



**WORKFORCE DEVELOPMENT
BOARD OF MADERA COUNTY**

Executive Committee

SPECIAL MEETING

A G E N D A

**March 17, 2025
10:00 a.m.**

Meeting will be held in person and via teleconference at:

<https://us02web.zoom.us/j/89435663088?pwd=HHKgeLaHbwZ2lRY7dpvrgHMOihuLgf.1>

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

1.0 Call to Order

1.1 Pledge of Allegiance

2.0 Additions to the Agenda

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

3.0 Public Comment

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

4.0 Introductions and Recognitions

5.0 Adoption of Board Agenda

6.0 Action Items

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

7.0 Next Meeting

To be determined

8.0 Adjournment

Workforce Development Board of Madera County

Program Year 2025 - 2028 Local Plan



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I. INTRODUCTION AND OVERVIEW

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

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

A. Workforce Innovation and Opportunity Act

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

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

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

B. Madera County Workforce Development Board

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

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

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

C. Local Plans and the WIOA Planning Structure

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

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

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

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

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

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

D. California's Strategic Workforce Priorities

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

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

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

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

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

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

E. Development of Madera County's Program Years 25-28 Local Plan

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

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

F. Madera County WDB Strategic Goals and Priorities

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

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

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

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

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

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

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

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

II. WIOA CORE AND REQUIRED PARTNER COORDINATION

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

A. Coordination with AJCC Partners and WIOA Memorandum of Understanding

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

Overview of Local One-Stop System Partners

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

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

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

Memorandum of Understanding with System Partners

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

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

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

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

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

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

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

Coordination with AJCC Partner Programs

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Coordination with Economic Development

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

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

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

Co-Enrollment of Job Seekers Across Programs

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

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

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

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

Co-Case Managing Co-Enrolled Customers

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

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

Cross-Training of Partner Staff

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

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

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

Delivering Services through Virtual Platforms and Web-Based Information

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

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

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

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

D. Coordination of Workforce Activities and Support Services

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

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

Determining Participants' Needs for Supportive Services

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

Supportive Services Policy

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

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

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

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

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

E. Physical and Programmatic Accessibility for Individuals with Disabilities

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

Assuring Compliance with Federal Requirements

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

Staff Training

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

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

Specialized AJCC Programs and Services for Persons with Disabilities

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

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

Availability of Assistive Technology and Support at the AJCC

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Strengthening Connections Through Specialized Grant Programs

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

Expanding Partnerships

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

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

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

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

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

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

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

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

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

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

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

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

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

Research, Learning, and Adoption of Local Priorities

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

Coordination with Local Partners and Their Efforts

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

Involvement in Regional Initiatives

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

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

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.

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

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

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

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

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

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

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

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

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

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

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

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

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

C. Coordination of Rapid Response and Layoff Aversion Activities

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

Layoff Aversion Services for Businesses

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

Support for Workers Impacted by Dislocation Events

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

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

Local and Regional Coordination to Support Rapid Response and Layoff Aversion

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

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

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

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

Service Delivery Through the Workforce Assistance Center/AJCC

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

Career Services for Adult and Dislocated Worker Participants

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

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

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

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

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

Training Services

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

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

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

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

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

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

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

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

Priority of Service

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Services for Youth with Disabilities

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

Addressing the Digital Literacy Skills of Youth and Young Adults

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

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

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

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

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

One-Stop Operator Function

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

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

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

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

Career Services Provider

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

V. SYSTEM PRIORITIES FOR PROGRAM YEARS 2025-28

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

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

A. Job Seeker- and Worker-Focused Priorities

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

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

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

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

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

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

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

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

B. Business-Focused Priorities

1. Expand pathways to entrepreneurship.

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

2. Promote and support skills-based hiring.

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

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

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

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

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

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

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

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

6. Adopt a consultative approach to working with businesses.

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

C. Other System Priorities

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

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

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

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

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

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

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

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

5. Continue to build strategies to support remote communities.

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

VI. APPENDICES

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

Attachment 1: Stakeholder and Community Engagement Summary

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

Attachment 3: Signature Page

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 2025-28 Local Plan, the WDB hosted a series of three community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included the following.

Priorities for Developing the Local Workforce:

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

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

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

Supporting Local Businesses’ Workforce Development Goals:

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

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

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

Strengthening Madera County’s Workforce System Partnerships:

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

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

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

Local Plan Stakeholder and Community Engagement Outreach

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

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

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

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

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

Employee Retention Forum – October 29, 2024: Virtual

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

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

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

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

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

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

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

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE PROGRAM YEAR 2025-2028 LOCAL PLAN
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1.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i> No Comments Received		

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

Attachment 3**SIGNATURE PAGE**

The following signatures represent approval of the Local Plan by the Workforce Development Board of Madera County and the Chair of the Board of Supervisors of Madera County as Chief Elected Official of the Madera Local Workforce Area.

For the **Workforce Development Board**:

Brett Frazier, Chair	Date

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

Leticia Gonzales, Chair	Date