



## A G E N D A

### Orange County Workforce Development Board SPECIAL MEETING

October 20, 2021

8:30 A.M.

<https://cid.occommunityservices.org/oc-workforce-development-board>

**\*Pursuant to Government Code Section 54953(e)(1), as amended by AB 361, this meeting will be held by zoom. Members of the public may observe and address the meeting telephonically. To attend the meeting via teleconference please call:**

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**Webinar ID: 890 7189 0700 / Passcode: 519509 (once you enter this code, you should be automatically connected to the call; you will remain on the line until the meeting begins).**

**Link to meeting:**

<https://us06web.zoom.us/j/89071890700?pwd=SmJXZmo0T01GSmxXQXMwdWx1cklqUT09>

**The Board encourages your participation. If you wish to speak you may do so during Public Comment. To speak during Public Comment, press \*9 following the Chair's invitation from the public to speak. Once acknowledged and prompted by the Chair, you may begin to speak. Except as otherwise provided by law, no action shall be taken on any item not appearing in the agenda. When addressing the Council, please state your name for the record prior to providing your comments.**

This agenda contains a brief description of each item to be considered. Except as provided by law, no action shall be taken on any item not appearing in the agenda. Members of the public that wish to send comments or speak on an item(s) may send a completed Speaker Request Form(s) identifying the items and send them to [OCCSAdvisoryCouncilsBoards@occr.ocgov.com](mailto:OCCSAdvisoryCouncilsBoards@occr.ocgov.com) prior to the beginning of the meeting. To speak on a matter not appearing in the agenda, but under the jurisdiction of this Advisory Board, you may do so during Public Comments. Speaker request forms must be sent prior to the beginning of the meeting, the reading of the individual agenda items and/or the beginning of Public Comments. When addressing the Board, it is requested that you state your name for the record. Address the Board as a whole through the Chair. Comments to individual Members or staff are not permitted. Speakers are limited to three (3) minutes.

Materials/handouts can be requested up to 72 hours in advance of the meeting by visiting:

<http://www.occommunityservices.org/cid/oc-workforce-development-board>.

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**AGENDA:**

1. CALL TO ORDER: Chair Teri Hollingsworth
2. PLEDGE OF ALLEGIANCE
3. BOARD MEMBER ROLL CALL: OC Community Services Representative
4. PUBLIC COMMENT:  
At this time, members of the public may address the Orange County Workforce Development Board regarding any items within the subject jurisdiction, provided that no action is taken on off-agenda items unless authorized by law. (Comments shall be limited to three (3) minutes maximum).

**ACTION ITEM(S):**

5. AMERICA'S JOB CENTERS OF CALIFORNIA (AJCC) COMPREHENSIVE AND AFFILIATE/SPECIALIZED CERTIFICATION  
*Recommendations:*  
(1) *Approved the Baseline Criteria Matrices and the AJCC Certification Indicator Assessments for Program Years 2021-24.*  
(2) *Allow staff to make non-substantive changes as required.*
6. PROCUREMENT POLICY  
*Recommendation: Approve the Procurement Policy.*
7. FISCAL AUDIT REQUIREMENTS AND RESOLUTION POLICY  
*Recommendation: Approve the Fiscal Audit Requirements and Resolution Policy.*

**ADJOURNMENT**

DISCLAIMER: No member of the Orange County Workforce Development Board (OCWDB) shall sign a letter or make a statement purported to represent the position of OCWDB as a body. Letters or verbal statements of support or opposition on any issue shall only be made or signed by the Chair of OCWDB and shall be submitted to the Board for approval. The policy of the Board of Supervisors does not allow OCWDB or its Chair to sign a letter of position on any matters pertaining to legislation. OCWDB members may write personal letters or speak as individuals stating personal positions but may not do so as representing the position or opinion of OCWDB.

## **America's Job Centers of California (AJCC) Baseline Criteria Matrices and the Certification Indicator Assessments Program Years 2021-24**

### **Background:**

Local Workforce Development Boards (Local Boards) are responsible for maintaining high-quality and effective America's Job Centers of California (AJCCs). The Workforce Innovation and Opportunity Act (WIOA) established a framework which Local Boards must use when certifying the AJCCs within their Local Areas once every three years.

To ensure that AJCCs deliver a better experience and continuously improve services for job seekers, workers, and employers, the California Workforce Development Board (CWDB) in partnership the Employment Development Department (EDD) developed a streamlined process with simpler objective criteria and procedures for AJCC certification.

Local Boards had to use the adopted objective criteria and procedures when evaluating the AJCCs within their Local Area in order to meet certification requirements (WSD20-08).

The WIOA Joint Final Rule outlines three key requirements for AJCC certification:

1. effectiveness of the AJCC,
2. physical and programmatic accessibility for individuals with disabilities, and
3. continuous improvement for local AJCC system.

California's certification process is centered on these key requirements as stipulated in the WIOA Joint Final Rule and sets a statewide standard of service delivery that ensures all customers consistently receive a high-quality level of service.

In accordance with WIOA Section 121(g), the OCWDB selected an evaluation panel to perform an independent and objective evaluation of the AJCCs in their Local Areas using the criteria and procedures established by the CWDB - Baseline Criteria Matrix and Certification Indicator Assessment. The Baseline AJCC Certification's purpose is to certify that every comprehensive, specialized and affiliate AJCC follows key WIOA statutory and regulatory requirements. The purpose of the Certification Indicator Assessment is to encourage continuous growth by identifying areas where an AJCC may be exceeding quality expectations, as well as areas where improvement is needed.

Teams, comprised of County staff and OCWDB members, conducted evaluations of the following six Local Area AJCCs:

1. Garden Grove One-Stop Center
2. Tustin Shelter
3. Manchester Office Building
4. Orangewood Foundation
5. Orange County Youth Center

## 6. Mobile Unit

The Los Alamitos Joint Forces Training Base and Theo Lacy Facility are also affiliate sites part of the Local Area; however, these sites are currently closed due to the pandemic and unable to be evaluated. The locations will be evaluated and certified once they open.

The Local Board must submit the completed Baseline Criteria Matrices and the AJCC Certification Indicator Assessments by November 1, 2021 via email to their EDD Regional Advisor.

### **Recommendations:**

1. Approve the America's Job Centers of California (AJCC) Baseline Criteria Matrices and Certification Indicator Assessments for Program Years 2021-24.
2. Allow staff to make non-substantive changes as required.

### **Attachments:**

1. Comprehensive Certification Matrix Baseline Criteria and Certification Indicator Assessment for Garden Grove One-Stop Center
2. Affiliate/Specialized Certification Matrix Baseline Criteria and Certification Indicator Assessment for Tustin Shelter
3. Affiliate/Specialized Certification Matrix Baseline Criteria and Certification Indicator Assessment for Manchester Office Building
4. Affiliate/Specialized Certification Matrix Baseline Criteria and Certification Indicator Assessment for Orangewood Foundation
5. Affiliate/Specialized Certification Matrix Baseline Criteria and Certification Indicator Assessment for Orange County Youth Center
6. Affiliate/Specialized Certification Matrix Baseline Criteria and Certification Indicator Assessment for Mobile Unit

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 November 1, 2021.

Name of Local Board Orange County Workforce Development Board

Name of AJCC Garden Grove One-Stop (Comprehensive)

**AJCC Certification Indicator #1: 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 #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

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

This is a comprehensive AJCC currently housing a variety of service providers. The office and staff reflect a welcoming and inclusive environment to all customers, including those individuals with disabilities, cultural differences, and individuals with barriers to employment. Staff are sensitive to the needs of all individuals and are prepared to provide the necessary accommodations. The AJCC ensures that all customers have access to a full range of services no matter the customers' abilities, mobility, language, or educational level. The AJCC has established a language line for clients who speak a language other than English and accessible equipment in the center as needed. The AJCC staff pride themselves in ensuring that each and every customer receives courteous, polite, responsive, and helpful customer service.

Additionally, staff were given training to ensure that they comply with equal opportunity policies and procedures. Updated EO posters have been placed throughout the center for staff and customers.

Staff reported knowledge of prioritizing services for Veterans; based on observation, the center and staff are ready to service veterans and co-enroll when necessary, Veteran services are prominent in the AJCC.

The AJCC has expanded hours of operation to ensure access to services beyond the traditional business hours. The center and staff are available on Monday, Tuesday, Thursday, and Friday from 9 a.m. to 6 p.m. and from 9 a.m. to 8 p.m. on Wednesday. The AJCC delivers in-person and virtual services to customers. Customers may access services with and without appointments.

The center remained open throughout the pandemic; however, the AJCC was always following all COVID-19 protocols.

Continuous Improvement Opportunities:

- Although the AJCC is located in an area that is accessible to customers near freeways and public transportation, there is limited signage outside of the building which makes it difficult to identify the facility as and AJCC.
  - Outreach needs to be improved.
- It was unknown whether 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.
  - We will work with our local EOO to ensure this is taking place and develop a schedule for training, if necessary.
- Although staff provide good customer service and have participated in County assigned training, the AJCC staff need to be trained on the principles of universal and customer center design. Additional training has been recommended for operator and staff including conflict resolution and emotional intelligence.



**AJCC Certification Indicator #2: 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, collocated 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 collocated and non-collocated partners with the AJCC and its services.
- Both collocated and non-collocated 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-collocated 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-collocated 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 #2: The AJCC actively supports the One-Stop system through effective partnerships.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

This AJCC actively supports the One-Stop System through effective partnerships. There are currently 8 collocated partners and several more partners part of the One-Stop system. A survey has been developed to measure/capture partner satisfaction and is sent out to partners on a quarterly basis. Partners actively participate in the monthly partner meeting hosted by the AJCC operator where they provide updates and make recommendations when necessary.

AJCC staff and partners recently began using CalJOBS to refer customers to other partner programs.

AJCC staff are aware of the services provided by other partners within the One-Stop system; however, it was observed that marketing materials that overview all partner services were not readily available.

Due to the pandemic, the AJCC staff have not been able to actively outreach out in the community; however, they have established partnerships with other community-based organizations and local schools. Partners within the AJCC share networks with one another to connect clients to resources when necessary.

Continuous Improvement Opportunities:

- Continue to train staff on all partners and services available within the One-Stop System and not limited to each service provider's program.
- Ensure that AJCC staff and partners are effectively using the CalJOBS referral process and follows up to ensure that services have been provided, where necessary.
- Develop and ensure that flyers listing all partner services are available at the AJCC for distribution.
- Improve marketing and outreach methods, especially post-pandemic, and continue to establish partnerships in the community.
- Partners expresses concern over using the survey tool "Survey Monkey".
  - Another survey platform will be explored.

**AJCC Certification Indicator #3: 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>
<p>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.</p> <p>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.</p> <p>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.</p>	<p>a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.</p> <p>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.</p>

***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 collocated 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 #3: The AJCC provides integrated, customer-centered services.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

The AJCC has a system in place to promptly greet customers, identify their needs, and connect them to appropriate services/partners. There is an integrated customer flow process that responds to customer needs and moves them between entry and service delivery. Each staff member of the AJCC plays an active role in the process to ensure the customer is obtaining the needed services to be successful in reaching their employment goals.

Partners at the AJCC each have their own organizational chart, and a One-Stop system organizational chart that identifies the leaders/supervisors of program partners does not exist; hence, staff sometimes do not understand they are part of the One-Stop system and that clients are shared customers.

Continuous Improvement Opportunities:

- AJCC staff need cross training in partner eligibility and services and can also benefit from customer-centered design training. This training should be expected at minimum, annually.
- It is obvious that COVID-19 disrupted a lot of services; as we begin to transition back to some normalcy post-pandemic, AJCC staff need to work on improving their outreach, including marketing, to align their service delivery with other partners.

**AJCC Certification Indicator #4: 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 #4: 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:

AJCC staff value skill development, job placement services, and employment outcomes. They understand their roles in promoting and contributing to these factors to support the customers. AJCC staff works diligently to increase the number of AJCC customers receiving skill development and training services resulting in industry-recognized credentials. Supportive services are provided by service providers to eligible customers that present a financial need which affects their ability to participate in training.

AJCC staff seem to have a broad understanding of the key regional career sectors.

The AJCC offers training services and staff assists customers in accessing and enrolling in these services, including career pathways, integrated education and training, workforce preparation, and work-based learning. The AJCC offers training and workshops, in-person and virtually. These are open to all customers of the One-Stop system. AJCC partners also provide training; however, it needs to be better coordinated to be offered at the AJCC.

Continuous Improvement Opportunities:

- Provide staff ongoing training on regional sector career pathways to keep knowledge current.
- The AJCC offers training and releases a monthly calendar; however, this needs to be better communicated and shared with all One-Stop system partners and AJCCs.
- AJCC needs to engage with the Business Solutions team to identify potential OJTs beneficial for customers.
  - It appears that operator is disconnected from this area and is often led by service providers.
- The AJCC can also benefit from developing and maintaining a resource directory of services available through other agencies and community-based organizations.



**AJCC Certification Indicators #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.**

<b>US DOL Characteristics of a High Quality AJCC</b>	<b>California State Plan Vision and Strategies</b>
<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 #5: 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:

AJCC staff appear to be knowledgeable of the regional economy, labor market conditions, and the needs of high-growth sectors and employers. AJCC staff are capable of advising customers of their options, based on interest. Staff focuses on quality jobs with clear advancement opportunities.

The AJCC partners with businesses to offer onsite job recruitments. AJCC has established some partnerships with businesses to place customers in many of their open positions.

The AJCC has a system in place that allows them to refer businesses to the OCWDB's Business Solutions Manager; ideally, AJCC staff would be better equipped to provide business services onsite.

Continuous Improvement Opportunities:

- Ongoing training for staff on regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
  - Staff can also benefit from training on how to actively promote targeted sector opportunities and high-demand occupations for all AJCC customers
- Implement a defined strategy to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
  - Currently a survey is sent out to businesses by the OCWDB but there is no evidence that results are shared with the AJCC.

**AJCC Certification Indicator #6: 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 collocated 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 #6: The AJCC has high-quality, well-informed, and cross-trained staffing.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

The AJCC operator hosts a monthly partner meeting for collocated partners. The meeting is attended by management, not frontline staff, and each partner provides updates and learns about other partner programs & services. Staff reported that information is shared with frontline staff, but this fact is unknown.

Staff also self-reported that they are trained on how to use labor market information to help customers identify a career pathway, develop in-demand skills, credentials and obtaining employment; however, it would be best to coordinate these training and offer them at minimum twice per year.

AJCC staff receive training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs. AJCC staff are comfortable using CalJOBS and participate in ongoing online training for CalJOBS through EDD.

Continuous Improvement Opportunities:

- AJCC staff need ongoing cross-training to keep skills current and understand the services & basic eligibility for all One-Stop system partner programs.
- AJCC staff can benefit from a robust customer-centered design training.
- It is recommended that AJCC staff attend the partner meeting to learn about other partner services and have a better understanding of their individual roles as part of the One-Stop system.
  - Currently there is a “pod system” in place for staff at the AJCC, which may result in staff working in silos.

**AJCC Certification Indicator #7: 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 #7: The AJCC achieves business results through data-driven continuous improvement.**

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

The AJCC contributes to the achievement of WIOA performance indicators. AJCC staff reports the number of customers served, types of services provided, and the outcomes of the services on a monthly and quarterly basis. Outcomes, however, have been impacted by the pandemic. Staff have learned to pivot and continue to make necessary modifications to provide services to customers (in-person and virtually) and meet outcomes as outlined in their contracts.

The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments.

Continuous Improvement Opportunities:

- Although the AJCC has developed a strong partnership with several businesses, a tool to analyze effectiveness is not in place.
- Although the AJCC regularly reviews and analyzes performance, customer satisfaction, and service data, the AJCC needs to use this data to recommend AJCC service improvements.
  - Current customer satisfaction survey can benefit from revisions.



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

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Name

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Title

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 November 1, 2021.

Name of Local Board Orange County Workforce Development Board

Name of AJCC Garden Grove One-Stop

<b>Implements the signed Memorandums of Understanding (MOU)</b>	<b>Yes</b>	<b>No</b>
A Memorandum of Understanding (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The signed MOU identifies the AJCC as a comprehensive.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to comprehensive centers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Implements the Local Board defined roles and responsibilities of the AJCC Operator and Career Services Provider</b>	<b>Yes</b>	<b>No</b>
AJCC Operator selected in compliance with WSD19-13.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of AJCC Operator are clearly identified.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Career Services Provider selected in compliance with WSD19-13.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider within the AJCC are clearly identified.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305)</b>	<b>Yes</b>	<b>No</b>
AJCC has least one Title I staff person physically present. (Note: Consideration may be given for remote/virtual services implemented due to the COVID-19 pandemic)	<input checked="" 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 checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>
AJCC provides access to any employment and training activities carried out under WIOA Section 134(d).	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>
AJCC provides workforce and labor market information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
AJCC provides customers with access programs, services, and activities during regular business hours.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Ensures Equal Opportunity for Individuals With Disabilities</b>	<b>Yes</b>	<b>No</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> <li>• Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities.</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<ul style="list-style-type: none"> <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>		
<p>Was WIOA Section 188 compliance monitoring completed for PY 2019-20?</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>If yes, briefly describe the findings:</p>		
<p>Was a corrective action plan submitted?</p>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Is the status of the findings open or closed?: If closed, as of what date:</p>		
<p><b>The AJCC meets all Baseline Criteria for Baseline AJCC Certification</b></p>	<p>Yes</p> <input checked="" type="checkbox"/>	<p>No</p> <input type="checkbox"/>

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

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

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 November 1, 2021.

Name of Local Board Orange County Workforce Development Board

Name of AJCC Tustin Emergency Shelter (Affiliate)

**AJCC Certification Indicator #1: 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 can access virtual services in a manner that is comparable to the access available to others.

**AJCC Certification Indicator #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

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

This AJCC is a small affiliate office space located inside the Tustin Shelter, a short-term shelter. The AJCC reflects a welcoming and inclusive environment to all customers, including those individuals with disabilities, cultural differences, and individuals with barriers to employment. Due to the nature of this AJCC, staff can provide services to individuals who have various amounts of barriers, included but not limited to homelessness, single-parents, addiction, re-entry. Staff are sensitive to the needs of all individuals and are prepared to provide the necessary accommodations. The AJCC staff pride themselves in ensuring that each and every customer receives courteous, polite, responsive, and helpful customer service. AJCC staff are adept in working with all types of individuals.

Bilingual staff at the AJCC are available to assist limited English-speaking customers and ensure that they have equal access to services. Staff may also coordinate with the comprehensive site for the use of the language line when necessary.

Staff reported some knowledge of prioritizing services for Veterans; based on observation, AJCC staff usually refer out for services.

Continuous Improvement Opportunities:

- This AJCC is restrictive, meaning that services are restricted to individuals residing at the shelter and not the public. This is a short-term stay shelter which can cause difficulties with retention and follow up. Additionally, there is no staff on-site to provide specialized services to WIOA Youth clients.
- While AJCC staff can meet with individuals interested in Career Services, WIOA enrollment is not conducted at this site. To enroll, individuals need to travel to the Comprehensive AJCC.
- The AJCC can improve in areas to meet basic programmatic accessibility standards to include special equipment for those who are hearing and seeing impaired, and auxiliary aids and services, including a TTY phone line which were not observed.
- The AJCC currently offers minimal virtual services for job seekers. Since clients live on site, most services take place in-person; however, equipment is necessary for access to online training & workshops.
- AJCC staff are available on site only two times per week. It is recommended that extended time be explored.
- AJCC staff have received training to ensure that they comply with equal opportunity policies and procedures; however, the updated EO posters need to be posted on walls.
- Although the office is welcoming to all, overall, the building seems institution-like.
  - More visibility is important; there is currently no signage advertising the WIOA program or that the Tustin Shelter is an AJCC Affiliate site.
  - Printed material was not available or visible. We will ensure that program flyers and services are available in various languages.



**AJCC Certification Indicator #2: 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 #2: The AJCC actively supports the One-Stop system through effective partnerships.**

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

This AJCC affiliate office does not share space with other One-Stop system partners; hence, a system is not in place to assess satisfaction of partners. This AJCC is a partner of the One-Stop System and understands their role in this system. Service provider actively participates in the monthly partner meetings. AJCC staff feels confident that they are aware of what the One-Stop system partner programs are; however, based on observation, it does not appear as though partners have access to the clients at the shelter.

AJCC staff have fostered great relationships with community partners who provide support to individuals residing at the shelter- regardless of whether they are WIOA clients. In addition, AJCC staff have developed a good relationship with the shelter staff. Together, they remove barriers to WIOA enrollment by providing transportation to individuals who need to travel to the AJCC Comprehensive Site (Garden Grove) to enroll in WIOA.

Continuous Improvement Opportunities:

- Improve the CalJOBS referral process across all partners. It was observed that CalJOBS is not being utilized for the purpose of making referrals. The site does not have any co-located partners.
  - If an individual needs a service that is not offered on-site, a referral needs to be made to the organization, and any communication with the individual is done via phone call/email and or in-person if the individual can travel to the organization's site.
- Develop and ensure that flyers listing all partners services are available at the AJCC for distribution.
- Due to the restrictive nature of the site, it is difficult for partners or other service providers to visit the AJCC, unless given prior approval and authorization.
- Workshops are not provided at the site. However, when possible the AJCC staff will provide support to individuals one-on-one. Additionally, in some instances, the shelter will provide its workshops to individuals.
- Outreach is limited due to restriction to the site.
- There is no formal method in place to obtain feedback from shelter staff.
  - It was understood that participants served at this AJCC provide feedback verbally or sometimes written. We will ensure all participants, regardless of location, are receiving a survey to document feedback.

**AJCC Certification Indicator #3: 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>
<p>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.</p> <p>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.</p> <p>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.</p>	<p>a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.</p> <p>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.</p>

***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 #3: The AJCC provides integrated, customer-centered services.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

The affiliate AJCC staff use a customer flow specific to the WIOA program. They have a system in place to promptly greet customers, identify their needs, and connect them to appropriate services. Services offered to individuals are always customer choices.

AJCC staff receive regular training opportunities, in addition to the county-provided technical trainings. Staff have participated in various customer services training including Motivational Interviewing, Soft Skills, Working with Justice-Involved Individuals, etc.

Continuous Improvement Opportunities:

- AJCC staff need proper cross-training on the program partner eligibility and services. While co-enrollment may occur, it is mostly with other community-based partners and not necessarily those that are mandated or co-located at the Comprehensive Site.
- Through the site visit, it was observed that AJCC staff identifies strongly with just their specific programs and could work to better identify and align to the local One-Stop system.
- Career Services referral flow is cumbersome. Typically, Career Services shelter staff will meet with individuals to determine suitability and eligibility. If determined suitable and eligible, this individual will have to travel to the Comprehensive Site to meet with another staff member to complete the enrollment process. After that, the individual continues to meet with the service provider staff at the AJCC (Tustin Shelter) to receive Basic/Individualized Career Services as appropriate. Requiring that clients travel to the Comprehensive Site for assessment and enrollment may create a barrier to participation.

**AJCC Certification Indicator #4: 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 #4: 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:

AJCC staff focuses on helping the participants determine the education or career path he/she wants to pursue via conversation and/or IEP development and updates. The AJCC staff uses O\*NET to provide the participant information on different occupations to help narrow the career search. The AJCC staff recognize the importance of exploring career pathways with the participants and finding the right training/ certificate/ education for the participant to reach his/her career goal. Staff is familiar with how to find labor market and sector pathway information; however, staff can benefit from additional training in this area. Participants receive supportive services that minimize barriers to employment, education, and training.

All AJCC staff is knowledgeable of the County of Orange's regional target sectors.

AJCC staff post signage for employment and training opportunities in the community computer cubicle that is available for individuals residing at the shelter to use.

Direct training does not take place at this AJCC; however, they have identified and built partnerships with organizations that offer robust training for customers or refer to the comprehensive site. Unfortunately, clients need to travel to the Comprehensive site to receive assistance in accessing and enrolling these services, including career pathways, integrated education and training, and work-based learning.

Continuous Improvement Opportunities:

- The AJCC does implement a "sequence of service" for training that may cause cumbersome entry steps that prohibit easy access to education and training that leads to industry-recognized credentials. For instance, before a supportive service can be offered, clients are required to complete financial literacy courses and a client's IEP/ISS must be updated to reflect the client's supportive service need. Clients are also required to document service procurement before service providers can approve and release supportive services.
- The AJCC has not fully integrated virtual and hybrid programming to increase the number and percentage of all AJCC customers receiving skill development and training services.
- Staff need ongoing training on regional sector career pathways to keep knowledge current.
- The AJCC can also benefit from developing and maintaining a resource directory of services available through other agencies and community-based organizations.



**AJCC Certification Indicators #5: 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 #5: 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:

AJCC staff appear to have some knowledge of the regional economy, labor market conditions, and the needs of high-growth sectors and employers. Nonetheless, AJCC staff can advise customers of their options, based on interest. Staff focuses on quality entry level jobs with clear advancement opportunities.

Business services are not offered at this AJCC location; however, if a business does reach out to the AJCC, the AJCC has a system in place that allows them to refer to the OCWDB's Business Solutions Manager.

Continuous Improvement Opportunities:

- Train staff on regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
  - Staff can also benefit from training on how to actively promote targeted sector opportunities and high-demand occupations for all AJCC customers
- Strengthen partnership with the comprehensive site to offer AJCC-based services for employers including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies.
- Would benefit from having access/feedback from employer and apply it for continuous improvement.

**AJCC Certification Indicator #6: 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 #6: The AJCC has high-quality, well-informed, and cross-trained staffing.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

The AJCC staff attend regular staff meetings with other AJCC program staff to discuss updates, program activities, upcoming events, and to ensure that customers are receiving great customer service. Not all AJCC staff attend the partner meeting; however, the staff that do attend the meeting, provide updates, and learn about other partner programs & services. In turn, these are communicated to the rest of the AJCC staff at the staff meeting (when applicable). This partner meeting takes place via zoom and the AJCC staff at this location does not attend that meeting.

Staff also self-reported that they are trained on how to use labor market information to help customers identify a career pathway, develop in-demand skills, credentials and obtaining employment; however, it would be best to coordinate these training and offer them at minimum twice per year.

AJCC staff receive training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs. AJCC staff are comfortable using CalJOBS and participate in ongoing online training for CalJOBS through EDD.

Continuous Improvement Opportunities:

- AJCC staff need cross-training to keep skills current and understand the services & basic eligibility for all One-Stop system partner programs.
  - AJCC staff can benefit from a robust customer-centered design training.
- An orientation on all One-Stop system partner services/programs would be helpful for AJCC staff.

**AJCC Certification Indicator #7: 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 #7: The AJCC achieves business results through data-driven continuous improvement.**

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

The AJCC uses WIOA's primary indicators of performance 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. The staff understands the importance of data validation, data collection processes, and the importance of accurate reporting.

AJCC staff are aware of the required WIOA performance reporting through contract expectations and monthly performance reporting and understand how program activities affect the overall AJCC achievement. In addition, they provide Basic services that may not necessarily be reported at outcomes such as referrals to community partners or basic career counseling. All reportable data is inputted into CalJOBS and monthly reports are submitted to OCWDB cumulatively (i.e., reports include data from all AJCC sites).

AJCC staff regularly evaluates the program and reaches out to OCWDB if they need technical assistance and/or reaches out to available resources for support.

Continuous Improvement Opportunities:

- Implement a formal process to capture feedback from participants and employers to make service delivery improvements.
  - Does not have a mechanism for collecting feedback. Surveys are not made available.
- While the Zero Tolerance/Code of Conduct policy is posted, the EO and Grievance Policies are not. The only way that an individual receiving services would be made aware of the EO and Grievance Policy is if they enrolled into WIOA and/or visited the Comprehensive Site.



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

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Name

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Title

The baseline America's Job Center of California<sup>SM</sup> (AJCC) Certification is intended to ensure that every affiliate/specialized 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 affiliate/specialized AJCC by November 1, 2021.

Name of Local Board: Orange County Workforce Development Board

Name of AJCC: Tustin Shelter

<b>Implements the signed Memorandums of Understanding (MOU)</b>	<b>Yes</b>	<b>No</b>
An MOU (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The signed MOU identifies the AJCC as a specialized/affiliate center.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to specialized/affiliate centers.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Ensures Equal Opportunity for Individuals With Disabilities</b>	<b>Yes</b>	<b>No</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>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<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> <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>		
<p>Was WIOA Section 188 compliance monitoring completed for PY 19-20? <b><i>Not applicable. AJCC not in existence during PY 19-20.</i></b></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?</p>	<input type="checkbox"/>	<input type="checkbox"/>
<p>If yes, briefly describe the findings:</p>		
<p>Was a corrective action plan submitted?</p>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Is the status of the findings open or closed?: If closed, as of what date?:</p>		
<p><b>The AJCC meets all Baseline Criteria for Baseline AJCC Certification</b></p>	<p>Yes</p> <input type="checkbox"/>	<p>No</p> <input checked="" type="checkbox"/>

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

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

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 November 1, 2021.

Name of Local Board Orange County Workforce Development Board

Name of AJCC WIOA Youth Affiliate AJCC - Manchester Office Building (MOB)

**AJCC Certification Indicator #1: 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 #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

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

This AJCC is an affiliate location. The office is located inside the County's Probation facility, Manchester Office Building. This AJCC currently houses the WIOA youth program which service youth that are in-school, out-of-school, youth with disabilities, English Language Learners (ELL), and youth job seekers with a range of pre-employment barriers and training needs.

The AJCC staff provide a welcoming environment for all customers. All AJCC staff are courteous, polite, responsive, and helpful to all who visit the AJCC. Staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations. AJCC staff self-reported that they have been trained in providing universal and customer centered services.

While there is no staff on-site to provide specialized services to non-youth clients, AJCC staff are aware of other network partners to whom referrals can be made to assist clients who cannot be served by the WIOA youth program.

Continuous Improvement Opportunities:

- The physical layout of the AJCC is physically accessible; however, the AJCC can improve in areas to meets basic programmatic accessibility made available upon request to individuals with disabilities and language barriers.
  - Bilingual staff at the AJCC are available to assist limited English-speaking customers and ensure that they have equal access to services; however, staff were not aware of the language line that can be used through the comprehensive site.
- More visibility - There is currently no signage advertising the WIOA youth program or that the Manchester Office Building is an AJCC Affiliate site.
  - Printed material was not available or visible. We will ensure that program flyers and services are available in various languages.
- It was unknown whether 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.
  - We will work with our local EOO to ensure this is taking place and develop a schedule for training, if necessary.
- The AJCC staff do not utilize a special process for veterans to trigger the priority of service. The OCWDB site visitors did not observe any official veterans' priority of service signage.
- This facility does not offer free parking; paying for parking can be a barrier for youth attempting to receive services at this location.

**AJCC Certification Indicator #2: 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, collocated 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 collocated and non-collocated partners with the AJCC and its services.
- Both collocated and non-collocated 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-collocated 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-collocated 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 #2: The AJCC actively supports the One-Stop system through effective partnerships.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

This AJCC affiliate office does not share space with other One-Stop system partners; hence, a system is not in place to assess satisfaction of partners. This AJCC is a partner of the One-Stop System and AJCC staff understands their role in this system. Management actively participates in the monthly partner meetings.

The AJCC staff is using the CalJOBS referral process as outlined in OCWDB's desk procedures and felt that it was useful but needs to be improved. Due to the pandemic, the AJCC staff have not been able to actively outreach out in the community; however, they have established partnerships with other community-based organizations and local schools. The AJCC staff connects with staff from Orange County Juvenile Hall, Orange County Probation Department, Youth Guidance Center (YGC), and the City of La Habra's education partners at John Muir Charter School and Samueli Academy to connect youth participants with resources.

The AJCC staff has a process to make referrals to another network service provider when it is determined that the customer is not eligible for the WIOA youth program and another provider will be a better fit for the customers' needs and/or the services requested.

Continuous Improvement Opportunities:

- Increase interaction between this AJCC staff and One-Stop Partners.
- Implement activities to drive participants to the site – though the site does generate some referrals there is little opportunity for an individual to find the program on their own.
- Improve the CalJOBS referral process across all partners. Ensure that AJCC staff are effectively using the CalJOBS referral process and follows up to ensure that services have been provided, where necessary.
- Develop and ensure that flyers listing all partners services are available at the AJCC for distribution.
- Improve outreach methods, post-pandemic, and continue to establish partnerships in the community.

**AJCC Certification Indicator #3: 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>
<p>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.</p> <p>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.</p> <p>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.</p>	<p>a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.</p> <p>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.</p>

***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 collocated 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 #3: The AJCC provides integrated, customer-centered services.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

The affiliate AJCC has a system in place to promptly greet customers, identify their needs, and connect them to appropriate services. There is an integrated customer flow process that responds to customer needs and moves them seamlessly between entry and service delivery. The AJCC has an integrated organization chart; however, is not familiar with a One-Stop system organizational chart that identifies the leaders/supervisors of program partners.

The AJCC staff has received training on customer-centered design and strives to implement principles within their services.

The AJCC's staff make efforts 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.

It was observed that AJCC staff identifies strongly with just their specific programs and could work to better identify and align to the local One-Stop system.

Continuous Improvement Opportunities:

- AJCC staff need cross training in One-Stop partner eligibility and services.
- It is obvious that COVID-19 disrupted a lot of services; as we begin to transition back to some normalcy post-pandemic, AJCC staff need to work on improving their outreach, including marketing, to align their service delivery with other partners.
  - Develop a real strategy by which they work to increase outcomes.
  - This AJCC is adjacent to a juvenile hall; there is a lot of opportunity to engage with these youth.

**AJCC Certification Indicator #4: 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 #4: 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:

AJCC staff focuses on helping the participants determine the education or career path he/she wants to pursue. This most often includes job-readiness training and a work experience placement. The AJCC staff recognize the importance of exploring career pathways with the participants and finding the right training/ certificate/ education for the participant to reach his/her career goal. Participants receive supportive services that minimize barriers to employment, education, and training.

Supportive services, particularly transportation and training-required uniforms, are the typical kinds of services available to youth customers served at the AJCC. Other supportive services may also be available depending on the requirements of the training.

The AJCC has integrated Earn and Learn opportunities in their offerings for youth that combines applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation.

Direct training does not take place at this AJCC; however, they have identified and built partnerships with organizations that offer robust training services for youth participants and assists customers in accessing and enrolling into these services, including career pathways, integrated education and training, and work-based learning.

The AJCC strives to integrate virtual and hybrid programming to increase the number and percentage of all AJCC customers receiving skill development and training services.

Continuous Improvement Opportunities:

- Youth participants have access to ITAs; however, they are not often used. The program may need some technical assistance on preparing more participants for ITAs if this is what is required for a participant to reach a career goal.
- No marketing information was visible of training opportunities available. This information needs to be readily available.
  - The Comprehensive location offers training and releases a monthly calendar; however, this needs to be communicated and shared with this AJCC.
  - Overall, the space at this AJCC is not conducive to training/presentations.
- Staff did not demonstrate knowledge of regional career sectors in Orange County; therefore, training will be required of all AJCC staff on this area.
- This AJCC needs to also engage with the Business Solutions team to identify potential OJTs beneficial for the customers
- The AJCC can also benefit from developing and maintaining a resource directory of services available through other agencies and community-based organizations.

- Staff at the AJCC implemented a “sequence of service” for training that may cause cumbersome entry steps that prohibit easy access to education and training that leads to industry-recognized credentials. For instance, before a supportive service can be offered, clients are required to complete financial literacy courses and a client’s IEP/ISS must be updated to reflect the client’s supportive service need. Clients are also required to document service procurement before service providers can approve and release supportive services. Technical assistance will be provided in this area.



**AJCC Certification Indicators #5: 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 #5: 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:

Business services are not offered at this AJCC location; however, the AJCC Job Developer has established strong partnerships with several businesses to place customers in many of their open positions.

AJCC staff appear to have limited knowledge of the regional economy, labor market conditions, and the needs of high-growth sectors and employers. Nonetheless, AJCC staff can advise customers of their options, based on interest. Staff focuses on quality entry level jobs with clear advancement opportunities.

AJCC staff reported the use of an internal virtual survey to collect feedback and satisfaction data from a business on the delivery of business services and applies the learning for continuous improvement; however, copies of the surveys were not available upon request.

Continuous Improvement Opportunities:

- Train staff on regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
  - Staff can also benefit from training on how to actively promote targeted sector opportunities and high-demand occupations for all AJCC customers
- Implement a defined strategy to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- Partner with the comprehensive site to offer AJCC-based services for employers including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies. Currently, the responsibility for placement and connections with businesses only falls on the Job Developer.

**AJCC Certification Indicator #6: 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 collocated 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 #6: The AJCC has high-quality, well-informed, and cross-trained staffing.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

The AJCC staff attend regular staff meetings with other AJCC program staff to discuss updates, program activities, upcoming events, and to ensure that customers are receiving great customer service. Not all AJCC staff attend the partner meeting; however, the staff that do attend the meeting, provide updates, and learn about other partner programs & services. In turn, these are communicated to the rest of the AJCC staff at the staff meeting (when applicable).

Staff self-reported that they receive training on a regular basis, especially training from another partner (Goodwill); however, these appear to be more ad hoc-type trainings that do not address needs. Training should be scheduled, and a calendar provided.

AJCC staff do receive training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs. AJCC staff are comfortable using CalJOBS and participate in ongoing online training for CalJOBS through EDD.

Continuous Improvement Opportunities:

- AJCC staff need ongoing cross-training to keep skills current and understand the services & basic eligibility for all One-Stop system partner programs.
- AJCC staff can benefit from a robust customer-centered design training.
- It is recommended that AJCC staff attend the partner meeting to learn about other partner services and have a better understanding of their individual roles as part of the One-Stop system.
  - An orientation on all One-Stop system partner services/programs would be helpful for AJCC staff.

**AJCC Certification Indicator #7: 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 #7: The AJCC achieves business results through data-driven continuous improvement.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

AJCC staff are aware of the required WIOA performance reporting through contract expectations and monthly performance reporting and understand how program activities affect the overall AJCC achievement. They meet regularly to review WIOA outcomes as well as internal tracking measures, such as the types of referrals received. AJCC performance is transparent and accountable to the communities and regions served. The staff understands the importance of data validation, data collection processes, and the importance of accurate reporting.

The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments. An internal survey was developed which goes out to customers monthly and discussed with management quarterly. The process to handle complaints includes a procedure to elevate the complaint, if needed.

The AJCC's funding was reduced to ensure operations are cost-efficient and the resources invested are justified by the results. OCWDB is prepared to increase funding when performance supports the measure.

Continuous Improvement Opportunities:

- Although the AJCC has developed a strong partnership with several businesses, a tool to analyze effectiveness is not in place.
- Although the AJCC program management regularly reviews and analyzes performance, customer satisfaction, and service data, management needs to share this data with staff and use this data to recommend AJCC service improvements.



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

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Name

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Title

The baseline America's Job Center of California<sup>SM</sup> (AJCC) Certification is intended to ensure that every affiliate/specialized 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 affiliate/specialized AJCC by November 1, 2021.

Name of Local Board: Orange County Workforce Development Board

Name of AJCC: Manchester Office Building

<b>Implements the signed Memorandums of Understanding (MOU)</b>	<b>Yes</b>	<b>No</b>
An MOU (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The signed MOU identifies the AJCC as a specialized/affiliate center.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to specialized/affiliate centers.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Ensures Equal Opportunity for Individuals With Disabilities</b>	<b>Yes</b>	<b>No</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>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<ul style="list-style-type: none"> <li>• Providing reasonable accommodations for individuals with disabilities.</li> <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 19-20?	<input type="checkbox"/>	<input checked="" 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:		
Was a corrective action plan submitted?	<input type="checkbox"/>	<input type="checkbox"/>
Is the status of the findings open or closed?: If closed, as of what date?:		
<b>The AJCC meets all Baseline Criteria for Baseline AJCC Certification</b>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

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

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

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 November 1, 2021.

Name of Local Board Orange County

Name of AJCC Orangewood Foundation (Affiliate AJCC)

**AJCC Certification Indicator #1: 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 #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

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

The AJCC is a small affiliate office located within the Orangewood Foundation building. The Orangewood Foundation provides services to current and former foster youth to help prepare them for independent adulthood; therefore, the WIOA youth program currently operates out of this affiliate site as well. This site is in a business complex with ample free parking and an OCTA bus stop directly in front of the building. The WIOA program is currently located on the second floor of the building which includes a shared resource room with other community program staff. The current location is temporary due to the main building undergoing construction. Participants check-in at the drop-in resource center (run by Orangewood Foundation) which is outside due to COVID-19 restrictions. There is also a desk attendant on the first floor of the main building who is available to direct participants to the WIOA staff. Despite these COVID-19 protocols, the AJCC office and staff are welcoming and inclusive to all customers.

The WIOA case manager often visits the resource center to talk with individuals and finds out whether they are needing the type of services WIOA programs can offer.

The required Equal Opportunity poster is printed and visible at the AJCC staff desk. The AJCC staff have received training to ensure that they comply with equal opportunity policies and procedures.

The AJCC site does have a Limited English Proficiency Plan in place and has resources available for limited English speakers. Staff also have capability to coordinate services with the Comprehensive One-Stop Center.

AJCC staff self-reported that they have been trained in providing universal and customer centered services.

The AJCC is open outside of the traditional business hours. The office offers services Monday to Friday from 9 a.m. to 7 p.m. and services are delivered in-person (walk-ins and in-house referrals).

Continuous Improvement Opportunities:

- More visibility - There is currently no signage advertising the WIOA youth program or that the Orangewood Foundation is an AJCC Affiliate site.
  - Printed material was not available or visible. We will ensure that program flyers and services are available in various languages.
- Better utilization of language access – AJCC staff stated that when a language other than English is needed, they often find a colleague from another community program at the site even though as a WIOA program they have access to the Language Line through the

comprehensive site. This may create confidentiality issues and an uncertainty that translations are being conducted accurately.

- It was unknown whether 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.
  - We will work with our local EOO to ensure this is taking place and develop a schedule for training, if necessary.



**AJCC Certification Indicator #2: 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, collocated 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 collocated and non-collocated partners with the AJCC and its services.
- Both collocated and non-collocated 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-collocated 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-collocated 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 #2: The AJCC actively supports the One-Stop system through effective partnerships.**

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

This AJCC affiliate office does not share space with other One-Stop system partners; hence, a system is not in place to assess satisfaction of partners. This AJCC is a partner of the One-Stop System and understands their role in this system. Management actively participates in the monthly partner meetings. AJCC staff feels confident that they are aware of what the One-Stop system partner programs provide and when co-enrollment would be beneficial.

AJCC staff stated that referrals come in from various One-Stop system partners and various community-based organizations and schools. AJCC staff can access an active youth network for resources and co-enrollment referrals; this information is then shared with all program staff.

The AJCC staff is using the CalJOBS referral process as outlined in OCWDB's desk procedures and felt that it was useful but needs to be improved.

Continuous Improvement Opportunities:

- Increase interaction between this AJCC staff and One-Stop Partners; although AJCC staff are aware of the One-Stop system partners, the impression is that they rely more on the informal youth network that is accessible through Orangewood Foundation and their own connections with community programs and resources rather than the One-Stop system partners.
- Implement activities to drive participants to the site – though the site does generate some referrals (1-2 per week from site partners) there is little opportunity for an individual to find the program on their own.
- Improve the CalJOBS referral process across all partners.
- Develop and ensure that flyers listing all partners services are available at the AJCC for distribution.
- Improve outreach methods, post-pandemic, and continue to establish partnerships in the community.

**AJCC Certification Indicator #3: 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>
<p>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.</p> <p>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.</p> <p>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.</p>	<p>a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.</p> <p>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.</p>

***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 collocated 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 #3: The AJCC provides integrated, customer-centered services.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

The affiliate AJCC staff use a customer flow specific to the WIOA youth program. They have a system in place to promptly greet customers, identify their needs, and connect them to appropriate services. The customer flow process responds to customer needs and moves them seamlessly between entry and service delivery. Each AJCC staff has a specific role in the participant's journey and has the flexibility to meet with the participant in offsite locations other than the official AJCC locations.

AJCC staff received regular training opportunities, in addition to the county-provided technical trainings. AJCC program staff are currently attending a monthly training series on Trauma Informed Care.

Trainings and workshops provided to program participants are usually 1:1 and personalized to meet the participants' needs.

Continuous Improvement Opportunities:

- AJCC staff should receive customer service and customer-centered design training regularly
- AJCC needs to better align/integrate the delivery of their career services

**AJCC Certification Indicator #4: 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 #4: 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:

AJCC staff focuses on helping the participants determine the education or career path he/she wants to pursue. This most often includes job-readiness training and a work experience placement. The AJCC staff uses O\*NET to provide the participant information on different occupations to help narrow the career search. The AJCC staff recognize the importance of exploring career pathways with the participants and finding the right training/ certificate/ education for the participant to reach his/her career goal. Staff is familiar with how to find labor market and sector pathway information; however, staff can benefit from additional training in this area. AJCC staff feel confident that they have access and the right network connections to fulfill supportive services needs for participants. Participants receive supportive services that minimize barriers to employment, education, and training.

Direct training does not take place at this AJCC; however, they have identified and built partnerships with organizations that offer robust training for their participants.

Continuous Improvement Opportunities:

- Youth participants have access to ITAs; however, they are not often used. The program supervisor stated that they are selective when offering an ITA to a participant; ITAs are encouraged if the youth is likely to complete the training. The program may need some technical assistance on preparing more participants for ITAs if this is what is required for a participant to reach a career goal.
- When asked about the OJT opportunities that had been distributed by OCWDB, the program supervisor stated that the opportunities did not match the career goals of participants. The program may need technical assistance on how to “sell” an opportunity to a participant when it does not seem on the surface to be applicable; that the skills gained in one job are often transferrable to another position in a different industry.
- No marketing information was visible of training opportunities available. This information needs to be readily available.
- Staff did not demonstrate knowledge of regional career sectors in Orange County; therefore, training will be required of all AJCC staff on this area.



**AJCC Certification Indicators #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.**

<b>US DOL Characteristics of a High Quality AJCC</b>	<b>California State Plan Vision and Strategies</b>
<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 #5: 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:

Business services are not offered at this AJCC location; however, the AJCC Job Developer has established strong partnerships with several businesses to place customers in many of their open positions. The job developer maintains contact with the participant and worksite and will mitigate any workplace issues, if and when they arise. The relationship that the job developer builds with the work experience employers is a means to gather satisfaction feedback from the employer.

AJCC staff appear to have some knowledge of the regional economy, labor market conditions, and the needs of high-growth sectors and employers. Nonetheless, AJCC staff can advise customers of their options, based on interest. Staff focuses on quality entry level jobs with clear advancement opportunities.

Continuous Improvement Opportunities:

- Become more versed in high demand sectors in the region.
- Strengthen the relationship between the youth provider job developer and OCWDB's Business Solutions staff.
- Implement a defined strategy to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- Partner with the comprehensive site to offer AJCC-based services for employers including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies. Currently, the responsibility for placement and connections with businesses only falls on the Job Developer.

**AJCC Certification Indicator #6: 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 collocated 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 #6: The AJCC has high-quality, well-informed, and cross-trained staffing.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

The AJCC staff attend regular staff meetings with other AJCC program staff to discuss updates, program activities, upcoming events, and to ensure that customers are receiving great customer service. Not all AJCC staff attend the partner meeting; however, the staff that do attend the meeting, provide updates, and learn about other partner programs & services. In turn, these are communicated to the rest of the AJCC staff at the staff meeting (when applicable).

Staff also self-reported that they are trained on how to use labor market information to help customers identify a career pathway, develop in-demand skills, credentials and obtaining employment; however, it would be best to coordinate these training and offer them at minimum twice per year.

AJCC staff receive training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs. AJCC staff are comfortable using CalJOBS and participate in ongoing online training for CalJOBS through EDD.

Continuous Improvement Opportunities:

- AJCC staff need ongoing cross-training to keep skills current and understand the services & basic eligibility for all One-Stop system partner programs.
  - AJCC staff can benefit from a robust customer-centered design training.
- An orientation on all One-Stop system partner services/programs would be helpful for AJCC staff.

**AJCC Certification Indicator #7: 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 #7: The AJCC achieves business results through data-driven continuous improvement.**

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

AJCC staff are aware of the required WIOA performance reporting through contract expectations and monthly performance reporting and understand how program activities affect the overall AJCC achievement. They meet regularly to review WIOA outcomes as well as internal tracking measures, such as the types of referrals received.

The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments. An internal survey was developed which goes out to customers monthly and discussed with management quarterly. The process to handle complaints includes a procedure to elevate the complaint, if needed. The program shared that complaints are often the result of the participant just needing additional services or referrals and the complaint is quickly resolved.

Continuous Improvement Opportunities:

- Implement a formal process to capture feedback from participants and employers to make service delivery improvements – though the program has a general procedure to accept complaints/ feedback, there was not a clear process to analyze the feedback and implement changes into the program.



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

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Name

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Title

The baseline America's Job Center of California<sup>SM</sup> (AJCC) Certification is intended to ensure that every affiliate/specialized 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 affiliate/specialized AJCC by November 1, 2021.

Name of Local Board: Orange County Workforce Development Board

Name of AJCC: Orangewood Foundation

<b>Implements the signed Memorandums of Understanding (MOU)</b>	<b>Yes</b>	<b>No</b>
An MOU (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The signed MOU identifies the AJCC as a specialized/affiliate center.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to specialized/affiliate centers.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Ensures Equal Opportunity for Individuals With Disabilities</b>	<b>Yes</b>	<b>No</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>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<ul style="list-style-type: none"> <li>• Providing reasonable accommodations for individuals with disabilities.</li> <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 19-20?	<input type="checkbox"/>	<input checked="" 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:		
Was a corrective action plan submitted?	<input type="checkbox"/>	<input type="checkbox"/>
Is the status of the findings open or closed?: If closed, as of what date?:		
<b>The AJCC meets all Baseline Criteria for Baseline AJCC Certification</b>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

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

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

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 November 1, 2021.

Name of Local Board Orange County Workforce Development Board

Name of AJCC Ready S.E.T. OC – La Habra

**AJCC Certification Indicator #1: 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 #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

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

This affiliate AJCC currently houses the WIOA youth program and reflects a welcoming and inclusive environment to all customers, including those individuals with disabilities, cultural differences, and individuals with barriers to employment. Staff are sensitive to the needs of all individuals and are prepared to provide the necessary accommodations. The AJCC ensures that all customers have access to a full range of services no matter the customers' abilities, mobility, language, or educational level. The AJCC staff pride themselves in ensuring that each and every customer receives courteous, polite, responsive, and helpful customer service.

Additionally, staff were given training to ensure that they comply with equal opportunity policies and procedures. Updated EO posters have been placed in the offices for staff and customers.

Bilingual staff at the AJCC are available to assist limited English-speaking customers and ensure that they have equal access to services. Staff were not aware of a language line and would at times reach out to their local City Hall for language services.

Staff reported some knowledge of prioritizing services for Veterans; based on observation, the center and staff are ready to service young veterans if and when they come into the center.

The AJCC has expanded hours of operation to ensure access to services beyond the traditional business hours. The center and staff are available on Monday, Tuesday, Wednesday, and Friday from 9 a.m. to 7 p.m. and from 9 a.m. to 8 p.m. on Thursday. The AJCC delivers in-person and virtual services to customers. However, it was noted that virtual services must be made more accessible.

Continuous Improvement Opportunities:

- Although the AJCC is located in an area that is accessible to customers near freeways and public transportation, there is limited signage outside of the building which makes it difficult to identify the facility as and AJCC.
  - Our goal is to place signage outside of the building so that customers can easily identify the facility.
- It was observed that the space needs an upgrade.
  - We will explore the needs of the space to ensure it continues to look and feel welcoming for all.
- It was unknown whether 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.
  - We will work with our local EOO to ensure this is taking place and develop a schedule for training, if necessary.
- There is a lot of potential with the use of virtual platforms to deliver services.
  - We will work with staff to ensure proper use of all platforms
- Although bilingual (English-Spanish) staff work at the AJCC, it is important that staff are aware and learn about the services provided by the language line.
  - We will ensure that all staff learn about this service and is included as part of their Limited English Proficiency Plan.

**AJCC Certification Indicator #2: 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, collocated 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 collocated and non-collocated partners with the AJCC and its services.
- Both collocated and non-collocated 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-collocated 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-collocated 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 #2: The AJCC actively supports the One-Stop system through effective partnerships.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

This AJCC is an affiliate location that does not share space with other One-Stop system partners; hence, a system is not in place to assess satisfaction of partners. This AJCC is a partner of the One-Stop System and understands their role in this system. Staff actively participate in the monthly partner meetings and provide updates and make recommendations when necessary. AJCC staff also use CalJOBS to refer customers to other partner programs.

Staff reported that they are not all aware of the services provided by other partners within the One-Stop system, and AJCC staff had not received an orientation on all partner programs and services. It was also observed that marketing materials that overview all partner services were not readily available.

Due to the pandemic, the AJCC staff have not been able to actively outreach out in the community; however, they have established partnerships with other community-based organizations and local schools.

Continuous Improvement Opportunities:

- Train staff on all partners and services available within the One-Stop System.
- Ensure that AJCC staff are effectively using the CalJOBS referral process and follows up to ensure that services have been provided, where necessary.
- Develop and ensure that flyers listing all partners services are available at the AJCC for distribution.
- Improve outreach methods, post-pandemic, and continue to establish partnerships in the community.

**AJCC Certification Indicator #3: 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>
<p>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.</p> <p>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.</p> <p>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.</p>	<p>a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.</p> <p>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.</p>

***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 collocated 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 #3: The AJCC provides integrated, customer-centered services.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

The affiliate AJCC has a system in place to promptly greet customers, identify their needs, and connects them to appropriate services. There is an integrated customer flow process that responds to customer needs and moves them seamlessly between entry and service delivery. Each staff member of the AJCC plays active role in the process to ensure the customer is obtaining the needed services to be successful in their job search and eventually in employment. The AJCC has an integrated organization chart; however, is not familiar with a One-Stop system organizational chart that identifies the leaders/supervisors of program partners.

The leader of this AJCC attended a Workforce Design Exchange (WDX) program; unfortunately, found it challenging to train his staff on these topics. WDX would have been beneficial for frontline staff.

Continuous Improvement Opportunities:

- AJCC staff need cross training in partner eligibility and services and can also benefit from customer-centered design training. This training should be expected at minimum, annually.
- It is obvious that COVID-19 disrupted a lot of services; as we begin to transition back to some normalcy post-pandemic, AJCC staff need to work on improving their outreach, including marketing, to align their service delivery with other partners.

**AJCC Certification Indicator #4: 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 #4: 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:

AJCC staff value skill development, job placement services, and employment outcomes. They understand their roles in promoting and contributing to these factors to support their customers. AJCC staff works diligently to increase the number of AJCC customers receiving skill development and training services resulting in industry-recognized credentials. AJCC staff are familiar and comfortable using ITA's for training purposes. Supportive Services are provided to eligible customers that present a financial need which affects their ability to participate in training.

AJCC staff seem to have a broad understanding of the key regional career sectors; without this key knowledge staff are potentially missing the opportunity to place customers in some of these industry-recognized credential programs.

Direct training does not take place at this AJCC; however, they have identified and built partnerships with organizations that offer robust training for customers.

Continuous Improvement Opportunities:

- Provide staff ongoing training on regional sector career pathways to keep knowledge current.
- The Comprehensive location offers training and releases a monthly calendar; however, this needs to be communicated and shared with this AJCC.
- This AJCC needs to also engage with the Business Solutions team to identify potential OJTs beneficial for the customers
- The AJCC can also benefit from developing and maintaining a resource directory of services available through other agencies and community-based organizations.

**AJCC Certification Indicators #5: 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 #5: 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:

AJCC staff appear to have some knowledge of the regional economy, labor market conditions, and the needs of high-growth sectors and employers. Nonetheless, AJCC staff can advise customers of their options, based on interest. Staff focuses on quality entry level jobs with clear advancement opportunities.

Business services are not offered at this AJCC location; however, the AJCC Job Developer has established strong partnerships with several businesses to place customers in many of their open positions.

In the event that a business does reach out to the AJCC, the AJCC has a system in place that allows them to refer to the OCWDB's Business Solutions Manager.

Continuous Improvement Opportunities:

- Train staff on regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
  - Staff can also benefit from training on how to actively promote targeted sector opportunities and high-demand occupations for all AJCC customers
- Implement a defined strategy to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- Partner with the comprehensive site to offer AJCC-based services for employers including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies. Currently, the responsibility for placement and connections with businesses only falls on the Job Developer.

**AJCC Certification Indicator #6: 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 collocated 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 #6: The AJCC has high-quality, well-informed, and cross-trained staffing.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

The AJCC staff attend regular staff meetings with other AJCC program staff to discuss updates, program activities, upcoming events, and to ensure that customers are receiving great customer service. Not all AJCC staff attend the partner meeting; however, the staff that do attend the meeting, provide updates, and learn about other partner programs & services. In turn, these are communicated to the rest of the AJCC staff at the staff meeting (when applicable).

According to AJCC staff, a capacity building plan for staff exists; however, a copy was not produced.

Staff also self-reported that they are trained on how to use labor market information to help customers identify a career pathway, develop in-demand skills, credentials and obtaining employment; however, it would be best to coordinate these training and offer them at minimum twice per year.

AJCC staff receive training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs. AJCC staff are comfortable using CalJOBS and participate in ongoing online training for CalJOBS through EDD.

Continuous Improvement Opportunities:

- AJCC staff need ongoing cross-training to keep skills current and understand the services & basic eligibility for all One-Stop system partner programs.
- AJCC staff can benefit from a robust customer-centered design training.
- It is recommended that AJCC staff attend the partner meeting to learn about other partner services and have a better understanding of their individual roles as part of the One-Stop system.
  - An orientation on all One-Stop system partner services/programs would be helpful for AJCC staff.

**AJCC Certification Indicator #7: 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 #7: The AJCC achieves business results through data-driven continuous improvement.**

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

The AJCC contributes to the achievement of WIOA performance indicators. AJCC staff reports the number of customers served, types of services provided, and the outcomes of the services on a monthly and quarterly basis. Outcomes, however, have been impacted by the pandemic. Staff have learned to pivot and continue to make necessary modifications to provide services to customers (in-person and virtually) and meet outcomes as outlined in their contract.

The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments. An internal survey was developed which goes out to customers monthly and discussed with management quarterly.

Continuous Improvement Opportunities:

- Although the AJCC has developed a strong partnership with several businesses, a tool to analyze effectiveness is not in place.
- Although the AJCC regularly reviews and analyzes performance, customer satisfaction, and service data, the AJCC needs to use this data to recommend AJCC service improvements.

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

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Name

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Title



The baseline America's Job Center of California<sup>SM</sup> (AJCC) Certification is intended to ensure that every affiliate/specialized 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 affiliate/specialized AJCC by November 1, 2021.

Name of Local Board: Orange County Workforce Development Board

Name of AJCC: La Habra Ready. Set. OC (City of La Habra)

<b>Implements the signed Memorandums of Understanding (MOU)</b>	<b>Yes</b>	<b>No</b>
An MOU (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The signed MOU identifies the AJCC as a specialized/affiliate center.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to specialized/affiliate centers.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Ensures Equal Opportunity for Individuals With Disabilities</b>	<b>Yes</b>	<b>No</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>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<ul style="list-style-type: none"> <li>• Providing reasonable accommodations for individuals with disabilities.</li> <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 19-20?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
If yes, briefly describe the findings:		
Was a corrective action plan submitted?	<input type="checkbox"/>	<input type="checkbox"/>
Is the status of the findings open or closed?: If closed, as of what date?:		
<b>The AJCC meets all Baseline Criteria for Baseline AJCC Certification</b>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

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

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

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 November 1, 2021.

Name of Local Board Orange County Workforce Development Board

Name of AJCC Orange County One-Stop Mobile Unit (Affiliate AJCC)

**AJCC Certification Indicator #1: 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 #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

This AJCC is a Mobile Unit that goes out to the community 4 to 5 days per week. The One-Stop Mobile Unit is a new concept adopted by the OCWDB in early 2021 to make the services more accessible in hard-to-reach neighborhoods for people with transportation barriers. This AJCC travels with a service provider on board ready to meet with clients and potential participants. Services at the AJCC are available on a walk-up and appointment basis from 10 a.m. to 4 p.m.

The AJCC staff are courteous, polite, responsive, and helpful. Staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations, including a lift for people with a wheelchair/walker/etc., and an accessible workstation. AJCC staff self-reported that they have been trained in providing universal and customer centered services.

The AJCC has a Limited English Proficiency Plan in place and has resources available in languages other than English through the comprehensive site; however, some of the marketing materials present were not in other languages.

Veteran services are priority and triaged when necessary to coordinate services with the One-Stop system partners.

**Continuous Improvement Opportunities:**

- Computers inside the AJCC were too close to one another; barriers can be beneficial for privacy and to continue to provide some safety in relation to the ongoing pandemic.
- Printed materials in languages other than English should be readily available.
  - Materials should include advertising of all One-Stop system programs.
- Customer service can be improved. It would feel more welcoming if the interaction was more natural rather than “computerized”.
- Mobile Unit completely closes for one hour during hours of operation. Seek alternatives to remain open.

**AJCC Certification Indicator #2: 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, collocated 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 collocated and non-collocated partners with the AJCC and its services.
- Both collocated and non-collocated 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-collocated 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-collocated 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 #2: The AJCC actively supports the One-Stop system through effective partnerships.**

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

This AJCC mobile affiliate does not share space with other One-Stop system partners; hence, a system is not in place to assess satisfaction of partners. This AJCC is a partner of the One-Stop System and understands their role in this system. Program management actively participates in the monthly partner meetings. AJCC staff feels confident that they are aware of what the One-Stop system partner programs provide and when co-enrollment would be beneficial.

AJCC staff stated that referrals come in from various One-Stop system partners and various community-based organizations. Ideally, AJCC needs to expand and partner with more schools and libraries.

The AJCC staff is using the CalJOBS referral process as outlined in OCWDB's desk procedures.

Continuous Improvement Opportunities:

- Implement activities to drive participants to the various sites where the mobile AJCC is located.
- Improve the CalJOBS referral process across all partners.
- Develop and ensure that flyers listing all partners services are available at the AJCC for distribution.
- Improve outreach methods, post-pandemic, and continue to establish partnerships in the community.



**AJCC Certification Indicator #3: 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>
<p>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.</p> <p>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.</p> <p>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.</p>	<p>a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.</p> <p>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.</p>

***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 collocated 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 #3: The AJCC provides integrated, customer-centered services.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

The mobile unit AJCC staff demonstrated good customer service for clients with appointments. Customers were promptly greeted, and staff attempt to identify their needs and connect them to appropriate services; however, training is needed so that customer service is more natural rather than robotic.

Continuous Improvement Opportunities:

- AJCC staff appeared to understand other One-Stop partner programs and services, but not fully informed. AJCC staff need to be cross-trained in this area.
- AJCC staff should receive customer service and customer-centered design training regularly
- AJCC needs to better align/integrate the delivery of their career services

**AJCC Certification Indicator #4: 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 #4: 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:

The AJCC staff recognize the importance of exploring career pathways with the participants and finding the right training/ certificate/ education for the participant to reach his/her career goal. AJCC staff focuses on helping participants determine the education or career path he/she wants to pursue. Participants receive supportive services that minimize barriers to employment, education, and training.

Supportive services, depending on the requirements of training, are available to clients served at this AJCC.

Direct training does not take place at the mobile AJCC; however, clients may access training through the comprehensive site. Training is available virtually or in-person at the comprehensive AJCC.

Continuous Improvement Opportunities:

- No marketing information was visible on training opportunities available. This information needs to be readily available for all customers.
- Although staff demonstrated some knowledge of regional career sectors in Orange County, training will be required of all AJCC staff on this area.
- The AJCC can also benefit from developing and maintaining a resource directory of services available through other agencies and community-based organizations.

**AJCC Certification Indicators #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.**

<b>US DOL Characteristics of a High Quality AJCC</b>	<b>California State Plan Vision and Strategies</b>
<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 #5: 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:

Business services are not offered at this AJCC location; however, staff at the AJCC have established strong partnerships with several businesses.

AJCC staff appear to have some knowledge of the regional economy, labor market conditions, and the needs of high-growth sectors and employers. Nonetheless, AJCC staff can advise customers of their options, based on interest. Staff focuses on quality jobs with clear advancement opportunities.

Continuous Improvement Opportunities:

- Continue to train staff on regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
  - Staff can also benefit from training on how to actively promote targeted sector opportunities and high-demand occupations for all AJCC customers
- Implement a defined strategy to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- Partner with the comprehensive site to offer AJCC-based services for employers including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies.
- Explore new outreach locations for the mobile AJCC, specifically with businesses.

**AJCC Certification Indicator #6: 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 collocated 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 #6: The AJCC has high-quality, well-informed, and cross-trained staffing.**Assessment of the AJCC's Strengths and Continuous Improvement Opportunities:

Staff at the mobile AJCC are part of the comprehensive site. AJCC staff rotate on a daily/weekly basis. Staff attend regular staff meetings with service provider to discuss updates, program activities, upcoming events, and to ensure that customers are receiving great customer service. Not all AJCC staff attend the partner meeting; however, the staff that do attend the meeting, provide updates, and learn about other partner programs & services. In turn, these are communicated to the rest of the AJCC staff at the staff meeting (when applicable).

Staff also self-reported that they are trained on how to use labor market information to help customers identify a career pathway, develop in-demand skills, credentials and obtaining employment; however, it would be best to coordinate these training and offer them at minimum twice per year for all AJCC staff of the OCWDB One-Stop system.

AJCC staff receive training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs. AJCC staff are comfortable using CalJOBS and participate in ongoing online training for CalJOBS through EDD.

Continuous Improvement Opportunities:

- AJCC staff need ongoing cross-training to keep understand the services & basic eligibility for all One-Stop system partner programs.
  - AJCC staff can benefit from a robust customer-centered design training.
- An orientation on all One-Stop system partner services/programs would be helpful for AJCC staff.

**AJCC Certification Indicator #7: 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 #7: The AJCC achieves business results through data-driven continuous improvement.**

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

AJCC staff are aware of the required WIOA performance reporting through contract expectations and monthly performance reporting and understand how program activities affect the overall achievement. They meet regularly to review WIOA outcomes as well as internal tracking measures, such as the types of referrals received.

Continuous Improvement Opportunities:

- Implement a formal process to capture feedback from participants and employers to make service delivery improvements.

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

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Name

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Title

The baseline America's Job Center of California<sup>SM</sup> (AJCC) Certification is intended to ensure that every affiliate/specialized 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 affiliate/specialized AJCC by November 1, 2021.

Name of Local Board: Orange County Workforce Development Board

Name of AJCC: One-Stop Mobile Unit

<b>Implements the signed Memorandums of Understanding (MOU)</b>	<b>Yes</b>	<b>No</b>
An MOU (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The signed MOU identifies the AJCC as a specialized/affiliate center.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to specialized/affiliate centers.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Ensures Equal Opportunity for Individuals With Disabilities</b>	<b>Yes</b>	<b>No</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>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



<ul style="list-style-type: none"> <li>• Providing reasonable accommodations for individuals with disabilities.</li> <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>		
<p>Was WIOA Section 188 compliance monitoring completed for PY 19-20? <b><i>Not applicable. AJCC not in existence during PY 19-20.</i></b></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?</p>	<input type="checkbox"/>	<input type="checkbox"/>
<p>If yes, briefly describe the findings:</p>		
<p>Was a corrective action plan submitted?</p>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Is the status of the findings open or closed?: If closed, as of what date?:</p>		
<p><b>The AJCC meets all Baseline Criteria for Baseline AJCC Certification</b></p>	<p>Yes</p> <input type="checkbox"/>	<p>No</p> <input checked="" type="checkbox"/>

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

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title



**DYLAN WRIGHT**  
DIRECTOR  
OC COMMUNITY RESOURCES

**CYMANTHA ATKINSON**  
ASSISTANT DIRECTOR  
OC COMMUNITY RESOURCES

**JULIE LYONS**  
DIRECTOR  
ADMINISTRATIVE SERVICES

**ANDI BERNARD**  
DIRECTOR  
OC ANIMAL CARE

**JULIA BIDWELL**  
DIRECTOR  
OC HOUSING & COMMUNITY  
DEVELOPMENT

**RENEE RAMIREZ**  
DIRECTOR  
OC COMMUNITY SERVICES

**STACY BLACKWOOD**  
DIRECTOR  
OC PARKS

**JULIE QUILLMAN**  
COUNTY LIBRARIAN  
OC PUBLIC LIBRARIES

# OC Community Resources

[Date]

**To:** WIOA and Other Subrecipients of the Orange County  
Workforce Development Area

**From:** Carma Lacy  
Director of Workforce Development

**Subject:** Procurement Policy  
Information Notice No. 21-OCWDB-XX  
Supersedes Information Notice No. 17-OCDB-20

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## PURPOSE

To provide guidance and establish the procedures regarding procurement for goods and services with Workforce Innovation and Opportunity Act (WIOA) funds.

## EFFECTIVE DATE

This policy is effective immediately upon issuance.

## REFERENCES

- WIOA Public Law 113-128
- Title 2 Code of Federal Regulations (CFR) Part 200: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)
- Title 2 CFR Part 2900: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Department of Labor [DOL] Exceptions)
- Title 20 CFR WIOA, DOL; Final Rule Section 683.200
- California State Contracting Manual, Chapter 5: Competitive Bidding Methods (January 2015)
- Workforce Services Directive (WSD)17-08, *Procurement of Equipment and Related Services* (March 14, 2018)
- WSD16-10, *Property - Purchasing, Inventory, and Disposal* (November 10, 2016)
- WSD16-16, Subject: Allowable Costs and Prior Written Approval (February 21, 2017)

## BACKGROUND

The Uniform Guidance provides fiscal and administrative guidance for the administration of the WIOA program, including specific requirements for purchasing goods or services. The intent of procurement regulations is to ensure that purchases of goods or services are approved and performed through fair and open competition.



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## **Definitions**

Contract – A legal instrument by which an entity purchases property or services needed to carry out the project or program under a federal award.

Contractor – An entity that receives a contract.

Cost Analysis – An element-by-element review and evaluation of the estimated or actual cost to determine the probable cost to the contractor.

Equipment – Tangible personal property (including information technology systems) having a useful life of more than one year and a per unit acquisition cost of which equals or exceeds the lesser of the capitalization level established by the non-federal entity for financial statement purposes, or \$5,000.

Information Technology Systems – Information technology systems means computing devices, ancillary equipment, software, firmware, and similar procedures, services (including support services), and related resources.

Invitation for Bid (IFB) – A type of solicitation document used in a formal competitive bidding process, which contains a detailed statement of what the agency is attempting to purchase. An IFB is used to obtain simple, common, or routine services that may require personal or mechanical skills. Qualifying bidders compete solely on the basis of cost.

Micro-Purchase Threshold – Fiscal threshold set by Federal Acquisition Regulation. The threshold is periodically updated based on inflation.

Price Analysis – The process of examining and evaluating a proposed price without evaluating its separate cost elements and proposed profit. This process determines whether the price is fair and reasonable.

Procurement – All stages of the process of acquiring property or services, beginning with the process for determining a need for property or services and ending with contract completion and closeout.

Questioned costs – Any cost or procurement that is questioned by an auditor, pass-through entity or awarding agency representative. Purchases can be questioned due to possible violations of statutes and regulations, inadequate documentation or possible unreasonable costs.

Request for Proposal (RFP) – A type of solicitation document, used in a formal competitive bidding process where an invitation is presented for suppliers to submit a proposal on a specific commodity or service. The RFP process brings structure to the procurement decision and is meant to allow the risks and benefits to be identified clearly up front. The RFP is used to obtain complex services in which professional expertise is needed and may vary and/or where different methods and approaches may be applied during performance.

Request for Quote (RFQ) – A type of solicitation document, used in a formal competitive bidding process, mainly when the specifications of a product or service are already known and when price is the main or only factor in selecting the successful bidder.

Simplified Acquisition Threshold (SAT) – Fiscal threshold set by Federal Acquisition Regulation. The threshold is periodically updated based on inflation.

Subaward – An award provided by a pass-through entity to a subrecipient for the subrecipient to carry out part of a federal award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a federal program. A subaward may be provided through any form of legal agreement, including an agreement that the pass-through entity considers a contract.

Subrecipient – A non-federal entity that receives a subaward from a pass-through entity to carry out part of the federal program; but does not include an individual that is a beneficiary of such program.

Supplies – All tangible personal property other than equipment. A computing device is a supply if the acquisition cost is less than the lesser of the capitalization level established by the nonfederal entity for financial statement purposes or \$5,000, regardless of the length of its useful life.

### **Policy and Procedures**

The guidance in this policy applies to all purchases of equipment (goods) and related services for the operation and support of the WIOA program or for the benefit of WIOA participants. These procedures and guidelines are to be used by Service Providers using WIOA funds to make a purchase or establish a contract.

All procurement actions are to be conducted in a manner that provides for “full and open competition”. No procurement transaction will contain any requirements that restrict competition, unfairly promote a single contractor or product, place excess burden on a contractor, or present an organizational conflict of interest.

Service Providers are to take the necessary actions and adhere to the following guidelines when considering and/or conducting procurements:

- Promote the use of shared resources and other agreements for common goods and services, as well as the use of surplus property wherever possible.
- Conduct a review of prospective procurements to avoid purchase of unnecessary or duplicate items.
- Analysis of lease versus purchase options to determine the most economical approach.
- Conduct a price or cost analysis for every procurement action that exceeds the Simplified Acquisition Threshold. The extent of the analysis should depend on factors of the procurement, but at minimum include an estimated cost of the purchases before bids or proposals are sought.
- No employee, officer, entity or individual who has any role in the issuance of a solicitation, including the development of requirements, drafting the Request for Proposals or Invitation for Bid, evaluation of proposals and/or bids, and identification of a best entity may compete or submit a proposal under that procurement action. This is to protect against an undesirable influence, outcome, or authority of any individual who may have a real or apparent conflict of interest or would benefit from a financial gain or tangible benefit from participating in the selection, award, or administration of a contract supported by a federal award.

- Ensure that awards are made only to responsible contractors. The awarding agency standards should address integrity, compliance with public policy, past performance, and contractor resources (technical and financial) for prospective contractors.
- Documenting each significant step in making an award. The documentation should include: rationale for method of procurement, selection of agreement type, selection or rejection criteria, and the basis for the contract price, including the independent agency estimate of price.
- Settlement of all procurement issues, including those related to source evaluation, protests, claims, and disputes.
- Utilize small, minority, or women owned businesses whenever possible.
- If a fixed amount award with a governmental or nonprofit agency results in revenues in excess of actual costs incurred, the excess revenues are considered to be program income. Any fixed amount awards should reference this requirement.

### **Reasonable Costs**

All WIOA procurements must be “necessary and reasonable” in the operation of the WIOA programs and conform to the following:

- Consistent with Uniform Guidance and established policies and procedures.
- Similar costs must be considered either direct or indirect costs.
- Costs must be determined with generally accepted accounting principles.
- Costs must not be used as cost sharing or matching requirements.
- Costs must be adequately documented.

Within the context of open competition, there are five procurement methods defined in Uniform Guidance by which Service Providers may procure goods or services; micro purchase, small purchase, sealed bids (IFB/RFQ), competitive proposals (RFP), and noncompetitive proposals/sole source.

The type of purchase method is generally determined by the “per transaction” value of the procurement and the type of good or service being purchased. “Per transaction” is a single solicitation for a single item (e.g., copy machine), group of related items (e.g., office furniture), or a specified service (e.g., staff training). Purchases are not to be broken down into smaller components to avoid more stringent procurement requirements.

### **Procurement Methods**

#### 1. Micro Purchase

The micro purchase procurement method is used when the “per transaction” value of a purchase is less than the micro-purchase threshold of \$10,000. To the extent practicable, micro-purchases must be distributed equitably among qualified suppliers. Even if a micro-purchase is not required to receive written prior or purchase approval, it must still be reasonable and documented.

#### 2. Small Purchase

The small purchase procurement method may be used when the “per transaction” value of a purchase of equipment or services is less than the Simplified Acquisition Threshold of \$250,000. Price as determined by a price analysis is generally the main factor when determining awards. However, other factors such as availability, delivery time, current stock, and location can be taken into consideration.

Proper documentation for a small purchase includes the following:

- Reason for selecting the small purchase method
- Estimate of the potential purchase price
- Description of the goods or services being purchased, including the quantity and any additional criteria used to determine the procurement decision
- All providers contacted/considered, and the price quotes collected
- Why the provider was selected, including how the provider met any additional criteria, and the price analysis
- Copy of the purchase document (sales receipt, contract).

### 3. Sealed Bids

The sealed bid procurement method is generally used when the good or service to be purchased will be more than the Simplified Acquisition Threshold of \$250,000 and has a complete, adequate, and realistic specification or purchase description.

The sealed bid process requires the issuance of an Invitation for Bid (IFB) or Request for Quotation (RFQ). The IFB/RFQ must be publicly solicited or advertised to an adequate number of known suppliers, provide sufficient time to respond, and clearly state specifications, bidding processes, and dates. The IFB/RFQ defines the quantity, timeframes, product requirements, specifications, and pertinent attachments of the good or service being purchased. Contractors are notified of the purchase requirements and submit a sealed bid to a specified location by a specified date and time.

A diligent effort should be made to secure at least three competitive bids. The responsible bidder (a bidder that can meet the technical requirements of the procurements) that submits the lowest bid will be awarded the contract. The lowest bid should be calculated with factors such as discounts, transportation, and life cycle costs. Any bidder that falls outside of the parameters will normally have their bid rejected. Award of a firm fixed-price or fixed unit price contract by written notice is sent to the lowest responsible bidder. Bids may be rejected with sound and documented rationale. If only one bid is obtained and that bidder is deemed to be responsible, then the noncompetitive process may be used.

Proper documentation for a sealed bid purchase includes the following:

- Reason for selecting the sealed bid method
- Estimate of the potential purchase price
- Copy of the IFB/RFQ
- Bids received
- Determination of the responsibility of the bidder
- Why the provider was selected
- Copy of the award document

### 4. Competitive Proposals

A Request for Proposal (RFP) is the competitive process used when the service/purchase will be more than the Simplified Acquisition Threshold of \$250,000 and factors other than price are important in the selection decision or if the technical requirements or specifications are of a functional nature or unclear.

The RFP must be publicly solicited or advertised to an adequate number of known suppliers. The RFP should define quantity, timeframes, product requirements, specifications, and the evaluation factors used along with their importance. Contractors submit a proposal based on the purchase requirements of the RFP to a specified location by a specified date and time to be evaluated.

All proposals should be considered on the merits of the proposal and a written review of technical evaluations should be retained for each. The review committee then makes a final recommendation as to which proposal(s) best meets the stated requirements. Careful documentation of the successful bidder selection should be maintained for reference. A public notice of intent to award should be issued followed by the award and the execution of the contract. If only one proposal is obtained and that proposal is deemed to be responsible, then the noncompetitive proposal method may be used.

If less than three bids are received during a competitive process, justification must be written explaining the limited participation. The justification should include firms and individuals contacted. These documents should be kept in the agency's contract file and submitted with procurement requests, if applicable.

Proper documentation for a competitive proposal purchase includes the following:

- Reason for selecting the competitive proposal method
- Estimate of the potential purchase price
- Copy of the RFP
- Proposals received
- Scoring criteria and the evaluation/scoring sheets for each proposal, including determination of the responsibility of the bidder and the cost analysis
- Why the provider was selected
- Public notice of intent to award
- Copy of the award document

#### 5. Noncompetitive Proposals/Sole Source

Noncompetitive proposals may only be used under certain limited circumstances. The reason for selecting this method along with the justification for the provider selection must be carefully documented and maintained.

The purchase must be infeasible under one of the other methods discussed above, and one of the following conditions apply:

- The good or service is available from only one source
- Public exigency or emergency creates an immediate procurement need (e.g., a flood or fire requires the immediate availability of services)
- OCWDB authorizes the specific noncompetitive procurement through a formal request for approval
- Competition is determined inadequate. This usually occurs after a sealed bid or competitive process has been used and there are insufficient bidders.

Proper documentation for a noncompetitive proposal purchase includes the following:

- Reason for selecting the method, including why the procurement was infeasible under one of the other procurement methods and which of the additional conditions the procurement met.

- Estimate of the potential purchase price
- Copy of the RFQ/IFB/RFP
- A determination of the responsibility of the bidder
- Why the provider was selected
- Copy of the award document

Procurement Method		Threshold	Minimum Bids/Quotes Needed
Informal	Micro Purchase	Less than \$10,000	Two quotes
	Small Purchase	\$10,000 - \$250,000	Three quotes
Formal	Sealed Bid	Over \$250,000	Three (3) formal written bids in response to IFB, RFQ
	Competitive	Over \$250,000	Three (3) written proposals in response to a Request for Proposal (RFP)
	Noncompetitive	Any amount	All bids and quotes obtained

### Procurement/Purchase Review and Approval

Written prior approval from the OCWDB must be obtained for equipment and related services under the following criteria:

- Procurements/purchases with a per-unit cost that exceeds \$5,000
- Related procurements with cumulative costs that exceed \$5,000 within the same fiscal year
- Purchases that are required to be pre-approved according to Uniform Guidance
- Procurements resulting in improvements to land, buildings, or equipment which exceed \$5,000.

To obtain procurement/purchase approval, Service Providers must complete the Procurement/Purchase Approval Request Form (Attachment I) and submit it with any other required paperwork, to their assigned OCWDB Program Manager via email. Procurement requests should be received with sufficient time for OCWDB and EDD to review the purchase request and provide a response before the requested procurement action is scheduled to occur.

Procurement requests will include the following:

- Description of goods or services to be purchased (item[s] name and description)
- Estimated total cost (dollar amount of total cost)
- Description of item(s) (detailed description of procurement, including functionality and use)
- Reasons for procurement (detailed justification of procurement and why the procurement is necessary to WIOA operations)
- Procurement methods and lease-option sharing considerations:
  - What procurement method was used and why
  - Quote or proposal and other documents as required by the procurement



- method
  - Justification of why a lease or property sharing cannot be used
  - Why the chosen provider or contractor was selected over other alternatives
- Cost (description of how the cost was determined, including any associated fees)
- Location (where the procurement item will be located or operated)

Approval will be based on the reasonableness and allowable criteria (as outlined above), availability of funds, and other considerations. Service Providers are expected to submit a request for approval for an emergency procurement. Service Providers must submit an annual approval request for ongoing procurement costs such as subscriptions, maintenance, license, support costs or procurements which are paid annually and submit a copy of the contract/agreement to their OCWDB Program Manager once executed.

Supporting documentation must be retained for all costs associated with a prior approval request. The documentation must establish that the expenditure meets the following criteria:

- Meets the cost principles (is necessary and reasonable for proper and efficient performance and administration of the grant)
- Is allocable to the grant based upon the benefits received
- Is authorized or not prohibited under state or local laws and regulations
- Conforms to any limitations or exclusions of cost item types or amounts, as set forth in the Uniform Guidance, federal law, federal award, or other governing regulations
- Is consistent with applicable policies, regulations, and procedures.

Once the procurement has been approved, the WIOA funds account may be charged for the purchase. If a procurement is denied, the Service Provider will receive notification specifying the reason for the denial. If a procurement request is not approved and the purchase is made, the Service Provider may incur a disallowed cost. Service Providers can appeal a denial of procurement through the OCWDB, which will then be submitted to the EDD Chief of the Central Office Workforce Services Division.

### **Questioned and Disallowed Costs**

Funds used for procurements that are determined by an auditor, EDD, OCWDB, or authorized awarding agency representative to be unallowable may be deemed a disallowed cost and be required to be returned.

Questioned costs could result from the following:

- Procurements that violate statute, regulations, or terms and conditions of award
- Procurements without support documentation
- Procurements with unreasonable costs

### **Required Contract Clauses**

Contracts entered into by Service Providers may be fixed price or cost reimbursement, depending on the method of procurement and goods or services being procured. Each agreement funded by federal funds must contain the following contract clauses:

1. All contracts in excess of the Simplified Acquisition threshold must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms. The clause must also provide for sanctions or penalties, as appropriate.

2. All contracts in excess of \$10,000 must address termination for cause and for convenience by the non-federal entity, including the process for exercising the clause and the basis for settlement.
3. Compliance with Equal Employment Opportunity provisions identified in 29 CFR Part 38, 41 CFR Part 60, and WIOA Section 188.
4. Compliance with the Davis-Bacon Act (40 U.S.C. 3141–3144 and 40 U.S.C. 3141-3148) for prime construction contracts in excess of \$2,000.
5. Compliance with the Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708) for contracts in excess of \$100,000 that involve the employment of mechanics or laborers.
6. Compliance with Rights to Inventions Made by Nonprofit Organizations and Small Business Firms under Government Grants (37 CFR Part 401) for any small business or nonprofit organization.
7. Compliance with the Clean Air Act (42 U.S.C. 7401–7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251–1387) for any contract in excess of \$150,000.
8. A provision requiring that a contract award must not be made to parties listed on the governmentwide exclusions in the System for Award Management (SAM) Debarment and Suspension (Executive Orders 12549 and 12689) (3 CFR part 1989 Comp., p. 235)
9. Compliance with the Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) for contractors bidding over \$100,000.
10. Compliance with Section 6002 of the Solid Waste Disposal Act and 40 CFR part 247 for items in excess of \$10,000.
11. Compliance with 2 CFR 200.216: Prohibition on certain telecommunications and video surveillance services or equipment.

### **ACTION**

Bring this policy to the attention of all staff and relevant parties.

### **INQUIRIES**

If you have any questions regarding this policy, please contact your Contract Administrator at 714-480-6500.

### **ATTACHMENTS**

Attachment I: Procurement/Purchase Approval Request Form

**Attachment I  
Procurement/Purchase Approval Request**

Service Provider Name \_\_\_\_\_

Request Date \_\_\_\_\_

**Service Provider Instructions** – This form should be used for purchases of equipment and related services for the operation and support of the WIOA program or for the benefit of WIOA participants. For Approval Requests that include costs, complete Sections A and C. For requests that do not include costs, complete Sections B and C. Attach any supporting documentation (e.g., quotations, cost analyses, bid summaries).

**Section A – Requests that include costs**

Item being requested \_\_\_\_\_

Estimated total cost \_\_\_\_\_

**Is this procurement/purchase necessary and reasonable? Describe the service or item and its functionality.**

**Is the purchase needed? Describe the reason for the purchase/rent/subscription/service including functionality not provided by state or local partners.**

**What other costs are associated with the purchase? Describe additional costs (maintenance, set up, taxes, fees, etc.) associated with the purchase.**

**Describe how the best product will be selected.**

**What procurement method will be used?**

Procurement Method:  Micro Purchase       Small Purchase       Sealed Bid (IFB)  
 Competitive Proposal (RFP)       Noncompetitive Proposal

Procurement Type:  Purchase       Lease/Rent       Subscription/Contract  
 Service       Property Sharing

**Reason for the procurement method selected.**

**If applicable, was a lease option considered in lieu of the purchase? Describe leasing options as part of the consideration.**

**If applicable, name and address of the entity where the property will be located.**

**If approved, date that the requested action is to occur.** \_\_\_\_\_

**Section B – Requests that do not include costs but still require prior written approval**

**Describe the circumstance that requires prior written approval.**

**Section C – Service Provider Signature**

By signing below, the authorized representative requests a prior written approval for the item listed above.

Name \_\_\_\_\_ Signature \_\_\_\_\_

Title \_\_\_\_\_ Date \_\_\_\_\_

**Section D – OCWDB Signatures**

Program Manager \_\_\_\_\_ Date \_\_\_\_\_

Director of Workforce Development \_\_\_\_\_ Date \_\_\_\_\_



**DYLAN WRIGHT**  
DIRECTOR  
OC COMMUNITY RESOURCES

**CYMANTHA ATKINSON**  
ASSISTANT DIRECTOR  
OC COMMUNITY RESOURCES

**JULIE LYONS**  
DIRECTOR  
ADMINISTRATIVE SERVICES

**ANDI BERNARD**  
DIRECTOR  
OC ANIMAL CARE

**JULIA BIDWELL**  
DIRECTOR  
OC HOUSING & COMMUNITY  
DEVELOPMENT

**RENEE RAMIREZ**  
DIRECTOR  
OC COMMUNITY SERVICES

**STACY BLACKWOOD**  
DIRECTOR  
OC PARKS

**JULIE QUILLMAN**  
COUNTY LIBRARIAN  
OC PUBLIC LIBRARIES

# OC Community Resources

[Date]

**To:** WIOA and Other Subrecipients of the Orange County  
Workforce Development Area

**From:** Carma Lacy  
Director of Workforce Development

**Subject:** Fiscal Audit Requirements and Resolution Policy  
Information Notice No. 21-OCWDB-XX  
Supersedes Information Notice No. OCWDA-03-21

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## PURPOSE

To provide guidance and establish procedures regarding audit requirements for federal awards to ensure funds provided are used for authorized purposes in compliance with applicable laws, regulations and provisions of the subaward, contract or grant agreement.

## EFFECTIVE DATE

This policy is effective immediately upon issuance.

## REFERENCES

- Workforce Innovation and Opportunity Act (WIOA) (Public Law 113-128), Section 184
- Title 2 Code of Federal Regulations (CFR) Part 200: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)
- Title 20 CFR Section 683.210
- Workforce Services Directive WSD20-03, *Audit Requirements* (October 13, 2020)
- County of Orange County Policy, *Subrecipient Monitoring* (February 6, 2020)

## BACKGROUND

For federal awards, 2 CFR 200 Subpart F requires pass-through entities to evaluate each subrecipient's risk of noncompliance to determine the appropriate monitoring level, monitor the activities of subrecipient organizations to ensure that the subaward is in compliance with applicable Federal statutes and regulations and terms of the subaward, and verify that subrecipients are audited and, in instances of noncompliance, provide a resolution.

Uniform Guidance requires each recipient of funds under the WIOA to:

- Monitor the Service Provider's federal awards through site visits, limited scope audits, or other means;



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SANTA ANA, CA 92705  
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- Review audits of Service Providers to determine if prompt and appropriate corrective action has been taken with respect to audit findings; and
- Require each of its Service Providers of federal awards to permit, as a condition of receiving federal awards, the independent auditor of the passthrough entity to have such access to the service provider's records and financial statements as may be necessary.

For non-federal awards, the Orange County Workforce Development Board may also be required by the funding entity to provide evidence of due diligence in reviewing the ability of a subrecipient to properly meet the objectives of the subaward and account for the funds awarded.

## **Definitions**

Auditor – A public accountant or a federal, state, or local government audit organization that meets the general standards specified for external auditors in generally accepted government auditing standards (GAGAS).

Federal award – Federal financial assistance that a non-federal entity receives either directly from a federal awarding agency or indirectly from a pass-through entity.

Financial statements - Reports or statements that provide the detail of the entity's financial information, including assets, liabilities, equities, incomes and expenses, shareholders' contribution, cash flow, and other related information during the period of time.

Finding - Noncompliance with policy, guidance, or requested procedural steps.

Non-federal entity – A state, local government, Indian tribe, institution of higher education, or nonprofit organization that carries out a federal award as a recipient or subrecipient.

Pass-through entity – A non-federal entity that provides a subaward to a subrecipient to carry out part of a federal program.

Recipient – A non-federal entity that receives a federal award directly from a federal awarding agency to carry out an activity under a federal program. The recipient does not include subrecipients.

Single audit - A comprehensive review of an organization's financial activity for a fiscal year.

Subaward – An award provided by a pass-through entity to a subrecipient for the subrecipient to carry out part of a federal award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a federal program. A subaward may be provided through any form of legal agreement, including an agreement that the pass-through entity considers a contract.

Subrecipient – A non-federal entity that receives a subaward from a pass-through entity to carry out part of a federal program, but does not include an individual that is a beneficiary of such program. A subrecipient may also be a recipient of other federal awards directly from the federal awarding agency.

## **Policy and Procedures**

In accordance with 2 CFR 200.501, all Service Providers that expend \$750,000 or more in federal awards in a fiscal year must have a single audit conducted for that fiscal year. Federal awards expended as a recipient or a subrecipient are subject to audit. All single audits must be conducted by an independent auditor in accordance with GAGAS. In order to determine whether the \$750,000 threshold is met, Service Provider must count the amount of federal awards received directly from federal agencies and pass-through entities.

### Reporting Requirements

1. Service Providers is to submit their audit reports to OCWDB within 30 calendar days after receipt of the auditor's report(s) or six (6) months after the end of the audit period, whichever is earlier.
2. Service Provider must submit their audit reporting package to the Federal Audit Clearinghouse (FAC) within 30 calendar days after receipt of the auditor's report(s) or six (6) months after the end of the audit period, whichever is earlier.
3. The FAC audit package must include:
  - Financial statements
  - Schedule of expenditures of federal awards
  - Auditor's report
  - Corrective action plan prepared by auditee
  - Auditor's data collection form (Federal Audit Clearinghouse form SF-SAC).
  - Senior official signature attesting to compliance.

Service Providers spending less than \$750,000 under federal awards for a fiscal year are exempt from the single audit requirement but must still have records available for review or audit by officials of the federal agency, EDD, OCWDB, and Government Accountability Office. Service Providers must submit written certification of its exempt status to OCWDB and the EDD Single Audit Coordinator.

### Audit Findings and Resolution

For any audit findings noted, OCWDB fiscal auditors shall review the findings and the responses and issue a written decision to the Service Provider that includes the following:

1. Finding Reference Number
2. Statement on whether or not the audit finding is sustained and the reason for the decision.
3. Expected Service Provider corrective action needed, such as repayment, financial adjustment, or provide a timetable for proposed actions to be completed.
4. Description of the appeal process, if applicable.

If OCWDB determines that additional resolution is required, the following steps will be followed:

1. OCWDB shall send a letter noting the area(s) of deficiency, for the performance measure(s) in that accountability period, to the Service Provider's (Notice) or equivalent position.
2. The Service Provider will be expected to respond to the letter within thirty (30) business days and complete the following:
  - Submit a corrective action plan (CAP);
  - Schedule meeting with OCWDB Staff to review CAP and receive training, if applicable;
  - Submit monthly status reports by the 10th of each month; and
  - Participate in a monthly meeting with OCWDB Staff to monitor progress.

3. If the deficiency(ies) is not satisfactory rectified with the CAP, OCWDB will review the Service Provider's CAP and any supporting documentation, along with staff recommendations, and provide further direction.
4. Any resolution of the CAP will be communicated, via written correspondence, by OCWDB to the Service Provider's Signature of Authority (Notice).

#### Service Provider Noncompliance

Service Providers who fail to comply with state/federal statutes, regulations or the terms and conditions of their subaward may be imposed additional conditions to ensure compliance. However, if the additional conditions fail to bring the Service Provider into compliance, sanctions may be imposed that include withholding of disbursements, disallowance of costs claimed, wholly or partially suspending the award or other legal actions. Service Provider may also be ineligible for an extension of their current contract and/or for funding in future procurements with OCWDB.

#### **ACTION**

Bring this policy to the attention of all staff and relevant parties.

#### **INQUIRIES**

If you have any questions regarding this policy, please contact your Contract Administrator at 714-480-6500.