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**Our Vision:**

Contra Costa County's Workforce Development Board supports a network that creates and promotes dynamic education systems, high-performing businesses, and a prosperous local economy with an abundance of high-quality jobs and skilled workers to fill them.

## Executive Committee Meeting

### Agenda

January 13, 2021

2:00 p.m. – 2:45 p.m.

**ZOOM Meeting**

**Meeting ID: 915 7841 7910**

<https://zoom.us/j/91578417910?pwd=emFpL25vNzQvRTNlV3JSSzc4bXMrQT09>

**Password: 005454**

**Join in Dial In**

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+1 253 215 8782 US

**2:00 PM** CALL TO ORDER AND REMINDER OF POTENTIAL CONFLICT OF INTEREST  
PUBLIC COMMENT

**2:05 PM** **CONSENT AGENDA**  
**C1** Approve minutes from December 9, 2020 meeting

**2:10 PM** **ACTION ITEMS**  
**A1** Approve Funds Transfer Request for FY 2019-2020 funds  
**A2** Approve AJCC Certification Process

**2:40 PM** **COMMITTEE MEMBER REPORTS**  
CHAIR'S REPORT  
• *Tribute to Tom Guarino, Board Member*  
EXECUTIVE DIRECTOR'S REPORT

**2:45 PM** **ADJOURN**

*Any appropriate public records related to an open session item on a regular meeting agenda and distributed by the Workforce Development Board and any of its committees to a majority of members of the Workforce Development and/or its committees, less than 72 hours prior to that meeting are available and for public inspection at 4071 Port Chicago Highway, Suite 250 Concord, CA during normal business hours.*

*The Workforce Development Board will provide reasonable accommodations for individuals with disabilities planning to attend Board meetings. Arrangements can be made by contacting the Board at 925.671.4560*

**Workforce Development Board (WDB) of Contra Costa County  
Executive Committee Charter**

Charter Element	Charter Agreement Information
<b>Business Objective</b>	The primary objective of the WDB Executive Committee is to support system alignment, service integration, and continuous improvement, using data to support evidence-based policymaking.
<b>Case for Action</b>	<p>As we advance our work toward realizing our vision for creating shared opportunity and economic prosperity, a number of key factors drive our work:</p> <ul style="list-style-type: none"> <li>• Good jobs in today’s economy and labor market require workers to have a growing level of knowledge and skill in order to compete for them;</li> <li>• The employment gap is widening between those with higher levels of education and credentials and those who lack them;</li> <li>• Jobs are growing at both the high-skill and low-skill end of the labor market, while growth of “middle skill” jobs has been lagging; however, the retirement of baby boomers from the labor force will create openings in nearly every industry and occupation;</li> <li>• The incoming workforce does not have the education and skill-sets needed to perform many of these jobs, as manifested by a continued lag in the educational attainment levels of young people (although beginning to show some signs of improvement, student preparedness for post-secondary education remains very low); and</li> <li>• The difference between supply and demand indicates that there is a “skills gap” between what most workers have to offer and what businesses need, creating the urgency to develop and support new strategies that can better equip and train people for jobs in today’s economy.</li> </ul>
<b>Requirements</b>	<p>The WDB Executive Committee will:</p> <ul style="list-style-type: none"> <li>• Improve and expand the Workforce Development Board's communications systems and networks</li> <li>• Develop and present legislative/advocacy platforms and position statements for consideration by the Contra Costa County Board of Supervisors and other local elected officials</li> <li>• Recruit qualified board member candidates who are able to effectively advance the board’s strategic priorities and recommend membership appointments to the Board of Supervisors</li> <li>• Support and strengthen administrative, fiduciary, management, and oversight roles and responsibilities of the WDB, including monitoring performance of the WDB Executive Director</li> <li>• Help secure, leverage, and expand resources that help to support workforce and economic development in Contra Costa County and the greater region</li> </ul>
<b>Boundaries / Guidelines</b>	The Executive Committee will advise and influence the direction and implementation of the WDB’s strategic objectives as outlined the WDB 2017-2020 Strategic Plan, particularly with regards to work related to systems alignment, administration, coordination, and overall accountability.
<b>Team Membership</b>	<p>The Executive Committee is comprised of the Chair, Vice Chair(s) and Immediate Past Chair of the WDB; the Co-Chairs of each of its subcommittees, and up to three at-large members to provide appropriate representation of the overall membership. The Executive Committee and the WDB work on behalf of the Contra Costa County Board of Supervisors and the businesses and residents of Contra Costa County.</p> <p>The WDB and the Executive committee often draw upon the knowledge and expertise of other individuals and organizations that are not members of the WDB and occasionally form <i>Ad Hoc</i> committees to do work.</p>
<b>Timing</b>	The work of the Executive Committee is aligned with the timeline of the WDB’s 2017-2020 Strategic Plan.
<b>Resources</b>	The WDB and the Executive Committee provide and/or support convening and networking functions that draw together a wide spectrum of stakeholders that contribute to the health of the local economy and prepare residents for effective participation in the workforce. These include local and regional businesses, economic development experts and organizations, public agencies, education, labor, and community-based organizations.
<b>Review Process</b>	<p>The Executive Committee monitors and reports its progress at regular committee meetings and full WDB member meetings as appropriate.</p> <p>Progress against the WDB 2013-2017 Strategic Plan is reviewed at regular intervals as determined by the WDB and any of its relevant governing authorities at the local, state, and/or federal levels.</p>

**EXECUTIVE COMMITTEE MINUTES**

Wednesday, December 9, 2020

The Executive Committee met on Wednesday, December 9, 2020 via ZOOM meeting. Chair Terry Curley called the meeting to order at 3:01 pm. Chair Terry reminded everyone of potential conflict of interest.

**ATTENDANCE**

**MEMBERS PRESENT:** Yolanda Vega, Terry Curley, Thomas Hansen, Michael McGill, Kwame Reed, Stephanie Rivera

**MEMBERS ABSENT –** Joshua Anijar (EX)

**OTHERS PRESENT –** Tom Guarino (Board Member), Drew Douglass, Anita Kassem

**WDB STAFF PRESENT –** Donna Van Wert, Patience Ofodu, Amrita Kaur, Verneda Clapp, Maureen Nelson, Rochelle Soriano, Jennifer Joel, and Veronica Ramos

**PUBLIC COMMENT**

None

**CONSENT ITEMS**

**C1 Approve October 14, 2020 Executive Committee meeting minutes.**

**Motion/Second Michael McGill/Yolanda Vega**

**Motion Approved**

**ACTION ITEMS**

**A1 Approve RFP for Pre-Apprenticeship Training Services**

**Approve the development and release of an RFP for up to \$252,000 of WIOA funds for the purpose of providing Pre-Apprenticeship construction training services to low-income individuals and other WIOA priority populations in East Contra Costa County.**

**Motion/Second: Kwame Reed/Yolanda Vega**

**Motion Approved**

**AYES:** Yolanda Vega, Terry Curley, Thomas Hansen, Michael McGill, Kwame Reed, Stephanie Rivera

**NAYES:** None

**ABSENT:** Joshua Anijar

**ABSTAIN:** None

**A2 Approve RFP for WIOA AJCC – Career Services**

**Approve the development and release of an RFP for up to \$1,400,000 of WIOA funds for the purpose of the operation of the comprehensive AJCC and to provide WIOA career services throughout Contra Costa County with the exception of the City of Richmond. For program year 2021-2022.**

**Motion/Second Yolanda Vega/Stephanie Rivera**

**Motion Approved**

**AYES:** Yolanda Vega, Terry Curley, Thomas Hansen, Michael McGill, Kwame Reed, Stephanie Rivera

**NAYES:** None

**ABSENT:** Joshua Anijar

**ABSTAIN:** None

**DISCUSSION ITEMS:**

**D1 Update Regional and Local Strategic Planning 2021-24**

Local Boards are required to update their plans every 4 years with modifications every 2 years in an effort to ensure that plans are current and relevant to changing labor market conditions. Our current planning period ends June 30, 2021. Starting with WIOA in 2016, and in alignment with the State’s designation of 14 Regional Planning Units (RPU) in California, all RPUs are required to submit regional plans.

**Regional Plans** provide a roadmap for alignment of resources and investments to meet specific outcomes within the 15 Regional Planning Units (RPU). Regional Plans are used to articulate how RPUs will build intentionality around industry sector engagement, drive workforce development outcomes across multiple jurisdictions, and expand on-ramps to career pathways for individuals who experience barriers to employment.

**Local Plans** provide an action plan for operationalizing the road map laid out in the Regional Plan by describing how individuals’ access services through the America’s Job Centers of California’s (AJCC) system. Local Plans are used to articulate how Local Boards will coordinate with local partners to ensure a person-centered service-delivery.

WIOA indicates that Regional and Local Plans should be consistent with the vision and goals of the State Plan. For developing cohesive narratives for Regional and Local Plans, this guidance weaves together both federal and state requirements. The intent is to assist in the development of a seamless blueprint for the operationalization and implementation of all required plan content.

Regional and Local Plans are required under WIOA and local areas are responsible for carrying the cost of this planning. The WDB has a contract with Glen Price Group (GPG) and will be utilizing this contract to support writing and community engagement for both the Regional and Local planning process.

Estimate for the Local plan: \$31,770.

Estimate for Regional Plan: \$36,760, which we will be responsible for a portion of.

We currently have the funds to support this without any undue hardship.

Both the Regional and Local Plans are due to the California Workforce Board by April 30, 2021.

Date	Item	Notes
September 15, 2020	Provisional CWDB guidance released for 30-day public comment	
October 23, 2020	Complete PY 2021-24 Local Plan Development Timeline and Work Plan	
October 30, 2020	Presentation of PY 2021-24 Regional Plan development strategy to Local Board leadership	
November 3, 2020	Presentation of PY 2021-24 Local Plan Development Strategy to Full Board	
Wednesday, December 16, 2020 @ 3:00 pm to 5:00 pm	Virtual Public Meeting--West County Region	Hosted by RWDB
Wednesday, January 6, 2021 1:00 pm to 3:00 pm	Virtual Public Meeting--East County Region	Community partnership group in East County;

Date	Item	Notes
Wednesday, January 13, 2021 3:00 pm to 5:00 pm	Virtual Public Meeting--Central County Region	Community partnership group in Central County
January 20, 2021	Survey of Employers/Business	
January 2021	Online Surveys of Selected Stakeholders	Follow up with public meeting participants, those who couldn't attend
February 2, 2021	Employer input session with members of WDBCCC Board	
March 17, 2021	Draft PY 2021-24 Local Plan to full Board for approval	
March 18, 2020	Draft PY 2021-24 Local Plan provided to RPU	
March 20 to April 20, 2021	Local (Regional) Plans 30-day public comment period	
April 27, 2021	Approval of revisions to Local Plan by full Board	
April 28, 2021	Plan provided to EBRPU for submission to CAWDB	
April 28, 2021	Local Boards provide electronic signatures from their Chairs for the Regional Plan	
April 29, 2021	Local and Regional Plans submitted to CAWDB for review	
May/June 2021	Approval of Local Plan by CC County Board of Supervisors	
August 1, 2021 (est.)	CAWDB approves/conditionally approves local plans	
August 15, 2021 (est.)	CAWDB notifies Local Boards of any deficiencies	
September 15, 2021 (est.)	Final corrected Local Plans due to CAWDB with CLEO signature	
October 15, 2021 (est.)	CAWDB provides final approval of Local Plans	

**D2 Director Transition Plan**

Donna committed to stay connected and be involved for the next 3 months to support the Local and Regional Planning and the transition. Announcement of the appointment of Patience Ofodu, as the Interim Executive Director effective January 2021.

EHSD hired a recruitment agency to help in the selection of candidates

Kathy Gallagher will reach out to Yolanda Vega, Board Chair with the transition and recruitment of Executive Director

**COMMITTEE MEMBER REPORTS**

Mike McGill, Youth Committee

- Next meeting for the Youth Committee is January 12<sup>th</sup>, 2020

Kwame Reed, Business Economic & Development Committee

- Meeting was last held on December 2, 2020
- Update with Marathon – optimistic on their future

**CHAIR’S REPORT**

The Executive members express their best wishes to Donna’s retirement; it has been a pleasure and honor to work with you. In addition, pleased for having Patience Ofodu as the Interim Executive Director.

**EXECUTIVE DIRECTOR’S REPORT**

None

**Motion to Adjourn**

**Motion/Second                      Michael McGill/Terry Curley**

**Motion                                      Approved**

**AYES:** Yolanda Vega, Terry Curley, Thomas Hansen, Michael McGill, Kwame Reed, Stephanie Rivera

**NAYES:** None

**ABSENT:** Joshua Anijar, Stephanie Rivera

**ABSTAIN:** None

**THE MEETING ADJOURNED AT 3:35PM**

Respectfully Submitted,

Rochelle Martin-Soriano, Board Secretary

/rms

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**DATE:** January 13, 2021  
**TO:** Executive Committee  
**FROM:** Workforce Development Board Staff  
**RE:** **Approve Funds Transfer Request for FY 2019-2020 funds**

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This item seeks approval from the Workforce Development Board (WDB) Executive Committee to transfer \$600,000 of FY 19/20 Dislocated Worker funds to the Adult program in order to respond to labor market changes, the availability of COVID-19 funding, customer demand and ensure that the WDB maintains balanced funding into Fiscal Year (FY) 20/21.

#### **A. BACKGROUND**

Workforce Innovation and Opportunity Act (WIOA) formula funds (Adult, Dislocated Worker, and Youth) make up a significant portion of the WDBs revenue and provide funding for three (3) types of job-seeker populations as well as for services to support the needs of businesses. WIOA funds have a two-year lifespan, meaning that funds that were appropriated July 2019 are available for use through June 2021.

WIOA allows the transfer of funds between the Adult and Dislocated Worker funding streams in order to maximize customer service and provide Local Workforce Development Boards (Local Boards) with greater flexibility to provide services in the areas of greatest need. The WIOA Section 133(b)(4) states that up to and including 100 percent of funds allocated to Title I Adult and Dislocated worker programs may be transferred between these two funding streams.

Adult funds can be used to support workforce activities for individuals aged 18 and older. Although there are numerous ways be eligible for the Adult program, most Adult program participants tend to have less attachment to the labor market than their Dislocated Worker counterparts. This often means that the Adult program participants have lower incomes and may have other attributes that impede their employment. In contrast, eligibility for the Dislocated Worker program is for people who were displace from jobs through no fault of their own and are unlikely to return to their previous occupation without acquiring additional skills.

#### **B. CURRENT SITUATION**

There is a balance of \$803,000 in Dislocated Worker while Adult program funds from the FY 20/21 allocation are close to being fully expended. Many of the Dislocated Workers are serve with special COVID-19 funds while the Adult population has become more expensive to serve. To balance formula funding, a transfer of funds is being requested.

WIOA places a priority of service in the WIOA Adult program (individualized career services and training services) for individuals who are low-income, public assistance recipients or basic skills

deficient (reading and math levels below high school level). The pandemic has presented a special set of problems in identifying and serving Dislocated Workers many of whom are still attached to the workforce but with reduced hours or are in a suspended state waiting to hear if their employers will remain open. Additionally, many people who were laid off now qualify for services under both the Dislocated Worker and Adult program. In this instance, it may be easier for Program Staff to document Adult eligibility, which would also lead to a greater number of Adult enrollments.

WDB has also seen an increase in funding for workers who have been displaced as a direct result of COVID-19 which has decreased the demand for Formula Dislocated Worker funds.

**C. RECOMMENDATION**

Approve the WDB to initiate a funds transfer request to EDD, which, if approved, would move \$600,000 out of the WIOA Dislocated Worker program into the WIOA Adult program to balance each of these funding streams in accordance with customer demand, priority of service provisions, and changes in the local labor market.

**D. FISCAL IMPACT**

The \$600,000 transfer of funds from Dislocated Worker to Adult will help balance the revenues and expenditures in each of these respective funding streams and has a net zero effect on the overall budget.

**E. SCHEDULE**

The transfer of funds from WIOA Dislocated Worker to WIOA Adult will also be processed immediately as a part of this action.

**F. ATTACHMENTS**

- A1a** Transfer of Funds Request Form
- A1b** Budget Plan Form
- A1c** Participant Plan Form



### Transfer of Funds Request

1. Local Area Contra Costa Workforce Development Board (CON)

2. Subgrant Number AA011003      3. Request Date January 13, 2021

4. Program Year 19/20      5. Transfer Request No 1

6. Direction of Transfer (Check One):

Adult to Dislocated Worker

201 → 299

202 → 200

Dislocated Worker to Adult

501 → 499

502 → 500

7. Amount of Transfer \$600,000

8. Contact Person Allyson Eggert

9. Contact Person's Telephone Number 925-608-4834

10. All transfer requests must be approved and signed off by the Local Board.

Date of Local Board meeting to discuss transfer 01/13/2021

Date of Local Board meeting to approve transfer 01/13/2021

11. By signing below, the Local Area Administrator/Designee requests a transfer of funds and certifies that this transfer request was approved at the Local Board Meeting on the date indicated above.

Signature \_\_\_\_\_

Name Patience Ofodu

Title Executive Director (Interim)

Date 01/13/2021

12. Taking into account the factors described under the Transfer of Funds Procedures section on page 5 of the directive, describe the Local Board's reasoning to request a transfer of funds.

Many of the Dislocated Workers are being served with special Covid-19 funds while the Adult population has become more expensive to serve. To balance formula funding, a

transfer of funds is being requested.

WIOA places a priority of service in the WIOA Adult program (individualized career services and training services) for individuals who are low-income, public assistance recipients or basic skills deficient (reading and math levels below high school level). The pandemic has presented a special set of problems in identifying and serving Dislocated Workers..... many of whom are still attached to the workforce but with reduced hours or are in a suspended state waiting to hear if their employers will remain open. Additionally, many people who have been laid off now qualify for services under both the DW and Adult program. In this instance, it may be easier for Program Staff to document Adult eligibility. This leads to a greater number of Adult enrollments. WDB has also seen an increase in funding for workers who have been displaced as a direct result of Covid-19. This request is being made to balance DW and Adult formula funds to align with the need.

## Instructions for Completing the Transfer of Funds Request Form

### TRANSFER OF FUNDS REQUEST FORM

- Line 1. Enter the Local Area name.
- Line 2. Enter the subgrant number.
- Line 3. Enter the date of the request
- Line 4. Enter the program year.
- Line 5. Enter the transfer request number for reference purposes. If this is your Local Area's first transfer of funds request enter 01; subsequent requests are 02, 03, etc.
- Line 6. Check the appropriate block regarding the direction of transfer. Only one type of transfer can be entered on each form.
- Line 7. Provide the amount of the transfer. Do not include any amount previously transferred.
- Line 8. Enter the contact person's name.
- Line 9. Enter the contact person's telephone number.
- Line 10. Enter the date of the Local Board meeting during which the transfer request was a specific agenda item with public comment time made available. This is needed to fulfill the "Sunshine Provision" requirement. Also enter the date that the Local Board approved the transfer.
- Line 11. Have the Local Area Administrator/Designee sign the form. Also enter the name of the Local Area Administrator/Designee, title, and the date the Local Area Administrator/Designee signed the Transfer of Funds Request forms.
- Line 12. Provide the reason(s) for the transfer of funds along with any other pertinent data.

## Transfer of Funds Request Budget Plan

**Local Area** Contra Costa Workforce Development Area **Date Prepared** 12/9/2020

**Subgrant Number** AA011003  
**Year of Appropriation** 2019

Grant Code	Adult to DW	DW to Adult
	<input type="checkbox"/> 201 → 299	<input type="checkbox"/> 501 → 499
<input type="checkbox"/> 202 → 200	<input checked="" type="checkbox"/> 502 → 500	

FUNDING IDENTIFICATION	ADULT	DW
1. Formula Allocation	1,246,836	1,719,775
2. Prior Adjustments - Plus or Minus		
3. Previous Amounts Transferred		
4. Current Amount to be Transferred	600,000	(600,000)
5. TOTAL FUNDS AVAILABLE (Lines 1 through 4)	<b>1,846,836</b>	<b>1,119,775</b>

TOTAL ALLOCATION COST CATEGORY PLAN		
6. Program Services (Lines 6a through 6c)	<b>1,662,153</b>	<b>1,007,798</b>
a. Career Services (WIA Core Services / Intensive Services)	1,141,261	608,739
b. Training Services	478,769	362,596
c. Other	42,123	36,463
7. Administration	184,683	111,977
8. TOTAL (Lines 6 plus 7)	<b>1,846,836</b>	<b>1,119,775</b>

QUARTERLY TOTAL EXPENDITURE PLAN (cumulative)		
9. September 2019	0.00	0.00
10. December 2019	0.00	0.00
11. March 2020	240,720	0.00
12. June 2020	1,013,093	602,205
13. September 2020	1,115,448	757,010
14. December 2020	1,491,004	1,090,015
15. March 2020	1,745,772	1,110,015
16. June 2020	1,846,836	1,119,775
17. September 20__		
18. December 20__		
19. March 20__		
20. June 20__		

COST COMPLIANCE PLAN (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)	<b>10.00%</b>	<b>10.00%</b>

Allyson Eggert, Fiscal Analyst Workforce Development Board

925-608-4834

**Contact Person, Title**

**Telephone Number**

**Comments**

## Transfer of Funds Request Participant Plan

**Local Area:** Workforce Development Board of Contra Costa County

**Prepared Date** Jeff Shoji

Enter the number of individuals in each category.

TOTALS FOR PY 2020	ADULT	DW
1. Registered Participants Carried in from PY 2019	173	67
2. New Registered Participants for PY 2020	159	83
3. Total Registered Participants for PY 2020 (Line 1 plus 2)	<b>332</b>	<b>150</b>
4. Exiters for PY 2020	50	16
5. Registered Participants Carried Out to PY 2020 (Line 3 minus 4)	<b>282</b>	<b>134</b>

PROGRAM SERVICES		
6. Career Services	<b>2,032</b>	<b>838</b>
a. Basic Career Services (WIA Core Services)	856	329
b. Individualized Career Services (WIA Intensive Services)	1,176	509
7. Training Services	127	56

EXIT STATUS		
8. Entered Employment	10	7
9. Training-Related	0	1
10. Entered Military Service	0	0
11. Entered Apprenticeship Program	0	0
12. Exited for Exclusionary Reasons	0	0

Jeff Shoji, MIS Administrator

(925) 812-7350

**Contact Person, Title**

**Telephone Number**

**Comments:**

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**DATE:** January 13, 2021  
**TO:** Executive Committee  
**FROM:** Workforce Development Board Staff  
**RE:** **AJCC Certification – Baseline Criteria and Hallmarks of Excellence**

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**A. BACKGROUND AND DISCUSSION**

Per the Workforce Innovation and Opportunity Act (WIOA) Local Boards are responsible for maintaining a network of high-quality effective America’s Job Centers of California (AJCCs). As part of this charge, Local Boards are responsible for certifying AJCCs in their Local Areas once every three years using criteria and procedures established by the State Board in three key areas:

- Effectiveness of the AJCC
- Physical and Programmatic Accessibility for Individuals with disabilities
- Continuous improvement

The State Board has established two sets of criteria for AJCC Certification: **Baseline Criteria** focus on key WIOA statutory and regulatory requirements while the **Certification Indicator Assessment** (formerly “Hallmarks of Excellence”) addresses quality indicators and aligns with the law’s intent to encourage continuous improvement.

**B. CURRENT SITUATION**

Local Boards must develop an outline of the process they plan to use to certify each Comprehensive AJCC in their local area. The evaluation process must include an onsite visit to the AJCC being certified and the outline of the process must identify:

- Who will conduct the independent review
- What firewalls are in place to avoid a conflict of interest (if applicable)
- What steps will be included in the process and the associated timeline
- Any additional criteria the local board has chosen to include

There are certain provisions in place regarding who may be part of the certification process to safeguard against potential conflicts of interest.

Because the WDBCCC has competitively procured One-Stop Operator and Career Services Provider functions, the Board is able to be the certifying entity of the Contra Costa Comprehensive AJCC.

Local Boards may choose to use staff, the AJCC Operator (unless it’s the Local Board), a subcommittee, or a neutral third-party to conduct the open, and independent evaluation of each comprehensive and affiliate/specialized AJCC. Based on those evaluations, the individual(s) or entity that conducted the independent review can provide recommendations to the Local Board regarding certification status and

continuous improvement strategies. It is the Local Board, however, that must officially decide and submit the Baseline Criteria Matrix and accompanying AJCC Certification Indicator Assessment for each of the comprehensive and specialized/affiliate AJCCs in the Local Area.

To avoid potential conflicts of interest, the entity that conducts the evaluations cannot be an AJCC program partner staff or the Title I Adult and Dislocated Worker Career Services Provider. If a Local Board contracts out with a provider to serve as both the AJCC Operator and the Title I Adult and Dislocated Worker Career Services provider, that entity is also not allowed to conduct the evaluation.

### C. RECOMMENDATION

Approve an option for AJCC Certification Process.

**Option #1:** Direct Local Board staff to work in conjunction with the One-Stop Operator and Career Services Provider (within their scope) to conduct the Review and Evaluation and make recommendations to the Local Board

**Option #2:** Direct Local Board staff to work in conjunction with an Ad Hoc Committee/Taskforce and the One Stop Operator (within their scope) to conduct the Review and Evaluation and make recommendations to the Local Board

**Option #3:** Any combination of allowable entities as decided upon by the Local Board

**Of the three options, staff are recommending Option #1 because it is the most streamlined path, appropriate to the current situation (career center closed during pandemic) and because of the tight timeline.**

### D. DRAFT TIMELINE

Schedule as listed in the *Draft* Directive.

April 30, 2021	Local Boards submit the Baseline Criteria Matrix, and the AJCC Certification Indicator Assessment to their assigned Regional Advisor.
June 30, 2021	Local Boards receive the CWDB certification status for each comprehensive or affiliate/specialized AJCC.
December 15, 2021	Local Boards submit continuous improvement plans for each comprehensive AJCC.

### E. ATTACHMENTS

**A2a:** [EDD Draft Directive WSDD218 AJCC Comprehensive & Affiliate/Specialized Certification](#)

**A2b:** Comprehensive AJCC Certification Baseline Criteria Matrix (wsdd218-att1)

**A2c:** AJCC Certification Indicator Assessment (wsdd218-att3)



## DRAFT DIRECTIVE COVERAGE



### AJCC COMPREHENSIVE AND AFFILIATE/SPECIALIZED CERTIFICATION

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#### GENERAL INSTRUCTIONS

The attached Directive is being issued in draft to give the Workforce Development Community the opportunity to review and comment prior to final issuance.

Submit any comments by email or mail no later than **January 6, 2021**.

All comments received within the comment period will be considered before issuing the final Directive. Commenters will not be responded to individually. Rather, a summary of comments will be released with the final Directive.

Comments received after the specified due date will not be considered.

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**Email**            [Jay.AlburezSevilla@edd.ca.gov](mailto:Jay.AlburezSevilla@edd.ca.gov)

Include "Draft Directive Comments" in the email subject line.

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If you have any questions, contact Jay Alburez-Sevilla at [Jay.AlburezSevilla@edd.ca.gov](mailto:Jay.AlburezSevilla@edd.ca.gov).

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## AJCC COMPREHENSIVE AND AFFILIATE/SPECIALIZED CERTIFICATION

### EXECUTIVE SUMMARY

This policy provides the guidance and establishes the procedures regarding certification of comprehensive and affiliate/specialized America's Job Center of California<sup>SM</sup> (AJCC) locations. This policy applies to all Local Workforce Development Boards (Local Board), and is effective immediately.

This policy contains all state-imposed requirements.

This policy supersedes Workforce Services Directive *Certification Process for Comprehensive AJCCs* (WSD16-20), dated June 9, 2017 and Workforce Services Directive *Certification Process for Affiliate and Specialized AJCCs* (WSD18-11), dated March 14, 2019.

Retain this Directive until further notice.

### REFERENCES

- *Workforce Innovation and Opportunity Act (WIOA)* (Public Law 113-128) Sections 121(g) and 188
- *Americans with Disability Act Amendments Act of 2008 (ADA)* (Public Law 110-325)
- Title 20 *Code of Federal Regulations (CFR)* Sections 678.800 and 679.370(q)
- Title 29 CFR Part 38 *Implementation of the Nondiscrimination and Equal Opportunity Provisions of the WIOA*
- Title 34 CFR WIOA, Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions (WIOA Joint Final Rule)
- Department of Labor (DOL) Training and Employment Guidance Letter (TEGL) 16-16, *One-Stop Operations Guidance for the American Job Center Network* (January 18, 2017)
- DOL TEGL [4-15 \(PDF\)](#), *Vision for the One-Stop Delivery System Under the WIOA* (August 13, 2015)
- *California's Unified Strategic Workforce Development Plan 2016-2020* (State Plan)
- WSD19-13, *Selection of AJCC Operators and Career Services Providers* (June 8, 2020)
- WSD18-12, *WIOA Memorandums of Understanding* (April 30, 2019)
- Workforce Services Information Notice WSIN12-43, *New One-Stop Branding – America's Job Center of California Network* (March 15, 2013)

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

## BACKGROUND

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The WIOA establishes a framework under which Local Boards are responsible for maintaining a network of high-quality, effective AJCCs. To assist in these efforts, the California Workforce Development Board (CWDB), in consultation with an AJCC Certification Workgroup comprised of state-level partners and Local Board representatives, developed objective criteria and procedures for Local Boards to use when certifying the AJCCs within their Local Workforce Development Areas (Local Area).

The WIOA Joint Final Rule outlines three key requirements for AJCC certification: effectiveness of the AJCC, physical and programmatic accessibility for individuals with disabilities, and continuous improvement. California's certification process is centered on these key requirements and sets a statewide standard of service delivery that ensures all customers consistently receive a high-quality level of service.

To ensure that AJCCs deliver a better experience and continuously improve services for job seekers, workers, and employers, the CWDB in partnership with a workgroup from the Employment Development Department (EDD) developed a streamlined process with this Directive with easier objective criteria and procedures for AJCC certification. The initial certification process was designed with two separate Directives, one for comprehensive AJCCs outlined in [WSD16-20 \(PDF\)](#) and the other for affiliate/specialized AJCCs outlined in [WSD18-11 \(PDF\)](#).

Comprehensive AJCC and affiliate/specialized certifications are due **April 30, 2021**.

## POLICY AND PROCEDURES

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In accordance with WIOA Section 121(g), Local Boards must select an evaluation panel(s) to perform an independent and objective evaluation of the AJCCs in their Local Areas once every three years using criteria and procedures established by the CWDB. The Local Board can choose to add additional certification criteria tailored to the needs of their Local Area, but they may not remove or replace any of the federal or state criteria.

The certification process for comprehensive and affiliate/specialized AJCCs will be conducted during Program Year (PY) 2020-21 and take effect July 1, 2021.

### **Baseline Certification**

The Baseline AJCC Certification is intended to ensure that every comprehensive, specialized and affiliate AJCC is in compliance with key WIOA statutory and regulatory requirements. It is important to note that certification is an individualized process; it will not be used to compare or rank one AJCC or Local Board against another AJCC or Local Board.

### **AJCC Comprehensive**

The following requirements must be met in order for a comprehensive AJCC to receive Baseline AJCC Certification (Attachment 1):

1. Each Local Board and partner within the affiliate/specialized AJCC has a signed and implemented Memorandum of Understanding (MOU) with the Local Board meeting the requirements in [WSD18-12 \(PDF\)](#).
2. The AJCC has implemented the board-defined roles and responsibilities of the AJCC Operator and Title I Adult and Dislocated Worker Career Services Provider (i.e., an AJCC Operator and Career Services Provider is in place and functioning within the AJCC).
3. The AJCC complies with equal opportunity for individuals with disabilities in accordance with the ADA, WIOA Section 188, Title 29 CFR Part 38, and all other applicable federal and state guidance.
4. The AJCC meets all regulatory requirements to be considered a comprehensive AJCC as identified in the WIOA Joint Final Rule Section 678.305.

### **Affiliate/Specialized Baseline AJCC Certification**

The following requirements must be met in order for an affiliate/specialized AJCC to receive Baseline AJCC Certification (Attachment 2):

1. Each Local Board and partner within the affiliate/specialized AJCC has a signed and implemented MOU with the Local Board meeting the requirements in [WSD18-12 \(PDF\)](#).

The affiliate/specialized AJCC complies with equal opportunity for individuals with disabilities in accordance with the ADA, WIOA Section 188, Title 29 CFR Part 38, and all other applicable federal and state guidance.

### **AJCC Certification Indicator Assessment**

In order to highlight areas where AJCCs can continuously improve their service delivery, the AJCC Certification Workgroup identified eight AJCC Certification Indicators to measure continuous improvement for all AJCCs. Local Boards must complete an AJCC Certification Indicator Assessment (Attachment 3) for each comprehensive and affiliate/specialized AJCC by April 30, 2021.

The AJCC Certification Indicators are as follows:

1. The AJCC physical location enhances the customer experience.
2. The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.
3. The AJCC actively supports the One-Stop system through effective partnerships.
4. The AJCC provides integrated, customer-centered services.
5. The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathway.
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.
7. The AJCC has high-quality, well-informed, and cross-trained staff.
8. The AJCC achieves business results through data-driven continuous improvement.

The AJCC Certification Indicator Assessment provides a description of each Certification Indicator along with examples of criteria. The assessment requires a full rationale for each Certification Indicator provided.

The Local Board may establish additional criteria, or set higher standards for continuous improvement than those suggested by the state criteria above.

Local Boards must submit a completed AJCC Certification Indicator Assessment to their [Regional Advisor](#) by April 30, 2021.

### **Continuous Improvement Plan**

Once the AJCC Certification Indicator Assessment is completed, the Local Board must use the recommendations and evaluations from the assessment to create a continuous improvement plan for the AJCC.

Since Local Boards oversee the AJCC system within the Local Workforce Development Area, the AJCC Continuous Improvement Plan should be developed locally in coordination with the Local Board, AJCC Operator, and in alignment with the agreed upon goals and objectives within the established Regional and Local Plans and MOUs to drive continuous improvement for the AJCC system. The continuous improvement plan does not need to be submitted with the Baseline Criteria Matrix and the AJCC Certification Indicator Assessment.

Since the goal is for Local Boards to work with each of their comprehensive and affiliate/specialized AJCCs to continually improve and progress within each AJCC Certification Indicator, all Local Boards must attest to developing the continuous improvement plan with target dates with the AJCC. The continuous improvement plan must be completed by December 15, 2021.

### **Local Board Certification Process**

Local Boards may choose to use staff, the AJCC Operator (unless it's the Local Board), a subcommittee, or a neutral third-party to conduct the open, and independent evaluation of each comprehensive and affiliate/specialized AJCC. Based on those evaluations, the individual(s) or entity that conducted the independent review can provide recommendations to the Local Board regarding certification status and continuous improvement strategies. It is the Local Board, however, that must officially decide and submit the Baseline Criteria Matrix and accompanying AJCC Certification Indicator Assessment for each of the comprehensive and specialized/affiliate AJCCs in the Local Area.

To avoid potential conflicts of interest, the entity that conducts the evaluations cannot be an AJCC program partner staff or the Title I Adult and Dislocated Worker Career Services Provider. If a Local Board contracts out with a provider to serve as both the AJCC Operator and the Title I Adult and Dislocated Worker Career Services provider, that entity is also not allowed to conduct the evaluation.

However, if a Local Board has been approved by the Governor to also act as the Title I Adult and Dislocated Worker Career Services Provider, Local Board staff may conduct the evaluation so long as there are clear and strong firewalls in place that separate the Local Board staff who work in the AJCCs from the Local Board staff who would be conducting the evaluations of those AJCCs. In this case, the CWDB may request additional information and documentation from the Local Board to verify that the firewalls are substantive enough to remove any potential conflicts or biases.

The Local Board must also retain adequate supporting documentation of their certification determination for each AJCC. This includes, but is not limited to: ADA compliance monitoring reports, MOUs, procedure manuals, questionnaires, surveys, interview notes from customers, partners, or staff, and performance information that was used during the certification process.

Certification documentation may be requested by the DOL, the CWDB, or the EDD in order to substantiate a certification decision.

Although not required, AJCC staff may want to conduct an initial self-assessment prior to the Local Board's evaluation. A self-assessment is a helpful tool that can assist the AJCC in addressing potential compliance issues or areas of improvement prior to the Local Board's certification decision. As a self-assessment is not an independent and objective evaluation it cannot be used in lieu of the Local Board's (or official designee's) evaluation.

### **CWDB Certification Process**

As required by the WIOA Joint Final Rule Section 678.800, when a Local Board is approved by the Governor to also serve as the AJCC Operator, the CWDB must certify the AJCC(s) where the Local Board is the AJCC's Operator. Prior to the CWDB's certification process, the Local Board must conduct an initial self-assessment for certification for all of its comprehensive and affiliate/specialized AJCCs using the Baseline Criteria Matrix and complete an AJCC Certification Indicator Assessment.

The Local Board must submit the Baseline Criteria Matrix, and the AJCC Certification Indicator Assessment by April 30, 2021. The CWDB will review certification packets and conduct evaluations for the certification status of each comprehensive and affiliate/specialized AJCC by June 30, 2021.

### **Timelines**

#### *Local Board*

- April 30, 2021  
Local Boards submit the Baseline Criteria Matrix, and the AJCC Certification Indicator Assessment to their assigned Regional Advisor.

#### *CWDB*

- June 30, 2021  
Local Boards receive the CWDB certification status for each comprehensive or affiliate/specialized AJCC.

## Submissions

Local Boards must electronically submit their Baseline Criteria Matrix, and AJCC Certification Indicator Assessment via email to their Regional Advisor.

The Local Board Director must sign both the Baseline Criteria Matrix and AJCC Certification Indicator Assessment to attest to the Local Board's approval of each comprehensive and affiliate/specialized AJCC's certification level and agreement to develop a continuous improvement plan with target dates with the AJCCs.

## ACTION

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Bring this Directive to the attention of all relevant parties.

## INQUIRIES

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If you have any questions, contact your assigned [Regional Advisor](#).

/s/ JAIME L. GUTIERREZ, Chief  
Central Office Workforce Services Division

Attachments are available on the internet:

1. [Comprehensive AJCC Certification Baseline Criteria Matrix](#)
2. [Affiliate/Specialized AJCC Certification Baseline Criteria Matrix](#)
3. [AJCC Certification Indicator Assessment](#)

## Comprehensive AJCC Certification Matrix Baseline Criteria

The Baseline America's Job Center of California<sup>SM</sup> (AJCC) Certification is intended to ensure that every comprehensive AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements.

Local Boards must submit a completed matrix to their Regional Advisor for each comprehensive AJCC by April 30, 2021.

Name of Local Board [Click here to enter text.](#) \_\_\_\_\_

Name of AJCC [Click here to enter text.](#) \_\_\_\_\_

Baseline Criteria	Yes	No
<b>Implements the signed Memorandums of Understanding (MOU)</b>		
A Memorandum of Understanding (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners.	<input type="checkbox"/>	<input type="checkbox"/>
The signed MOU identifies the AJCC as a comprehensive.	<input type="checkbox"/>	<input type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to comprehensive centers.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Implements the Local Board defined roles and responsibilities of the AJCC Operator and Career Services Provider</b>		
AJCC Operator selected in compliance with WSD19-13.	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of AJCC Operator are clearly identified.	<input type="checkbox"/>	<input type="checkbox"/>
Career Services Provider selected in compliance with WSD19-13.	<input type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider within the AJCC are clearly identified.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305)</b>		

Baseline Criteria	Yes	No
AJCC has least one Title I staff person physically present.	<input type="checkbox"/>	<input type="checkbox"/>
AJCC provides access to all basic and individualized career services identified in <a href="#">WIOA Joint Final Rule Section 678.430</a> .	<input type="checkbox"/>	<input type="checkbox"/>
AJCC provides access to training services for adult and dislocated workers identified in <a href="#">WIOA Joint Final Rule Section 680.200</a> .	<input type="checkbox"/>	<input type="checkbox"/>
AJCC provides access to any employment and training activities carried out under WIOA Section 134(d).	<input type="checkbox"/>	<input type="checkbox"/>
AJCC provides access to programs, services, and activities of all required AJCC partners by having partner staff physically co-located at the AJCC, having a staff person at the AJCC who has been cross-trained to provide information about partner programs, or having direct linkage through technology to staff who can provide meaningful information or services.	<input type="checkbox"/>	<input type="checkbox"/>
AJCC provides workforce and labor market information.	<input type="checkbox"/>	<input type="checkbox"/>
AJCC provides customers with access programs, services, and activities during regular business hours.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Ensures Equal Opportunity for Individuals With Disabilities</b>		
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> <li>• <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996)</li> <li>• <i>Unruh Civil Rights Act</i> (California Civil Code Section 51-52)</li> <li>• <i>Disabled Persons Act</i> (California Civil Code Section 54-55)</li> <li>• <i>California Building Code</i> Title 24 Chapter 11B</li> <li>• <i>California Government Code</i> 7405</li> <li>• <i>California Government Code</i> 11135</li> </ul> <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> <li>• Providing reasonable accommodations for individuals with disabilities</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>



Baseline Criteria	Yes	No
<ul style="list-style-type: none"> <li>• Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities</li> <li>• Administering programs in the most integrated setting appropriate</li> <li>• Communicating with persons with disabilities as effectively as with others</li> <li>• Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity</li> <li>• Providing for the physical accessibility of the AJCC to individuals with disabilities</li> </ul>		
Was WIOA Section 188 compliance monitoring completed for PY 2019-20?	<input type="checkbox"/>	<input type="checkbox"/>
Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?	<input type="checkbox"/>	<input type="checkbox"/>
If yes, briefly describe the findings: <a href="#">Click here to enter text.</a>		
Was a corrective action plan submitted?	<input type="checkbox"/>	<input type="checkbox"/>
Is the status of the findings open or closed?: <a href="#">Click here to enter text.</a> If closed, as of what date: <a href="#">Click here to enter text.</a>		
<b>The AJCC meets all Baseline Criteria for Baseline AJCC Certification</b>	<input type="checkbox"/>	<input type="checkbox"/>

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

\_\_\_\_\_  
Signature

[Click here to enter text.](#)  
\_\_\_\_\_  
Name

[Click here to enter text.](#)  
\_\_\_\_\_  
Title

## AJCC Certification Indicator Assessment

The America's Job Center of California<sup>SM</sup> (AJCC) Certification Indicator Assessment is intended to encourage continuous improvement by identifying areas where an AJCC is exceeding quality expectations, as well as areas where improvement is needed. The Certification Indicators were developed in alignment with Training and Employment Guidance Letter 4-15, California's Unified Strategic Workforce Development Plan (State Plan), and the AJCC Certification Workgroup's vision for California's One-Stop delivery system.

The matrix below describes each Certification Indicator using both characteristics of a high-quality AJCC and the overall vision and strategies of the State Plan. Additionally, the Certification Indicators are provided as guidance for the evaluator to use in order to note the assessment of the AJCC's strengths and continuous improvement opportunities.

The Local Board may establish additional criteria, or set higher standards for continuous improvement than those suggested by the State criteria below.

Local Boards must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by April 30, 2021.

Name of Local Board [Click here to enter text.](#) \_\_\_\_\_

Name of AJCC [Click here to enter text.](#) \_\_\_\_\_

**AJCC Certification Indicator #1: The AJCC physical location and facility enhances the customer experience.**

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<p>a. The physical layout of the AJCC must inform and engage customers in staff-supported activities and allow for workshops, group meetings and a robust basic career services, rather than moving all customers to the AJCC resource room computers to conduct a job search.</p>	<p>a. The vision for the AJCC system in California, is to provide seamless customer-centered services focused on demand driven skills attainment and upward mobility for all Californians. The services should be delivered by aligning, coordinating, and integrating the programs and services of required and optional partners.</p> <p>b. AJCCs must be a professional and clean environment where customers are greeted as they enter the AJCC. Information should be readily available about all partner program services, including how to access them.</p>

***AJCC Certification Indicators***

- The location of the AJCC is convenient for customers (including those with barriers to employment). It has adequate parking and is accessible by public transportation (where available).
- External signage clearly identifies the location as an AJCC..
- The AJCC is clean with a professional appearance.
- The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance.
- The AJCC’s resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order.
- The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff.
- The AJCC has internal signage to help customers easily navigate the AJCC.
- Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.
- Adequate safety and security precautions are in place to protect both customers and staff.

**AJCC Certification Indicator #1: The AJCC physical location and facility enhances the customer experience.**

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

Click here to enter text.

**AJCC Certification Indicator #2: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

<b>US DOL Characteristics of a High Quality AJCC</b>	<b>California State Plan Vision and Strategies</b>
<ul style="list-style-type: none"><li>a. Reflect a welcoming environment to all customer groups who are served by the AJCC. All AJCC staff are courteous, polite, responsive, and helpful to job seekers, businesses, and others who visit the AJCC. Staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.</li><li>b. Ensure meaningful access to all customers. AJCCs must be physically and programmatically accessible to all customers, including individuals with disabilities. In so doing, AJCCs use principles of universal design and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or Limited English Proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. AJCCs use assistive technology and flexible business hours to meet the range of customer needs.</li><li>c. Include both virtual and center-based service delivery for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any given time. The system can expand its reach by delivering robust virtual services; and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations, and other partners.</li></ul>	<ul style="list-style-type: none"><li>a. Enabling upward mobility for all Californians including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and is able to access the level of education necessary to ensure economic self-sufficiency and security.</li></ul>

### ***AJCC Certification Indicators***

- All AJCC staff honor and accommodate diversity and are comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.
- The local Equal Opportunity Officer periodically reviews the AJCC's policies, procedures, and facility for accessibility and equal opportunity and then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals that do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.
- The AJCC uses the principles of universal and customer-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.
- The AJCC implements the veteran's preference and priority of service requirements.
- The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.
- The AJCC delivers both AJCC-based and virtual services.
- The AJCC ensures that individuals with disabilities are able to access virtual services in a manner that is comparable to the access available to others.

**AJCC Certification Indicator #2: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

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

[Click here to enter text.](#)

**AJCC Certification Indicator #3: The AJCC actively supports the One-Stop system through effective partnerships.**

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<p>a. Reflect the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, colocated partnership that seamlessly incorporates the services of all the AJCC partners.</p>	<p>a. Aligning, coordinating, and integrating programs and services to economize limited resources while also providing the right services to clients, based on each client’s particular and potentially unique needs so as to facilitate skills-attainment.</p>

***Quality Indicators***

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



**AJCC Certification Indicator #3: The AJCC actively supports the One-Stop system through effective partnerships.**

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

[Click here to enter text.](#)

**AJCC Certification Indicator #4: The AJCC provides integrated, customer-centered services.**

<b>US DOL Characteristics of a High Quality AJCC</b>	<b>California State Plan Vision and Strategies</b>
<ul style="list-style-type: none"><li>a. Organize and integrate services by function (rather than by program); when permitted by a program’s authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, e.g. skills development team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.</li><li>b. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.</li><li>c. Develop and maintain integrated case management systems that inform customer service throughout the customer’s interaction with the integrated system and allows information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs, within the One-Stop system only after the informed written consent of the individual has been obtained, where required.</li></ul>	<ul style="list-style-type: none"><li>a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.</li><li>b. Customer-Centered Service Design: use of customer centered design to involve frontline staff and customers in the development, prototyping and evaluation of AJCC services, resources, tools, and systems.</li></ul>

### ***AJCC Certification Indicators***

- AJCC staff identifies with the AJCC system (and not just their specific program), believes that all AJCC customers are shared customers, and contributes to providing a positive AJCC experience for every AJCC customer.
- AJCC staff have received customer service and customer-centered design training
- AJCC staff is cross-trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.
- The AJCC has clearly identified the roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners and the AJCC has an integrated functional organizational chart.
- The AJCC has a system in place to promptly greet all AJCC customers, identify the reason for their visit and their needs, and connect them to appropriate services as quickly as possible
- The AJCC has developed integrated customer flow procedures that respond to customer need and moves customers seamlessly between AJCC entry and service delivery with as few hand-offs as possible.
- All AJCC colocated partners have identified the Career Services that are applicable to their program and the AJCC has developed methods to align/integrate the delivery of those services.
- The AJCC has establish protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.

**AJCC Certification Indicator #4: The AJCC provides integrated, customer-centered services.**

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

Click here to enter text.

**AJCC Certification Indicator #5: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathway.**

<b>US DOL Characteristics of a High Quality AJCC</b>	<b>California State Plan Vision and Strategies</b>
<ul style="list-style-type: none"> <li>a. Improve the skills of job seeker and worker customers. AJCCs offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, and other strategies that enable customers to compete successfully in today’s global economy.</li> <li>b. Value skill development by assessing and improving each individual’s basic, occupational, and employability skills.</li> <li>c. Balance traditional labor exchange services with strategic talent development within a regional economy.</li> <li>d. Create opportunities for individuals at all skill levels and levels of experience by providing customers as much timely, labor market, job-driven information and, choice as possible related to education and training, careers, and service delivery options, while offering customers the opportunity to receive both skill-development and job placement services.</li> </ul>	<ul style="list-style-type: none"> <li>a. Career Pathways: enabling of progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with a labor market payoff for those being trained or educated and results in industry-recognized credentials.</li> <li>b. Earn and Learn: using training and education best practices that combine applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation.</li> <li>c. Supportive Services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.</li> <li>d. AJCCs as an access point for programs that provide for “demand-driven skills attainment.” From this perspective, AJCCs will be operated as an “on ramp” or “gateway” to the “Regional Sector Pathways” programs either built-out or identified through the regional planning process described above.</li> <li>e. AJCCs will continue to provide the full array of Career Services and function as labor exchanges but there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need it.</li> </ul>

### ***AJCC Certification Indicators***

- All AJCC staff (i.e., the staff of all colocated partners regardless of staff position or program) value both skill development and employment outcomes and know how they can promote and contribute to both.
- All AJCC staff knows the regional target sectors, can identify regional sector career pathways, and can understand what those mean in terms of providing services to customers.
- The AJCC has skill development and training opportunities for customers at all skill and experience levels.
- The AJCC has robust training services and staff assists customers in accessing and enrolling in these services, including career pathways, integrated education and training, workforce preparation, work-based learning, and apprenticeship.
- AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
- The AJCC does not implement a “sequence of service requirement” for training and does not have cumbersome entry steps that prohibit easy access to education and training that leads to industry-recognized credentials.
- The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.
- The AJCC strives to increase the number and percentage of all AJCC customers receiving skill development and training services resulting in industry recognized credentials.

**AJCC Certification Indicator #5: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.**

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

[Click here to enter text.](#)

**AJCC Certification Indicators #6: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.**

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<p>a. Design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, registered apprenticeships, and competency models to help drive skill-based initiatives.</p> <p>b. Develop, offer, and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.</p> <p>To support area employers and industry sectors most effectively, AJCC staff identify and have a clear understanding of industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.</p> <p>This includes the incorporation of an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.</p> <p>Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.</p>	<p>a. Regional partnerships: building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that increase job quality and support regional economic growth.</p> <p>b. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors’ skills needs.</p> <p>c. Fostering demand-driven skills attainment: workforce and education programs need to align program content with the state’s industry sector needs so as to provide California’s high road employers and businesses with the skilled workforce it needs to compete in the global economy.</p>



### ***AJCC Certification Indicators***

- All AJCC staff has high-knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers
- The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- The AJCC is an integral partner in the implementation of the Local Board's integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.
- The AJCC offers a wide range of AJCC-based services for employers including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies.
- The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies the learning for continuous improvement.

**AJCC Certification Indicators #6: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs**

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

[Click here to enter text.](#)

**AJCC Certification Indicator #7: The AJCC has high-quality, well-informed, and cross-trained staffing.**

<b>US DOL Characteristics of a High Quality AJCC</b>	<b>California State Plan Vision and Strategies</b>
<p>a. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. AJCC staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers. AJCC staff are routinely trained and are keenly aware as to how their particular function supports and contributes to the overall vision of the local board.</p> <p>b. Staff the center with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the AJCC.</p>	<p>a. Certification criteria will include an assessment of professional development and staff capacity building.</p>

***AJCC Certification Indicators***

- The AJCC has regular staff meetings with all AJCC staff (i.e. the staff of all colocated partners regardless of program) to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.
- Partners have agreed to provide training to all AJCC staff on a regular basis.
- There is a capacity building and/or professional development plan for staff and partners.
- All AJCC staff has received training on the services of One-Stop partners, eligibility for those services, and the process for referring customers to partners.
- All AJCC staff has received training on how to use labor market information to help customers identify career pathways and develop in-demand skills and credentials and find jobs.

- All AJCC staff has received training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs.
- All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.
- All AJCC staff has received training on providing excellent customer service and customer-centered design.
- All AJCC staff has received training on sector strategies, career pathways, job quality and high road training partnerships.

**AJCC Certification Indicator #7: The AJCC has high-quality, well-informed, and cross-trained staffing.**

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

[Click here to enter text.](#)

**AJCC Certification Indicator #8: The AJCC achieves business results through data-driven continuous improvement.**

<b>US DOL Characteristics of a High Quality AJCC</b>	<b>California State Plan Vision and Strategies</b>
<p>a. Use common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers. Center performance is transparent and accountable to the communities and regions served; data entry staff are trained and understand the importance of data validation, data collection processes, and the importance of accurate reporting.</p> <p>b. Develop and implement operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.</p>	<p>a. Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.</p>

***AJCC Certification Indicators***

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

**AJCC Certification Indicator #8: The AJCC achieves business results through data-driven continuous improvement.**

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

[Click here to enter text.](#)

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

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Signature

[Click here to enter text.](#)

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Name

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Title