how current and projected economic and labor market conditions will affect the delivery of workforce development services. For example, businesses continue to express that their efforts to recover and grow are hampered by an insufficient supply of talent. Concurrently, there is evidence suggesting that some workers' attitudes and priorities about work have changed over the many months of the pandemic and that non-traditional strategies may be necessary to respond to changing needs of both employers and job seekers.

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.

As part of the development of the original PY 21-24 Local Plan, workforce development 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 identified priorities, which are expressed across four categories.

Updates reflecting this biennial modification to the Plan are summarized for each category.

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. Furthermore, first jobs serve as a “try-out” experience that helps to inform workers’ future decisions about jobs and careers.
- 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 should focus on both new entrants to the workforce and experienced individuals 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.

Progress Summary: The foregoing items remain priorities for the local workforce system. These priorities are addressed through the services provided by the WDB’s Workforce Assistance Center in Madera, remote in-person services provided by WDB staff, the WDB’s virtual services, and the program and services offered by a wide range of workforce system partners.

Communicating with Business and Industry: Strengthening the ways in which the workforce system and the WDB broadcast information 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.

Progress Summary: Board members remain committed to functioning as ambassadors to the business community and to promoting the services and benefits of the local workforce system. Some elements of priorities in this category, such as on-site visits to businesses, remain in development, as they have been restricted during initial and subsequent outbreaks of COVID-19.

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.

Progress Summary:

To ensure that candidates exhibit the attitudes, behaviors, and workplace knowledge most valued by local businesses, WDB management and staff, surveyed the members of the WDB and businesses throughout the community. In addition, staff reviewed skills that Madera Unified School District had identified as foundational skills for work. Results across the three surveys/reviews were substantially similar. Making use of this data, WDB staff collaborated with IMAGO (an education services-focused enterprise headquartered in the Central Valley) to develop an Essential Workforce Skills Workshop series that consists of 5 modules (attitude, communication, teamwork, work ethic, and time

management and interpersonal skills) and is facilitated by a trained staff person. Upon completion of all modules, participants receive a job readiness certificate. WDB staff promote the certificate in the business community so employers understand its value.

With regard to upskilling opportunities for businesses' current employees, WDB staff are promoting the availability of WIOA-funded incumbent worker training. Projects are being developed and the WDB anticipates that requests for skills upgrade training will increase as the economy fully reopens.

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.

Progress Summary:

Each of these priorities continue to be a focus of the WDB. The use of various electronic media (e.g., YouTube, text messaging, social media) to communicate with customers and stakeholders ensures that messages reach their intended audiences. To effectively communicate the results of its workforce programs and services, the WDB is considering a relaunch of its "program impact report," which summarizes customers' use of services, training programs completed, median earnings, placements in key industry, and other significant metrics. In addition, the WDB continues to implement multigenerational marketing strategies, which include various interactions with the education system through which both younger job seekers and their parents can be reached.

The local board will continue to address these priorities over the remaining period 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 Memorandum of Understanding

Over the last four decades, there have been many changes that have affected the workforce system in Madera County. New federal legislation, growth and decline of industries within the regional and local economy, recessions and recoveries, changes in the administrative structure of the local board and, 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 and its biennial modification 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

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

Memorandum of Understanding with System Partners

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

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

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

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

- Continuous partnership building between all parties to the MOU;
- Continuous planning 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.

Most of the organizations that are party to the MOU participate in monthly partner meetings lead by the AJCC Operator. Staff from eight local organizations also participate in monthly business services meetings.

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. Madera Adult School is collocated within

the Workforce Assistance Center, leading to robust cross referrals with WDB-sponsored programs.

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. While EDD took its operation mostly online during the pandemic, staff has returned to the Workforce Assistance Center providing essential support in the resource area.

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. The “partnership plus” agreement with DOR has been renewed and a DOR staff member is collocated full-time at the Workforce Assistance Center.

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. As the SCSEP program fully re-opens, it is anticipated that its staff will resume visitations to the Workforce Assistance Center to recruit and serve customers.

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. Staff visit the Workforce Assistance Center to provide orientations about Job Corps eligibility requirements, programs, and services.

Native American Programs (WIOA Section 166): California Indian Manpower Consortium (CIMC), Inc. provides employment and training and related services to Indian and Native American people who live within a large service area that includes much of California. Prior to the pandemic, WDB staff coordinated service delivery for Native American participants with CIMC. In addition, services were coordinated, as applicable, with the Tribal TANF programs. While much of the progress made in coordinating with these programs was stalled during the pandemic, WDB staff is working to reengage with program representatives.

Migrant Seasonal Farmworker Program (WIOA Section 167): The Central Valley Opportunity Center's (CVOC) services include vocational education, remedial education, English Language instruction, emergency supportive services (when funding is available), transportation, emergency food, child care services, and community education services. Cross referrals between the WDB and CVOC are on-going.

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

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

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

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

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

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. Cross referrals and strategic enrollments of participants are on-going.

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. For example, during the pandemic, WDB management supported a presentation resulting in a major national retailer's locating a distribution center in North Madera County.

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.

Madera County WDB sees the opportunity for EDD to take the lead in supporting an increase in co-enrollment and co-case management. Creating the ability to communicate across reporting systems used by the core and other mandated partners would facilitate these processes.

Cross Training of Partner Staff

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

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.

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 the biennial update to the Local Plan is being developed, much progress has been made in connection with remote services strategies. WDB staff have a monthly presence at the First 5 facility in Chowchilla, where they facilitate AJCC orientations and eligibility. In addition, each month WDB staff travels to the Oakhurst campus of Madera Community College to conduct AJCC Orientations, complete eligibility interviews, and deliver career services. Business Services staff travel to Oakhurst twice each month to conduct business outreach and meet with business owners and managers seeking hiring and/or training assistance. WDB Business Services staff are stationed at the Oakhurst Area Chamber of Commerce, but also meet with business representatives at their locations. Madera WDB intends to expand in-person services to other remote areas of the county. Information on these services is shared through our social media channels, and flyers are posted throughout Madera County with partner agencies, CBO's, Visit Yosemite Madera County (VYMC), and the chambers of commerce.

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 directly made. The WDB does not provide needs related payments, as defined in WIOA.

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

The foregoing limits apply to WIOA formula-funded activities and services. Exceptions to these limits may be approved by the Executive Director (or designee) on a case-by-case basis for specific training programs or employment opportunities with higher support costs/needs. Projects funded by specific grants or from sources other than WIOA formula allocations will follow any limits established by the specific grant, proposal, or project, and may exceed the limits established here, when necessary, allowable, and appropriate for successful participation in, retention in, and completion of training or employment. In addition, the provision of supportive services may be suspended, revoked, or reduced at any time, based on funds available, changes in program design or delivery, or at the discretion of the Executive Director.

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 through the development of the biennial modification to the WDB's PY 21-24 Local Plan. It should be noted that, while all relationships with state strategic partner agencies remained intact during the pandemic, the effects of COVID-19 resulted impacted the provision of workforce services by all partners. Information below describes both current coordination between partners and includes approaches under consideration to further strengthen collaboration with local providers and programs during the remaining portion of the current four-year planning period.

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. Pauses in services that resulted from the pandemic led to partners to agree that refresher cross-training for staff would be beneficial. Reading and Beyond is scheduled to provide training for WDB staff in December of 2022. Additional cross training will continue to be provided, as needed.

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

Discussions that occurred in 2018 between the WDB and Madera County Child Support Services were prompted by the WDB’s development of a Modification to the PY 2017-2020 Local Plan and specific guidance from the California Workforce Development Board regarding requirements for workforce–child support partnerships. These early conversations built on a history of the two organizations having occasionally worked together, which typically occurred when non-custodial parents with enforcement orders sought services from the WDB and needed assistance getting their driver’s license reinstated. Based on the 2018 discussions, an MOU was developed between the agencies, a structured referral process was established, and a “release of information” form was developed. The MOU was renewed in 2022.

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

As is the case with several partnerships, under the constraints of the pandemic, referrals 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.

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 (CIE). We learned at that time that a Local Partnership Agreement (LPA) had not been drafted. A draft plan was developed in early 2019. However, at the time the PY 21-24 Local Plan was finalized and forwarded to the

state for approval, the Madera-Mariposa LPA remained one of the few in the state that was unsigned. The LPA signatory partners executed the agreement in 2021.

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

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

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

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

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

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

WDB management is committed to collaborating with the LPA partners in support of both local goals and those expressed in the statewide CIE Blueprint.

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

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

Strengthening Connections Through Specialized Grant Programs

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

Expanding Partnerships

In addition to the long-term partner relationships described above, since the publication of our 2019 Local Plan Modification, Madera County WDB has continued to develop partnerships with community-based organizations whose services are intensively focused on the immigrant community and ELLs. Among these community partners are: Educational Leadership Foundation (ELF); Services, Immigrant Rights and Education Network (SIREN); United Farm Worker Foundation (UFWF); Central Valley Immigrant Integration Collaborative (CVIIC); Employment Education and Outreach (EMPLEO), Centro La Familia; and Reading and Beyond. Several of these organizations are able to serve individuals who do not qualify for the full range of federally funded WIOA services. 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 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, and Adobe Connect.
- The AJCC provides access to an online platform and staff may view training sessions related to various topics, enabling them to upgrade skills, including digital literacy.
- Frontline staff participated in the U.S. DOL-sponsored webinar “Learning and Leading: Service Delivery to Job Seekers in a Virtual Environment.”

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.

Following the implementation of the PY 21-24 Local Plan, WDB staff has taken advantage of funds available under the state Regional Planning Implementation (RPI) 4.0 grant to participate in specialized training. Three staff attended training sessions on "Conducting an Effective Virtual Meeting" and "Conducting an Effective Virtual Workshop." Attendees shared information with all staff and strategies that leverage new skills have been implemented, where appropriate.

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.

Prior to submitting the PY 21-24 Local Plan for state approval, WDB staff participated the following training dealing with cultural competence and trauma-exposed populations:

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

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. The issue remains of utmost importance as staff have experienced significant "transferable trauma" by serving individuals who have experienced trauma. RPI 4.0 grant funds have been targeted, in part, to continue to provide training to staff on critical topics. Madera County WDB participated in a survey conducted by the Regional Organizer. Training in cultural competence and working with individuals managing trauma will be offered at the regional level.

Following the implementation of this Plan, all WDB staff attended a full day training session titled "Move Your Mountains" instructed by Jessica Janniere, a national expert on dealing with adversity. In addition, two managers attended RPI 4.0-funded "Trauma

Informed-System Change for Management” training and two staff members attended training titled “Trauma-Informed/Trauma Awareness Overview.”

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 quarterly. CVIER meetings are focused on business services and strategies but often include discussions

around rapid response and layoff aversion activities. Madera County WDB and neighboring workforce areas work together address events of dislocation, as workers impacted by such events may live across multiple counties.

Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs

Madera County WDB makes available a robust set of services for job seekers enrolled under the WIOA Title I Adult and Dislocated Worker programs. Benefitting from a human-centered approach to design, services meet the needs of individuals with various levels of education and work experience and job seekers from vulnerable populations who may have one or more barriers to employment. Services are designed to prepare participants for entry-level and higher positions 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 in central Madera, the 30,000 square foot facility is home to the core partners (on a full- or part-time basis) and provides comprehensive services. A priority consideration under this plan, as expressed in sections II and V, is expanding WDB staff presence in rural and remote communities by stationing them on a regular basis at designated locations.

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 and customized training.

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

Madera Community College: Training listed on the Eligible Training Provider List (ETPL) includes: Maintenance Mechanic, Welding, Accounting, Office Technology, Licensed Vocational Nurse (LVN), LVN to Registered Nurse (RN) Bridge Program; and Child Development. Madera Community College become California's 116th community college in July 2020 and is in the process of developing a wide array of vocationally focused programs. Madera County WDB continues to collaborate with Madera Community College to add develop or identify programs to add to the ETPL.

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

San Joaquin Valley College: Training is provided for Medical Assistants and a wide range of general business support occupation.

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

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

Approved Institutional Training Available in Adjacent Communities: Training offered by providers in Fresno and Merced counties include medical assisting, certified nurse assistant, licensed vocational nurse, phlebotomy, lab technician, welding, maintenance mechanic, auto mechanic, accounting, medical administrative office, 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. Services focus on providing academic support, helping youth identify areas of academic concern, assistance in overcoming learning barriers, and providing tools and resources to develop learning strategies.

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

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

Occupational Skills Training: This organized program of study provides specific skills and leads to proficiency in an occupational field. Training may be delivered through didactic instruction in a classroom or online setting, or through work-based learning options including pre-apprenticeships, apprenticeships, or on-the-job training programs. As part of a specialized workshop, youth engage in career exploration, identify an occupation of interest, and research the requirements and skill sets needed for the occupation. In addition, youth access LMI to verify that there is current and projected future demand for the occupation in and around Madera County. Staff discusses career ladders/career pathways, salaries, recognized credentials (including stackable credentials) prior to processing a request for service. Staff obtains progress and attendance reports to follow a participant's progress while in training. Intervention and counseling are provided as

needed. Approximately three weeks prior to a participant's completion of training, placement opportunities (e.g., direct hire, OJT) are discussed and job search tools and assistance are provided by staff.

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

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

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

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

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

Comprehensive Guidance and Counseling: Individualized counseling is provided to participants, including drug/alcohol and mental health counseling. Referrals are also made to partner programs, as appropriate. Staff coordinates with local organizations to ensure service continuity, avoid duplication of efforts, and document services in the ISS. For youth working with multiple agencies, staff will schedule meetings to discuss their needs, determine next steps, and check progress of activities.

Financial Literacy Education: Youth participating in these services gain knowledge and skills they need to achieve long-term financial stability. All WIOA Youth Program participants are required to complete a financial literacy workshop through which they gain valuable information on banking and learn how to read and obtain credit reports, budgeting, how to make informed financial decisions, and protect themselves from identify theft. A certificate of completion is awarded to participants at the conclusion of the workshop.

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

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

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

Services for Youth with Disabilities

All of the foregoing activities are available to youth with disabilities. When a young person with a disability seeks services through the Workforce Assistance Center, assessments are administered and an Individual Service Strategy is developed to identify past educational attainment, skills levels, interests, barriers, and unique or specialized needs. Depending on the results of the assessment and service planning process, WIOA Youth Program staff may engage colleagues from the Department of Rehabilitation, special education or other partners to assist in securing services and, as necessary

accommodations, to facilitate the youth/young adult's participation in the program. Work Experience has been a successful strategy for many youth with disabilities, as it provides the opportunity to work with others in an integrated work setting.

Addressing the Digital Literacy Skills of Youth and Young Adults

While staff have not previously conducted formal assessments of digital literacy skills, they 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. 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.

As the biennial update to the PY 21-24 Local Plan is being finalized, a structured digital skills assessment protocol is being implemented. Presently, assessment protocols include an initial assessment, during which various tasks are assigned to youth participants. As youth complete these tasks, staff evaluates their digital literacy skills. Participants that self-identify or are observed to lack digital skills are referred to IMAGO digital literacy modules. In addition, customers are provided information on several digital literacy platforms, including NorthStar, Microsoft Digital Literacy, and/or the Foundation for an Independent Tomorrow. These platforms are free and can assess an individual's digital literacy and knowledge of various systems and products. Results assist staff in guiding conversations around career pathways and the importance of digital literacy.

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 has led a process to competitively procure an AJCC/One-Stop Operator for five boards: Kings County, Madera County, Merced County, San Joaquin County and Stanislaus County. Madera County WDB currently contracts with Beaudette Consulting, Inc. as the One-Stop Operator (OSO). The OSO has three major roles and duties:

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

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

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

Career Services Provider

Madera County WDB, in its various iterations, has been the direct provider of workforce services for nearly four decades, and presently oversees the MCWIC in the provision of these services. The WDB has developed strong, positive relationships with mandated partners, other community stakeholders, and with city and county government agencies throughout Madera County. The staff and leadership are experienced workforce

professionals with strong ties with businesses, as well as the community. This experience and relationships result in high quality, customer-centered services that produce positive outcomes for job seekers and local businesses. The WDB has consistently met or exceeded performance goals and has a strong reputation for quality programs and services. In 2021, Madera County WDB again received state approval to continue to function as the provider of WIOA career services.

V. CONSIDERATIONS FOR PROGRAM YEARS 2021-24

Based on discussions held throughout the initial planning process, the following topics were identified as priorities for further exploration, development, and/or enhancement as the WDB and the partners implement the Local Plan.

During the biennial review and modification process, progress on each topic was assessed and is indicated below. Items identified as pending will be addressed during the remaining period of the PY 21-24 Local Plan.

Coordination with Workforce System Partners

- Consider options for better coordinating messaging about WDB and EDC services, particularly for small businesses.

Progress: On-going, as messages are developed and communicated.

- Review options for creating additional links between EDC and WDB websites.

Progress: Completed. Weblinks have been created.

- 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.

Progress: Currently being addressed.

- 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.

Progress: Completed.

- 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.

Progress: WDB staff has connected with representatives of California Indian Manpower Consortium, Inc. and a meeting will be held in late 2022 to re-visit the partnership and discuss opportunities to expand services.

- 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.

Progress: Pending.

- Consider the WDB's development and distribution of a weekly "top jobs list" to partners.

Progress: Pending

Services for Job Seekers

- Identify opportunities to immediately connect probation youth to workforce services at release.

Progress: Completed through collaboration with Probation.

- Explore the availability of online courses/training for jobs in the hospitality industry.

Progress: Opportunities are currently being examined. Such training may be provided by the Oakhurst campus of Madera Community College.

- Explore options for teaching customer service skills to job seekers. This could be offered in a workshop format or as a course.

Progress: Madera County WDB has identified various options for participants to acquire customer service skills. Currently, IMAGO offers online customer service workshops that customers can view independently. Additionally, IMAGO is working on creating a series of customer service workshops leading to a certificate of completion. Furthermore, the Madera Community College offers a Customer Service Academy Certificate, through which participants can attend a 3-day in person class.

- Explore options for providing training in supervision/supervisory skills.

Progress: Examination in progress through contact with community college and adult education partners.

- 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.

Progress: Completed. The navigator function is being utilized at the Workforce Assistance Center.

- 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 a career path.

Progress: On-going.

- 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.

Progress: Pending.

- Research the feasibility of putting additional online courses (including those from out of area institutions) on the Eligible Training Provider List.

Progress: Completed, as courses have been added to the ETPL. Ongoing.

Business Services

- Develop an inventory of businesses by “key industry sector” to determine the demand-side customer base within Madera County.

Progress: Pending

- Consider options for board members to establish a business visitation team to meet directly with owners and managers at locations where work is accomplished.

Progress: Pending

- 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.

Progress: Pending

- Assess businesses’ need for and interest in incumbent worker training.

Progress: Completed, as business have been identified. On-going.

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.

Progress: Completed, as extensive cross training has been and is currently being provided. On-going.

- Review current online offerings and consider implementation of additional virtual services, such as online financial literacy workshops.

Progress: Completed and on-going.

- Consider conducting a digital skills assessment of new customers to inform the delivery of digital skills workshops.

Progress: Currently in development as described under the subheading on “Services and Activities under WIOA Title I Youth Program.”

- Explore greater use of a shared data management platform across partners to support co-case management.

Progress: In 2022, Madera County WDB joined Unite Us, a networking platform, to refer customers among partners and local agencies. Staff scheduled to train in late 2022. A Lead Career Specialist has been assigned as a point of contact for Unite Us and will disseminate referrals to the appropriate staff.

- Expand physical presence of staff at Northern and Eastern County locations on a regularly scheduled basis.

Progress: Completed as described under subheading on “Increasing the Presence of Workforce Development Staff and Services in Remote Communities.”

During a stakeholder and community engagement process completed as part of developing the biennial modification to the PY 21-24 Local Plan, the following additional issues were identified, which will be evaluated and addressed during the remaining period under the current Plan.

- *To address changing expectations and priorities among younger job seekers, the workforce system should consider opportunities to adopt value-based approaches to career exploration and career development.*
- *Workforce system staff should develop approaches to inform, consult with, and train businesses on strategies to attract and retain workers within a competitive and changing labor market.*
- *To improve the effectiveness of assessments conducted with participants, the workforce system should consider strategies for including an assessment of “lived experience” and how such experience may inform career preferences and decisions.*
- *The workforce system should consult with businesses on the benefits of “skills-based” hiring protocols versus strict requirements that candidates possess specific education credentials or years of experience.*
- *Under the successful partnership developed between the workforce and probation systems in Madera County, identify strategies and opportunities to serve more justice-involved women and older individuals.*

- *Examine opportunities and benefits of developing career exploration resources that help job seekers weigh various features of employment including wages, benefits, advancement opportunities, workplace cultures, flexibility, purpose, and work-life balance.*

VI.	APPENDICES
------------	-------------------

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

Attachment 1: Stakeholder and Community Engagement Summary

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

Attachment 3: Signature Page

Stakeholder and Community Engagement Summary

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

For the biennial modification to the Local Plan, Madera County WDB sought community and stakeholder input through three forums, one of which was held in-person, while the

others were conducted via videoconference. These sessions, which centered on key content of the Plan, included:

Economic Recovery and the Role of the Workforce System: This forum was held in-person on October 11, 2022.

Enhancing Services for Job Seekers: This forum was held via Zoom on October 24, 2022.

Evaluating the Evolving Needs of Local Businesses: This forum was held via Zoom on November 1, 2022.

In addition to broadcasting the forums through its website, the WDB invited a wide range of stakeholders, who are summarized in the lists that follow, to participate in these events.

**Madera Workforce Plan Forum:
Economic Recovery and the Role of the Workforce System**

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email e-blast Social Media	Bass Lake Chamber	-Did not attend forum.	
Email e-blast Social Media	Board of Supervisors	-Did not attend. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Camarena Health	-Did not attend forum.	Engaged in planning process.
Email e-blast Social Media	Community Action Partnership of Madera County	-Did not attend. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Community Corrections Partnership (AB109)	-Did not attend forum.	Engaged in planning process.
Email e-blast Social Media	Chawanakee USD	-Did not attend forum.	
Email e-blast Social Media	Chowchilla City Chamber	-Did not attend forum.	
Email e-blast Social Media	Chowchilla City Council	-Did not attend forum.	
Email e-blast Social Media	CIMC	-Did not attend forum.	
Email e-blast Social Media	Coarsegold Chamber	-Did not attend forum.	
Email e-blast Social Media	CVIIC	-Did not attend forum.	
Email e-blast Social Media	Central Valley Opportunity Center	-Did not attend forum.	Engaged in planning process.

		-Attended WDB meetings. -Participated in 1-to-1 discussions with WDB.	
Email e-blast Social Media	Department of Rehabilitation	-Did not attend. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Department of Social Service	-Attend forum. -Participated in 1-to-1 discussions with WDB.	Engaged in planning process.
Email e-blast Social Media	Department of Child Support Services	-Did not attend.	Engaged in planning process.
Email e-blast Social Media	EDC	-Did not attend forum. -Participated in 1-to-1 discussions with WDB.	Engaged in planning process.
Email e-blast Social Media	Employment Development Department	-Did not attend. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Education and Leadership Foundation	-Did not attend forum.	Engaged in planning process.
Email e-blast Social Media	Fourth Street Church of God	-Did not attend forum.	Engaged in planning process.
Email e-blast Social Media	Fresno City College	-Did not attend forum.	
Email e-blast Social Media	Golden Valley Chamber	-Did not attend forum.	Engaged in planning process.
Email e-blast Social Media	Golden Valley USD	-Did not attend forum.	
Email e-blast Social Media	International Brotherhood of Elect Workers #100	-Did not attend. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Job Corps	-Did not attend. -Participated in 1-to-1 discussions with WDB	

Email e-blast Social Media	Laura's Nuts	-Did not attend. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	City of Madera	-Did not attend forum.	
Email e-blast Social Media	Madera District Chamber of Commerce	-Did not attend. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Madera Housing Authority	-Did not attend forum.	
Email e-blast Social Media	Madera Adult School	-Did not attend forum.	
Email e-blast Social Media	Madera Community College	-Did not attend forums. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Madera County Superintendent of Schools	-Did not attend forum.	
Email e-blast Social Media	Madera County Workforce Investment Corporation	-Attended forums. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Madera Unified School District	-Did not attend. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	MUSD Linkage Foundation	-Did not attend forum.	Engaged in planning process.
Email e-blast Social Media	North Fork Chamber	-Did not attend forum.	
Email e-blast Social Media	Oakhurst Community College Center	-Did not attend forum.	
Email e-blast Social Media	Operating Engineers Local Union 3	-Did not attend forum.	Engaged in planning process

		-Participated in 1-to-1 discussions with WDB	
Email e-blast Social Media	ProPath, Inc. (OSO)	-Did not attend forum.	
Email e-blast Social Media	Pacific Ethanol Inc.	-Did not attend forum	
Email e-blast Social Media	PGE	-Did not attend forum.	
Email e-blast Social Media	Reading and Beyond	-Did not attend forum.	
Email e-blast Social Media	Salter's Distributing, Inc.	-Did not attend forum.	
Email e-blast Social Media	State Center Adult Ed. Consortium	-Did not attend forum.	
Email e-blast Social Media	SER	-Did not attend forum.	
Email e-blast Social Media	Sheet Metal Worker Local 104	-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	The Pines Resort	-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	UFCW8	-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process
Email e-blast Social Media	Union Bank	-Did not attend forum.	Engaged in planning process.
Email e-blast Social Media	Vail Insurance Services LLC	-Did not attend forum.	Engaged in planning process

		-Participated in 1-to-1 discussions with WDB	
Email e-blast Social Media	Valley Children's Hospital	-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Valley West Christian Center	-Did not attend forum.	
Email e-blast Social Media	Vision Academy of the Arts	-Did not attend forum.	
Email e-blast Social Media	Visit Yosemite	-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Yosemite USD	-Attended forums.	Engaged in planning process.

**Madera Workforce Plan Forum:
Enhancing Services for Job Seekers**

Mode of Outreach	Target Outreach	of Attendance	Summary of	Comments
Email Social Media	Bass Lake Chamber		-Did not attend forum.	
Email Social Media	Board of Supervisors		-Did not attend forum.	
Email Social Media	Camarena Health		-Attended forums.	Engaged in planning process.
Email Social Media	Community Action Partnership of Madera County		-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process
Email Social Media	Community Corrections Partnership		-Attended forums.	Engaged in planning process.
Email Social Media	Chawanakee USD		-Attended forum.	

Email Social Media	Chowchilla City Chamber	-Did not attend forum.	
Email Social Media	Chowchilla City Council	-Did not attend forum.	
Email Social Media	CIMC	-Did not attend forum.	
Email Social Media	Coarsegold Chamber	-Did not attend forum.	
Email Social Media	CVIIC	-Did not attend forum.	
Email Social Media	Central Valley Opportunity Center	-Attended forum. -Participated in 1-to-1 discussions with WDB	Engaged in Planning process
Email Social Media	Department of Rehabilitation	-Attended forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email Social Media	Department of Social Service	-Attended forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email Social Media	Department of Child Support Services	-Did not attend forum.	
Email Social Media	EDC	-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email Social Media	Employment Development Department	-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email Social Media	Education and Leadership Foundation	-Did not attend forum.	
Email Social Media	Fourth Street Church of God	-Did not attend forum.	Engaged in planning process.
Email Social Media	Fresno City College	-Did not attend forum.	
Email Social Media	Golden Valley Chamber	-Did not attend forum.	
Email Social Media	Golden Valley USD	-Did not attend forum.	

Email Social Media	International Brotherhood of Elect Workers #100	-Did not attended forum. -Participated in 1- to-1 discussions with WDB	Engaged in planning process
Email Social Media	Job Corps	-Did not attend forum.	
Email Social Media	Laura's Nuts	-Did not attended forum. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email Social Media	City of Madera	-Did not attend forum.	
Email Social Media	Madera District Chamber of Commerce	-Did not attended forum. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email Social Media	Madera Housing Authority	-Did not attend forum.	
Email Social Media	Madera Adult School	-Did not attended forum.	
Email Social Media	Madera Community College	-Did not attended forum. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email Social Media	Madera County Superintendent of Schools	-Did not attended forum. -Participated in 1- to-1 discussions with WDB	
Email Social Media	Madera County Workforce Investment Corporation	-Attended forums. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email Social Media	Madera Unified School District	-Did not attended forum. -Participated in 1- to-1 discussions with WDB	Engaged in planning process
Email Social Media	MUSD Linkage Foundation	-Did not attended forum.	Engaged in planning process
Email Social Media	North Fork Chamber	-Did not attend forum.	

Email Social Media	Oakhurst Community College	-Did not attend forum.	
Email Social Media	Operating Engineers Local Union 3	-Did not attended forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process
Email Social Media	OSO	-Did not attend forum.	
Email Social Media	Pacific Ethanol Inc.	-Did not attended forum.	
Email Social Media	PGE	-Did not attend forum.	
Email Social Media	Reading and Beyond	-Attended forum.	
Email Social Media	Salter's Distributing, Inc.	-Did not attend forum.	
Email Social Media	State Center Adult Ed. Consortium	-Attended forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email Social Media	SER	-Did not attend forum.	
Email Social Media	Sheet Metal Worker Local 104	-Did not attended forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email Social Media	The Pines Resort	-Did not attended forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email Social Media	UFCW8	-Did not attended forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email Social Media	Union Bank	-Did not attend forum.	Engaged in planning process.
Email Social Media	Vail Insurance Services LLC	-Did not attended forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email Social Media	Valley Children's Hospital	-Did not attended forum.	Engaged in planning process.

		-Participated in 1-to-1 discussions with WDB	
Email Social Media	Valley West Christian Center	-Did not attend forum.	Engaged in planning process.
Email Social Media	Vision Academy of the Art	-Did not attend forum.	
Email Social Media	Visit Yosemite Madera County	-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email Social Media	Yosemite USD	-Did not attend forum.	

**Madera Workforce Plan Forum:
Evaluating the Evolving Needs of Local Business**

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email e-blast Social Media	Bass Lake Chamber	-Did not attend forum.	
Email e-blast Social Media	Board of Supervisors	-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Camarena Health	-Attended forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Community Action Partnership of Madera County	-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Community Correctional Program	-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Chawanakee USD	-Did not attend forum.	
Email e-blast	Chowchilla City Chamber	-Did not attend forum.	

Social Media			
Email e-blast Social Media	Chowchilla City Council	-Did not attend forum.	
Email e-blast Social Media	CIMC	-Did not attend forum.	
Email e-blast Social Media	Coarsegold Chamber	-Did not attend forum.	
Email e-blast Social Media	CVIIC	-Did not attend forum.	
Email e-blast Social Media	Central Valley Opportunity Center	-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Department of Rehabilitation	-Attended forum. -Participated in 1-to-1 discussions with WDB.	Engaged in planning process.
Email e-blast Social Media	Department of Social Service	-Attended forum. -Participated in 1-to-1 discussions with WDB.	Engaged in planning process.
Email e-blast Social Media	DSS Child Support	-Did not attend forum.	
Email e-blast Social Media	EDC	-Attended forum. -Participated in 1-to-1 discussions with WDB.	Engaged in planning process
Email e-blast Social Media	Employment Development Department	-Attended forum. -Participated in 1-to-1 discussions with WDB.	Engaged in planning process.
Email e-blast Social Media	Education and Leadership Foundation	-Did not attend forum.	
Email e-blast Social Media	Evapco	-Attended forum.	
Email e-blast Social Media	Fourth Street Church of God	-Did not attend forum.	Engaged in planning process.

Email e-blast Social Media	Fresno City College	-Did not attend forum.	
Email e-blast Social Media	Golden Valley Chamber	-Did not attend forum.	
Email e-blast Social Media	Golden Valley USD	-Did not attend forum.	
Email e-blast Social Media	Impossible Services	-Attended forum.	
Email e-blast Social Media	International Brotherhood of Elect Workers #100	-Attended forum. -Participated in 1- to-1 discussions with WDB.	Engaged in planning process.
Email e-blast Social Media	Job Corps	-Attended forums. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Laura's Nuts	-Did not attend forum. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Madera City	-Did not attend forum	
Email e-blast Social Media	Madera County	-Did not attend forum. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Madera County Farm Bureau	-Attended forum.	
Email e-blast Social Media	Madera District Chamber of Commerce	-Did not attend forum. -Participated in 1- to-1 discussions with WDB	
Email e-blast Social Media	Madera Housing Authority	-Did not attend forum.	
Email e-blast Social Media	Madera Adult School	-Did not attend forum.	

Email e-blast Social Media	Madera Community College	-Did not attend forum. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Madera County Superintendent of Schools	-Did not attend forum.	
Email e-blast Social Media	Madera County Workforce Investment Corporation	-Attended forums. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Madera Unified School District	-Attended forum. -Participated in 1- to-1 discussions with WDB.	Engaged in planning process.
Email e-blast Social Media	Muritronix	-Attended forum.	
Email e-blast Social Media	MUSD Linkage Foundation	-Did not attend forum.	
Email e-blast Social Media	North Fork Chamber	-Did not attend forum.	
Email e-blast Social Media	Oakhurst Community College	-Did not attend forum.	
Email e-blast Social Media	OSO	-Did not attend forum.	
Email e-blast Social Media	Pacific Ethanol Inc.	-Did not attend forum.	
Email e-blast Social Media	PGE	-Did not attend forum.	
Email e-blast Social Media	Reading and Beyond	-Did not attend forum.	
Email e-blast Social Media	Salter's Distributing, Inc.	-Did not attend forum.	

Email e-blast Social Media	State Center Adult Ed. Consortium	-Did not attended forums. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	SER	-Did not attend forum.	
Email e-blast Social Media	Sheet Metal Worker Local 104	-Did not attended forums. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	The Pines Resort	-Attended forum. -Participated in 1- to-1 discussions with WDB	Engaged in planning.
Email e-blast Social Media	UFCW8	-Did not attend forum. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Union Bank	-Did not attend forum.	Engaged in planning process.
Email e-blast Social Media	Vail Insurance Services LLC	-Did not attended forums. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Valley Children's Hospital	-Did not attended forums. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.
Email e-blast Social Media	Valley West Christian Center	-Did not attend forum.	
Email e-blast Social Media	Vision Academy of the Art	-Did not attend forum.	
Email e-blast Social Media	Visit Yosemite	-Attended forums.	Engaged in planning process.
Email e-blast Social Media	World Financial Group	-Did not attended forums. -Participated in 1- to-1 discussions with WDB	Engaged in planning process.

Email e-blast Social Media	Yosemite USD	-Did not attend forum.	

<p>PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE 2023 BIENNIAL MODIFICATION TO THE PY 21-24 LOCAL PLAN</p>

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

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

SIGNATURE PAGE

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

For the **Workforce Development Board:**

Brett Frazier, Chair	Date

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

Chairman	Date