



A G E N D A

Orange County Workforce Development Board One-Stop Oversight Committee Meeting

August 11, 2022

1:00 P.M.

workforce.ocgov.com

***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: 821 1809 5543 / Link to meeting: <https://us06web.zoom.us/j/82118095543>

****In compliance with the Americans with Disabilities Act, those requiring accommodation for this meeting should notify the Orange County Community Services office 72 hours prior to the meeting at (714) 480-6500.**

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 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>.

This WIOA Title I financially assisted program or activity is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. TDD/TTY users, please call the California Relay Service (800) 735-2922 or 711. If you need special assistance to participate in this program, please contact 714-480-6500 at least 72 hours prior to the event to allow reasonable arrangements to be made to ensure program accessibility.

AGENDA:

1. CALL TO ORDER: Barbara Mason
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, unless the Chair pre-identifies a different time at the start of meeting for all public speakers).*

ACTION ITEM(S):

5. ORANGE COUNTY AMERICA'S JOB CENTER OF CALIFORNIA (AJCC) COMPREHENSIVE & AFFILIATE / SPECIALIZED CERTIFICATION - AJCC CERTIFICATION INDICATOR ASSESSMENT – ONE-STOP OPERATOR IMPROVEMENT PLAN
Recommendation: Approve AJCC Comprehensive & Affiliate / Specialized Certification – AJCC Certification Indicator Assessment – One-Stop Operator Improvement Plan for submission to the Executive Committee and OC Workforce Development Full Board for review and final approval.
6. ORANGE COUNTY WORKFORCE SOLUTIONS MEMORANDUM OF UNDERSTANDING(MOU)
Recommendation: Review and approve MOU for submission to the Executive Committee and OC Workforce Development Full Board and submit to the Board of Supervisors for final approval.

INFORMATION ITEM(S):

7. PROGRAM PERFORMANCE
 - A. AMERICA WORKS/ONE-STOP OPERATOR QUARTER 4 PERFORMANCE
 - B. MANAGED CAREER SOLUTIONS/TITLE I CAREER SERVICES QUARTER 4 PERFORMANCE
 - C. VETERANS EMPLOYMENT RELATED ASSISTANCE PROGRAM (VEAP) QUARTER 4 PERFORMANCE
 - D. DEPARTMENT OF LABOR CAREER GRANT QUARTER 4 PERFORMANCE
8. ONE-STOP SURVEYS
 - A. ONE-STOP PARTICIPANT SURVEY
 - B. ONE-STOP SYSTEM PARTNERS SURVEY

- 9. OCWDB / WEDD STAFF UPDATE(S)
 - A. 2-1-1 ORANGE COUNTY
 - B. VETERANS EMPLOYMENT RELATED ASSISTANCE PROGRAM (VEAP)
 - C. REGIONAL INITIATIVES & COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) OVERVIEW
 - D. HIRING INITIATIVES REPORT

- 10. LOCATION(S)
 - A. BREA
 - B. VIRTUAL ONE-STOP
 - C. SOUTH COUNTY ONE-STOP
 - D. THEO LACY
 - E. GARDEN GROVE ONE-STOP
 - F. ONE-STOP MOBILE UNIT
 - G. LOS ALAMITOS
 - H. CAMP PENDLETON

11. BUSINESS & ECONOMIC RECOVERY CALL CENTER

12. GRANT MATRIX

13. EDD COMPLIANCE / AUDIT UPDATES

14. OPEN DISCUSSION

At this time, members of this Subcommittee may comment on agenda or non-agenda matters provided that NO action may be taken on off-agenda items unless authorized by law.

ADJOURNMENT

Next Meeting
November 10, 2022
1:00 PM

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.

The America's Job Center of CaliforniaSM (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.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none">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.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.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.	<ul style="list-style-type: none">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.

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., from 9 a.m. to 8 p.m. on Wednesday, and 9 a.m. to 1 p.m. on Saturdays. The AJCC delivers in-person and virtual services to customers. Customers may access services with and without appointments.

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 an 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.

Continuous Improvement Plan:

- The County has acquired new signage that displays the OC Workforce Solutions Logo and name, for the public view, on the building façade by end of Fall 2022.
- The County EO Officer is Nakia Thierry and reviews EO policies with the Operator on an annual basis and the Operator will relay information to the One-Stop staff within one quarter of receiving information from the EO Officer. A sign in sheet will be provided and shared with County of Orange representatives to verify training was completed.
- The Operator will conduct quarterly training with the staff on Customer Service and Conflict Resolution
- The center will continue remained open throughout the pandemic; however, the AJCC will continue to follow all COVID-19 protocols including around the clock cleaning/wiping down of communal equipment and having electrostatic spraying done throughout the building when a positive case has been reported
- Adding of television monitors to lobby waiting room to display upcoming hiring events, job listings, and information by end of Fall 2022.
- A comprehensive outreach plan will be created with partners by end of fourth quarter 2022.

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 colocated 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:

- Operator will train staff on all partners and services available within the One-Stop System and not limited to each service provider's program on a less than quarterly basis. A sign in sheet will be provided and shared with County of Orange representatives to verify training was completed.
- 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 and posted around the center.
- 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.

Continuous Improvement Plan:

- The Operator will train all partners on services available withing the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- Partners continue to use the CalJOBS referral process and follow ups. Spot checks on this process will be conducted by One-Stop staff and results will be made available to the board on a quarterly basis.

- The Operator continues to receive County developed, controlled, and issued flyers. Operator ensures that said flyers are posted in the center as well as shared with partners and available for distribution to the cliental.
- The County controls all aspects of marketing methods, but we will assist to make sure that these marketing methods are productive and that the Operator is aware of these methods and can promote within to all Partners.
- Operator will prove The County with alternative survey options by the end of 2022.

AJCC Certification Indicator #3: The AJCC provides integrated, customer-centered services.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none">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.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.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.	<ul style="list-style-type: none">a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.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.

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.

Continuous Improvement Plan:

- AJCC staff continues to train in partner eligibility and services.
- County controls all aspects of marketing, but quarterly meetings with the Operator would be beneficial to acknowledge the ongoing services and limitations of the AJCC and to make sure that any marketing campaigns being pushed reflect those services or if the limitations can be rectified to ensure that all operations are performing adequately.
- Operator will emphasize on trainings for cliental that is focused on returning to work in a post-pandemic environment.
- The Operator will train all partners on eligibility on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.

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.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none"> 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. b. Value skill development by assessing and improving each individual’s basic, occupational, and employability skills. c. Balance traditional labor exchange services with strategic talent development within a regional economy. 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. 	<ul style="list-style-type: none"> 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. 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. c. Supportive Services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses. 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. 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.

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.

Continuous Improvement Plan:

- The County controls all business solutions outreach. The Operator should be involved with business solutions outreach.
- TABE Testing is now being handled by the Operator. Staff will be fully trained on administering and scoring the TABE tests by September 30th. Sign in sheets of the training will be provided to the board.
- The Operator will work with the County to better market the monthly calendar by October 31st, 2022.
- The Operator suggests a comprehensive Business Solutions plan be developed by the County by the end of 2022.

- The Operator will work on developing a resource directory of services of other agencies and community-based organizations by the first quarter of 2023.

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 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.

Continuous Improvement Opportunities:

- Not all staff members have been trained in O-Net or I-Train. Operator requests that all staff be trained on this by the end of 2022. Operator will provide sign in sheets to the Board on all trainings completed.
- The Operator will train all partners on regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- The Operator will train all staff on how to actively promote targeted sector opportunities and high-demand occupations for all AJCC customers, on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- Business Solutions controls contact information with Orange County businesses. No information is shared with the AJCC Operator.
- Should contact between AJCC Operator and Orange County businesses happen, we will forward information to Business Solutions for them to make the assessment and see if a partnership with said business is viable.

AJCC Certification Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<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. AJCC operator also updates collocated partners on AJCC staff changes, upcoming events, and workshop statistics. 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.

Continuous Improvement Opportunities:

- More cross training is needed for all system partners to be aware of the capabilities, resource and limitations that each other has.

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

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<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.

Continuous Improvement Opportunities:

- Operator recommends that the County create a Business Services survey to drive business services by the end of 2022.
- Operator will develop a committee to look at current customer service survey and continue to make revisions until first quarter of 2023 and provide a report to the board.

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.

Signature

[Click here to enter text.](#)

Name

Title

AJCC Certification Indicator Assessment

The America's Job Center of CaliforniaSM (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.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none"> 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. 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. 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. 	<ul style="list-style-type: none"> 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.

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.

Continuous Improvement Plan

- Signage will be needed to advertise WIOA youth program
- Flyers to be displayed to advertise services

- The Operator will train all partners on services available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- The Operator will work on developing a resource directory of services of other agencies and community-based organizations by the first quarter of 2023.
- Partners continue to use the CalJOBS referral process and follow ups. Spot checks on this process will be conducted by One-Stop staff and results will be made available to the board on a quarterly basis.
- Improve marketing and outreach methods, especially post-pandemic, and continue to establish partnerships in the community.
- Operator will work with the County to better advertise the site and develop a participant driving plan by January 2023.

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.

Continuous Improvement Plan

- The Operator will train all partners on services available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- The Operator will train all partners on eligibility available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.

AJCC Certification Indicator #3: The AJCC provides integrated, customer-centered services.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none"> 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. 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. 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. 	<ul style="list-style-type: none"> a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs. 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.

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.

Continuous Improvement Plan

- Improve marketing and outreach methods, especially post-pandemic, and continue to establish partnerships in the community to include juvenile hall.

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.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none"> 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. b. Value skill development by assessing and improving each individual’s basic, occupational, and employability skills. c. Balance traditional labor exchange services with strategic talent development within a regional economy. 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. 	<ul style="list-style-type: none"> 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. 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. c. Supportive Services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses. 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. 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.

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.

Continuous Improvement Plan

- The Operator will train all partners on services available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- The Operator will train all partners on eligibility available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- The Operator suggests a comprehensive Business Solutions plan be developed by the County by the end of 2022.
- The Operator will work on developing a resource directory of services of other agencies and community-based organizations by the first quarter of 2023.
- A comprehensive outreach plan will be created with partners by end of fourth quarter 2022.
- The Operator will train all partners on regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.

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.

Continours Improvement Plan

- The Operator will train all partners on regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- Not all staff members have been trained in O-Net or I-Train. Operator requests that all staff be trained on this by the end of 2022. Operator will provide sign in sheets to the Board on all trainings completed.
- The Operator will train all staff on how to actively promote targeted sector opportunities and high-demand occupations for all AJCC customers, on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.

AJCC Certification Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<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.

Continuous Improvement Plan:

- The Operator will train all partners on eligibility available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- The Operator will train all partners on services available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- The Operator will conduct quarterly training with the staff on Customer Service and Conflict Resolution
- All staff will attend an orientation on an annual basis. sign in sheets will be provided to the Board on all trainings completed.

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

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<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.

Continuous Improvement Plan:

- Operator recommends that the County create a Business Services survey to drive business services by the end of 2022.
- Operator will develop a committee to look at current customer service survey and continue to make revisions until first quarter of 2023 and provide a report to the board.

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.

Signature

[Click here to enter text.](#)

Name

[Click here to enter text.](#)

Title

AJCC Certification Indicator Assessment

The America's Job Center of CaliforniaSM (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.

<p>US DOL Characteristics of a High Quality AJCC</p>	<p>California State Plan Vision and Strategies</p>
<ul style="list-style-type: none"> 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. 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. 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. 	<ul style="list-style-type: none"> 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.

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.

Continuous Improvement Plan:

- Signage will be needed to advertise WIOA youth program
- Flyers to be displayed to advertise services
- The Operator will train all partners on services available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- The Operator will work on developing a resource directory of services of other agencies and community-based organizations by the first quarter of 2023.
- Partners continue to use the CalJOBS referral process and follow ups. Spot checks on this process will be conducted by One-Stop staff and results will be made available to the board on a quarterly basis.
- Improve marketing and outreach methods, especially post-pandemic, and continue to establish partnerships in the community.
- Operator will work with the County to better advertise the site and develop a participant driving plan by January 2023.
- The County EO Officer is Nakia Thierry and reviews EO policies with the Operator on an annual basis and the Operator will relay information to the One-Stop staff within one quarter of receiving information from the EO Officer. A sign in sheet will be provided and shared with County of Orange representatives to verify training was completed.
- Training on the language line will be made available by the end of 2022 at this site. Sign in sheet will be made available to the board.

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.

Continuous Improvement Plan:

- The Operator will train all partners on services available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- The Operator will train all partners on eligibility available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- Improve marketing and outreach methods, especially post-pandemic, and continue to establish partnerships in the community.

- Partners continue to use the CalJOBS referral process and follow ups. Spot checks on this process will be conducted by One-Stop staff and results will be made available to the board on a quarterly basis.
- The Operator will work on developing a resource directory of services of other agencies and community-based organizations by the first quarter of 2023.

AJCC Certification Indicator #3: The AJCC provides integrated, customer-centered services.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none"> 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. 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. 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. 	<ul style="list-style-type: none"> a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs. 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.

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

Continuous Improvement Plan:

- Hold monthly trainings so staff is aware of all the partner services and resources under the OC Workforce Solutions.
- Make sure affiliate AJCC staff are being provided the proper tools and trainings they need to perform at their most optimal level.
- The Operator will conduct quarterly training with the staff on Customer Service and Conflict Resolution.

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.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none"> 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. b. Value skill development by assessing and improving each individual’s basic, occupational, and employability skills. c. Balance traditional labor exchange services with strategic talent development within a regional economy. 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. 	<ul style="list-style-type: none"> 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. 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. c. Supportive Services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses. 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. 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.

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.

Continuous Improvement Plan:

- Encourage more use of ITA's and provide technical assistance.
- Provide additional training on how to “sell” OJT positions that could lead to other professional opportunities.
- Add marketing information of training opportunities.
 - Make sure this information is easily accessible.
- The Operator will train all partners on regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road

employers on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.

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. 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.

Continuous Improvement Plan:

- Not all staff members have been trained in O-Net or I-Train. Operator requests that all staff be trained on this by the end of 2022. Operator will provide sign in sheets to the Board on all trainings completed.
- The Operator will train all staff on how to actively promote targeted sector opportunities and high-demand occupations for all AJCC customers, on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- Operator recommends that the County create a Business Services survey to drive business services by the end of 2022.

AJCC Certification Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<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.

Continuous Improvement Plan:

- The Operator will train all partners on eligibility available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- The Operator will train all partners on services available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- All staff will attend an orientation on an annual basis. Sign in sheets will be provided to the Board on all trainings completed.

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

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<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.

Continuous Improvement Plan:

- The County of Orange has implemented an online survey through Survey Monkey. The County would need to verify if that online survey has been implemented at the Orangewood Foundation.
- Paper surveys can still be provided for feedback from clientel.
- Operator will develop a committee to look at current customer service survey and continue to make revisions until first quarter of 2023 and provide a report to the board.

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.

Signature

[Click here to enter text.](#)

Name

[Click here to enter text.](#)

Title

AJCC Certification Indicator Assessment

The America's Job Center of CaliforniaSM (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.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none"> 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. 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. 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. 	<ul style="list-style-type: none"> 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.

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.

Continuous Improvement Plan:

- Add signage advertising the OC Workforce Solutions Center and a clear understanding of what the center can offer end of Fall 2022.
- Rotational Mobile Unit visits and having Partner representatives come by to inform those there what services they can help them with.
- More printed flyers.
- Update EO posters on walls by September 30th, 2022.
- The County EO Officer is Nakia Thierry and reviews EO policies with the Operator on an annual basis and the Operator will relay information to the One-Stop staff within one quarter of receiving information from the EO Officer. A sign in sheet will be provided and shared with County of Orange representatives to verify training was completed.
- Partners continue to use the CalJOBS referral process and follow ups. Spot checks on this process will be conducted by One-Stop staff and results will be made available to the board on a quarterly basis.
- The Operator will work on developing a resource directory of services of other agencies and community-based organizations by the first quarter of 2023.
- A traffic study will be conducted to determine if extended hours are needed and a report will be submitted to the Borad by January 2023.

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.

Continuous Improvement Plan:

- Partners continue to use the CalJOBS referral process and follow ups. Spot checks on this process will be conducted by One-Stop staff and results will be made available to the board on a quarterly basis.
- The Operator will work on developing a resource directory of services of other agencies and community-based organizations by the first quarter of 2023.

- The Operator will work with the County to better market the monthly calendar by October 31st, 2022.
- Provide documented surveys to be turned in to the county on a monthly basis.
- Refer clients to Co-located partners.
- Operator will provide The County with alternative survey options by the end of 2022.

AJCC Certification Indicator #3: The AJCC provides integrated, customer-centered services.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none"> 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. 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. 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. 	<ul style="list-style-type: none"> a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs. 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.

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.

Continuous Improvement Plan:

- The Operator will train all partners on services available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- The Operator will train all partners on eligibility available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- All staff will attend an orientation on an annual basis. Sign in sheets will be provided to the Board on all trainings completed.

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.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none"> 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. b. Value skill development by assessing and improving each individual’s basic, occupational, and employability skills. c. Balance traditional labor exchange services with strategic talent development within a regional economy. 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. 	<ul style="list-style-type: none"> 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. 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. c. Supportive Services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses. 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. 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.

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.

Continuous Improvement Plan:

- Ensure that proper sequence of services are implemented.
- The Operator will train all partners on regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.

- The Operator will work on developing a resource directory of services of other agencies and community-based organizations by the first quarter of 2023.
- The Operator will work on fully integrated virtual and hybrid programming to increase the number and percentage of all AJCC customers receiving skill development and training services by the end of the first quarter of 2023.

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.

Continuous Improvement Plan:

- The Operator will train all staff on how to actively promote targeted sector opportunities and high-demand occupations for all AJCC customers, on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- Operator recommends that the County create a Business Services survey to drive business services by the end of 2022.

AJCC Certification Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<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.

Continuous Improvement Plan:

- All staff will attend an orientation on an annual basis. Sign in sheets will be provided to the Board on all trainings completed.
- The Operator will train all partners on eligibility available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.
- The Operator will train all partners on services available within the One-Stop System on a no less than quarterly basis and will provide sign in sheets to the Board on all trainings completed.

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

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<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.

Continuous Improvement Plan:

- Operator recommends that the County create a Business Services survey to drive business services by the end of 2022.
- Operator will develop a committee to look at current customer service survey and continue to make revisions until first quarter of 2023 and provide a report to the board.
- The County of Orange has implemented an online survey through Survey Monkey. The County would need to verify if that online survey has been implemented at the Tustin Shelter.
- Update EO and Grievance Policy posters on walls by September 30th, 2022.
- The County EO Officer is Nakia Thierry and reviews EO policies with the Operator on an annual basis and the Operator will relay information to the One-Stop staff within one quarter of receiving information from the EO Officer. A sign in sheet will be provided and shared with County of Orange representatives to verify training was completed.

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.

Signature

[Click here to enter text.](#)

Name

[Click here to enter text.](#)

Title

Orange County Workforce Solutions

MEMORANDUM OF UNDERSTANDING

Orange County Workforce Development Board
OCCS – WORKFORCE & ECONOMIC DEVELOPMENT DIVISION | 1300 S. GRAND AVENUE BLDG. B SANTA ANA, CA 92705

Legal Authority

The Workforce Innovation and Opportunity Act (WIOA) sec. 121(c)(1) requires the Local Board, with the agreement of the Chief Elected Official (CEO), to develop and enter into a Memorandum of Understanding (MOU) between the Local Board and the One-Stop Partners, consistent with WIOA Sec. 121(c)(2), concerning the operation of the One-Stop delivery system in a local area. This requirement is further described in the Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions: Final Rule at 20 CFR 678.500, 34 CFR 361.500, and 34 CFR 463.500, and in Federal guidance.

Additionally, the sharing and allocation of infrastructure costs among One-Stop partners is governed by WIOA sec. 121(h), its implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) at 2 CFR part 200.

Memorandum of Understanding

This MOU is executed between the Orange County Workforce Development Board (Local WDB), the Orange County American Job Centers of California network Partners (Partners), and the Orange County Board of Supervisors as Orange County's Chief Elected Officials (CEO). They are collectively referred to as the "Parties" to this MOU.

This MOU is developed to confirm the understanding of the Parties regarding the operation and management of the Orange County American Job Centers of California in the Orange County Workforce Development Board Area (Local Workforce Development Area). The Orange County Workforce Development Board provides local oversight of workforce programming for the Orange County Workforce Development Area.

The Orange County Workforce Development Board, with the agreement of the CEO, has (competitively) selected America Works as the One-Stop operator for the Orange County Workforce Development Area, as further outlined in the One-Stop Operator section.

The One-Stop Operating Budget and Infrastructure Funding Agreement establish a financial plan, including terms and conditions, to fund the services and operating costs of the Orange County Workforce Development Area American Job Center California network. The Parties to this MOU agree that joint funding is an essential foundation for an integrated service delivery system and necessary to maintain the Orange County Workforce Development Area's high-standard American Job Center California network.

The Vision, Mission, System Structure, Terms and Conditions, One-Stop Operating Budget, and Infrastructure Funding Agreement outlined herein reflect the commitment of the Parties to their job seeker and business customers, as well as to the overall Orange County community.

Introduction

Changing labor markets and advances in technology have revolutionized how businesses find talent and jobseekers look for work. Social media, online talent platforms, and professional networking sites are evolving rapidly, perpetuating shifts in labor market dynamics. Additionally, rising consumer expectations and global competition have transformed how business is conducted in most industries. Employers must move faster and more efficiently in order to stay ahead of (or at least keep up with) competitors. This makes it imperative for the public workforce system to continuously adapt and reframe strategies and policies designed to support employers and job seekers.

The Orange County Workforce Development Board seeks to establish a system that stands in stark contrast to the “traditional”/historical transaction-based model, whereby each agency operates its own business and job seeker services functions, and participants move from place to place seeking services. Instead, the goal is to create integrated locations and a unified structure and process of proactive, transparent, and effective job seeker and business services, orchestrated by a seamless collaboration of talent development and support agencies.

The purpose of this Memorandum of Understanding (MOU) is to define the parameters within which education, workforce, economic development, and other Partner programs and entities operating in the Orange County Workforce Development Board Local Workforce Development Area create a seamless, customer-focused American Job Center California network that aligns service delivery across the board and enhances access to program services. By realizing one-step opportunities together, partners are able to build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships will reduce administrative burden and costs and increase customer access and performance outcomes.

Vision

Empower ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD employers, individuals, and communities to prosper and grow the region’s economy through a workforce development system that is inherently customer-centered, seamless, and effective.

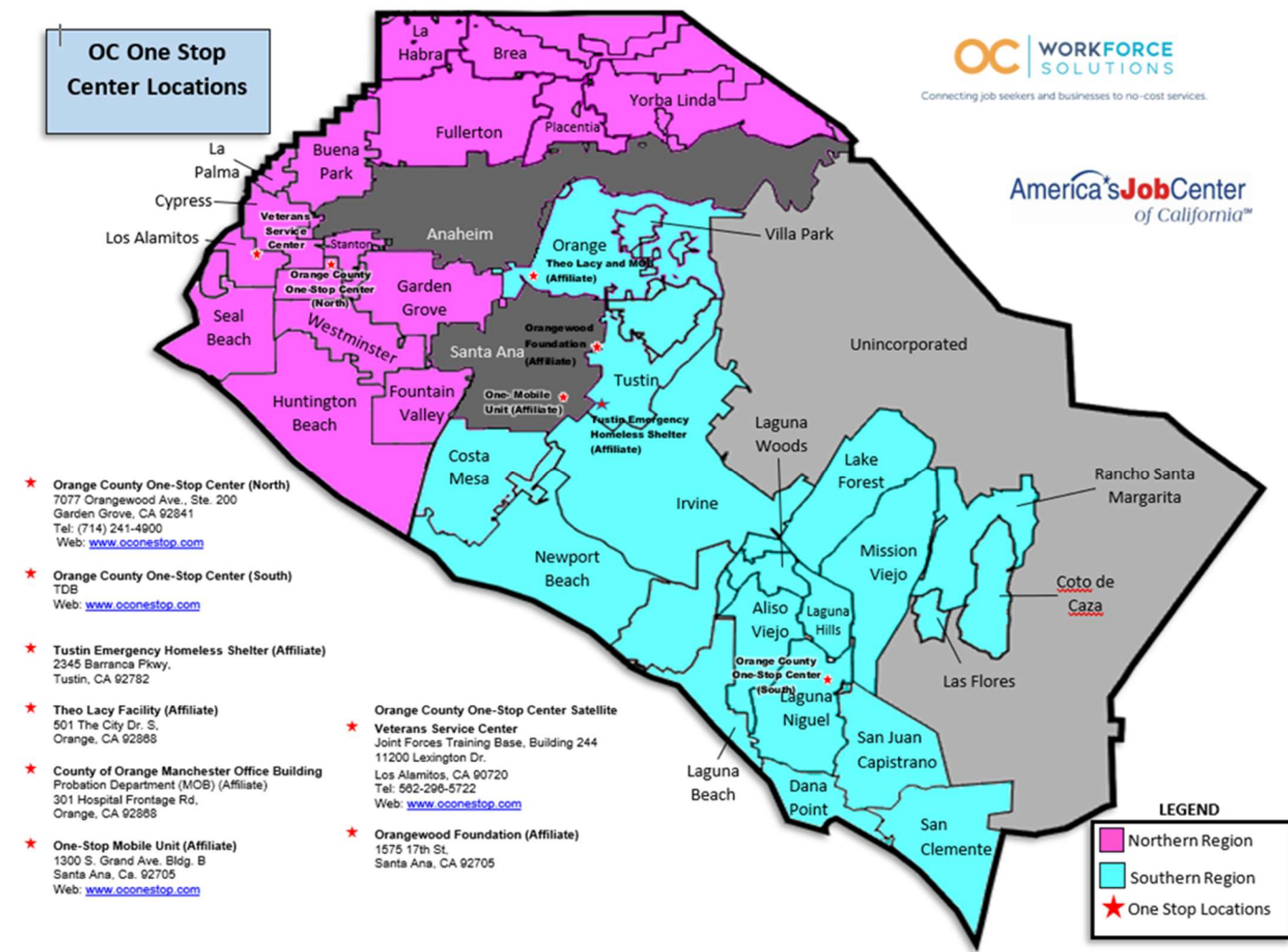
Mission

To establish a workforce system that provides data-driven and employer-validated talent solutions through the integration of education, workforce, and economic development resources across systems.

System Structure

American Job Centers of California: Orange County

The Orange County Workforce Development Board Local Workforce Development Area has one comprehensive and six affiliate/satellite American Job Centers California, also known as One-Stop centers, that are designed to provide a full range of assistance to job seekers and businesses under one roof. Established under the Workforce Investment Act of 1998 and continued by the Workforce Innovation and Opportunity Act, the centers offer a comprehensive array of services designed to match talent with opportunities.



A: Orange County American Job Center (Comprehensive)

Garden Grove Workforce Center	
Center Manager Name, Title	Phone 714-241-4900
Mailing Address 7077 Orangewood Ave., Ste. 200 Garden Grove, CA 92841	E-mail Address
Operating Hours Mon-Tues: 8:00 am - 5:00 pm Wed: 8:00 am - 7:00 pm Thurs-Fri: 8:00 am - 5:00 pm Sat & Sun: Closed	Website www.ocworkforcesolutions.com

B: Orange County American Job Center (Affiliates / Satellite)

Los Alamitos Joint Forces Training Base	
Center Manager Name, Title	Phone 562-296-5722
Mailing Address 11200 Lexington Drive. Building 244 Los Alamitos, CA 90720	E-mail Address
Operating Hours Monday – Friday 8:00 am - 5:00 pm	Website www.ocworkforcesolutions.com

Orangewood Foundation	
Center Manager Name, Title	Phone 562-383-4227
Mailing Address 1575 17th St, Santa Ana, CA 92705	E-mail Address
Operating Hours Monday – Friday 9:00am – 7:00pm	Website www.ocworkforcesolutions.com

Manchester Office Building	
Center Manager Name, Title	Phone 562-383-4227
Mailing Address 301 Hospital Frontage Rd, Orange, CA 92868	E-mail Address
Operating Hours Monday – Friday 8:00am – 5:00pm	Website www.ocworkforcesolutions.com

Theo Lacy	
Center Manager Name, Title	Phone 714-241-4900
Mailing Address 501 The City Dr. S,	E-mail Address

Orange, CA 92868	
Operating Hours Monday, Wednesday & Friday 9:00am – 6:00pm	Website www.ocworkforcesolutions.com

Tustin Shelter	
Center Manager Name, Title	Phone 714-241-4900
Mailing Address 2345 Barranca Pkwy, Tustin, CA 92782	E-mail Address
Operating Hours Monday, Wednesday & Friday 9:00am – 6:00pm	Website www.ocworkforcesolutions.com

Mobile Unit	
Center Manager Name, Title	Phone 714-241-4900
Mailing Address 1300 S. Grand Ave. Bldg. B Santa Ana, CA. 92705	E-mail Address
Operating Hours Monday – Friday 10:00 am - 5:00 pm Saturday 9:00am – 1:00pm	Website www.ocworkforcesolutions.com

One-Stop Operator

The Orange County Workforce Development Board selected the One-Stop operator, through a competitive process in accordance with the Uniform Guidance, WIOA and its implementing regulations, and Local procurement laws and regulations. All documentation for the competitive One-Stop operator procurement and selection process is published and may be viewed on the Orange County Workforce Development Board website at: www.ORANGE COUNTY WORKFORCE DEVELOPMENT BOARDlocalwdb.com. The State requires that the One-Stop operator is re-competed at least every three years and no later than every four years. Functional details are outlined in the Roles and Responsibilities of Partners section, under One-Stop Operator.

Partners

OC One Stop Current Partners		
Organizations	WIOA Mandatory Partners	Start Date
*MCS	WIOA Title I - Adult/Dislocated Worker	July 1,2022
California Department of Rehabilitation	WIOA Title IV- Vocational Rehabilitation	July 1,2022
LA HABRA	WIOA Title I - Youth	July 1,2022
EDD	WIOA Title II - Wagner Peyster and WIOA Title XI- Unemployment Compensation	July 1,2022
VEAP		July 1,2022
Pending Partners		
Organizations	WIOA Mandatory Partners	Anticipated Start
Huntington Beach Adult Education	Community Based Partner	August 1, 2022
Chrysalis	Community Based Partner	
SER-JOBS For Progress, Inc. - San Joaquin Valley	WIOA Title V- Senior Community Service Employment Program	July 1,2022
Carver Teams	WIOA Title I - Adult/Dislocated Worker	July 1,2022
Organizations	WIOA Mandatory Partners	
	WIOA Title I - Adult/Dislocated Worker	
	WIOA Title I - Youth	
	WIOA Title I-Job Corps	
	WIOA Title I-Youth Build	
	WIOA Title I-Native American	
	WIOA Title I-Migrant and Seasonal Farmworker	
	WIOA Title II - Wagner Peyster and WIOA Title XI- Unemployment Compensation	
	WIOA Title III - Adult Education and Family Literacy	
	WIOA Title IV- Vocational Rehabilitation	
	WIOA Title V- Senior Community Service Employment Program	
	WIOA Title VI- Career and Technical Education	
	WIOA Title VII-Trade Adjustment Assistance	
	WIOA Title VIII-Veterans	
	WIOA Title IX - Community Service Block Grant	
	WIOA Title X- HUD	
	WIOA Title XII- Second Chance Act (Justice involved)	
	WIOA Title XIII- TANF (Welfare)	
	Community Based Organization	
	Education	
	Chambers	
Non Co-located		
Huntington Beach Adult School	Community Based Partner	
Saddleback College	Community Based Partner	
Tustin Adult School	Community Based Partner	
Cypress College	Community Based Partner	
BPSOS Center for Community Advancement	Community Based Partner	
CAPOC Empowered2Work	Community Based Partner	
Community Action Partnership of Orange County	Community Based Partner	
H.I.R.E. mmedlin@hircoc.org and Median Workforce & Reentry Solutions	Community Based Partner	
Human Works Foundation, OC CAP, OC/VMC EEWG	Community Based Partner	
CEO Leadership Alliance Orange County	Community Based Partner	
Goodwill of Orange County	Community Based Partner	
Community Action Partnership of OC	Community Based Partner	
North Orange Continuing Education	Community Based Partner	
California Department of Correction and Rehabilitation CDCR/DAPO	Community Based Partner	
County of Orange, Social Services	Community Based Partner	
NeuroTalent Works	Community Based Partner	
EDD Workforce Services	Community Based Partner	
Orange County Asperger's Support Group	Community Based Partner	
Long Beach Job Corps Center	Community Based Partner	
County of Orange, Child Support Services	Community Based Partner	
OCSD Inmate Services	Community Based Partner	
County of Orange Social Services Agency	Community Based Partner	
Chapman University,Thompson Policy Institute	Community Based Partner	
OC United Way	Community Based Partner	
UMASS Global	Community Based Partner	
Tiyya Foundation	Community Based Partner	
Working Wardrobes	Community Based Partner	
Chrysalis	Community Based Partner	
County of Orange, Office of Aging	Community Based Partner	
United American Indian Involvement (UAIH)	Community Based Partner	
Community Health Initiative of Orange County (CHIOC)	Community Based Partner	
211 OC	Community Based Partner	
Laura's House	Community Based Partner	
Coast Community College District	Community Based Partner	
Yorba Linda Chambers	Community Based Partner	
Coast Line ROP	Community Based Partner	
City of La Habra	Community Based Partner	
City of Tustin	Community Based Partner	

Partner Services

At a minimum, Partners will make the below services available, as applicable to the program, consistent with and coordinated via the American Job Center California network system. Additional services may be provided on a case-by-case basis and with the approval of the Local WDB and the CEO.

BUSINESS SERVICES		
Serve as a single point of contact for businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assist with disability and communication accommodations, including job coaches
Conduct outreach regarding Local workforce system's services and products	Conduct on-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment and referral services	Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
Assist with the interpretation of labor market information	Conduct job fairs	Develop customized training opportunities to meet specific employer and/or industry cluster needs
Use of One-Stop center facilities for recruiting and interviewing job applicants	Consult on human resources issues	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information regarding disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

JOB SEEKER SERVICES		
<u>Basic Career Services</u>	<u>Individualized Career Services</u>	<u>Training</u>
Outreach, intake and orientation to the information, services, programs, tools and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
In and out of area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)	Referral to training services	On-the-Job Training (OJT)
Access to employment opportunity and labor market information		Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education
Information on performance of the Local workforce system	Individual counseling and career planning	Training programs operated by the private sector
Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in and out of area job search, referral and placement assistance	Skill upgrading and retraining
Information and meaningful assistance on Unemployment Insurance claim filing	Work experience, transitional jobs, registered apprenticeships, and internships	Entrepreneurial training
Determination of potential eligibility for workforce Partner services, programs, and referral(s)	Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training	Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

Information and assistance in applying for financial aid for training and education programs not provided under WIOA	Post-employment follow-up services and support (→ <i>This is not an individualized career service but listed here for completeness.</i>)	Other training services as determined by the workforce partner's governing rules
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YOUTH SERVICES

Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.	Alternative secondary school services, or dropout recovery services, as appropriate.
Paid and unpaid work experiences that have as a component academic and occupational education, which may include: Summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities.	Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved.
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.	Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
Supportive services.	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
Follow-up services for not less than 12 months after the completion of participation, as appropriate.	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
Financial literacy education.	Entrepreneurial skills training.
Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.	Activities that help youth prepare for and transition to postsecondary education and training.

Roles and Responsibilities

The Parties to this agreement will work closely together to ensure that all Orange County American Job Centers of California are high performing workplaces with staff who will ensure quality of service.

All Parties

All Parties to this agreement shall comply with:

- Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016),
- Title VI of the Civil Rights Act of 1964 (Public Law 88-352),
- Section 504 of the Rehabilitation Act of 1973, as amended,
- The Americans with Disabilities Act of 1990 (Public Law 101-336),
- The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,
- Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188,
- The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99),
- Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38),
- The confidentiality requirements governing the use of confidential information held by the State UI agency (20 CFR part 603),
- all amendments to each, and
- all requirements imposed by the regulations issued pursuant to these acts.

The above provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.

Additionally, all Parties shall:

- Collaborate and reasonably assist each other in the development of necessary service delivery protocols for the services outlined in the Partner Services section above,
- Agree that the provisions contained herein are made subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating

to privacy rights of customers, maintenance of records, and other confidential information relating to customers, and

- Agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this agreement.

Chief Elected Officials

The CEO for the Orange County Workforce Development Board Local Workforce Development Area is Orange County Board of Supervisors. The CEO will, at a minimum:

- In Partnership with the Orange County Workforce Development Board and other applicable Partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by all Local WDBs and their Partners, and that incorporates plans for each of the Local areas in the planning region,
- Approve the Orange County Workforce Development Board budget and workforce center cost allocation plan,
- Approve the selection of the One-Stop operator following the competitive procurement process, and
- Coordinate with the Orange County Workforce Development Board to oversee the operations of the Orange County Workforce Development Board Local Workforce Development Area American Job Center California network.

Orange County Workforce Development Board

The Local WDB ensures the workforce-related needs of employers, workers, and job seekers in the Local Workforce Development Area and/or the region are met, to the maximum extent possible with available resources. The Local WDB will, at a minimum:

- In Partnership with the CEO and other applicable Partners within the Local Workforce Development Area, develop and submit a Local Workforce Development Area plan that includes a description of the activities that shall be undertaken by the Local WDB and its Partners, and that aligns its strategic vision, goals, objectives, and workforce-related policies to the regional plan and economy,
- In Partnership with the CEO and other applicable Partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by all Local WDBs and their Partners, and that incorporates plans for each of the Local areas in the planning region,
- In collaboration and Partnership with the CEO and other applicable Partners within the planning region, develop the strategic regional vision, goals, objectives, and workforce-related policies,
- In cooperation with the Local CEO and the other Local WDBs within the regional area, design and approve the American Job Center California network structure. This includes, but is not limited to:

- Adequate, sufficient, and accessible One-Stop center locations and facilities,
- Sufficient numbers and types of providers of career and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities),
- A holistic system of supporting services, and
- One or more competitively procured One-Stop operators.
- In collaboration with the CEO, designate through a competitive process, oversee, monitor, implement corrective action, and, if applicable, terminate the One-Stop operator(s),
- Determine the role and day-to-day duties of the One-Stop operator,
- Approve annual budget allocations for operation of the American Job Center California network,
- Help the One-Stop operator recruit operational Partners and negotiate MOUs with new Partners,
- Leverage additional funding for the American Job Center California network to operate and expand One-Stop customer activities and resources, and
- Review and evaluate performance of the Orange County Workforce Development Board Local Workforce Development Area and One-Stop operator

Orange County Workforce Development Board Staff

Specific responsibilities include, at a minimum:

- Assist the CEO and the Local WDB with the development and submission of a single regional plan,
- Support the Local WDB with the implementation and execution of the regional vision, goals, objectives, and workforce-related policies, including all duties outlined above,
- Provide operational and grant-specific guidance to the One-Stop operator,
- Investigate and resolve elevated customer complaints and grievance issues,
- Prepare regular reports and recommendations to the Local WDB, and
- Oversee negotiations and maintenance of MOUs with One-Stop Partners.

One-Stop Operator

Orange County Workforce Development Board One-Stop Operator will employ three (1) Center Manager (see American Job Centers section above) who will act as “functional leaders”. As such, they will have the authority to organize and supervise Partner staff, in order to optimize and streamline service delivery efforts. Formal leadership, supervision, and performance responsibilities will remain with each staff member’s employer of record. The One-Stop operator, through the

Center Managers, will, at a minimum:

- Manage daily operations, including but not limited to:

- Managing and coordinating Partner responsibilities, as defined in this MOU,
- Managing hours of operation, including the once weekly extended hours of operation,
- Coordinating daily work schedules and workflow based upon operational needs, and
- Coordinating staff vacations/unscheduled absences with the formal leader to ensure service coverage by center staff.
- Assist the Local WDB in establishing and maintaining the American Job Center California network structure. This includes but is not limited to:
 - Ensuring that State requirements for center certification are met and maintained,
 - Ensuring that career services such the ones outlined in WIOA sec. 134(c)(2) are available and accessible,
 - Ensuring that Orange County Workforce Development Board policies are implemented and adhered to,
 - Adhering to the provisions outlined in the contract with the Orange County Workforce Development Board and the Orange County Workforce Development Board Business Plan,
 - Reinforcing strategic objectives of the Orange County Workforce Development Board to Partners, and
 - Ensuring staff are properly trained by their formal leadership organizations and provided technical assistance, as needed.
- Integrate systems and coordinate services for the center and its Partners, placing priority on customer service.
- Integrated Workforce Service Delivery, as defined by WIOA, means organizing and implementing services by function (rather than by program), when permitted by a program's authorizing statute and as appropriate, and by coordinating policies, staff communication, capacity building, and training efforts.
- Functional alignment includes having One-Stop center staff who perform similar tasks serve on relevant functional teams, e.g. Skills Development Team or Business Services 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.
- The services are seamless to the customer, meaning the services are free of cumbersome transitions or duplicative registrations from one program service to another and there is a smooth customer flow to access the array of services available in the workforce center.
- Oversee and coordinate partner, program, and American Job Center California network performance. This includes but is not limited to:
 - Providing and/or contributing to reports of center activities, as requested by the Orange County Workforce Development Board,
 - Providing input to the formal leader (partner program official) on the work performance of staff under their purview,
 - Notifying the formal leader immediately of any staff leave requests or unexcused absences, disciplinary needs, or changes in employee status,
 - Identifying and facilitating the timely resolution of complaints, problems, and other issues,

- Collaborating with the Local WDB on efforts designed to ensure the meeting of program performance measures, including data sharing procedures to ensure effective data matching, timely data entry into the case management systems, and coordinated data batch downloads (while ensuring the confidentiality requirements of FERPA, 34 CFR 361.38, and 20 CFR part 603),
- Ensuring open communication with the formal leader(s) in order to facilitate efficient and effective center operations
- Evaluating customer satisfaction data and propose service strategy changes to the Orange County Workforce Development Board based on findings.
- Manage fiscal responsibilities and records for the center. This includes assisting the Local WDB with cost allocations and the maintenance and reconciliation of one-step center operation budgets.

Orange County Workforce Development Board One-Stop Operator will not assist in the development, preparation and submission of Local plans. They cannot manage or assist in future competitive processes for selecting operators or select or terminate One-Stop operators, career services providers, or Youth providers. The operator cannot negotiate local performance accountability measures or develop and submit budgets for activities of the Local WDB. Orange County Workforce Development Board is responsible for the negotiated performance measures, strategic planning, budgets, and One-Stop operator oversight (including monitoring)

Partners

Each Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement. At least 80 percent of the center's workforce development front line staff will achieve an Industry Recognized Certified Workforce Development Professional (CWDP) certification.

Partners will further promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the One-Stop operator,
- Joint planning, policy development, and system design processes,
- Commitment to the joint mission, vision, goals, strategies, and performance measures, The design and use of common intake, assessment, referral, and case management processes,
- The use of common and/or linked data management systems and data sharing methods, as appropriate, CalJOBS Referral System
- Leveraging of resources, including other public agency and non-profit organization services,
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
- Participation in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

Data Sharing

Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

Partners further agree that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements. All data, including customer PII, collected, used, and disclosed by Partners will be subject to the following:

- Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
- The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
- All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
- All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
- Customer data may be shared with other programs, for those programs' purposes, within the American Job Center California network only after the informed written consent of the individual has been obtained, where required.
- Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
- All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All one-step center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records

Shared Technology and System Security

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including customer tracking, common case management, reporting, and data collection. To support the use of these tools, each AJCC Partner agrees to the following:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.

- The principles of common reporting and shared information through electronic mechanisms, including shared technology, according to the confidentiality requirements in the Confidentiality section of this MOU below.
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers including, but not limited to, applications, eligibility and referral records, or any other individual records related to services provided under this MOU in the strictest confidence and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate, as resources allow.
- All Orange County AJCC partners shall agree upon system security provisions, according to the confidentiality requirements in the Confidentiality section of this MOU below.

Digital Referral Tracking System

The Orange County AJCC partners and specialized partners agree to develop a technology-based communication method to supplement current referral processes. This will likely include the use of real-time tools, such as CalJOBSsm and the potential implementation of a shared online calendar. It is the expectation that all participants register in CalJOBSsm to gain additional supportive programs, track services, certifications attained and search for employment opportunities.

Confidentiality

All Parties expressly agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including PII from educational records, such as but not limited to 20 CFR Part 603, 45 CFR Section 205.50, 20 USC 1232g and 34 CFR part 99, and 34 CFR 361.38, as well as any applicable State and local laws and regulations. In addition, in carrying out their respective responsibilities, each Party shall respect and abide by the confidentiality policies and legal requirements of all of the other Parties.

Each Party will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.

Each Party will ensure that access to software systems and files under its control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Party expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.

To the extent that confidential, private, or otherwise protected information needs to be shared amongst the Parties for the Parties' performance of their obligations under this MOU, and to the extent that such sharing is permitted by applicable law, the appropriate data sharing

agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals. With respect to confidential unemployment insurance information, any such data sharing must comply with all of the requirements in 20 CFR Part 603, including but not limited to requirements for an agreement consistent with 20 CFR 603.10, payments of costs, and permissible disclosures.

With respect to the use and disclosure of FERPA-protected customer education records and the PII contained therein, any such data sharing agreement must comply with all of the requirements set forth in 20 U.S.C. § 1232g and 34 CFR Part 99.

With respect to the use and disclosure of personal information contained in VR records, any such data sharing agreement must comply with all of the requirements set forth in 34 CFR 361.38.

Referrals

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. In order to facilitate such a system, Partners agree to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the Orange County Workforce Development Board Local Workforce Development Area American Job Center California network,
- Develop materials summarizing their program requirements and making them available for Partners and customers,
- Develop and utilize common intake, eligibility determination, assessment, and registration forms,
- Provide substantive referrals – in accordance with the Orange County Workforce Development Board Local Workforce Development Area Referral Policy – to customers who are eligible for supplemental and complementary services and benefits under partner programs,
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- Commit to robust and ongoing communication required for an effective referral process, and
- Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

Methods for Referring Customers

Please refer to Attachment B: Sample AJCC System Services Referral Agreement. The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. In order to facilitate such a system, Partners agree to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the AJCC network;
- Develop materials summarizing their program requirements and making them available for Partners and customer;
- Develop and utilize common intake, eligibility determination, assessment, and registration forms, as appropriate;
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs,
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys;
- Commit to robust and ongoing communication required for an effective referral process; and
- Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

Attachment B

SAMPLE AJCC SYSTEM SERVICES REFERRAL AGREEMENT

The parties and required partners encompassed in the Orange County Comprehensive AJCC Network service system acknowledge the requirement for referrals and possible co-enrollment of customers between partnering agencies. They recognize referrals may be indicated at any point or stage of service during a customer's use of the system and have therefore agreed to the following processes to ensure referrals are made promptly and clearly between agencies. The Partners agree to maintain and modify these processes and any related forms as necessary.

Agency and Program Informational Reference

Each party to this agreement will provide a summary of One-Stop services provided by their agency as it pertains to the workforce system. This will be provided in a summary outline, in a format to be agreed to by partners, that will include a brief description of the service followed by bullets for each service provided and any required application form and process that may be unique to that partner. Any eligibility requirements to a specific program or service are also to be provided as reference to assist partner staff in making correct referrals based on need and an understanding of basic eligibility. These program descriptions and applications for service will be compiled into a desk reference for the staff of each agency. Through the initial orientation, customers will also be informed about the partner agencies and services that are available.

Staff Cross-Training between Partner Agencies

Staff involved in direct customer services from each agency will be provided the above desk reference and cross-trained in the programs and services as outlined therein. They will further be trained on when and how to make a referral to the indicated agency or service.

Notice of New Program Opportunities, Services or Events

The partners of the AJCC service system agree to share information about new services, workshops, activities or events between one another in a timely manner as they may relate to the system mission and/or benefit system customers. Such announcements can be forwarded to AJCC staff as a single point of contact. Flyers and handouts will be posted as appropriate, forwarded via mass email to appropriate partner staff, and/or placed on the OC One-Stop website as requested.

Sample Service Request Referral Form

Because the different partners of this agreement use unique databases or other systems for customer tracking, no common database platform is currently available in which partner agencies can interact. For this reason, partners have agreed to develop several vehicles for directly assisting customers being referred for services using a “warm handoff” to promote greater access to services. Approaches may include assisting the customer complete the application for services and offering to make the call on behalf of the customer to the partner agency to schedule an appointment. The use of shared technology to facilitate the referral process will also be explored.

Name of Individual

Agency Name

Agency Mailing Address, City, State, Zip

Agency Phone Number

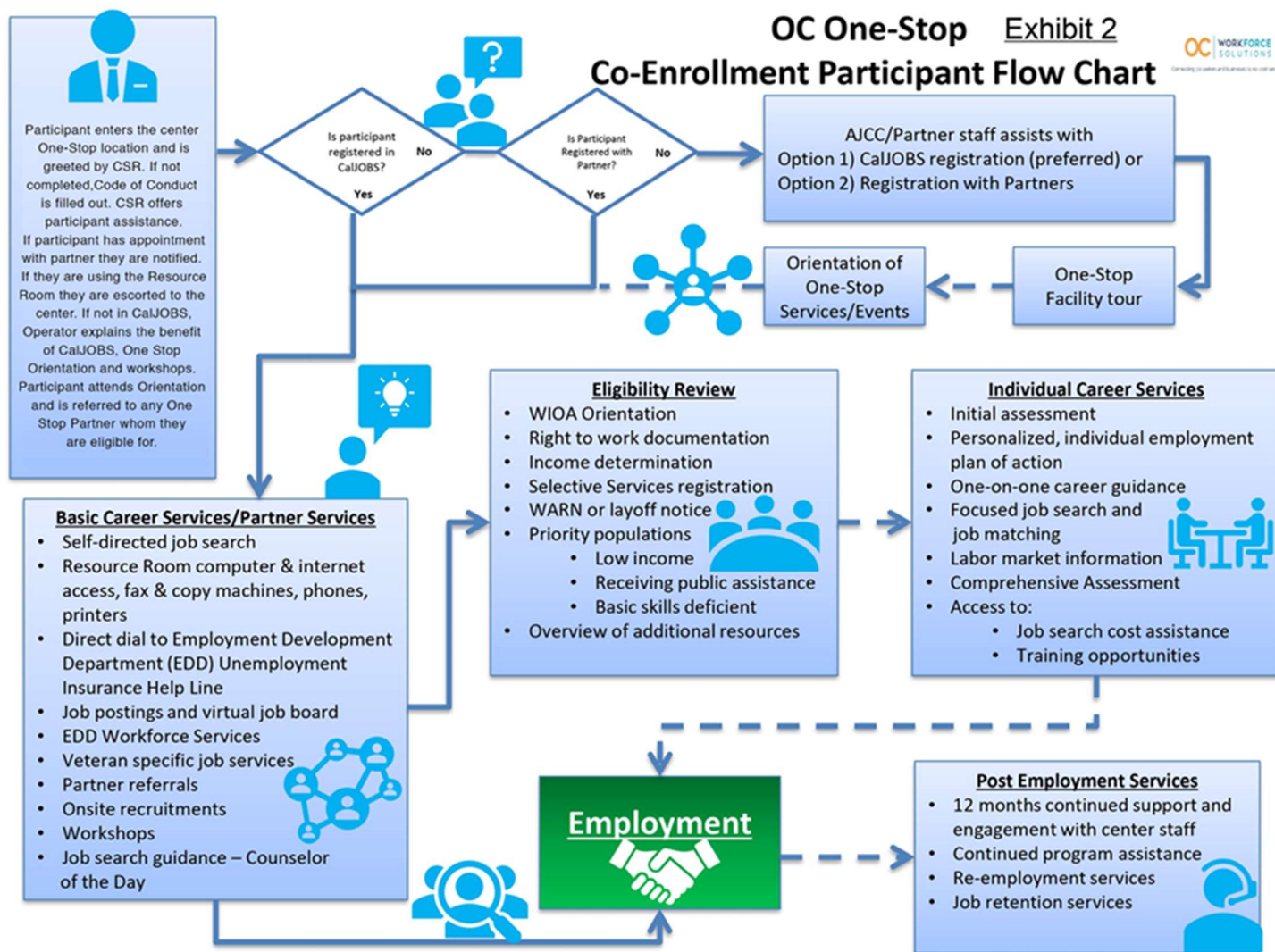
Agency Fax Number

Co-Enrollment

The WIOA places a strong emphasis on planning and implementation across multiple partner programs to ensure alignment in service delivery. Co-enrollment is consistently supported by the State Plan and Orange County Workforce Development Board therefore partners are strongly encouraged to utilize co-enrollment as a strategy to further leverage resources for maximum benefit to a participant. Furthermore, strategic co-enrollment can increase program and participant success, maximize resources, enable greater efficiencies in service delivery, and align services with regional sector pathways. By braiding resources and realigning program service delivery models, we can redefine participant flow and facilitate access to comprehensive services. Establishing co-enrollment models will enhance a more efficient use of system resources on behalf of the participant.

By adopting co-enrollment strategies, partners can further advance local and regional objectives by programming service delivery models outlined in the WIOA Memorandums Understanding (MOU). Strategic co-enrollment builds upon aligning, coordinating, and integrating programs and services, where it makes sense for the participant, in order to help all Californians obtain jobs that ensure both long-term economic self-sufficiency and economic security.

Co-Enrollment Participant Flow Chart



Accessibility

Accessibility to the services provided by the American Job Centers and all Partner agencies is essential to meeting the requirements and goals of the Orange County Workforce Development Board American Job Center California network. Job seekers and businesses must be able to

access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law.

Physical Accessibility - One-Stop centers will maintain a culture of inclusiveness and the physical characteristics of the facility, both indoor and outdoor, will meet the latest standards of accessible design. Services will be available in a convenient, high traffic, and accessible location, taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space will be designed in an "equal and meaningful" manner providing access for individuals with disabilities.

Virtual Accessibility -The Orange County Workforce Development Board will work with the Any State Workforce Development Board (State WDB) to ensure that job seekers and businesses have access to the same information online as they do in a physical facility. Information must be clearly marked and compliant with Section 508 of the U.S. Department of Health and Human Services code. Partners will comply with the Plain Writing Act of 2010; the law that requires that federal agencies use "clear Government communication that the public can understand and use" and all information kept virtually will be updated regularly to ensure dissemination of correct information. Partners should either have their own web presence via a website and/or the use of social media, or work out a separate agreement with the Orange County Workforce Development Board to post content through its website.

Communication Accessibility- Communications access, for purposes of this MOU, means that individuals with sensory disabilities can communicate (and be communicated with) on an equal footing with those who do not have such disabilities. All Partners agree that they will provide accommodations for individuals who have communication challenges, including but not limited to individuals who are deaf and hard of hearing, individuals with vision impairments, and individuals with speech-language impairments.

Programmatic Accessibility- All Partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law. Partners must assure that they have policies and procedures in place to address these issues, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. Partners further assure that they are currently in compliance with all applicable state and federal laws and regulations regarding these issues. All Partners will cooperate with compliance monitoring that is conducted at the Local level to ensure that all American Job Center programs, services, technology, and materials are physically and programmatically accessible and available to all. Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. An interpreter will be provided in real time or, if not available, within a reasonable timeframe to any customer with a language barrier. Assistive devices, such as screen-reading software programs (e.g., JAWS and DRAGON)

and assistive listening devices must be available to ensure physical and programmatic accessibility within the American Job Center California network.

Outreach

The Orange County Workforce Development Board and its Partners will develop and implement a strategic outreach plan that will include, at a minimum:

- Specific steps to be taken by each partner,
- An outreach plan to the region's human resources professionals,
- An outreach and recruitment plan to the region's job seekers, including targeted efforts for populations most at-risk or most in need,
- An outreach and recruitment plan for out-of-school youth,
- Sector strategies and career pathways,
- Connections to registered apprenticeship,
- A plan for messaging to internal audiences,
- An outreach tool kit for Partners,
- Regular use of social media,
- Clear objectives and expected outcomes, and
 - Leveraging of any statewide outreach materials relevant to the region.

Press Releases and Communications

Orange County AJCC partners shall have the option to be included in any communication with the press, television, radio or any other form of media when the AJCC Partner's specific duties or performance under this MOU is addressed. Unless otherwise directed by the other AJCC Partners, in all communications, each party shall make reference to the AJCC as a single system and only call out individual Orange County AJCC partners as appropriate to the topic or issue being covered.

The Orange County AJCC partners and specialized partners agree to utilize the AJCC logo developed by the State of California and the OCDB for AJCC usage

Dispute Resolution

The following section details the dispute resolution process designed for use by the Partners when unable to successfully reach an agreement necessary to execute the MOU. (Note: This is separate from the Orange County Workforce Development Board Local Workforce Development Area Customer Grievance and Complaint Management Policy.) A disagreement is considered to have reached the level of dispute resolution when an issue arises out of the development and negotiation of an MOU that is not easily coming to a point of resolution. It is the responsibility of the Local WDB Chair (or designee) to coordinate the MOU dispute resolution to ensure that issues are being resolved appropriately. Any party to the MOU may seek resolution under this process.

All Parties are advised to actively participate in Local negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally.

Should informal resolution efforts fail, the dispute resolution process must be formally initiated by the petitioner seeking resolution. The petitioner must send a notification to the Orange County Workforce Development Board Chair (or designee) and all Parties to the MOU regarding the conflict within 10 business days.

The Orange County Workforce Development Board Chair (or designee) shall place the dispute on the agenda of a special meeting of the Local WDB's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute. Disputes shall be resolved by a 2/3 majority consent of the Executive Committee members present.

The decision of the Executive Committee shall be final and binding unless such a decision is in contradiction of applicable State and Federal laws or regulations governing the Partner agencies.

The right of appeal no longer exists when a decision is final. Additionally, final decisions will not be precedent-setting or binding on future conflict resolutions unless they are officially stated in this procedure.

The Executive Committee must provide a written response and dated summary of the proposed resolution to all Parties to the MOU.

The Orange County Workforce Development Board Chair (or designee) will contact the petitioner and the appropriate Parties to verify that all are in agreement with the proposed resolution.

Monitoring

The Orange County Workforce Development Board, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that:

- Federal awards are used for authorized purposes in compliance with law, regulations, and State policies,
- Those laws, regulations, and policies are enforced properly,
- Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
- Outcomes are assessed and analyzed periodically to ensure that performance goals are met,
- Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
 - All MOU terms and conditions are fulfilled.

All Parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

Non-Discrimination and Equal Opportunity

All Parties to this MOU certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability.

The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C. 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

Indemnification

All Parties to this MOU recognize the Partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the Orange County Workforce Development Board, County of Orange, CEO, and the One-Stop operator have no responsibility and/or liability for any actions of the One-Stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of the Orange County Workforce Development Board or the One-Stop operator.

Severability

If any part of this MOU is found to be null and void or is otherwise stricken, the rest of this MOU shall remain in force.

Drug and Alcohol-free Workplace

All Parties to this MOU certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C. 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

Certification Regarding Lobbying

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

Debarment and Suspension

All Parties shall comply with the debarment and suspension requirements (E.O. 12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

Priority of Service

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

Buy American Provision

Each Party that receives funds made available under title I or II of WIOA or under the Wagner-Peyser Act (29 U.S.C. Section 49, et. seq.) certifies that it will comply with Sections 8301 through 8303 of title 41 of the United States Code (commonly known as the “Buy American Act.”) and as referenced in WIOA Section 502 and 20 CFR 683.200(f).

Salary Compensation and Bonus Limitations

Each Party certifies that, when operating grants funded by the U.S. Department of Labor, it complies with TEGL 05-06, Implementing the Salary and Bonus Limitations in Public Law 109-234, TEGL 17-15, Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker and Youth Activities Program Allotments for Program Year (PY) 2016; Final PY 2016 Allotments for the Wagner-Peyser Act Employment Service (ES) Program Allotments; and Workforce Information Grants to States Allotments for PY 2016, Public Laws 114-113 (Division H, title I, Section 105) and 114-223, and WIOA section 194(15)(A), restricting the use of federal grant funds for compensation and bonuses of an individual, whether charged to either direct or indirect, at a rate in excess of the Federal Office of Personnel Management Executive Level II

Non-Assignment

Except as otherwise indicated herein, no Party may, during the term of this MOU or any renewals or extensions of this MOU, assign or subcontract all or any part of the MOU without prior written consent of all other Parties.

Governing Law

This MOU will be construed, interpreted, and enforced according to the laws of the State of Any State. All Parties shall comply with all applicable Federal and State laws and regulations, and Local laws to the extent that they are not in conflict with State or Federal requirements.

Modification Process

1. **Notification** - When a Partner wishes to modify the MOU, the Partner must first provide written notification to all signatories of the existing MOU and outline the proposed modification(s).
2. **Discussion/Negotiation** - Upon notification, the Orange County Workforce Development Board Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with Partners in a timely manner and as appropriate.

Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the Orange County Workforce Development Board Chair (or designee) may need to call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a modification will be processed.

If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into an MOU that includes the Orange County Workforce Development Board , wherein the new party assumes all of the rights and obligations of the original party. Upon execution, the Orange County Workforce Development Board Chair (or designee) presents the agreement as a proposed modification to the MOU, and the remaining steps are followed.

If determined that a Partner is unwilling to agree to the MOU modification, the Orange County Workforce Development Board Chair (or designee) must ensure that the process in the Dispute Resolution section is followed

3. **Signatures**- The Orange County Workforce Development Board Chair (or designee) must immediately circulate the MOU modification and secure Partner signatures within four (4)

weeks. The modified MOU will be considered fully executed once all signatories have reviewed and signed.

The modification may be signed in counterparts, meaning each signatory can sign a separate document as long as the Orange County Workforce Development Board Chair (or designee) acquires signatures of each party and provides a complete copy of the modification with each party's signature to all the other Parties.

Termination

This MOU will remain in effect until the end date specified in the Effective Period section below, unless:

- All Parties mutually agree to terminate this MOU prior to the end date.
- Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
- WIOA is repealed or superseded by subsequent federal law.
- Local area designation is changed under WIOA.
- A party breaches any provision of this MOU and such breach is not cured within thirty (30) days after receiving written notice from the Orange County Workforce Development Board Chair (or designee) specifying such breach in reasonable detail. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.

In the event of termination, the Parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

Any party may request to terminate its inclusion in this MOU by following the modification process identified in the Modification Process section above.

All Parties agree that this MOU shall be reviewed and renewed not less than once every 3-year period to ensure appropriate funding and delivery of services.

Effective Period

This MOU will become effective as of the date of signing by the final signatory below and must terminate on June 30, 2025, unless any of the reasons in the Termination section above apply.

One-Stop Operating Budget

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the Orange County Workforce Development Board Local Workforce Development Area American Job Center California network. The Parties to

this MOU agree that joint funding is a necessary foundation for an integrated service delivery system. The goal of the operating budget is to develop a funding mechanism that:

- Establishes and maintains the Local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
- Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
- Reduces overhead costs for any one partner by streamlining and sharing financial, procurement, and facility costs, and
- Ensures that costs are appropriately shared by American Job Center Partners by determining contributions based on the proportionate use of the One-Stop centers and relative benefits received and requiring that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partners consider this One-Stop operating budget the master budget that is necessary to maintain the Orange County Workforce Development Board Local Workforce Development Area's high-standard American Job Center California network. It includes the following cost categories, as required by WIOA and its implementing regulations:

- Infrastructure costs (also separately outlined in the Infrastructure Funding Agreement (IFA)),
- Career services, and
- Shared services.

All costs must be included in the MOU, allocated according to Partners' proportionate use and relative benefits received, and reconciled on a quarterly basis against actual costs incurred and adjusted accordingly. The One-Stop operating budget is expected to be transparent and negotiated among Partners on an equitable basis to ensure costs are shared appropriately. All Partners must negotiate in good faith and seek to establish outcomes that are reasonable and fair.

Infrastructure Funding Agreement, Other Shared System (Career Services) Costs & Specialized Partners

Infrastructure Funding Agreement: The infrastructure costs budget is based on services provided in the Orange County Comprehensive AJCC (North) at: 7077 Orangewood Ave., Ste. 200 Garden Grove, CA 92841. The infrastructure funding agreement has achieved consensus and is in compliance with State requirements. Please refer to Attachment D: Orange County One-Stop Infrastructure Costs Budget and Initial Proportionate Share of Infrastructure Costs Allocated to Co-located Partners.

For co-located partners: There are currently Ten (10) co-located Orange County AJCC partners in the Orange County Comprehensive AJCC Network.

Cost Allocation Methodology to Share Agreed upon Infrastructure Costs:

The Orange County Workforce Development Board (OCDB) and co-located partners identified in this MOU agree to a cost allocation methodology to identify the proportionate share of infrastructure costs each partner will be expected to contribute. This cost allocation methodology adheres to the following: is consistent with federal laws authorizing each partner's program; complies with federal cost principles in the Uniform Guidance; includes only costs that are allowable, reasonable, necessary, and allocable to each program partner; and is based on an agreed upon measure that mathematically determines the proportionate use and benefit received by each partner.

The infrastructure cost allocation methodology is based on Square Footage occupied by each partner agency as compared to the total space and workstation usage by partners as compared to total workstations in the Orange County comprehensive AJCC Network. By signing this MOU, co-located partners agree to the terms prescribed in the Infrastructure Funding Agreement EXHIBIT.

For non-co-located partners:

The state is in the process of implementing the requisite statewide data tracking system, and once such data are available, all non-co-located partners who are receiving benefit from the AJCC will also be required to contribute their proportionate share towards infrastructure costs in accordance with State WIOA policies and guidance. Consequently, this MOU must include an assurance from all non-co-located partners that they agree to pay their proportionate share of infrastructure costs, either directly or indirectly through in-kind contributions, as soon as sufficient data are available. By signing this MOU, all parties agree that when data are available to determine the AJCC benefit to non-co-located partners, the infrastructure cost sharing agreement will be renegotiated to include their proportionate share of contributions, either directly or indirectly through in-kind contributions.

For Native American Programs: WIOA Section 121[h][2][D][iv] stipulates that Native American programs are not required to contribute and will not be contributing to infrastructure funding.

Other Shared System (Career Services) Costs for all Orange County AJCC partners to this MOU: Unlike the IFA, other system costs should include all costs, including personnel, related to the administration and delivery of those services by all partners. Please refer to Attachment E: Orange County One-Stop Network Career Services Costs Budget and AJCC Partner Costs for Career Services.

Cost Allocation Methodology to Share Agreed upon Other One-Stop System (Career Services) Cost: The Orange County Workforce Development Board and Orange County AJCC partners to this MOU agree to a cost allocation methodology to identify the proportionate share of other One-Stop system (career services) costs each partner will be expected to contribute. This cost allocation methodology will adhere to the following: is consistent with federal laws authorizing each partner's program; complies with federal cost principles in the Uniform Guidance; includes only costs that are allowable, reasonable, necessary, and allocable to each program partner; and is

based on an agreed upon measure that mathematically determines the proportionate use and benefit received by each partner.

The career services cost allocation methodology selected is the proportionate share of career services costs and shared customers. Currently there is no database in place that provides information on shared customers, so the budget in Attachment E submitted as part of this MOU agreement will only contain career services costs. When data becomes available, the proportionate share will be determined by comparing the percentage of shared customers with the total number of customers. This agreement will be renegotiated with The Orange County AJCC partners and specialized partners at that time. By signing this MOU, all parties agree to the terms prescribed in the sharing of the other One-Stop system (career services) costs.

Shared System Costs for Specialized Orange County AJCC partners to this MOU: There are currently four (4) co-located Specialized Orange County AJCC partners in the Orange County Comprehensive AJCC Network. Please refer to Attachment D: Orange County One-Stop Network Infrastructure Costs Budget and Initial Proportionate Share of Infrastructure Costs Allocated to Co-located Partners.

Cost Allocation Methodology to Share Agreed upon Specialized One-Stop System Costs: The Orange County Workforce Development Board and Specialized Orange County AJCC partners to this MOU agree to a cost allocation methodology to identify the proportionate share of other One-Stop system costs each specialized AJCC partner will be expected to contribute. This cost allocation methodology will adhere to the following: is consistent with federal laws authorizing each partner's program; complies with federal cost principles in the Uniform Guidance; includes only costs that are allowable, reasonable, necessary, and allocable to each specialized AJCC partner; and is based on an agreed upon measure that mathematically determines the proportionate use and benefit received by each co-located specialized AJCC partner. By signing this MOU, all parties agree to the terms prescribed in the sharing of the other One-Stop system costs.

Required Partners:**WIOA Title I – Adult (*MCS and Career Teams)****Description of Services:**Career Services:

- Outreach, intake and orientation;
- Eligibility determination;
- Comprehensive assessments and in-depth interviewing and career advising to help customers determine suitable employment goals and career pathways;
- Job search workshops and access to job postings and job fairs (including out of area job search and relocation assistance);
- Labor exchange services;
- Information about and referrals to AJCC partner programs, supportive services and other programs as appropriate;
- Development of Individual Employment Plan (IEP);
- Access to online career navigation tool “CalJOBS”;
- Performance and cost information;
- Information on unemployment insurance;
- Financial aid information;

Training Services:

- Provision of training program funds if available and performance information;
- Establishment of an individual training account;
- Short-term pre-vocational services;
- Computer classes;
- Internships and work experience placements if available;
- On-the-Job training placement if funding available;
- English language acquisition;
- Financial literacy;

Follow-up services:

- Make available for customers continued career and retention advising for up to 12 months following employment;

Referral Process:

- The One-Stop Operator and Title I Partners agree to provide other Orange County AJCC partners with the address, phone numbers, and contact information for the job centers and the required documents in order to enroll in partner services. Customers will be asked to visit the job centers in order to enroll in services there. Following enrollment/eligibility determination,

customers will be oriented to the services that are available.

- Title I Partners agree to also refer customers to other partner agencies in the AJCC system, as appropriate.

WIOA Title I - Dislocated Worker (*MCS and Career Teams)

Description of Services:

Career Services:

- Outreach, intake and orientation;
- Eligibility determination;
- Comprehensive assessments and in-depth interviewing and career advising to help customers determine suitable employment goals and career pathways;
- Job search workshops and access to job postings and job fairs (including out of area job search and relocation assistance);
- Labor exchange services;
- Information about and referrals to AJCC partner programs, supportive services and other programs as appropriate;
- Development of Individual Employment Plan (IEP);
- Access to online career navigation tool “CalJOBS”;
- Performance and cost information;
- Information on unemployment insurance;
- Financial aid information;

Training Services:

- Provision of training program funds if available and performance information;
- Establishment of an individual training account;
- Short-term pre-vocational services;
- Computer classes;
- Internships and work experience placements if available;
- On-the-Job training placement if funding available;
- English language acquisition;
- Financial literacy;

Follow-up services:

- Make available for customers continued career and retention advising for up to 12 months following employment;

Referral Process:

- The One-Stop Operator and Title I Partners agree to provide other Orange County AJCC partners with the address, phone numbers, and contact information for the job centers and the required documents in order to enroll in partner services. Customers will be asked to visit the job centers in order to enroll in services there. Following enrollment/eligibility determination,

customers will be oriented to the services that are available.

- Title I Partners agree to also refer customers to other partner agencies in the AJCC system, as appropriate.

WIOA Title I - National Dislocated Worker

Description of Services:

Career Services:

- Outreach, intake and orientation;
- Eligibility determination;
- Comprehensive assessments and in-depth interviewing and career advising to help customers determine suitable employment goals and career pathways;
- Job search workshops and access to job postings and job fairs (including out of area job search and relocation assistance);
- Labor exchange services;
- Information about and referrals to AJCC partner programs, supportive services and other programs as appropriate;
- Development of Individual Employment Plan (IEP);
- Access to online career navigation tool “CalJOBS”;
- Performance and cost information;
- Information on unemployment insurance;
- Financial aid information;

Training Services:

- Provision of training program funds if available and performance information;
- Establishment of an individual training account;
- Short-term pre-vocational services;
- Computer classes;
- Internships and work experience placements if available;
- On-the-Job training placement if funding available;
- English language acquisition;
- Financial literacy;

Follow-up services:

- Make available for customers continued career and retention advising for up to 12 months following employment;

Referral Process:

- The One-Stop Operator and Title I Partners agree to provide other Orange County AJCC partners with the address, phone numbers, and contact information for the job centers and the required documents in order to enroll in partner services. Customers will be asked to visit the job centers in order to enroll in services there. Following enrollment/eligibility determination, customers will be oriented to the services that are available.
- Title I Partners agree to also refer customers to other partner agencies in the AJCC system, as appropriate.

WIOA Title I - Youth (City of La Habra)

Description of Services:

Career Services:

- Outreach, intake and orientation;
- Eligibility determination;
- Comprehensive assessments and in-depth interviewing and career advising to help customers determine suitable employment goals and career pathways;
- Job search workshops and access to job postings and job fairs (including out of area job search and relocation assistance);
- Labor exchange services;
- Information about and referrals to AJCC partner programs, supportive services and other programs as appropriate;
- Development of Individual Employment Plan (IEP);
- Access to online career navigation tool “CalJOBS”;
- Performance and cost information;
- Information on unemployment insurance;
- Financial aid information;
- Career Guidance Services;
- Individual Support;
-

Training Services:

- Provision of training program funds if available and performance information;
- Establishment of an individual training account;
- Short-term pre-vocational services;
- Computer classes;
- Internships and work experience placements if available;
- On-the-Job training placement if funding available;
- English language acquisition;
- Financial literacy;

Follow-up services:

- Make available for customers continued career and retention advising for up to 12 months following employment;

Referral Process:

- The One-Stop Operator and Title I Partners agree to provide other Orange County AJCC partners with the address, phone numbers, and contact information for the job centers and the required documents in order to enroll in partner services. Customers will be asked to visit the job centers in order to enroll in services there. Following enrollment/eligibility determination,

customers will be oriented to the services that are available.

- Title I Partners agree to also refer customers to other partner agencies in the AJCC system, as appropriate.

WIOA Title I – Rapid Response/Business Services

Description of Services:

- Access to workforce and labor market statistical information including labor market information regarding wages, job classifications, employment rates and in-demand industry sectors; job posting assistance; and recruitment assistance including job fairs, resume searches, and job announcements across the AJCC system;
- Business assistance with employer-related questions including: resources related to employee management and regulations, small business and self-employment, employment-related tax credits, and wage subsidy programs; information on hiring and making accommodations for employees with disabilities; and assistance with job descriptions;
- Business assistance with averting layoffs or layoff/rapid response events including: business analysis and assistance to avoid employee layoff or closures, assistance with layoff and provision of information to dislocated workers, and assistance with talent transfer to minimize unemployment;
- Training resources for business owners and/or incumbent workers including customized training for a specific company or industry sector;
- Sector partnerships including developing relationships with employers and intermediaries and developing, convening, or implementing industry or sector partnerships.
- Rapid Response staff will work with AJCC system partners to coordinate Rapid Response events.

Referral Process:

- Orange County AJCC partners may contact OCDB business services staff directly.
- Rapid Response staff will refer customers to other Orange County AJCC partners that serve employers.

WIOA Title II ADULT EDUCATION and CAREER and TECHNICAL EDUCATION (CTE) (Carl Perkins) for applicable agencies: North Orange County Community College District (NOCCCD), South Orange County Community College District, Huntington Beach Union High School District, Rancho Santiago Community College District, BPSOS Center for Community Advancement, Coast Community College District, Garden Grove USD, Tustin USD

Description of Services:

- Lifelong educational opportunities to help individuals meet their educational and career goals necessary to effectively participate as productive community participants, workers and family members;
- Intake, eligibility determination, and identification of service need;
- Comprehensive assessment of skills, aptitudes, abilities and support services needed;
- Orientation of services available including support services and funds that are available to facilitate success;

- In-depth interviewing and career counseling to help customers determine suitable employment goals and career path;
- Classes to enhance future employment opportunities and personal growth through adult basic skills, citizenship, English as a Second Language (ESL), high school diploma and HSE test preparation for those who have not completed high school, career technical education, parent education, and specific services to CalWORKs recipients;
- Career training in certificate programs in demand occupations;
- Job search and placement assistance including job preparation, resume writing, and job interview coaching;
- Assistance with career navigation that may entail preparing for further education and improving career possibilities;
- Provision of referrals to and coordination of activities with appropriate partners based on customer interests and needs;
- Participation in sector partnerships to align employer needs with workforce preparation.

Referral Process:

- Individuals needing adult education services will be referred to the appropriate local center contact person.
- Adult Education partners will make available their flyers about programs and catalogues of class offerings to the other AJCC partners.
- Adult Education partners will refer participants to other Orange County AJCC partners as appropriate.

WIOA TITLE III STATE WORKFORCE SERVICES (Wagner-Peyser, Unemployment Insurance, Labor Market Information, Veterans and Trade Adjustment Assistance programs): California Employment Development Department (EDD)

Description of Services:

Core services may be provided in-person or virtually that may include, but are not limited to: Employment Services, Veterans Services, Labor Market Information, Employer Informational Services, and Trade Adjustment Assistance. A description of services within each of these categories of core services is provided below:

Employment Services:

- Universal access to the registration process and, based on required identification, may receive one or more of the following services:
- Access to basic labor exchange, CalJOBSSM and various printed and electronic materials for preparing resumes and improving interviewing skills;
- Public access to computer stations; Labor Exchange (job seekers & employers) using the State CalJOBSSM system;
- Workshops (employment and job search preparation);
- Staff assistance per program eligibility may receive the following:
- Determination of employment related skills, abilities, and knowledge;

- Assignment of specific occupational codes and titles;
- Determination of employment barriers;
- Matching of applicant profile with existing opportunities;
- Referrals to employers where qualifications and requirements match;
- Documentation of referrals and results through employer follow-up;
- Referral to other partners when barriers indicate a need for intensive services;
- Initiation of job development activities; and
- Provision of Fidelity Bonding information;
- Facilitated self-help may include but not be limited to the following services:
 - Assistance and guidance in using CalJOBSSM;
 - Assistance in placing resumes on EDD;
 - Assistance to individual job seekers in full utilization of any resource center materials and equipment.
- Youth Employment Opportunity Program (YEOP) access; Case management for eligible youth participants;
- Assistance to employers in recruiting, hiring, and retaining the best qualified persons for positions at all skill and education levels as follows:
 - Active outreach to employers to inform and educate on services and resources available through EDD;
 - Assistance in posting job orders into CalJOBSSM;
 - Availability of facilities for employers to conduct interviews and other recruiting activities such as pre-screening qualified applicants, when accommodation is feasible;
 - Provision of information on services and resources available through other units of EDD and governmental entities.

Unemployment Insurance (UI) Services:

Program Eligibility

- The EDD provides UI claim information online to customers on UI OnlineSM and by mailing the following documents that can be utilized when determining eligibility for the local Title I programs:
 - Notice of Unemployment Insurance Award (DE 429Z)
 - Notice of Unemployment Insurance Claim Filed (DE 1101CLMT)
 - If the customer is unable to provide sufficient information, the Data Consent Authorization Form (DCAF) is available for AJCC staff to complete and fax/mail to the EDD. The form is signed by the claimant authorizing the partner to have access to confidential UI claim information (such as, basic claim info and wages reported in previous quarters) for one year.
- The EDD UI Program responds within three business days upon receipt.

UI Claim Filing Assistance and Information

- The WIOA outlines the 10th Basic Career Service as providing meaningful assistance in filing a UI claim in the One-Stop delivery system.
- The UI program is committed to providing AJCC staff with training on resources available on

the EDD website for filing a UI claim, accessing UI Online, viewing tutorials, and FAQs.

- The AJCC staff should be guiding customers through the online methods for filing a UI claim available on the EDD website. If the individual is considered to have a financial hardship, irate/disruptive or all other means to provide meaningful assistance have been exhausted, the AJCC staff can direct the customer to the Public Service Program (PSP) line with mediated assistance by an EDD staff.
- The UI program is committed to making the PSP line available in the offices to provide the real-time technology for providing meaningful access after all in-person attempts by cross-trained AJCC staff have been exhausted.

California Training Benefits (CTB)

- Participate in consistent and meaningful collaboration and communication pathways within the California Training Benefits (CTB) programs, including a streamlined and expedited response time to determining requests sent to UI for CTB eligibility received from the local areas.

Trade Adjustment Assistance (TAA)/ Trade Readjustment Allowance (TRA)

- (UIB) Contribute to consistent and meaningful collaboration and communication pathways within the Trade Adjustment Assistance (TAA) program, specific to the Trade Readjustment Allowance (TRA).
- (WSB) Commit to writing Petitions, Case Management, Raid Response Presentations, Lay Off aversion (e.g. workshare)

Rapid Response

- Participate in the planning of a rapid response event.
- Participate as a member of the rapid response team.
- Participate as a member of the Rapid Response Roundtable.
- Provide information on EDD programs and services at orientation:
 - Work Share Program,
 - Partial Claim Program,
 - TAA/TRA,
 - UI services, and CTB.
- NOTE: UI resources determined by event.

Reemployment Services and Eligibility Assessment (RESEA), Personalized Job Search Assistance (PJSA), and Initial Assistance Workshop (IAW) Workshops

- Committed to profiling and scheduling job seekers to IAW, PJSA, and RESEA workshops.
- Committed to collaborating with the local areas to establish one reemployment workshop that includes all core components for IAW, PJSA, and RESEA while retaining individual tracking and reporting for each respective workshop.
- Committed to collaborating on feedback loops for reporting UI eligibility issues that may arise during interaction with the customer during the reemployment workshops.

Work Share

- Committed to providing lay off aversion information to Employers.

MSFW

- Committed to continued collaboration to provide specialized UI claim filing services in specific locations for migrant and seasonal farmworkers.

Veteran's Services:

- Veterans will receive priority of service as mandated by law. The following services may be offered, per the Jobs for Veterans Grant:
 - Registration for conducting employment services;
 - Public access to computer stations; labor exchange using the State CalJOBSSM system;
 - Veteran services navigator intake/assessment; initial employability assessment;
 - Referral to intensive services and/or appropriate training opportunities, if eligible under program criteria:
 - Case management/counseling regarding employment and potential barriers to employment.
 - Staff assistance may include:
 - Assessment of veterans' needs and making referrals to agencies and programs which may meet those needs;
 - Veterans still on active duty status may receive information and guidance to assist in their re-entry to civilian employment;
 - Job referrals and job development;
 - Staff will strive to meet all mandated veterans' standards per updated Veteran Program

Letters and EDD Directives.

- Strive to co-enroll case managed job seekers in WIOA or other wrap around services which may benefit the customer and provide for greater entered employment outcomes for all involved programs

Labor Market Information:

- Labor market information may be provided to jobseekers under the universal access principal adopted by the EDD. Services may be delivered through self-help or facilitated self-help. Self-help may include but not be limited to:
 - Labor Market Information for regional economies, local areas, and California;
 - Self-service website: accessible to all customers with our LMI products & data;
 - Occupational Guides/Profiles;
 - Wage data;
 - Skills info & skills transference;
 - In-demand occupations;
 - Education and licensing requirements;
 - Crosswalk occupation and education program offerings;
 - ETPL certified training organizations;
 - Commute pattern data;
 - Evaluating in-demand industries/occupations;
 - Using LMI in your policy/decision-making;
 - How to use LMI;
 - How to navigate through our LMI info website;
 - LMI training for WIOA partners; and

- Training through various mediums.
- Employer Information Services may include the following:
- Assistance with CalJOBSSM registration and navigation;
- Assistance and information on how to post job orders into CalJOBSSM;
- CalJOBSSM assistance, training, and education;
- Help-Desk employer assistance through assigned central site;
- Assistance to employers by providing information on hiring incentives and programs such as Work Opportunity Tax Credit, which provides tax incentives for hiring certain classifications of workers;
- Employer Advisory Council (EAC coordination & activities) seminars and employer resource information;
- Targeted Recruitment, job fairs, and hiring events;
- Employer outreach;
- Rapid Response presentations and lay-off aversion information;

Trade Adjustment Assistance (TAA):

- Approval of a petition for benefits by the U.S. Department of Labor for individuals displaced under the laws governing TAA may result in those eligible individuals receiving the following services:
- TAA benefits equal to most recent weekly benefit amount of unemployment insurance;
- Trade Readjustment Allowance (TRA) benefits while enrolled in approved training if enrollment meets timing criteria;
- Financial assistance with transportation, living expenses, job search travel expense, and/or relocation expenses may be available;
- Rapid Response presentations;
- Training or re-training assistance and allowance;
- Co-enrollment with Title I partners for individual assessment;
- Writing of training contracts and doing invoicing;
- Case management for eligible participants throughout training period;

Employment Services

Referral Process:

- If EDD services are not available at an AJCC job centers, the following procedures will be used to refer persons needing assistance:
 - Referral to appropriate person or unit who can provide information or service; and
 - Provision of printed materials containing the necessary contact information.
- EDD agrees to refer customers to other Orange County AJCC partners for services as appropriate.

WIOA TITLE IV VOCATIONAL REHABILITATION: California Department of Rehabilitation (DOR)

Description of Services:

- Services offered include: employment, training and education services for eligible individuals seeking jobs or wishing to enhance their skills and technical assistance for employers.
- Vocational Rehabilitation (VR) services determined by eligibility, economic need, and individual need as authorized by the Rehabilitation Act of 1973 to include:
- Medical and psychological exams and trial work experiences as necessary for determination of eligibility;
- Vocational evaluations as necessary for program services planning;
- Physical/mental restoration services (not covered by other comparable benefits);
- Physical aids (orthotic/prosthetic devices, wheelchairs, hearing aids, low vision aids);
- Academic, vocational, and work adjustment training;
- Special services for the deaf and hard of hearing and the blind and visually impaired;
- Counseling and guidance;
- Job development and job placement services;
- Rehabilitation technology (adaptive equipment and workplace accommodations not provided by the employer);
- Supported employment, independent living, and post-employment services (within 12 months following case closure);
- Temporary assistance with transportation and living expenses (if appropriate) while participating in the VR program; and
- Evaluation, training, and placement.
- Provision of training and technical assistance to Orange County AJCC partners on topics that may include auxiliary aides and services, and rehabilitation technology for individuals with disabilities.

Referral Process:

- Contact the VR counselor in person, by phone, by email, or through AJCC standard referral process. Provide the individual's name, address, phone number, and known or suspected disabling condition. If the VR counselor is not available for immediate assistance or is out of the office, provide the customer with VR informational sheet (provided in regular print, large print, or Braille) and a VR application. All referrals of all disability groups will be provided information about DOR services at the AJCC orientation. The VR counselor will make arrangements for a specialty counselor if necessary.
- Provide training and technical assistance to Orange County AJCC partners on eligibility for and scope of VR services.
- Provide technical assistance to employers on disability etiquette, recruitment and selection, reasonable accommodations, accessibility to programs and services, physical access surveys, publications, referrals, and resources. DOR agrees to refer customers to other Orange County AJCC partners as appropriate.

WIOA Title I-Job Corps – Long Beach Job Corps (LBJCC)

Description of Services:

- Education and career technical training program to assist low-income youths, ages 16 through

24, launch their careers;

- Alternative secondary school services, assistance with earning a high school diploma equivalency, guidance and counseling, tutoring and study skills, occupational skills training, school-to-work internship/work experience development (paid and unpaid), mentoring, leadership development, job placement assistance, career development and follow-up services;
- Residential/nonresidential living component and medical and dental care;
- Facilitates job search workshops with youth at other partner agencies.

Referral Process:

- LBJC brochures/flyers will be made available at the AJCC job centers.
- Orange County AJCC partners can refer customers that would be appropriate for the LBJC programs directly to Job Corps' intake staff.
- LBJC agrees to refer customers to other Orange County AJCC partners as appropriate.

WIOA Title V- Senior Community Service Employment Program (title V of the Older Americans Act of 1965) – Orange County Office of Aging (SER-JOBS For Progress, Inc. - San Joaquin Valley)

Description of Services:

The Title V/SCSEP is the only federally sponsored employment training program targeted specifically to low-income older individuals who want to enter or re-enter the workforce. Program participants receive work experience for a maximum time period of 48 months at local public or nonprofit agencies and are paid the higher of the federal, state, or local minimum wage while in community service assignments and other job training opportunities. The dual goals of the program are to promote useful opportunities in community service job training and to move Title V/SCSEP participants into unsubsidized employment, where appropriate. SCSEP services determined by eligibility, economic need, and individual need as authorized by the Older Americans Act to include:

- Services to older workers most in need (unemployed or have poor employment prospects), ages 55 or older, who meet the federal guidelines for low-income (defined as an income at or below 125% of the Federal Poverty Level) and are legal California residents;
- Classroom training and on-the-job training/work experience in nonprofit and public agencies for 20 hours per week of paid wages;
- Provision of eligibility determination for work experience, including paid orientation, the availability of a free physical examination, etc.;
- Employability skills training and placement assistance; Provision of Individual Employment Plan (IEP) for each participant based on assessment.
- Follow-up services for Quarters 1, 2, 3 and 4 following participant after exit;
- Non-Profit 501(c)(3) organizations and government agencies are eligible participate as an

Employer Host Agency to receive qualified part-time employees to address staffing needs at no cost to the organization and/or agency.

- Resource to other AJCC partner agencies serving older workers that may include benefits for older workers, recruitment of qualified older workers, creating a user-friendly work environment for older workers, and establishing guidelines for designing flexible work hours and realistic expectations of outcome.

Referral Process:

- Contact the SCSEP Case Manager in person, by phone, by email, or through AJCC standard referral process. Provide the client's name, address, phone number, and email address. For non-profit 501(c)(3) organizations and government agencies interested in becoming a host agency, provide organization's contact information. If the SCSEP Case Manager is not available for immediate assistance or is out of the office, provide the older adult with SCSEP informational brochure and/or application, or provide the organization and/or agency a Host Agency brochure. Provide the contact information for making referrals. Orange County AJCC partners may refer customers directly to the programs where they potentially meet eligibility requirements.
- Provide training and technical assistance to Orange County AJCC partners on eligibility for and scope of SCSEP services.
- OC Office On Aging will refer customers to Orange County AJCC partners as appropriate.

WIOA Title VI- Career and Technical Education (Carl D. Perkins Career and Technical Education Act (Perkins IV) COMMUNITY COLLEGES/POST-SECONDARY EDUCATION: OC Regional Consortium district members, and their colleges, including Coast CCD, North Orange County CCD, Rancho Santiago CCD, and South Orange County CCD

Description of Services:

- Provision of instruction and experience to equip individuals with the education and skills necessary to enter a four-year degree program and/or demand occupations;
- Full-time, part-time, and online degree and certificate programs;
- Vocational training and customized training;
- Employment services including counseling, job skill development, career education, job placement, and retention services;
- Assistance to employers by referring qualified talent.

Referral Process:

- Community college partners to provide information regarding performance, catalogs of courses offered, costs, sources of financial assistance, transportation and other information to Orange County AJCC partners to refer to potential customers.
- Community college partners agree to refer customers to Orange County AJCC partners for services as appropriate.

WIOA Title X- HUD Orange County Housing Authority, Garden Grove Housing Authority

Description of Services:

- Provision of the most up-to-date information about the Housing Authority's programs and services on Housing Authority website(s);
- Presentation of information to AJCC partner staff on housing search and share information about affordable housing and how to locate it.

Referral Process:

- The Housing Choice Voucher Program (Section 8 rental assistance) wait list is only open periodically and information regarding the wait list is available online. Other affordable housing options are posted at the Housing Authority's office and are available online at the Partner's website.

The Housing Authority agrees to refer customers to other Orange County AJCC partners as appropriate.

WIOA Title XIII- TANF TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)/CalWORKs: County of Orange Social Services Agency

Description of Services:

Basic Career Services:

- **Eligibility Determination:** This is the process of obtaining and documenting information about an individual's circumstances and comparing that information with the criteria set by an agency or program to decide if the individual qualifies for participation.
- **Outreach, Intake and Orientation:** Outreach activities involve the collection, publication, and dissemination of information on program services available and directed toward jobless, economically disadvantaged, and other individuals. Intake is the process of collecting basic information, e.g., name, address, phone number, SSN, and all other required information to determine eligibility or ineligibility for an individual's program. Orientation, whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff, and other resources available through OC SSA or its partner agencies.
- **Initial Assessment:** For individuals new to the workforce system, initial assessment involves the gathering of basic information about skill levels, aptitudes, abilities, barriers, and supportive service needs in order to recommend next steps and determine potential referrals to partners or community resources.
- **Job Search, Placement Assistance, and Career Counseling:** Job Search helps an individual seek, locate, apply for, and obtain a job. It may include but is not limited to: job finding skills, orientation to the labor market, resume preparation assistance, referrals to job openings, placement services, job search workshops, vocational exploration, and re-employment services such as orientation, skills determination, and pre-layoff assistance. Placement Assistance is a service that helps people to identify and secure paid employment. Career Counseling is a facilitated exploration of occupational and industrial information.

- **Local Performance Information:** Collect and provide information on the local area's recent performance measure outcomes.
- **Support Services Information:** Collect and provide information on services such as transportation, childcare, housing, and needs-related payments that are necessary to enable an individual to participate in employment and training activities.
- **Eligibility Assistance:** Provide guidance to individuals on eligibility for other programs and on financial aid assistance for training and education programs that are available in the local area.
- **Follow-Up Services:** Services provided to participants who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment. These services assist those individuals to maintain employment or qualify for promotions with that employment.

Individual Career Services:

- **Comprehensive and Specialized Assessments:** A closer look at the skills levels and service needs that may include:
 - A. Diagnostic Testing and use of other assessment tools; and
 - B. In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- **Individual Employment Plan Development:** Working with individuals to identify their employment goals, the appropriate achievement objectives, and the appropriate combination of services that will help the individual achieve those goals.

Referral Process:

- Orange County AJCC partners interested in referring eligible customers to this program will follow the referral process developed by this partner, which will be provided to all AJCC partners.
- Refer customers who are seeking employment services to AJCC Partners, as appropriate.

Additional Partners:

These partners/programs are linked virtually through online service access to a program staff member via American Job Center resource rooms and through cross-trained front desk staff and other, physically collocated, partner staff who can provide information and referrals. The UI program, as a required partner, must contribute to the cost of infrastructure and certain additional services. The Commission of Native American Affairs (representing INA) is strongly encouraged, but not required, to contribute to the cost of infrastructure and certain additional services. In the spirit of collaboration and inclusion, the Commission of Native American Affairs is contributing its fair share. Even if not physically co-located within the American Job Centers, a significant number of UI customers and a small number of INA customers use the American Job Center California network to access services such as:

- Using resource room computers to file UI claims, conduct work searches, and communicate with off-site program staff,
- Using resource room staff assistance for the above services and for general information,

- Using other resource room equipment such as copiers, scanners, fax machines, or assistive technology for individuals with disabilities,
- Obtaining labor market information,
- Attending reemployment workshops,
- File grievances or appeals, etc.

These services are utilized in direct benefit of the UI and INA programs and in support thereof and will, therefore, be proportionately paid for. The Orange County Workforce Development Board Local Workforce Development Area selected proportionate share allocation bases – as outlined in the Allocation Bases per Cost Item section below – to determine overall Partner contributions. This was done in an effort:

- a) To remedy the imbalance of non-physically represented Partners, and
- b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the One-Stop center(s) and relative benefit received

Community Based Organization – Native American: United American Indian Involvement (UAI)

Description of Services:

- Employment and training services to address the specific needs of Native Americans and Alaskan Natives residing in Orange County.

Employment Services:

- Public access to computer stations;
- Workshops (employment and job search preparation among many others);
- Staff assistance per program eligibility may receive the following:
 - Determination of employment related skills, abilities, and knowledge;
 - Determination of employment barriers;
 - Matching of applicant profile with existing opportunities;
 - Referrals to employers where qualifications and requirements match;
 - Documentation of referrals and results through employer follow-up;
 - Referral to other partners when barriers indicate a need for intensive services;
 - job development activities; and
 - Assistance in placing resumes on EDD;
 - Assistance to individual job seekers in full utilization of any resource center materials and equipment.
- Youth Occupational Training: referrals to GED programs, supportive services for education and job training, job search assistance, case management, and assistance with registering in post-secondary school.

- Staff assists with developing an IEP for participant to achieve employment and educational goals, identify training and job opportunities, assist with training and/or tuition cost, books, fees, supportive services transportation, work or training related clothing.

Referral Process:

- Orange County AJCC partners interested in referring eligible customers to this program will contact www.uaiiworkforce.com
- UAI brochures/flyers will be made available at the AJCC job centers.

Community Based Organization – 211 OC

By dialing 2-1-1, you reach a **FREE, 24-hour emergency hotline** linking you to thousands of local health and human services resources. Staffed 24 hours per day by caring, experienced and trained specialists, 211 Orange County connects clients with help for:

- Women, infants and children (WIC) help
- Food and food stamps
- Homeless shelters
- Substance abuse
- Prenatal care
- Help with housing assistance
- Help with utilities
- Emergency housing
- 24-hour crisis, suicide help and suicide counseling
- Mental health services
- Food distribution
- Access to healthcare
- Medical, dental help and vision clinics
- Government assistance programs
- Transportation assistance
- Elder services
- Nutrition assistance
- Help for low-income families
- Other youth and child care issues
- Other physical and mental health services

Programs and Services

Connection Center – This program is staffed by multilingual Information and Referral Specialists who identify the root cause of individual and family problems and connect clients who call, text or

email with a wide range of resources that meet all underlying needs, in order to prevent personal or family crises.

Homeless Housing Navigation – As part of the Family Solutions Collaborative, 211OC has Housing Navigation Specialists who help families seeking assistance with housing, and helping bridge the gap between services in collaboration with other agencies. The housing line is available Monday through Friday from 8:00 A.M. to 5:00 P.M. by calling 949-486-8525.

Homeless Management Information System (HMIS) – Federal law requires that all communities have an HMIS with the capacity to collect unduplicated counts of individuals and families experiencing homelessness. 211OC manages Orange County’s HMIS, which is used by all homeless service providers. Through HMIS, our community is able to collect information from projects serving homeless families and individuals, share data, perform needs analyses, and establish funding priorities.

Disaster Services - In addition to our primary role connecting Orange County residents to the help they need, 2-1-1 Orange County is involved in local disaster planning, response and recovery. 2-1-1 is a simple, easily remembered telephone number set aside by the Federal Communications Commission for the public’s use in accessing community services 24 hours-a-day, seven days-a-week. The need for such services often increases dramatically during and following disasters.

Public Safety Power Shutoff (PSPS) - In response to severe and potentially dangerous weather conditions, a power company preemptively shuts off power in high risk areas (in California, it’s most often to reduce fire risk). We partner with the two power companies in Orange County, Southern California Edison and San Diego Gas and Electric, to inform the public about upcoming PSPS events.

Family Resource Center Information & Referral – In-person Information & Referral Specialists provide navigation and connection to local programs at Family Resource Centers.

CalFresh - We have a team of trained application assistors that provide friendly, compassionate assistance to those wishing to apply for CalFresh benefits manner. Our assistors also provide referrals for free food programs. (link to the CalFresh Collaborative page)

Emergency Rental Assistance – 211OC is providing outreach and application assistance for multiple rental assistance programs in Orange County. These programs, funded by the federal government are a direct response to COVID-19 and are preventing evictions for thousands of individuals and families in our community. (link to the Housing Is Key website and the Santa Ana application)

Meal Delivery Programs – Delivering with Dignity and the District 5 Nutrition Gap Program deliver high quality, restaurant-prepared nutritious meals to residents in need. More information can be found by clicking the “Meal Delivery Programs” button above.

Help Me Grow - Provides information, referral and care coordination for families with concerns about development, behavior or learning regarding their young children. Care Coordinators help connect families and children to developmental, behavioral or learning resources by providing care coordination with intake, triage, referrals, linkage to services and follow up.

Workforce Development – Provides training and work experience for individuals who are new to the workforce, have been out of the workforce for an extended period of time, have inconsistent work experience, or who have developmental disabilities. Participants are placed with 211OC for three months at which time some are hired by the agency or move on to other employment opportunities.

211Ride – Helps community members in need of transportation services navigate public transportation and find the most efficient method to meet their needs.

Community Based Organization – Chrysalis

Chrysalis’ mission is to serve people navigating barriers to the workforce by offering a job-readiness program, individualized supportive services, and paid transitional employment. We empower our clients on their pathway to stability, security, and fulfillment in their work and lives. Chrysalis was started in 1984 when Founder John Dillon dedicated his small amount of personal savings to launch a clothing and food distribution center in the Skid Row area of downtown Los Angeles to serve the immediate needs of homeless individuals living there. We provide an extensive array of employment services, including case management, job-readiness training, and other supports. In 1991, Chrysalis developed an employment social enterprise that provides transitional jobs for those with the most severe barriers to entering the workforce. Chrysalis Enterprises is now a recognized model of employment social enterprise, providing transitional jobs for over 1,600 people in Southern California last year, as well as earned income in support of Chrysalis' program activities.

Now with five centers and locations across Southern California, including our newest center in Orange County, Chrysalis has helped over 77,000 people navigate barriers to employment, with nearly 2,000 of them being Orange County residents.

Chrysalis offers comprehensive job-readiness services, through social programs and transitional employment opportunities that strengthen clients’ employability and help them secure and retain work. Each individual who becomes a Chrysalis client is assigned a personal advocate, an employment specialist, who uses our assessment tools to measure job readiness, develop a custom service plan, and measure each person’s improvement during their tenure with Chrysalis. Our class curriculum provides resources to empower clients to conduct their job search and includes topics

like where to look for a job, how to create a resume, interviewing skills, addressing convictions in the job search, and professionalism. Clients also have access to case management, and supplemental supports such as interview clothes; rent, utilities, and transportation assistance; food; technology; and a mailing address. Additionally, Chrysalis provides scholarships to help clients access training, certification, and tools that will help them in their job search. Through partnerships, Chrysalis clients also have access to short-term mental health support.

Historically, Chrysalis has helped our clients obtain entry level positions that pay slightly more than minimum wage. Given the high cost of living in Southern California, we recognized that these are not family-sustaining wages and that our clients needed additional support to find career-level jobs. We know that our core job-readiness resources and soft skills development are critically important, but that they must also be supplemented with tools that will help ensure our clients have access to quality jobs and that are prepared with necessary skills (through employer-based training, training institutions, and apprenticeships) to fill available positions. In 2021, Chrysalis partnered with OC United Way to operate UpSkill OC, a program that assists participants on their journey towards self-sufficiency by placing them in middle skills occupations where they are able to find long-term careers and earn a living wage in Orange County.

Community Based Organization – OC United Way

Orange County United Way stands for equity and justice. Together with our stakeholders, we work actively and collaboratively to ensure inclusive opportunities and non-discriminatory access to education, health, financial security, and housing for every person in our community. We envision an inclusive, responsive, and equitable Orange County.

In the Community, we will:

- Support policy and funding decisions that strive for social justice, equity, and equal opportunity.
- Continue to assess the systemic gaps that create inequity, and engage in public awareness, advocacy, and program implementation to close those gaps.
- Invest in housing solutions through landlord incentives and advocacy for affordable housing; job training to provide inclusive and equal opportunities for all people to earn a living wage; broad access to healthcare; and opportunities for all children to receive a quality education.
- Allocate resources to help those most adversely challenged within low-income communities.
- Be inclusive of the immigrant population to support equal access to services and resources.
- Support organizations that have adopted diversity, equity, and inclusion policies and practices.
- Cultivate and strengthen relationships by inviting a broad representation of community, business, and faith organizations to increase their involvement with us.

Community Based Organization – Community Health Initiative of Orange County (CHIOC)

Description of Services:

- Medi-Cal • CalFresh • CalWORKs • Covered California

Free enrollment assistance to community members seeking

affordable health insurance such as Medi-Cal and Covered California. In addition to these program CHIOC can assist with social service programs such as CalFresh (Food Stamps), and CalWORKs (Temporary Assistance for Needy Families. Services are followed by case management to ensure individuals and families know how to access, utilize, and maintain their services reducing laps in coverage. CHIOC assists with the renewal of services that clients apply for as well.

Referral Process:

The center can provide CHIOC's general number (855) 927-8333 to anyone seeking these services, or by providing the client with the approved flyer for the WORK Centers.

Community Based Organization – Goodwill OC

Goodwill of Orange County Employment Services for people with Intellectual and Developmental Disabilities

Description of Services:

- Positive Behavioral Alternatives program
- Paid Internship Program
- Community Based Services
- Supported Employment
- Job Coaching
- Employment First Program
- Job Placement/ Job Search Assistance
- Employment Preparation Workshops
- Benefits Counseling
- Clothing assistance for Job Seekers

Referral Process:

- Eligibility requires that the individual referred is a recipient of Regional Center Services, over the age of 18, and can demonstrate right to work.
- Goodwill of Orange County will refer participants to AJCC partners as appropriate.

Goodwill of Orange County Employment Services for People with Disabilities

Description of Services:

- Direct Placement- Deaf programing specialists available
- Job Coaching
- External Situational Assessments
- Work Adjustment- Deaf programing specialists available
- Independent Living Skills- Deaf and Hard of Hearing Pre-vocational Skills Development
- Student Services Work Experience/ STEPS
- Adult Work Experience
- Job Placement/ Job Search Assistance
- Employment Preparation Workshops

- Ticket to Work
- Benefits Counseling
- Clothing assistance for Job Seekers

Referral Process:

- Eligibility requires that the individual referred is eligible for CA Department of Rehabilitation Services and can demonstrate right to work. In addition to those requirements for Student Services Youth must be between the ages of 16-21 and be registered and participating in school activities. The only exception would be out Ticket to Work services, which are available to social security beneficiaries ages 18-64.
- Goodwill of Orange County will refer participants to AJCC partners as appropriate. Co-enrollment into WIOA Youth program for student services participants is encouraged.

Goodwill of Orange County Other Services for People with Disabilities

Description of Services:

- ASL interpreting
- Awareness, accessibility, and accommodation education for Deaf and Hard of Hearing individuals for organizations and businesses.
- Assessment and training; consultation; technical support; and equipment
- installation, delivery, and repair of assistive technology devices.
- Assistive Technology device lending and demonstration
- Benefits Counseling
- Clothing assistance for Job Seekers
- Grow With Google Certificate Program

Referral Process:

- ASL interpreting requires fee provided by the requestor
- Assistive technology services may require a fee, funding can also be provided by school districts, insurance, and CA Department of Rehabilitation.
- Goodwill of Orange County will refer participants to AJCC partners as appropriate.

Goodwill of Orange County Employment Works

Description of Services:

- Employment Services for adults living with a mental health diagnosis
- Personalized program planning and assessment
- Job placement into competitive employment or volunteer employment
- Unlimited job coaching and on-the-job support
- Individualized benefits counseling
- Work experience opportunities
- Clothing assistance for Job Seekers

Referral Process:

- Eligibility requires that individuals be over the age of 18, can demonstrate right to work, and receive mental health services from within the Orange County Health Care Agency's network of care.
- Goodwill of Orange County will refer participants to AJCC partners as appropriate.

Goodwill of Orange County Tierney Center for Veteran Services

Description of Services:

Goodwill of Orange County's Tierney Center for Veteran Services is a comprehensive resource serving veterans and their families. Services Include:

- Basic Needs - Clothing, Food, Childcare, etc.
- Employment Assistance
- Faith-Based Resources
- Housing Resources
- VA Benefits
- Education Resources
- Behavioral Health Services
- Legal Assistance
- Transportation
- Financial Counseling and Assistance
- Peer Support Services
- Emergency Financial Aid

Referral Process:

- Services are available to US Veterans and their families regardless of dates of service, discharge type, active duty, and National Guard or reserves
- Goodwill of Orange County will refer participants to AJCC partners as appropriate.

Community Based Organization – Working Wardrobes

Description of Services:

- Working Wardrobes provides workforce readiness services and programs that address barriers to employment for vulnerable and underserved populations including, but not limited to unemployed and underemployed adults, veterans, justice involved and formerly incarcerated individuals, seniors, and youth.
- Access to a Job Search Lab with computers available for job search, community and workforce resources and job postings.
- Connect with a Career Coach to assist with resume preparation, practice interview skills, job search assistance and more! By appointment only and offered in person and virtually.
- Access to our monthly virtual workshops focused on career readiness and life skills topics to enhance your knowledge and skillset in the workforce.
- Professional wardrobe services are available for clients enrolled in our programs or connected to a partner agency who already refers individuals for this service.

Referral Process

- Working Wardrobes program flyers will be made available at all AJCC's with program staff contact information.
- Clients interested in learning more about our services can call the front desk at 714-210-2460.

Community Based Organization – Human Works Foundation

- Human Works Foundation (HWF) provides in-person and virtual career and training programs and services to all individuals overcoming employment barriers and business services. We have built a strong network of community partners specifically for justice-involved, impacted, incarcerated, and formerly incarcerated individuals with the Orange County Community Action Partnership Alliance (OC CAP) and veterans and their families with the Orange County Veterans and Military Families Collaborative (OCVFMC).
- Our career services consist of outreach, engagement, orientations, comprehensive assessment for career services, and the development of individual strategic employment plans—referrals and co-enrollments with a vast network of community partners for services and programs not offered with HWF.
- Our training services include customer service, sales, computer, financial literacy, job readiness, mental health, and wellness.

- Our business services consist of outreach and building partnerships to assist employers with building a talent pipeline utilizing community resources for on-the-job training, work experience, access to job fair opportunities, and recruiting services.

Community Based Organization – COMMUNITY Action Partnership (CAP): Community Action Partnership of Orange County (CAP OC)

Description of Services:

- Provision of a wide range of services to disadvantaged individuals and families that will lead to long-term self-sufficiency
- Operate three Family Resource Centers: Anaheim Independencia FRC (including La Colonia Market (food pantry), El Modena FRC and Southwest Community Center (Santa Ana);
- Financial (economic empowerment) workshops;
- Food, including diapers, distribution to non-profit agencies (not individuals);
- Mobile food pantry (Clementine)
- Utility (Payment) Assistance and Weatherization
- USDA Senior Food Box program
- CAL Fresh (SNAP) Information
- Our OC Food Bank volunteer program can accommodate developmentally disabled adult groups for workforce development purposes

Referral Process:

- Low-income individuals needing assistance will be referred to CAP OC for specific needs.
- CAP OC will refer participants to other AJCC partner programs as appropriate.

Community Based Organization – Tiyya Foundation

Description of Services:

- We exist to provide economic and educational opportunities for families of refugees, immigrants, and indigenous communities. Through our work, we create a community that cultivates the fruits of self-sufficiency, ultimately helping our program participants overcome obstacles to actively participate in society.
- Career Placement and Culinary Training Services are offered to our participants.
- Offer Youth Programming for children of refugees, immigrants, asylum seekers, and indigenous communities.

Referral Process:

- Refer customers who are seeking support as an immigrant, refugee, or asylum seeker.
- Refer via website- Tiyya.org

Community Based Organization – UMass Global

UMass Global provides the following services:

- Training and Education for adults, displaced workers and youth as further defined above
- Curriculum and content development
- Instructional design
- Subject matter expertise across a variety of disciplines
- Smart classrooms and computer labs
- Career services
- Virtual veterans' center with resources available for active military, veterans, and their families

UMass Global will provide in kind, per this MOU, the following:

- Smart classrooms and computer labs
- Job posting services
- Career service webinars on topics such as resume writing and other job-hunting skills
- Virtual veterans' center resources

Community Based Organization – Medlin Workforce & Reentry Solutions LLC

Description of Services:

- Provide consulting services to nonprofit organizations, employers and government agencies on workforce development and reentry
- Services are provided at-cost depending on project include: program development/analysis; grant writing/management; staff training; community and employer outreach/engagement; organizational management; fair chance hiring policies/programs

Referral Process

- Organizations/agencies in need of services can contact directly.
- People who contact us in need of services are referred out to other organizations

Community Based Organization – Hub for Integration, Reentry & Employment (H.I.R.E)

Description of Services:

- Provide community education, events and opportunities to network for Orange County reentry service providers
- Direct service to formerly incarcerated or system impacted youth and adults including resource referrals, employment assistance and placement and mentorship

- Youth mentorship program (T.I.M.E.) is offered in collaboration with community organizations who provide services to youth
- All services are currently offered virtually or on site at a partner organization's location.

Referral Process:

- We are currently accepting clients on a limited basis due to staffing constraints.
- Any individual who has been incarcerated recently or in the past, or youth who have been in the system or at risk of being in the system are eligible for services. Depending on individual's needs, they are then referred out to other community partners for services. Employment services and mentorship can be offered in house.

Community Based Organization – CEO Leadership Alliance Orange County

Description of Services:

The CEO Leadership Alliance of Orange County, is a membership-based organization, representing CEOs and Talent Leaders from more than 50 prominent Orange County businesses, working collaboratively with community-based organizations, government agencies, and education institutions to build an inclusive tech-talent hub in our region. Programs include:

- Early career exploration experiences for youth ages 16+
- Joint technical training programs through education institutions and community-based organizations
- Leadership Development for early career professionals

Community Based Organization – Chapman University Thompson Policy Institute (TPI) Transition Initiative

Description of Services:

The Thompson Policy Institute at Chapman University would like to partner with OC AJCC in Community-Based Partner Workforce Development Services and could provide the following expertise listed below. Please note that fees for services may apply and be negotiated through a formal agreement. Many resources are publicly available through our Transition Website, free live and recorded webinars, and collaboration meetings open to identified partners.

- Utilization of the TPI Transition Website to access Employment Resources for Individuals with Disabilities (IWD), employers, families, educators, and service providers
- Provision of Disability Related Technical Assistance to support employment of Individuals with Disabilities (IWD) with a wide range of disabilities including those with the most significant disabilities
- Access to a variety of real time disability related employment zoom webinars held in the day &/or evening
- Access to recorded webinars available for viewing at convenient times for all audiences
- Access to resources, materials and tools intended to support and promote employment, i.e., work-based learning, benefits planning & management, Competitive Integrated Employment (CIE) for individuals with complex support needs, community resources, transition planning, independent living, post-secondary education opportunities, assistive technology, etc.

- Provision of specialized technical assistance may include training on the use of Person Driven Planning (PDP), transition action planning, identification of appropriate service providers to support employment, and identification of appropriate workplace accommodations
- Connecting IWD to Career Pathway development services, resources, and supports to promote entry level and promotional employment opportunities in keeping with the persons interests, aptitudes, and work values

Community Based Organization – EduWorkforce Partners, LLC

Description of Services:

- Support on alignment and development of regional Workforce Development or career education initiatives, programs, and projects (K-12 & community college).
- Development and management of career technical education programs that create pathways and lead to the workforce (K-12, adult education).
- Development and management of partnerships between education, industry, and community organizations that create education to career awareness (English and Spanish).
- Consulting services, strategic planning to enhance, leverage, and support and leverage workforce, education marketing, recruitment, outreach, engagement in underserved communities (English and Spanish) through One-Stop Centers, etc.
- Facilitation of training, meetings, and workshops for community leaders and organizations who serve underserved communities on how to engage and create messaging and outreach about services related to Workforce Development.

Community Based Organization – Orange County Asperger’s Support Group

The Orange County Asperger's Support Group (OCASG) is a nonprofit, tax exempt, charitable organization under Internal Revenue Code (IRC) Section 501(c)(3). We help families, teens and adults with high functioning autism spectrum disorder improve their quality of life through robust programming featuring education, support, social activities, complemented by a comprehensive virtual platform.

- **Description of Services:OCASG Spectrum Speaker Series:** This is a monthly series of educational lectures from highly respected experts.
- **Author Series:** Attend our quarterly author series to learn from experts about Autism-related topics.
- **Toastmaster Gavel Club:** An official Toastmaster club for developing communication and public speaking skills.
- **Afternoons with AniMat:** Join Mat Brunet better known as AniMat as he leads discussions of animation, movies, and all things Disney.
- **SD Expert Psychologist Dr. Gantman Led Support Groups** for Parents, Adults, Teens, and Siblings.
- **Adult and Parent Virtual Support Meetings.**
- **Women’s Support Group:** A discussion group for women with ASD facilitated by Dr. Ali Arena.
- **Partner Support Group:** A support group for spouses, significant others, and partners,

facilitated by coach and author, Kealah Parkinson.

- **Virtual Game Night:** Every month we host two adult virtual game nights and a teen virtual game night.
- **Art Class:** Have fun doing being creative with art instructor and parent Kerry Podue.
- **OCASG Career Club.** A support and education program for 4-year college graduates with ASD. Facilitated by [Zavikon](#).
- **Spectrum Speak-Up Series (For Teens):** OCASG is teaming up with the Chance Theater to provide a five-week theater workshop.

Community Based Organization – NeuroTalent Works: Talent Readiness (Career) Services for neurodivergent individuals with intellectual and developmental differences (disabilities)

A non-profit organization advancing neurodiversity inclusion (a diversity of minds) in the workplace and transitioning neurodivergent adults with autism and other developmental differences into meaningful employment (talent) at companies.

Description of Services:

- Build strategic partnerships with community organizations, colleges, universities, and government agencies to find and support talent (No cost)
- Assess strengths and skills of job candidates through skills-specific and cognitive style assessments (No cost)
- Provide Corporate Employment Readiness Training and tools to equip neurodivergent talent to be competitive job candidates (No cost)
- Provide Talent Readiness (Career) Services including resume reviews and interview preparation with mock interviews. (No cost)
- Empower Self-Advocacy through self-advocacy, disclosure, and workplace accommodations/strategies training (No cost)
- Provide on-going support for sustainment of employment (Fee for service)
 - Support career growth and professional development (Fee for service)

Community Based Organization – Business Services for Neurodiversity Inclusion

- Partner with companies committed to diversity, equity, and inclusion (No cost)
- Introduce the business value of neurodiversity (a diversity of minds) in the workplace (No cost)
- Consult businesses on inclusive hiring and workplace practices (Fee for service)
- Consult on workplace accommodations and strategies (Fee for service)
- Advise on government incentives and affirmative action (Fee for service)
- Provide education and training on neurodiversity inclusion in the workplace (5 training courses + virtual offerings) to various audiences within a corporation: HR, DEI, Hiring Managers, Co-Workers, Senior Leadership (Fee for service)
- Partner with businesses to identify hiring managers and jobs to hire neurodivergent talent (Fee for service)
- Provide hiring tools that remove social bias and increase equity for all applicants (Fee for service)

- Introduce talent pool of neurodivergent job candidates (Fee for service) • Implement autism/neurodiversity hiring initiatives to match the right talent to the right job at the right company (Fee for service)
- Provide on-going support for sustainment and growth of hiring initiatives/practices (Fee for service)
- Provide program evaluations and meaningful metrics/KPIs (Fee for service)

Community Based Organization – Huntington Beach Adult School (HBAS)

Description of Services:

- Provide instruction in the areas of High School Diploma and GED, Career Training, and English as a Second Language.
- In-person and online learning options are available.
- ESL and High School Diploma classes are provided free of charge.
- Externship opportunities for career training programs.
- Onsite support services to help students meet their goals include counseling, career guidance, and job preparation and placement.
- In-person locations in Costa Mesa, Fountain Valley, Huntington Beach, and Westminster.
- Employment services including counseling, job skill development, career education, and job placement.
- Financial assistance is available.
- Assistance to employers by referring qualified talent.
- Referral Process:
 - HBAS is a participant in the CalJOBS system and regularly monitors the system for any referrals.
 - HBAS provides information regarding courses, enrollment, start dates, etc. through a catalog of courses that is published and mailed out three times per year (July, November, March).
 - HBAS maintains an updated website (www.hbas.edu) that allows for students to sign up for orientation sessions to learn about HBAS and begin their enrollment process.
- Huntington Beach Adult School agrees to refer customers to Orange County AJCC partners for services as appropriate.

Chambers: Orange County Chambers (Aliso Viejo Chamber Anaheim, Asian Business Association, Brea Chamber, Chinese American Chamber, Corona Del Mar Chamber, Costa Mesa Chamber, Cypress Chamber, Dana Point Chamber, Fountain Valley Chamber, Fullerton Chamber, Garden Grove Chamber, Hunting Beach Chamber, Irvine Chamber, Korean American Chamber, Ladera Ranch Chamber, Laguna Beach Chamber, Laguna Hills Chamber, Laguna Niguel Chamber, Lake Forest Chamber, Los Alamitos Area Chamber, Mission Viejo Chamber, Newport Beach Chamber, OC Iranian Chamber, Orange Chamber, Orange County Black Chamber, Orange County Business Council, Orange County Hispanic Chamber)

Orange County Health Care Agency

Behavioral Health Services

Provides a culturally-competent and client-centered continuum of behavioral health (mental health and substance use disorder) care, which includes crisis, prevention, early intervention, outpatient, residential and inpatient services for all eligible Orange County residents.

Correctional Health Services

Provides comprehensive medical and mental health care to all adult inmates within the five County of Orange correctional facilities, as well as to the children and youth residing within its six residential facilities operated by staff from the Probation Department and Social Services Agency.

Public Health Services

Monitors and investigates the occurrence of disease, injury, and related factors in the community and in collaboration with community partners develops and implements preventive strategies to maintain and improve the health of the public.

Regulatory/Medical Health Services

Coordinates and oversees emergency medical services and prehospital care, employee health for all County of Orange employees, health disaster preparedness and management, environmental health issues involving food safety, water quality and harmful conditions in our community, and medical safety net that provides urgent, emergent medical services to eligible low-income adults.

Small Business Administration Programs (SBA, OCSBDC, SCORE)

SCORE along with the Small Business Association (SBA) and other partner resources provides an excellent launchpad for new business & full development of the “entrepreneurial” mindset, a skill so valued today in corporate America.

SCORE Orange County uses webinars, workshops, local speakers, City & Chamber relationships, and its 105 volunteer mentors to ensure success. Prospective entrepreneurs with guidance from a mentor are five times more likely to start a business – and small business clients who receive 3+ hours of mentoring report higher revenues and increased business growth.

Assistance Programs: County of Orange Social Services Agency

Description of Services:

- Provides CalFresh Employment & Training/General Relief Work Program services to individuals who meet income and program requirements. Income must not exceed maximum allotment amount as established by the County of Orange

Basic Career Services:

- **Eligibility Determination:** This is the process of obtaining and documenting information about an individual's circumstances and comparing that information with the criteria set by an agency or program to decide if the individual qualifies for participation.
- **Outreach, Intake and Orientation:** Outreach activities involve the collection, publication, and dissemination of information on program services available and directed toward jobless, economically disadvantaged, and other individuals. Intake is the process of collecting basic information, e.g., name, address, phone number, SSN, and all other required information to determine eligibility or ineligibility for an individual's program. Orientation, whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff, and other resources available through OC SSA or its partner agencies.
- **Initial Assessment:** For individuals new to the workforce system, initial assessment involves the gathering of basic information about skill levels, aptitudes, abilities, barriers, and supportive service needs in order to recommend next steps and determine potential referrals to partners or community resources.
- **Job Search, Placement Assistance, and Career Counseling:** Job Search helps an individual seek, locate, apply for, and obtain a job. It may include but is not limited to: job finding skills, orientation to the labor market, resume preparation assistance, referrals to job openings, placement services, job search workshops, vocational exploration, and re-employment services such as orientation, skills determination, and pre-layoff assistance. Placement Assistance is a service that helps people to identify and secure paid employment. Career Counseling is a facilitated exploration of occupational and industrial information.
- **Support Services Information:** Collect and provide information on services such as transportation (bus pass/gas card) to enable an individual to participate in employment and training activities.
- **Eligibility Assistance:** Provide guidance to individuals on eligibility for other programs and on financial aid assistance for training and education programs that are available in the local area.

Referral Process

- Orange County AJCC partners interested in referring eligible customers to this program will follow the referral process developed by this partner, which will be provided to all AJCC partners.
- Refer customers who are seeking employment services to AJCC Partners, as appropriate.

California Department of Corrections and Rehabilitation (CDCR)

Community Reentry Services

Community Reentry Services provide comprehensive post-release rehabilitative programs and services located in communities throughout the State of California delivered through residential, outpatient, and drop-in centers.

- Housing, life skills, and family unification
- Educational including GED, academic and vocational training
- Employment assistance and placement
- Individual and Group Counseling
- Batterer's Violence Program
- Anger Management
- Parenting and Family Reintegration
- Cognitive and Life Skills Training
- Budgeting and Money Management
- Substance Use Disorder Education
- Criminal Thinking

Orange County Probation Department

Adult Operations

Adult Operations provides services through four distinct operational divisions: Adult Court Services, Adult Field Supervision, Special Supervision and AB 109 Field Supervision. The division serves clients released from state prison (post-release community supervision) and county facilities (mandatory supervision, and felony and misdemeanor probationers.) The division is responsible for supervising these clients in the community, supporting their rehabilitation in what ever way possible and returning them to court if they violate the terms and conditions of their release.

Through extensive and innovative case management, the division strives to help clients obtain the skills they need to live crime-free and productive lives. This objective is accomplished by linking clients to services that address their education, employment, substance use, and mental health needs, among others. The division also conducts investigations, prepares pre-sentence reports for the court, and represents the Probation Department on various matters. Additionally, the division provides specialized services to those convicted of domestic violence and sexual offenses.

Juvenile Operations

The Juvenile Operations Bureau provides oversight and direction of Juvenile Hall and two juvenile camp/ranch facilities - Youth Guidance Center (YGC) and Youth Leadership Academy (YLA). Additionally, this bureau provides services through two distinct operational divisions: Juvenile Field Supervision and Juvenile Court Services. Juvenile Hall, YGC, and YLA operate 24-hours-per-day, 7-days-per-week and must meet stringent guidelines established by the California Board of State and Community Corrections. Primary responsibilities include: providing a safe environment for the youthful offenders in custody, ensuring sufficient well-trained staff are available, developing and providing a broad range of treatment and rehabilitative programs to meet the youths' needs,

adhering to all laws/regulations/licensing requirements for correctional facilities, and overseeing correctional facility maintenance and development.

Orange County Sheriff's Department – Inmate Re-Entry Services

Central Men's & Women's Jail

Intake Release Center

James A. Musick Facility

Theo Lacy Facility

Correctional Programs provides inmates the opportunity for an effective, rehabilitative experience while in custody. Inmate programs and services related to rehabilitation opportunities are mandated by Title 15 Minimum Jail Standards and related case law. In addition, the Sheriff's Department provides additional programs that are designed towards successfully transitioning inmates back into the community and to help reduce recidivism in Orange County. These activities are planned, coordinated, and conducted at each of the Sheriff's facilities by the Correctional Programs staff. Typical programs include educational classes, vocational education training, and "life skills" classes such as Parenting and Job Development.

Specialized programming is also offered to incarcerated Veterans who are motivated toward changing their lives. Correctional Programs also provides opportunities for personal change, including programs focusing on substance abuse recovery, domestic violence, anger management, fitness and exercise, general and law library services, religious and inspirational programs and pre-release preparation and assistance - all designed to maximize the chances of an inmate's successful transition to the community at release.

Orange County Public Libraries - Aliso Viejo, Brea, Costa Mesa - Donald Dungan, Costa Mesa - Mesa Verde, Cypress, Dana Point, El Toro, Foothill Ranch, Fountain Valley, Garden Grove Chapman, Garden Grove Main, Garden Grove – Tibor Rubin, Irvine Heritage Park, Irvine Katie Wheeler, Irvine University Park, La Habra, La Palma, Ladera Ranch, Laguna Beach, Laguna Hills Technology, Laguna Niguel, Laguna Woods, Library of the Canyons, Los Alamitos – Rossmoor, Rancho Santa Margarita, San Clemente, San Juan Capistrano, Seal Beach, Stanton, Tustin, Villa Park, Westminster

City Government - City of Aliso Viejo, City of Brea, City of Buena Park, City of Costa Mesa, City of Cypress, City of Dana Point, City of Fountain Valley, City of Fullerton, City of Garden Grove, City of Huntington Beach, City of Irvine, City of La Habra, City of La

Palma, City of Laguna Beach, City of Laguna Hills, City of Laguna Niguel, City of Laguna Woods, City of Lake Forest, City of Los Alamitos, City of Mission Viejo, City of Newport Beach, City of Orange, City of Placentia, City of Rancho Santa Margarita, City of San Clemente, City of San Juan Capistrano, City of Seal Beach, City of Stanton, City of Tustin, City of Villa Park, City of Westminster, City of Yorba Linda

Allocation Bases per Cost Item Exhibit

Orange County One-Stop Network Infrastructure Costs Budget and Initial Proportionate Share of Infrastructure Costs Allocated to Co-located Partners

AJCC Infrastructure Budget					
<input type="checkbox"/> Each AJCC (Name of AJCC <u>Orange County Comprehensive One-Stop Network</u>) <input checked="" type="checkbox"/> Network of AJCCs					
Initial Proportionate Share of Infrastructure Costs Allocated to Each Co-located Partner			Co-located Partner Agreement to Share Other System Costs		
<p>The cost allocation methodology will be based upon a partner program's occupancy percentage of the AJCC (square footage). This method will ensure a fair and equitable distribution of cost.</p> <p>The initial proportionate share of infrastructure costs allocated to each partner based on the above methodology, each partner's estimated total contribution amount, and whether it will be provided through cash, non-cash (in-kind), and/or third-party in-kind contributions. This initial determination must be periodically reconciled against actual costs incurred and adjusted accordingly.</p> <p>AJCC partners may provide cash or non-cash contributions to cover their proportionate share of infrastructure costs. If non-cash or in-kind contributions are used, they cannot include non-infrastructure costs (such as personnel), and they must be valued consistent with Uniform Guidance Section 200.306 to ensure they are fairly evaluated and meet the partner's proportionate share.</p>			<p>The other system costs budget may include any other shared services that are authorized for and commonly provided through the AJCC partner programs.</p> <p>As with infrastructure costs, other system costs must be allocable according to the proportion of benefit received by each of the AJCC partner programs, consistent with the partner's authorizing federal statute and Uniform Guidance. The MOU Phase II must also include an agreed upon budget for these other costs along with the agreed upon cost sharing methodology.</p> <p>These costs may be shared through cash or non-cash.</p>		
TBD AJCC			Garden Grove AJCC		
Summary of Total Infrastructure Costs to be Shared by Co-located Partners			Summary of Total Infrastructure Costs to be Shared by Co-located Partners		
Cost Category	Total Cost	Monthly	Cost Category	Total Cost	Monthly
Subtotal: Rental Costs	0	0	Subtotal: Rental Costs	554,811	46,151
Subtotal: Utilities and Maintenance Costs	0	0	Subtotal: Utilities and Maintenance Costs	62,350	5,196
Subtotal: Equipment Costs	0	0	Subtotal: Equipment Costs	13,357	1,113
Subtotal: Technology to Facilitate Access Costs	0	0	Subtotal: Technology to Facilitate Access Costs	0	0
Subtotal: Common Identifier Costs	0	0	Subtotal: Common Identifier Costs	16,702	1,392
Subtotal: Infrastructure Costs	0	0	Subtotal: Infrastructure Costs	647,219	53,934.96
TOTAL INFRASTRUCTURE & PERSONNEL COSTS FOR IRVINE	0	0	TOTAL INFRASTRUCTURE & PERSONNEL COSTS FOR GARDEN GROVE	647,219	53,934.96

Total OC One-Stop System Infrastructure Cost: \$647,219

Monthly: \$53,934.96

Partner Contribution Amounts EXHIBIT

Attachment E

Orange County Comprehensive One-Stop Network Career Services Costs Budget and AJCC
Partner Costs for Career Services.

Required Consolidated Budget for the Delivery of Applicable Career Services \$ 22,843,249.36							
This budget must include each of the partner’s costs for the service delivery of each applicable career service and a consolidated system budget for career services applicable to more than one partner. Unlike the IFA, other system costs should include all costs, including personnel, related to the administration and delivery of those services.							
Applicable Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV Voc. Rehab	TANF
Basic Career Services: T-I Eligibility/Initial Assess, Outreach, Intake, Orientation, Labor Exchange/ Job Search Referrals/LMI Supportive Services Info UI Info/Fin Aid Info	\$68,500 (MCS)	\$102,900 (MCS)	\$75,000 (La Habra)	\$60,000 (BPSOS)	\$3,729,409 (EDD)	\$2,250,329.96 (DOR)	\$0 (OCSSA)
				\$72,392 (South Orange County Community College Consortium) \$47,500 HBUHSD \$36,000 (Garden Grove USD) \$30,000 (Rancho Santiago Community College District) \$10,000 (Tustin USD)			
Applicable Career Services	CTE	T-V OAA (SCSEP)	Job Corps	Native American	Migrant Seasonal Farm worker	Youth Build	TAA*
Basic Career Services: T-I Eligibility/Initial Assess, Outreach, Intake, Orientation, Labor Exchange/ Job Search Referrals/LMI Supportive Services Info	\$49,832 (South Orange County Community College Consortium) \$30,000	\$389,545.50 (OC Office on Aging)	\$0 (LBJCC)	\$0 (Walking Shield)	\$0	N/A	See Footnote

UI Info/Fin Aid Info	(Rancho Santiago Community College District)						
Applicable Career Services	Community Service Block Grant	Housing	UI	Native American	Veterans Services*	Specialized Partner	Specialized Partner
Basic Career Services: T-I Eligibility/ Initial Assess, Outreach, Intake, Orientation, Labor Exchange/ Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$1,550,000 (CAP-OC)	\$0 (OC Housing Authority)	\$59,379.48 (EDD)	\$0	See Footnote	Goodwill \$0	\$0
Applicable Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
Individual Career Services: Comp Assessment/IEP Career Planning/ Counseling, Short-Term Pre-vocational Internship/Work Experience Financial Literacy IET/ELA/WF Prep				\$42,063.52 (South Orange County Community College Consortium)			
	\$617,400 (MCS)	\$926,100 (MCS)	\$75,000 (La Habra)	\$60,000 (BPSOS) \$53,500 (NOCCCD) \$122,500 (HBUHSD) \$106,000 (Garden Grove USD) \$30,000 (Rancho Santiago)	\$903,233.16 (EDD)	\$9,001,319.83 (DOR)	\$0 (OCSSA)

				Community College District) \$15,000 (Tustin USD)			
Applicable Career Services	CTE	T-V OAA (SCSEP)	Job Corps	Native American	Migrant Seasonal Farm worker	Youth Build	TAA*
Individual Career Services: Comp Assessment/IEP Career Planning/Counsel Short-Term Pre-vocational Internship/Work Experience Financial Literacy IET/ELA/WF Prep	\$49,832 (South Orange County Consortium and Coast Consortium) \$30,000 (Rancho Santiago Community College District)	\$389,542.50 (OC Office on Aging)	\$0 (LBJCC)	\$0	\$0	N/A	See Footnote
Applicable Career Services	Community Service Block Grant	Housing	UI	Native American	Veterans Services*	Specialized Partner	Specialized Partner
Individual Career Services: T-I Eligibility/Initial Assessment Outreach, Intake, Orientation, Labor Exchange/ Job Search Referrals/LMI Supportive Services Info UI Info/Fin Aid Info	\$1,550,000 (CAP-OC)	\$0 (OC Housing Authority)	\$0	\$0	See Footnote	Goodwill \$0	Orange County Asperger's Support Group (OCSAG) \$17,619.59

Applicable Career Services	Specialized Partner	Specialized Partner	Specialized Partner	Specialized Partner	Specialized Partner	Specialized Partner	Specialized Partner
Individual Career Services: T-I Eligibility/Initial Assessment Outreach, Intake, Orientation, Labor Exchange/ Job Search Referrals/LMI Supportive Services Info UI Info/Fin Aid Info	\$40,000 Human Works						
Consolidated budget total of career services delivered through the One-Stop system: \$ 22,843,249.36							

*TAA and Veterans costs included by EDD as part of Individualized Career Services

Cost Reconciliation and Allocation Base Update

All Parties agree that a quarterly reconciliation of budgeted and actual costs and update of the allocation bases will be completed in accordance with the following process:

- Partners will provide the ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD with the following information no later than fifteen (15) days after the end of each quarter, as applicable:
- Quarterly cost information and documentation of the actual costs,
- Updated staffing information (per the 1st day of the 1st month of each quarter), and
- Actual customer participation numbers (per the last day of the last month of each quarter).
- Upon receipt of the above information, the Orange County Workforce Development Board will:
- Compare budgeted costs to actual costs, and Update the allocation bases, and
- Apply the updated allocation bases, as described in the Cost Allocation Methodology section above, to determine the actual costs allocable to each partner.
- The Orange County Workforce Development Board will prepare an updated budget document showing cost adjustments and will prepare an invoice for each Partner with the actual costs allocable to each Partner for the quarter.
- The Orange County Workforce Development Board will submit the invoices to the Partners and send a copy of the updated budget to all Parties no later than forty-five (45) days after the end of each quarter. The Partners understand that the timeliness of the Orange County Workforce Development Board's preparation and submission of invoices and adjusted budgets is contingent upon the timeliness of each Partner in providing the necessary cost information. For Partners that advance funds to the Local area, the Orange County Workforce Development Board will only send a copy of the updated budget.
- Upon receipt of the invoice and adjusted budget, each Partner will review both documents and will submit payment to the Orange County Workforce Development Board no later than fifteen (15) days following receipt. Payment of the invoice signifies agreement with the costs in the adjusted budget. For Partners that advance funds to the Local area, the Orange County Workforce Development Board may draw down funds for quarterly payments upon approval via email of the reconciled budget.
- Partners will communicate any disputes with costs in the invoice or the adjusted budget to the Orange County Workforce Development Board in writing. The Orange County Workforce Development Board will review the disputed cost items and respond accordingly to the Partner and Local WDB within ten (10) days²¹ of receipt of notice of the disputed costs. When necessary, the Orange County Workforce Development Board will revise the invoice and the adjusted budget upon resolution of the dispute.

Infrastructure Funding Agreement

American Job Center infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the American Job Center, including, but not limited to:

- Rental of the facilities;

- Utilities and maintenance;
- Equipment, including assessment-related products and assistive technology for individuals with disabilities; and,
- Technology to facilitate access to the American Job Center, including technology used for the center's planning and outreach activities.

All Parties to this MOU and IFA recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the American Job Center or not. Each partner's contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance.

Partners

Partners funding the costs of infrastructure according to this IFA are the same as identified in the Partners section of the MOU.

Infrastructure Budget EXHIBIT

Garden Grove Infrastructure Budget

The allocated initial share for each partner is:

Co-located Partner	Area Used	SQ FT	SQ FT Occupied / Total Area
AWC/Operator		1,368	6.94%
EDD		2,825	14.43%
MCS		1,015	5.16%
La Habra		175	0.87%
San-JOB5		112	0.57%
DOR		128	0.65%
Career Teams		1,028	5.25%
Vacant/Available*		428	2.18%
Common Area**		11,222	56.91%
Total		19,728	100.00%

Proposed Monthly Cost Allocation Methodology to Share These Costs

Infrastructure Budget: Comprehensive AWC (DOWD4 - Garden Grove)			One-Stop Partner								
Cost Category/Line Item	Line Item Cost Detail	Cost	AWC 6.94%	EDD 14.43%	MCS 5.16%	La Habra 0.87%	San-JOB5 0.57%	DOR 0.65%	Career Teams 5.25%	Vacant / Available** 2.18%	Common Area** 56.91%
Rental of Facilities	Middle-Grade	\$488,025.56	\$34,578.15	\$69,141.21	\$25,706.53	\$4,227.83	\$2,818.94	\$3,239.28	\$16,693.81	\$10,844.59	\$1,842,642.02
	Electric										
	Gas										
	Water										
	Sewer Connections										
	Facility Maintenance - Standard										
Personnel	CCS Services	\$93,628.96	\$1,542.61	\$4,810.90	\$3,611.26	\$429.18	\$287.17	\$328.46	\$1,721.06	\$1,105.51	\$28,811.90
	Security Guard	\$47,816.58	\$1,217.36	\$4,265.81	\$3,466.19	\$415.15	\$271.65	\$313.90	\$1,526.21	\$1,083.11	\$27,211.03
	Security Alarm	\$665.15	\$16.63	\$52.89	\$42.74	\$5.12	\$3.37	\$4.01	\$20.86	\$14.65	\$37.08
	Subtotal: Rental Costs (Based on Square Footage)	\$142,110.69	\$10,002.12	\$20,080.51	\$15,520.19	\$1,857.26	\$1,166.95	\$1,366.37	\$7,078.13	\$4,703.27	\$118,860.01
	Subtotal: Common Area Rental Costs	\$142,110.69	\$10,002.12	\$20,080.51	\$15,520.19	\$1,857.26	\$1,166.95	\$1,366.37	\$7,078.13	\$4,703.27	\$118,860.01
Rental Costs		\$630,136.25	\$44,580.27	\$89,161.72	\$31,266.72	\$5,085.09	\$3,984.88	\$4,605.65	\$23,771.94	\$15,547.86	\$2,961,502.03
<i>(Including Common Area Costs divided amongst partners)</i>											
Telephone (Landlines)	Frontier	\$1,180.00	\$123.60	\$382.40	\$144.00	\$27.45	\$18.26	\$21.34	\$111.84	\$70.19	\$1,209.80
	Other Media	\$33,224.00	\$2,087.01	\$6,501.20	\$1,558.96	\$262.43	\$171.48	\$196.21	\$1,222.70	\$617.61	\$17,202.18
	Internet	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	IT Support	\$138,838.00	\$4,969.89	\$15,504.20	\$3,702.89	\$676.15	\$372.74	\$434.19	\$2,216.24	\$1,181.89	\$17,388.83
	Subtotal: Utilities and Maintenance Costs (Based on Square Footage)	\$172,042.00	\$11,080.50	\$35,390.60	\$8,761.84	\$1,653.60	\$877.27	\$1,021.53	\$5,165.23	\$2,669.60	\$76,989.81
	Subtotal: Common Area Utilities and Maintenance Costs	\$172,042.00	\$11,080.50	\$35,390.60	\$8,761.84	\$1,653.60	\$877.27	\$1,021.53	\$5,165.23	\$2,669.60	\$76,989.81
Utilities and Maintenance Costs		\$172,042.00	\$11,080.50	\$35,390.60	\$8,761.84	\$1,653.60	\$877.27	\$1,021.53	\$5,165.23	\$2,669.60	\$76,989.81
<i>(Including Common Area Costs divided amongst partners)</i>											
Copiers/Free Machine	FAX Lease	\$23,110.00	\$1,029.58	\$3,088.00	\$1,005.00	\$253.74	\$104.21	\$128.87	\$618.64	\$393.33	\$5,947.06
	Common Area Computers		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Assistive Technology for individuals with disabilities										
	Other long-life equipment used to serve all center customers										
	Subtotal: Equipment Costs (Based on Square Footage)	\$23,110.00	\$1,029.58	\$3,088.00	\$1,005.00	\$253.74	\$104.21	\$128.87	\$618.64	\$393.33	\$5,947.06
	Subtotal: Common Area Equipment Costs	\$23,110.00	\$1,029.58	\$3,088.00	\$1,005.00	\$253.74	\$104.21	\$128.87	\$618.64	\$393.33	\$5,947.06
Equipment Costs		\$23,110.00	\$1,029.58	\$3,088.00	\$1,005.00	\$253.74	\$104.21	\$128.87	\$618.64	\$393.33	\$5,947.06
<i>(Including Common Area Costs divided amongst partners)</i>											
Technology used for the center's planning and outreach activities											
Specify the Technology:											
Cost of creation and maintenance of a center website (not specific to an individual program partner that provides outreach)											
Subtotal: Technology to Facilitate Access Costs		\$0.00									
Common Identifier Costs (Basic Option, if Agreed To by All Co-located Partners)											
Creating New AWC Logo		\$8,000.00	\$425.40	\$1,276.19	\$414.19	\$78.14	\$51.12	\$58.43	\$304.83	\$195.81	\$5,120.07
	Updating, Templates, and Materials	\$5,000.00	\$262.50	\$787.50	\$257.50	\$49.43	\$32.40	\$37.96	\$197.58	\$124.76	\$2,845.58
	Updating Electronic Resources	\$10,000.00	\$484.76	\$1,454.28	\$464.77	\$88.80	\$54.80	\$64.91	\$335.26	\$217.17	\$5,491.19
	Subtotal: Common Identifier Costs (Based on Square Footage)	\$23,000.00	\$1,172.66	\$3,208.07	\$1,136.46	\$216.37	\$138.32	\$161.30	\$837.67	\$537.74	\$13,456.84
	Subtotal: Common Area Common Identifier Costs	\$11,500.00	\$591.33	\$1,754.03	\$568.23	\$109.18	\$71.16	\$84.17	\$433.62	\$278.87	\$7,028.51
Common Identifier Costs		\$23,000.00	\$1,172.66	\$3,208.07	\$1,136.46	\$216.37	\$138.32	\$161.30	\$837.67	\$537.74	\$13,456.84
<i>(Including Common Area Costs divided amongst partners)</i>											
Total AWC Budget		\$447,216.58	\$30,663.84	\$96,470.58	\$30,046.64	\$6,061.57	\$3,522.32	\$4,211.45	\$21,496.91	\$13,513.22	\$214,216.54
<i>(Including Common Area Costs divided amongst partners)</i>											

* Vacant/ Available Cost to be paid by the One-Stop Operator until filled.

** Common Area Cost allocation to be paid by the One-Stop Operator.

	AWC 6.94%	EDD 14.43%	MCS 5.16%	La Habra 0.87%	San-JOB5 0.57%	DOR 0.65%	Career Teams 5.25%	Vacant / Available** 2.18%	Common Area** 56.91%
Total Cost per month	\$31,284.96	\$5,621.14	\$13,639.80	\$4,178.87	\$708.46	\$468.21	\$2,825.85	\$1,468.08	\$1,762.77
Weekly	\$12,486.53	\$1,297.19	\$5,124.57	\$1,624.35	\$278.24	\$184.20	\$1,121.27	\$574.84	\$696.76
Daily	\$1,797.83	\$187.37	\$741.33	\$233.30	\$39.55	\$26.34	\$160.18	\$82.12	\$100.00

*MCS will only occupy space from July 1, 2022 through August 31, 2022.

Affiliate Infrastructure Budget EXHIBIT

OC One-Stop Affiliate Sites

Cost Category/Line Item	Line Item Cost Detail	Cost	Manchester Office Building	Orangewood Foundation	Tustin Shelter	Los Alamitos	Mobile Unit
Rental of Facilities			\$909.60				
Rental (utilities included) Costs			\$909.60	\$0.00	\$0.00	\$0.00	\$0.00
Cost Category/Line Item	Line Item Cost Detail	Cost	Manchester Office Building	Orangewood Foundation	Tustin Shelter	Los Alamitos	Mobile Unit
Cleaners (\$775 per month)							
Electric			Included in Rent			\$9,300.00	\$40,000.00
Gas			Included in Rent				\$2,400.00
Water			Included in Rent				
Sewer Connections			Included in Rent				
Facility Maintenance Contract			249.68				55,100.00
Telephones & Internet (Landlines)			\$2,415.60				
Security Guard							
Subtotal: Utilities and Maintenance Costs (Based on Square Footage)							
Subtotal: Common Area Utilities and Maintenance Costs							
Utilities and Maintenance Costs		\$59,465.28	\$2,665.28	\$0.00	\$0.00	\$9,300.00	\$47,500.00
Cost Category/Line Item	Line Item Cost Detail	Cost	Manchester Office Building	Orangewood Foundation	Tustin Shelter	Los Alamitos	Mobile Unit
Assistive technology for individuals with disabilities							
Computers (3 for MOB and 6 for Los Alamitos)			\$4,778.06			\$9,556.12	
Copiers							\$500.00
Internet infrastructure						\$2,809.45	\$250.00
Fax Machines							
Common Area Computers							
Other tangible equipment used to serve all center customers							
Subtotal: Equipment Costs (Based on Square Footage)							
Subtotal: Common Area Equipment Costs							
Equipment Costs		\$17,893.63	\$4,778.06	\$0.00	\$0.00	\$12,365.57	\$750.00
Cost Category/Line Item	Line Item Cost Detail	Cost	Manchester Office Building	Orangewood Foundation	Tustin Shelter	Los Alamitos	Mobile Unit
Technology used for the center's planning and outreach activities							
Cost of creation and maintenance of a center website (not specific to an individual program partner) that provides outreach to customers by providing information on AJCC services and/or provides direct service access to AJCC services.							
Subtotal: Technology to Facilitate Access Costs		\$0.00					
Common Identifier Costs (Local Option, if Agreed To By All Co-located Partners)	Line Item Cost Detail	Cost	Manchester Office Building	Orangewood Foundation	Tustin Shelter	Los Alamitos	Mobile Unit
Creating New AJCC Signage							
Updating Templates and Materials							
Updating Electronic Resources							
Subtotal: Common Identifier Costs (Based on Square Footage)							
Subtotal: Common Area Common Identifier Costs							
Common Identifier Costs		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Manchester Office Building	Orangewood Foundation	Tustin Shelter	Los Alamitos	Mobile Unit
Total			\$77,358.91	\$8,352.94	\$0.00	\$21,665.57	\$48,250.00

Signature Page i: Co-located Partners Sharing AJCC Infrastructure Costs

All partners, regardless of colocation status, must sign the MOU.

By signing below, all parties agree to the terms prescribed in this MOU, including the attached IFA and other system costs budget.

By signing below, all parties agree to the terms prescribed in the sharing of infrastructure costs.

(Co-located AJCC Partner Entity)

Dr. Lee Bowes

CEO

Print Signer's Name and Title

America works of California inc

Partner Agency Name

DocuSigned by:
Dr. Lee Bowes
FCB91D80B90C44E

7/6/2022

Signature and Date

Signature Page i: Co-located Partners Sharing AJCC Infrastructure Costs

All partners, regardless of colocation status, must sign the MOU.

By signing below, all parties agree to the terms prescribed in this MOU, including the attached IFA and other system costs budget.

By signing below, all parties agree to the terms prescribed in the sharing of infrastructure costs.

(Co-located AJCC Partner Entity)

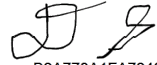
David Shufrin

General Counsel

Print Signer's Name and Title

Career Team, LLC

Partner Agency Name

DocuSigned by:

B2A778A1FA7248D...

7/28/2022

Signature and Date

Signature Page i: Co-located Partners Sharing AJCC Infrastructure Costs

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(Co-located AJCC Partner Entity)

Kim Albarian

Community Services Manager

Print Signer's Name and Title

City of La Habra - Community Services Department

Partner Agency Name

DocuSigned by:
Kim Albarian
44120B597DB745F...

7/4/2022

Signature and Date

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(Co-located AJCC Partner Entity)

Employment Development Department

Print Signer's Name and Title

Rob Claudio

Deputy Division Chief

Partner Agency Name

DocuSigned by:
Rob Claudio
5C15868E8E304B5

6/23/2022

Signature and Date

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(Co-located AJCC Partner Entity)

[Sherri Han-Lam Regional Director](#)

Print Signer's Name and Title

[Dept. of Rehabilitation](#)

Partner Agency Name

[Sherri Han-Lam 7/21/22](#)

Signature and Date

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(Co-located AJCC Partner Entity)

Philip Starr

Executive Director

Print Signer's Name and Title

Managed Career Solutions, Inc.

Partner Agency Name

DocuSigned by:
Philip Starr
2954DCDCB140484...

6/23/2022

Signature and Date

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(Co-located AJCC Partner Entity)

Ericka Danczak

Director

Print Signer's Name and Title

Ericka Danczak Aging and Veterans Services Director

Partner Agency Name

DocuSigned by:
Ericka Danczak
6B5945A3D231409...

6/23/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Mira Tarabeine

Career Placement Specialist

Print Signer's Name and Title

Tiyya Foundation

Partner Agency Name

DocuSigned by:
Mira Tarabeine
6B6E60DE149E464...

8/1/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Anthony Soria

CFO

Print Signer's Name and Title

Tustin Unified School District

Partner Agency Name

DocuSigned by:
Anthony Soria
CB38CAD433574B7...

7/2/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Rene Williams

Vice President of Operations

Print Signer's Name and Title

Rene Williams

Partner Agency Name

DocuSigned by:
Rene Williams
9C9D573EA8DC49E

7/3/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

David Andrews

Chancellor

Print Signer's Name and Title

David Andrews

Partner Agency Name

DocuSigned by:

David Andrews

6/30/2022

5FE5DE977970400...

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Owaiz Dadabhoy

President

Print Signer's Name and Title

uplift Charity

Partner Agency Name

DocuSigned by:
Owaiz Dadabhoy
6458E7D8C0954BE

6/30/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Bonni Pomush

CEO

Print Signer's Name and Title

Bonni Pomush, working Wardrobes CEO

Partner Agency Name

DocuSigned by:

Bonni Pomush

7/11/2022

ED93B8C6D3E44CE

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Alex Hernandez

Community Relations

Print Signer's Name and Title

Yorba Linda Chamber of Commerce

Partner Agency Name

DocuSigned by:

C7C2E6709B44457

6/27/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Hang Nguyen

Executive Director

Print Signer's Name and Title

BPSOS Center for Community Advancement

Partner Agency Name

DocuSigned by:
Hang Nguyen
A38658183D7B4A4...

6/23/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Daniel Ramos

workforce Development Coordinat

Print Signer's Name and Title

Daniel Ramos, workforce Development Coordinator

Partner Agency Name

DocuSigned by:
Daniel Ramos
3DB41A849980463

6/28/2022

Signature and Date

Signature Page ii: Non-Co-located Partners Sharing AJCC Infrastructure Costs

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(Non-Co-located AJCC Partner Entity)

Raj Talwar

District Administrator

Print Signer's Name and Title

Division of Adult Parole Operations

Partner Agency Name

DocuSigned by:
Raj Talwar
AAEB725FE86C490

8/1/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Mark Loranger

President & CEO

Print Signer's Name and Title

Chrysalis

Partner Agency Name

DocuSigned by:

Mark Loranger

6/30/2022

2DCA824EE14F44E...

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Andreeea Serban

on_behalf_of_Dr.Weispenning,Chancellor

Print Signer's Name and Title

Coast Community College District

Partner Agency Name

DocuSigned by:
Andreeea Serban
87198D4A1AFA413

7/27/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Kendra Rode

Program Coordinator

Print Signer's Name and Title

Community Action Partnership of Orange County

Partner Agency Name

DocuSigned by:
Kendra Rode
B9D0966E243C408

6/29/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Memory Bartlett

CEO & President

Print Signer's Name and Title

Fountain Valley Chamber of Commerce

Partner Agency Name

DocuSigned by:

470EE34B94BE4E9

6/28/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Richard Adams

Vice President of Human Services

Print Signer's Name and Title

Goodwill Industries of Orange County, CA

Partner Agency Name

DocuSigned by:
Richard Adams
60C820061674432...

7/11/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Hai Hoang

Chief Operating Officer

Print Signer's Name and Title

Hai Hoang

Partner Agency Name

DocuSigned by:
Hai Hoang
500C74A46EA4440...

7/5/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

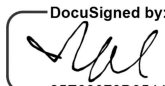
Megan Langston

CCO

Print Signer's Name and Title

Human Works Foundation

Partner Agency Name

DocuSigned by:

25E39078D95440D...

6/24/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Margaret Bayston

CEO/Executive Director

Print Signer's Name and Title

Laura's House

Partner Agency Name

DocuSigned by:
Margaret Bayston
917FEB4042E8463

6/23/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Roxanne Chin Center Director, Acting

Print Signer's Name and Title

Partner Agency Name

DocuSigned by:
Roxanne Chin 7/21/2022
FA30283094C341B...

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Meghan Medlin

CEO / Consultant

Print Signer's Name and Title

Medlin Workforce & Reentry Solutions LLC

Partner Agency Name

DocuSigned by:

639A659C57BB4E6

6/23/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Valentina Purte11

President, NOCE

Print Signer's Name and Title

North Orange Continuing Education

Partner Agency Name

DocuSigned by:
Valentina Purte11
EAD1A062E1D34B1

6/24/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Jessica Lee

Executive Director

Print Signer's Name and Title

NeuroTalent works

Partner Agency Name

DocuSigned by:
Jessica Lee
49E6854055C54CA

7/19/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Karen Williams

President & CEO

Print Signer's Name and Title

People for Irvine Community Health dba 2-1-1 Orange County

Partner Agency Name

DocuSigned by:
Karen Williams
308AD88B82A74AF...

6/28/2022

Signature and Date

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(Non-Co-located AJCC Partner Entity)

Andrew Fahmy

Executive Director, U4FS

Print Signer's Name and Title

Orange County United way

Partner Agency Name

DocuSigned by:

Andrew Fahmy

7/12/2022

276D1242155B40B...

Signature and Date

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(Non-Co-located AJCC Partner Entity)

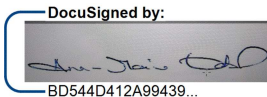
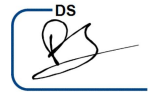
Ann-Marie Gabel

Vice Chancellor, Business Services

Print Signer's Name and Title

South Orange County Community College District

Partner Agency Name



7/26/2022

Signature and Date

BOT Approved 7-25-2022

SCVPIS-REVSFA-5538-2022

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(Non-Co-located AJCC Partner Entity)

Debra J. Baetz

Director, OC SSA

Print Signer's Name and Title

Debra J Baetz

Partner Agency Name

DocuSigned by:
Debra J. Baetz

6/23/2022

Signature and Date

Attachment G

SIGNATURES

IN WITNESS WHEREOF, the parties hereto certify that they have read and understand all the terms and conditions contained herein and have duly authorized and caused this MOU to be executed as of the date stated below written. There are no oral understandings of the Parties or terms and conditions other than as are stated herein

Multiple Originals; Counterparts

This Agreement may be executed in multiple originals, each of which is deemed to be an original, and may be signed in counterparts.

Dated _____, 2022

By: _____
Teri Hollingworth
Chair, Orange County Workforce
Development Board

Dated _____, 2022

By: _____
Doug Chaffee
Chair, County of Orange Board of
Supervisors

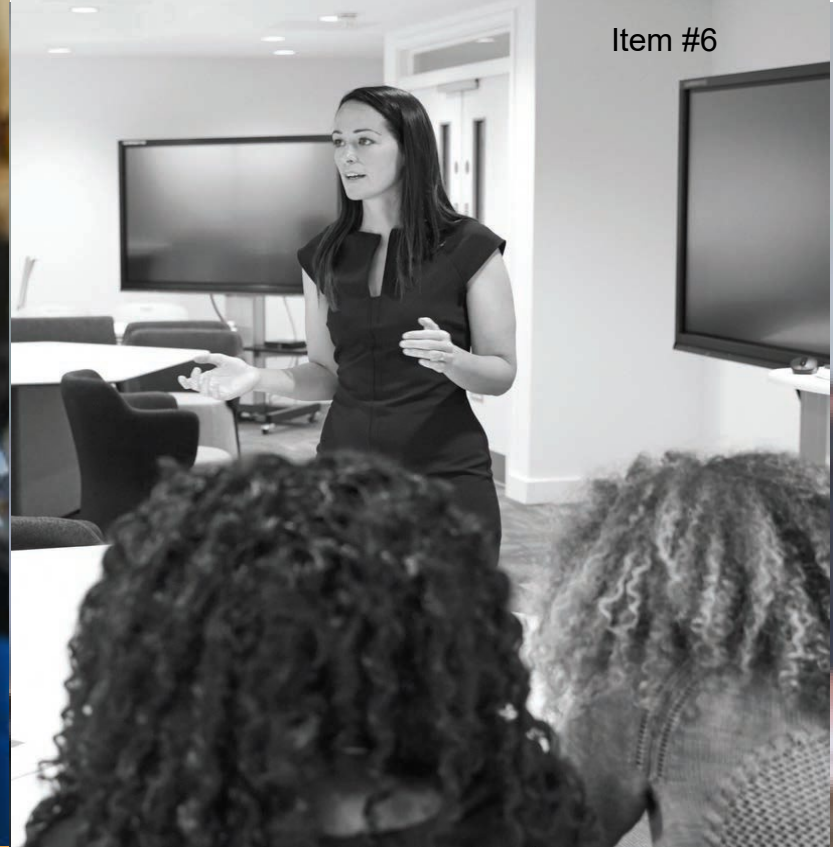
Dated: _____, 2022

By: _____
Robin Stieler
Clerk of the Board of Supervisors
Orange County, California

**APPROVED AS TO FORM
OFFICE OF THE COUNTY COUNSEL**

BY _____
DEPUTY

DATE: _____



READY
SET | OC

Skills, education, training for your future.

OC | WORKFORCE
DEVELOPMENT BOARD

Empowering Orange County job-seekers, youth and businesses.

OC | WORKFORCE
SOLUTIONS

Connecting job-seekers and businesses to no-cost services.

Orange County Workforce Solutions Memorandum of Understanding and Infrastructure Agreement

Just the Facts about the MOU

- What is an MOU and IFA?
 - Purpose of MOU is to define the roles and responsibilities of partners for the operations of the One-Stop delivery system.
 - Section 12 of the MOU provides guidance for IFA negotiations-specific negotiations on sharing the costs of operating the One-Stop delivery system.
- Who are the Parties to this MOU?
 - The State, WIOA mandated partners, Community partners, Chambers of Commerce,
- When is the MOU effective, and when does it expire?
 - Effective on date of signing. Expires June 30, 2025
- How did this project start?
 - Every MOU must contain an assurance that it will be reviewed and updated at least every three years in order to ensure it contains up-to-date information regarding funding, delivery of services, and changes in the signatory official of the Local Board, CEO, or AJCC partner(s). The IFA must be reviewed annually.

Key Acronyms

- MOU = Memorandum of Understanding
- IFA = Infrastructure Funding Agreement

Developing the MOU

- Carma and OCWEDD Staff were charged with facilitating MOU Development.
 - Met once a week
 - Planning Session 1
March 29, 2022 10:30 a.m. until 12:00 p.m.
 - Planning Session 2
April 4, 2022 1:00 p.m. until 2:30 p.m.
 - Planning Session 3
April 11, 2022 1:30 p.m. until 3:00 p.m.
 - Planning Session 4
April 18, 2022 1:30 p.m. until 3:00 p.m.
 - Provided follow up meetings with community agencies to discuss non-co-located partnership.
 - MOU Writing Team
 - Led by Carma Lacy, OCWEDD staff and input from all MOU partners.

References

- **Workforce Innovation and Opportunity Act of 2014**
- **Federal Rules**
 - 20 CFR 678, Description of the One-Stop System under Title I of WIOA
 - 29 CFR 30, Nondiscrimination and Equal Opportunity Regulations
- **Federal Guidance**
 - Training and Employment Guidance Letter (TEGL) 17-16, Infrastructure Funding of the One-Stop System
- **State Law**
 - WSD18-12 - WIOA Memorandums of Understanding

Components of the MOU

I. Introduction, Vision,
Mission

VIII. Program
Accessibility

IX. Outreach, Press
Releases, Dispute
Resolution

XVI. Partner
Signatures

II. System Structure

VII. Data Referral
Tracking System

X. Modification,
Signatures,
Termination

XV. Cost
Reconciliation and
Allocation Base
update

III. MOU Partners

VI. Data Sharing

XI. Effective Date and
Duration of MOU

XIV. Additional
Partners

IV. AJCC Services

V. Roles and
Responsibilities

XII.
One-Stop Operating
Budget

XIII. Required
Partners

Exhibits

- Allocation Bases per Cost Item
- Partner Contribution Amounts
- Infrastructure Budget
- Affiliate Infrastructure Budget

Cost-Sharing and IFA

- Section VIII (Cost Sharing) lays out the general definitions and principles concerning cost sharing to run the One-Stop delivery system.
- The Operating Budget of the Local One-Stop Delivery System breaks down into:
 - Infrastructure Costs and “Additional Costs” (Partner Contribution Amounts Infrastructure Budget Exhibits)

Infrastructure Costs (Non-Personnel) Actual or Proportional Cash, Non-Cash or Third-Party In-Kind Contribution	Additional Costs	
	Applicable Career Services (Personnel & Services) Actual Non-Cash Contribution	Shared Operating & Services Costs (Personnel, Operations & Services) Proportional Cash, Non-Cash or Third-Party In-Kind Contribution
a. The actual cost of square footage occupied by the State-Level Program’s staff assigned to the WorkSource site for offices, work stations, meeting rooms, and other space dedicated for only their use. b. The actual and/or proportional cost of utilities associated with staff occupancy (e.g., internet connections, phone lines, heat, lights, water and sewer, etc.). c. The proportional cost of shared or common space associated with staff occupancy (e.g., resource rooms, shared meeting rooms, computer labs, reception areas, bathrooms, lunch rooms, etc.). d. The proportionate cost of shared equipment and technology associated with staff occupancy.	The dollar valuation of a State-Level Program’s applicable career services that are provided at a WorkSource site.	The proportional costs that a State-Level Program contributes to pay for shared operating and services costs at the WorkSource site, such as: <ul style="list-style-type: none"> • Initial intake • Assessment of needs • Appraisal of basic skills • Identification of appropriate services to meet such needs • Referrals to other one-stop partners Business services • A shared welcome desk or greeter directing employers and customers to the services or staff that are available in that one-stop center • WorkSource manager

Cost-Sharing and IFA

Infrastructure Funding Agreement – Exhibit

Local programs started negotiations on their proportional share of expenses using a set of recommended factors.

- The actual cost of square footage occupied by the program's staff
- The actual and/or proportional cost of utilities associated with staff occupancy
- The proportional cost of shared or common space associated with staff occupancy
- The proportional cost of shared equipment and technology associated with staff occupancy

Workforce Board Role in the MOU

Item #6

- State funding formula-prescribed by WIOA-is applied on June 30, 2022, if an IFA negotiation stalls at the local level
- Areas must notify their regional advisor of successful IFA negotiation by April 1 annually.
 - The Governor (or their representative) may designate a state-level partner agency, an independent mediator, or Board staff to mediate if negotiations are not completed locally.
 - Appointed mediator will provide mediation and technical assistance.
 - Regional advisor will apply 8 step process to complete local IFA before funding formula applies.





ANY
QUESTIONS



Item #6

Thank You

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD



Overseeing job seekers, youth and business programs and services.

Performance Report

Quarter 4

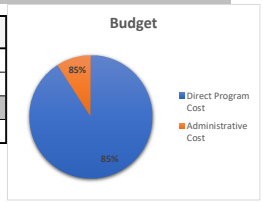
April 1, 2022 through June 30, 2022

Status:	Open
Service Provider:	America Works of California, Inc.
Contract Obligation:	\$1,301,500.00
Contract Number:	20-28-0073-OSO
Contract Period:	07/01/2021 - 06/30/2022

Program Name:	One-Stop Operator
Funding Stream	OA Adult & Dislocated Worker Programs
Pay for Performance	\$130,150.00

Fiscal Activities

Cost Category	Budget	Q4		YTD Expenditures	Balance	% Utilized
		Apr '22 - Jun '22				
Direct Program Cost	\$ 1,183,182.00	\$ 157,423.16	\$ 1,008,432.75	\$ 174,749.25	85%	
Administrative Cost	\$ 118,318.00	\$ 15,742.32	\$ 100,843.28	\$ 17,474.72	85%	
Training	N/A	\$ -	\$ -	\$ -		
TOTAL	\$ 1,301,500.00	\$ 173,165.48	\$ 1,109,276.03	\$ 192,223.97	85%	



* as of 8/2/2022 June 2022 invoices have not been approved.

Program Activities | Contract Performance Measures

Performance Category	Contracted Goal	Q4 Apr '22 - Jun '22	YTD	% of Performance
First Time Visitors	N/A	595	2940	
Virtual Training	N/A	433	1304	
On-Site Training	N/A	155	469	
Literacy/Numeracy Gain (in progress skills gain)				

Program Participation

Trainings	Q4 Apr '22 - Jun '22	YTD
Participated in their first class/workshop/training:	# of Participants	
Within 1 week of program enrollment		
Between 2 and 4 weeks of program enrollment		
Between 1 and 2 months of program enrollment		
More than 2 months since program enrollment		
Not yet engaged in a service		



READY
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Skills, education, training for your future.

OC | WORKFORCE
DEVELOPMENT BOARD

Empowering Orange County job-seekers, youth and businesses.

OC | WORKFORCE
SOLUTIONS

Connecting job-seekers and businesses to no-cost services.

Current Sites

- Irvine Katie Wheeler Library
- La Palma Library
- Los Alamitos-Rossmoor Library
- Aliso Viejo Library
- Foothill Ranch Library
- CDCR – Irvine Parole Office
- Costa Mesa – Mesa Verde Library
- PATH Navigation
- Buena Park Library
- Tustin Library
- Westminster Family Resource Center
- La Habra Library
- Garden Grove Adult Edu. Center

Services

- **Clients served**
- 290 clients
 - 267 walk-ins
 - 267 WIOA Universal Services provided
- **Most requested services**
- Career Guidance
- Mock interviews
- Utilize computer/printer
- Job Search Assistance (Job referrals, Resume, Application assistance)
- WIOA Intake

Special Events and Future Locations

- **Special Events**

- **Huntington Beach Adult Education School**
 - Mobile Unit participated in Job/Resource Fair – April 4, 2022
- **Jamboree Housing at the Arbor**
 - Event hosted for residents of subsidized housing – June 24, 2022

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD



Empowering Orange County job-seekers, youth and businesses.

Performance Report

Quarter 4

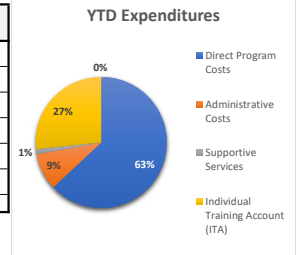
April 1, 2022 through June 30, 2022

Status:	Open
Service Provider:	Managed Career Solutions, SPC.
Contract Obligation:	\$900,000.00
Contract Number:	18-28-0062-OS
Contract Period:	07/01/2021 - 06/30/2022

Program Name:	Adult Career Services - North
Funding Stream:	WIOA Title I - Adult Career Services
Leverage Budget:	\$270,000.00
Total YTD Leverage:	\$3,472.50
% of Total Leverage:	1.29%

Fiscal Activities

Cost Category	Budget	Q4		YTD Expenditures	Balance	% Utilized
		April '22	June '22			
Direct Program Costs	\$ 520,000.00	\$ 102,762.07	\$ 448,649.63	\$ 71,350.37	86%	
Administrative Costs	\$ 90,000.00	\$ 17,000.54	\$ 64,735.09	\$ 25,264.91	72%	
Supportive Services	\$ 20,000.00	\$ 4,389.90	\$ 9,243.05	\$ 10,756.95	46%	
Individual Training Account (ITA)	\$ 225,720.00	\$ 62,853.44	\$ 189,458.12	\$ 36,261.88	84%	
On-the-Job Training (OJT)	\$ 17,280.00	\$ -	\$ -	\$ 17,280.00	0%	
Work Experience/Transitional Jobs (WEX)	\$ 27,000.00	\$ -	\$ -	\$ 27,000.00	0%	
TOTAL	\$ 900,000.00	\$ 187,005.95	\$ 712,085.89	\$ 187,914.11	79%	



Program Activities | Contract Performance Measures

Performance Category	Contracted Goal	Q4 Apr '22 - Jun '22	YTD	% of Performance
New Enrollments	400	66	240	60%
Carry Forward / Follow-Up	137	0	137	100%
Target Population	472	46	191	40%
Employment Placements	411	6	93	23%
Median Earnings of Participant Employment Placements	\$6,600.00	\$8,645.00	\$9,360.00	TBD
Attainment of Degree/Certificate	335	5	24	7%
Literacy/Numeracy Gain (in program skills gain)	419	14	37	9%
Retention with the Same Employer	314	53	134	43%
Co-enrollment into WIOA services	N/A	0	17	
Staff/providers trained on serving individuals with disabilities	N/A			
Program Exit	411	61	266	65%

Program Participation

Trainings	# of Participants	
	Q4 Apr '22 - Jun '22	YTD
Participated in their first class/workshop/training:		
Within 1 week of program enrollment	63	235
Between 2 and 4 weeks of program enrollment	1	3
Between 1 and 2 months of program enrollment	0	0
More than 2 months since program enrollment	1	1
Not yet engaged in a service	2	2
TOTAL	67	241
ITA'S	4	60
OJT	0	1
WEX	0	0

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD



Empowering Orange County job-seekers, youth and businesses.

Performance Report

Quarter 4

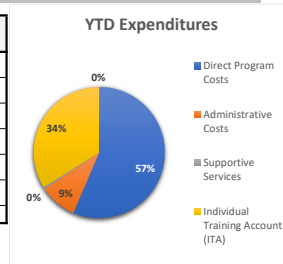
April 1, 2022 through June 30, 2022

Status:	Open
Service Provider:	Managed Career Solutions, SPC.
Contract Obligation:	\$800,000.00
Contract Number:	18-28-0062-OS
Contract Period:	07/01/2021 - 06/30/2022

Program Name:	Adult Career Services - South
Funding Stream:	WIOA Title I - Adult Career Services
Leverage Budget:	\$240,000.00
Total YTD Leverage:	\$16,500.00
% of Total Leverage:	7%

Fiscal Activities

Cost Category	Budget	Q4		YTD Expenditures	Balance	% Utilized
		April '22	June '22			
Direct Program Costs	\$ 459,240.00	\$ 86,153.46	\$ 353,861.98	\$ 105,378.02	77%	
Administrative Costs	\$ 80,000.00	\$ 11,956.97	\$ 57,507.21	\$ 22,492.79	72%	
Supportive Services	\$ 23,760.00	\$ -	\$ 2,626.36	\$ 21,133.64	11%	
Individual Training Account (ITA)	\$ 195,720.00	\$ 30,813.00	\$ 212,576.19	\$ (16,856.19)	109%	
On-the-Job Training (OJT)	\$ 17,280.00	\$ -	\$ -	\$ 17,280.00	0%	
Work Experience/Transitional Jobs (WEX)	\$ 24,000.00	\$ 2,603.25	\$ 6,007.50	\$ 17,992.50	25%	
TOTAL	\$ 800,000.00	\$ 131,526.68	\$ 632,579.24	\$ 167,420.76	79%	



Program Activities | Contract Performance Measures

Performance Category	Contracted Goal	Q4 Apr '22 - Jun '22	YTD	% of Performance
New Enrollments	400	71	188	47%
Carry Forward / Follow-Up	72	0	72	100%
Target Population	473	79	190	40%
Employment Placements	413	15	81	20%
Median Earnings of Participant Employment Placements	\$6,600.00	\$8,840.00	\$8,840.00	TBD
Attainment of Degree/Certificate	337	5	20	6%
Literacy/Numeracy Gain (in program skills gain)	421	18	40	10%
Retention with the Same Employer	316	25	84	27%
Co-enrollment into WIOA services	N/A	0	11	
Staff/providers trained on serving individuals with disabilities	N/A			
Program Exit	413	41	156	38%

Program Participation

Trainings	# of Participants	
	Q4 Apr '22 - Jun '22	YTD
Participated in their first class/workshop/training:		
Within 1 week of program enrollment	69	165
Between 2 and 4 weeks of program enrollment	0	18
Between 1 and 2 months of program enrollment	1	4
More than 2 months since program enrollment	0	0
Not yet engaged in a service	3	1
TOTAL	73	188
ITA's	4	37
OJT	0	0
WEX	0	3

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Performance Report

Quarter 4

April 1, 2022 through June 30, 2022



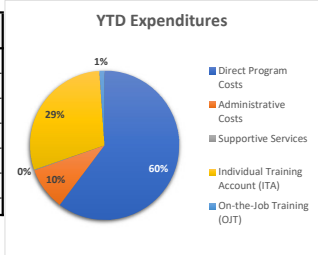
Empowering Orange County job-seekers, youth and businesses.

Status:	Open
Service Provider:	Managed Career Solutions, SPC.
Contract Obligation:	\$950,000.00
Contract Number:	18-28-0062-OS
Contract Period:	07/01/2021 - 06/30/2022

Program Name:	Dislocated Worker Career Services - North
Funding Stream:	WIOA Title I - DW Career Services
Leverage Budget:	\$285,000.00
Total YTD Leverage:	\$55,974.75
% of Total Leverage:	20%

Fiscal Activities

Cost Category	Budget	Q4		YTD Expenditures	Balance	% Utilized
		April '22 - June '22				
Direct Program Costs	\$ 544,000.00	\$ 106,836.06	\$ 465,726.43	\$ 78,273.57	86%	
Administrative Costs	\$ 95,000.00	\$ 14,017.83	\$ 71,797.27	\$ 23,202.73	76%	
Supportive Services	\$ 26,000.00	\$ 397.25	\$ 1,185.42	\$ 24,814.58	5%	
Individual Training Account (ITA)	\$ 239,220.00	\$ 23,672.28	\$ 225,139.62	\$ 14,080.38	94%	
On-the-Job Training (OJT)	\$ 17,280.00	\$ -	\$ 8,820.00	\$ 8,460.00	51%	
Work Experience/Transitional Jobs (WEX)	\$ 28,500.00	\$ 9,272.69	\$ 17,101.09	\$ 11,398.91	60%	
TOTAL	\$ 950,000.00	\$ 154,196.11	\$ 789,769.83	\$ 160,230.17	83%	



Program Activities | Contract Performance Measures

Performance Category	Contracted Goal	Q4 Apr '22 - Jun '22	YTD	% of Performance
New Enrollments	600	32	113	19%
Carry Forward / Follow-Up ⁴	159	0	159	100%
Target Population	N/A			
Employment Placements	655	5	99	15%
Median Earnings of Participant Employment Placements	\$8,855.00	\$10,660.00	\$10,400.00	TBD
Attainment of Degree/Certificate	563	7	35	6%
Literacy/Numeracy Gain (in program skills gain)	639	18	45	7%
Retention with the Same Employer	479	85	279	58%
Co-enrollment into WIOA services	N/A	2	4	
Staff/providers trained on serving individuals with disabilities	N/A			
Program Exit	655	51	309	47%

Program Participation

Trainings	# of Participants	
	Q4 Apr '22 - Jun '22	YTD
Participated in their first class/workshop/training:		
Within 1 week of program enrollment	30	110
Between 2 and 4 weeks of program enrollment	1	1
Between 1 and 2 months of program enrollment	0	0
More than 2 months since program enrollment	0	1
Not yet engaged in a service	1	1
TOTAL	32	113
ITA's	2	63
OJT	1	2
WEX	1	3

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Performance Report

Quarter 4

April 1, 2022 through June 30, 2022



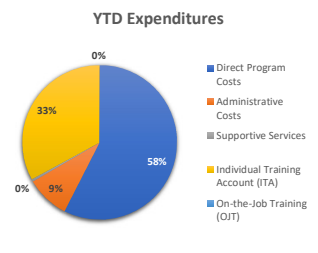
Empowering Orange County job-seekers, youth and businesses.

Status:	Open
Service Provider:	Managed Career Solutions, SPC.
Contract Obligation:	\$850,000.00
Contract Number:	18-28-0062-OS
Contract Period:	07/01/2021 - 06/30/2022

Program Name:	Dislocated Worker Career Services - South
Funding Stream:	WIOA Title I -DW Career Services
Leverage Budget:	\$255,000.00
Total YTD Leverage:	\$18,456.75
% of Total Leverage:	7%

Fiscal Activities

Cost Category	Budget	Q4		YTD Expenditures	Balance	% Utilized
		April '22 - June'22	YTD Expenditures			
Direct Program Costs	\$ 478,008.00	\$ 89,335.79	\$ 366,863.45	\$ 111,144.55	77%	
Administrative Costs	\$ 85,000.00	\$ 9,130.58	\$ 58,005.08	\$ 26,994.92	68%	
Supportive Services	\$ 31,992.00	\$ -	\$ 3,047.79	\$ 28,944.21	10%	
Individual Training Account (ITA)	\$ 212,220.00	\$ 2,000.00	\$ 210,169.40	\$ 2,050.60	99%	
On-the-Job Training (OJT)	\$ 17,280.00	\$ -	\$ -	\$ 17,280.00	0%	
Work Experience/Transitional Jobs (WEX)	\$ 25,500.00	\$ -	\$ -	\$ 25,500.00	0%	
TOTAL	\$ 850,000.00	\$ 100,466.37	\$ 638,085.72	\$ 211,914.28	75%	



Program Activities | Contract Performance Measures

Performance Category	Contracted Goal	Q4 April '22 - Jun '22	YTD	% of Performance
New Enrollments	600	19	83	14%
Carry Forward / Follow-Up ⁴	100	0	100	100%
Target Population	N/A			
Employment Placements	617	3	56	9%
Median Earnings of Participant Employment Placements	\$8,855.00	\$11,924.00	\$12,220.00	TBD
Attainment of Degree/Certificate	531	3	30	6%
Literacy/Numeracy Gain (in program skills gain)	602	7	35	6%
Retention with the Same Employer	452	42	149	33%
Co-enrollment into WIOA services	N/A	0	2	
Staff/providers trained on serving individuals with disabilities	N/A			
Program Exit	617	38	201	33%

Program Participation

Trainings	# of Participants	
	Q4 Apr '22 - Jun '22	YTD
Participated in their first class/workshop/training:		
Within 1 week of program enrollment	20	59
Between 2 and 4 weeks of program enrollment	1	15
Between 1 and 2 months of program enrollment	0	3
More than 2 months since program enrollment	0	2
Not yet engaged in a service	4	4
TOTAL	25	83
ITA's	1	67
OJT	0	0
WEX	0	1

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Employment Placements Report



Empowering Orange County job-seekers, youth and businesses.

Quarter 4

Adult

April 1, 2022 through June 30, 2022

Status:	Open
Service Provider:	Managed Career Solutions, SPC.
Contract Obligation:	\$1,700,000.00
Contract Number:	18-28-0062-OS
Contract Period:	07/01/2021 - 06/30/2022

Employer	Industry	Sector	City	Job Title	Wage	Hours
Copenbarger & Copenbarger	541110 Offices of Lawyers	Professional, Scientific and Technical Services	Irvine	Paralegal	\$27.00	40.0
Self employed	23622 Commercial Building Construction	Construction	Anaheim	Construction admin support	\$20.00	30.0
Ageless life Institute			Santa Ana	Medical Assistant	\$16.00	40.0
Huntington Beach Hospital	622110 General Medical and Surgical Hospitals	Health Care and Social Assistance	Huntington Beach	Pharmacy Technician	\$20.00	40.0
Dream Pet Grooming	115 Agriculture & Forestry Support Activity	Agriculture, Forestry, Fishing and Hunting	Irvine	Groomer	\$20.00	40.0
Lyft	485113 Bus/Other Motor Vehicle Transit Systems	Transportation and Warehousing	San Francisco	Driver	\$16.00	40.0
DISNEYLAND RESORT PARK	71 Arts, Entertainment, and Recreation	Arts, Entertainment, and Recreation	Anaheim	Janitorial	\$17.00	25.0
Anaheim Automation Inc	541690 Other Technical Consulting Services	Professional, Scientific and Technical Services	Anaheim	Sales Engineer	\$34.62	40.0
UNIVERSAL STUDIOS	512110 Motion Picture and Video Production	Arts, Entertainment, and Recreation	Universal City	Team Member	\$15.00	30.0
CRST	484 Truck Transportation	Transportation and Warehousing	Fontana	DRIVER	\$30.00	40.0
Orange County Transportation Authority	485113 Bus/Other Motor Vehicle Transit Systems	Transportation and Warehousing	Orange	Bus Driver	\$27.00	40.0
GLIDEWELL	611519 Other Technical and Trade Schools	Educational Services	Newport Beach	Dental Technician	\$18.00	40.0
GLIDEWELL	6115 Technical and Trade Schools	Educational Services	Newport Beach	Dental Technician	\$18.00	40.0
Disneyland	722511 Full-service restaurants	Accommodation and Food Services	Anaheim	Custodial	\$17.00	40.0
Amazon Fresh	445110 Supermarkets and Other Grocery Stores	Retail Trade	Fullerton	Store Associate	\$16.40	40.0
GLIDEWELL	6215 Medical and Diagnostic Laboratories	Health Care and Social Assistance	Newport Beach	Dental Technician	\$17.00	40.0
DURHAM TRANSPORTATION SYSTEMS, INC.	61 Educational Services	Educational Services	Santa Ana	Bus Driver	\$18.00	40.0
Dream Pet Grooming Inc	81291 Pet Care (except Veterinary) Services	Other Services	Irvine	Groomer	\$20.00	40.0
GLIDEWELL	72231 Food Service Contractors	Accommodation and Food Services	Newport Beach	Cafeteria	\$17.00	40.0
Meals On Wheels	624190 Other Individual and Family Services	Health Care and Social Assistance	Anaheim	Program aide	\$16.00	40.0

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD



Empowering Orange County job-seekers, youth and businesses.

Employment Placements Report

Quarter 4
Adult

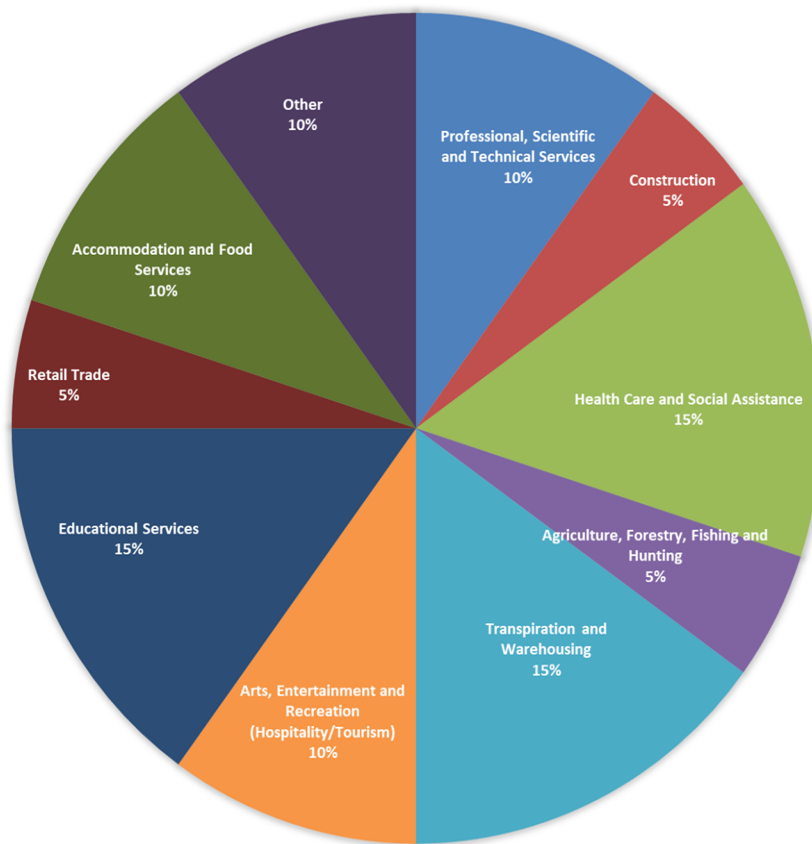
April 1, 2022 through June 30, 2022

Status:	Open
Service Provider:	Managed Career Solutions, SPC.
Contract Obligation:	\$1,700,000.00
Contract Number:	18-28-0062-OS
Contract Period:	07/01/2021 - 06/30/2022

OC 2019 - 2023 CED Industry Sectors	
Healthcare	15%
IT	0%
Advanced Manufacturing	0%
Hospitality/Tourism	10%

Average Wage:	\$	20.00
Full Time Employment (30 Hours +)		19
Part Time Employment		1

Employment By Sector/Industry Title



ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Employment Placements Report



Quarter 4
Dislocated Worker

April 1, 2022 through June 30, 2022

Status:	Open
Service Provider:	Managed Career Solutions, SPC.
Contract Obligation:	\$1,800,000.00
Contract Number:	18-28-0062-OS
Contract Period:	07/01/2021 - 06/30/2022

Employer	Industry	Sector	Individual City, State	Wage	Hours
Uber Technologies	541990 All Other Professional & Technical Svc	Professional, Scientific and Technical Services (Advanced Manufacturing)	San Francisco	\$15.00	40.0
Neiman Marcus	452210 Department Stores	Retail Trade	Newport Beach	\$16.00	40.0
HUNTINGTON BEACH UNION HIGH SCHOOL DISTRICT	611110 Elementary and Secondary Schools	Educational Services	Huntington Beach	\$23.50	30.0
Mark Beamish Waterproofing	236220 Commercial Building Construction	Construction	Irvine	\$24.00	40.0
Kimco Staffing	561311 Employment Placement Agencies	Management and Remediation Services	Huntington Beach	\$17.50	40.0
Postal Annex/AIM Mail Center	56143 Business Service Centers	Management and Remediation Services	Huntington Beach	\$17.00	25.0
Waterfront Hilton Beach Resort	721110 Hotels (except Casino Hotels) and Motels	Accommodation and Food Services (Hospitality and Tourism)	Huntington Beach	\$16.50	25.0
Home Depot	444110 Home Centers	Retail Trade	Tustin	\$18.50	40.0

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD



Employment Placements Report

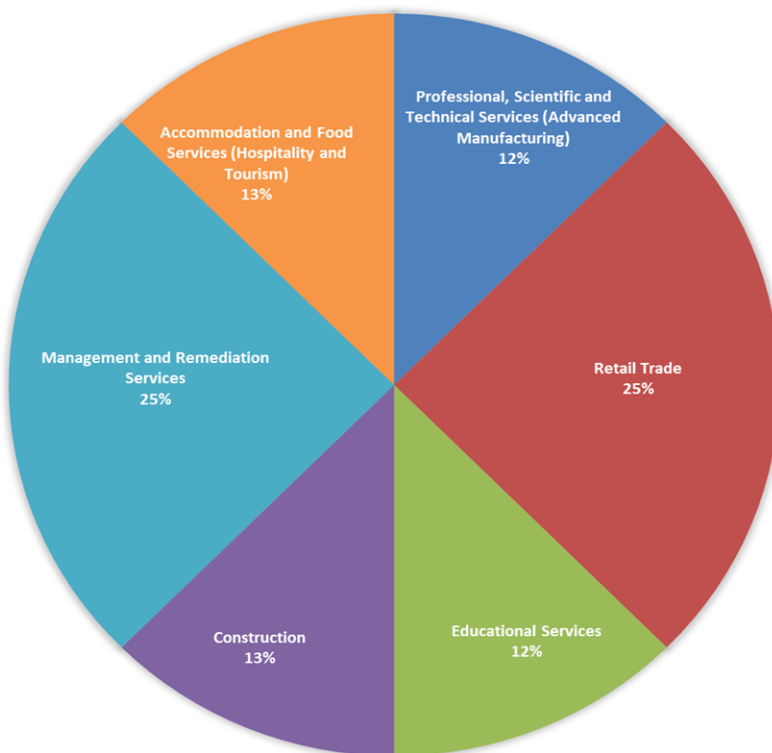
Quarter 4
 Dislocated Worker
 April 1, 2022 through June 30, 2022

Status:	Open
Service Provider:	Managed Career Solutions, SPC.
Contract Obligation:	\$1,800,000.00
Contract Number:	18-28-0062-OS
Contract Period:	07/01/2021 - 06/30/2022

OC 2019 - 2023 OC CED Industry Sectors	
Healthcare	0%
IT	0%
Advanced Manufacturing	12%
Hospitality/Tourism	13%

Average Wage:	\$	18.50
Full Time Employment (30 Hours +)		6
Part Time Employment		2

Employment By Sector/Industry Title





Quarterly Performance Report (QPR)

Subrecipient	Orange County Workforce Development Board/ Workforce & Economic Development Division		
Subrecipient Code	ORA	ELL, DEA OR VEAP (PY)	VEAP
Quarter Covered	April- June 2022	Grant Code(s)	1225
Project Contact	Eric Ensley	Email	eric.ensley@occr.ocgov.com

The Quarterly Performance Report (QPR) details project activities conducted during each quarter that contribute to project goals. The EDD Project Management (PM) Team uses the information shared in the QPR to assess project progress, identify and share best practices, and identify any technical assistance needs. The QPR must be submitted no later than 20 days following the end of the quarter on the following dates:

Time Period	Due Date
April thru June	July 20
July thru September	October 20
October thru December	January 20
January thru March	April 20

If the QPR due date falls on a state holiday or weekend, the day before becomes the new due date for the report.

Activities and Services For This Quarter

1. Participant Reporting

Activity	Total New This Reporting Period	Cumulative Total to Date	Cumulative Planned to Date (From Exhibit B)	Performance % (Actual/Planned)
Total Enrollment	40	116	140	83%
Entered Soft Skill Training/ Job Readiness Training	0	31	129	24%
Entered Occupational Skills Training	0	11	117	10%
Entered Work Based Learning/Training	2	2	84	2%
Attained Certificate	1	2	66	3%
Entered Unsubsidized Employment	0	40	90	44%
Median Hourly Wage	31.13	27.18	\$22.38	121%
<p>Additional Comments on Participant Reporting (Description of services provided, type of training, industry sector, etc. Include any relevant details on delays to achieving planned numbers, if applicable).</p> <p>During the Fifth Quarter (April- June 2022), the VEAP project staff conducted 65 interviews for program participation and was able to complete enrollments of 61% of new participants screened for eligibility that sought assistance with employment services representing 40 new enrollments. Basic and Individualized career service continue to be a benchmark to assist veterans with workforce reintegration opportunities that include linkages to community partnerships that help address unique barriers experienced by job seekers.</p> <p>Additional guidance to determine the desired industry sector which closely match job seekers current interests and abilities is taking longer to assess due to the changing landscape in labor market demands within the County of Orange. VEAP Project staff have noted individual skills gaps of participants as well as those with significant barriers to employment during this post pandemic employment era that appears to slow due to offers at less than a self -sufficient wage that diminish participant interest further requiring the need of transition jobs to meet economic challenges that will likely have an impact on employment retention efforts while participant pursue career exploration toward In-Demand Career options.</p>				

VEAP Project staff continues to provide supports towards an adequate career search of possibilities toward work-based learning including on the job training that may provide upskills to career enhancement opportunities.

Strategically implementing participant success stories into a weekly job coaching opportunity has been effective at getting participants to take an introspective approach to identify needed skills to compete in the workforce.

VEAP project staff engages with OC Business Solutions monthly to review prospective on the job training opportunities with employers as well as Jobs for Veterans State Grant Disabled Veterans Outreach Program coordinators and Local Veterans Employment Representatives to support career goals of enrolled participants.

Career coaching present an opportunity for VEAP staff to gradually improve development of participant goals that lead to strengthening ties to targeted career planning objectives.

- 2. Describe the following activities and services that occurred during the reporting period including what work was done and how it relates to the services and activities proposed in Exhibit A: Project Narrative and Exhibit I: Project Work Plan, and any other goals of the project.**

Activities/Services Provided	Description
Participant Outreach	<p>During Quarter 5 (April – June 2022), the VEAP Project staff has permanently out-stationed at the Joint Forces Training Base Los Alamitos and established new relationships with Transition Assistance Advisers, Military and Family Readiness Center.</p> <p>VEAP project staff has also provided outreach activities at Orange Coast College, Santa Ana College, and Coastline College to engage with Veterans and military likely to matriculate with post-secondary education in Demand Careers.</p>
Project Partnerships (development, enhancement, engagement, commitment)	<p>VEAP Project staff expansion to include co-location with WIOA/ AJCC that has provided access and opportunity to support and obtain 7 referrals from One Stop operations, 5 from DVOPs, 11, from Public Private Partnerships, 18 OC Veterans Service Office, and co- location and Los Alamitos has generated 24 referrals of military returning from deployments.</p>

<p>Enrollment, Intake, and Assessment</p>	<p>Enrollment, intake and assessment opportunities continue to demonstrate an upward increase mostly due to VEAP Project staff mobility within the community as well as new outstation locations to reach eligible participants where they are most likely to engage with other types of community services needs such as unemployment services.</p> <p>VEAP participants with barriers to employment that also possess higher post-secondary education are taking longer during assessments to identify skills gaps that have contributed to long term unemployment or slow career growth. VEAP Project staff have determined less desire by these participants to engage in training.</p>
<p>Co-Enrollment (WIOA Title I-IV, CalWORKS, CalFresh, other)</p>	<p>Co-enrollment with WIOA Title I provider continues to be a focus for VEAP staff. Consistent coordination with WIOA Title I providers have increased co-enrollments this report period.</p> <p>Co-enrollment opportunities are slower due to lengthier times to coordinate intake with WIOA Partners and participant ability to get to the One Stop Center.</p>
<p>Program Services (Intensive Case Management, Integrated Resource Teams, Supportive Services, Referrals)</p>	<p>During the report period (April- June 2022), intensive case management has been required to guide participant career and training needs.</p> <p>VEAP Project staff has leveraged co-case management opportunities with WIOA providers as well as Disabled Veterans Outreach Program coordinators to identify where participants may be placed in employment.</p>
<p>System Change/Alignment (Plans, MOUs, policy, procedures, data sharing, blending and braiding resources, sustainability)</p>	<p>VEAP project staff continues collaborating with attendance at multiple monthly meetings with EDD Disabled Veterans Outreach Program Coordinators, WIOA Title I Service Providers, Orange County Veterans and Military Families Collaborative Employment/ Entrepreneur Working Group to expand a system network that serves veterans.</p>
<p>Staff, Project Team, Stakeholder Training/Capacity Building</p>	<p>VEAP staff continues capacity building and partnership driven outreach to inform and educate stakeholders of</p>

	program value as well as enhancement to existing service partners.
Business/Employer Engagement	<p>VEAP performed outreach and engagement through web-based inquiries as well as networking events with private businesses.</p> <p>This report period VEAP Project Staff expanded capacity with the Disney and Amazon along with capacity building supports from OC Business Solutions.</p>
Other – Describe	

Expenditures and Matching Funds For This Quarter

3. Expenditure Reporting

Planned Expenditures to Date *From Exhibit E: Funding and Expenditure Plan	Actual Expenditures to Date	Performance % (Actual/Planned)
\$310,000	\$315,989.16	102%
Planned Matching Funds to Date *From Exhibit E: Funding and Expenditure Plan	Actual Matching Funds to Date	Performance % (Actual/Planned)
\$636,990	\$19,321.61	3.0%
<p>Additional Comments on Expenditures (Include a summary of how grant funds were spent, how matched funds supported the project, and explanation of any delays to meeting planned expenditures).</p> <p>During this report period, planned expenditures remain consistent to administrative cost and program to engage with participants on intensive career management services. VEAP Project appears to have slowed in case management due to an unexpected program vacancy.</p> <p>VEAP has not been able to expend allocated supportive services as most VEAP Participant requests have been along non-allowable costs.</p>		

Successes and Challenges

For This Quarter

- 4. Best Practices/Lessons Learned: Detail any notable achievements made, obstacles encountered and overcome, identified best practices, lessons learned, and/or ongoing challenges.**

The VEAP Project staff expansion efforts within the program as well capacity building opportunities with community partners continue to enhance program presence and confidence. Peer supported mentorship through weekly peer forums has been an asset to participant experience navigating workforce processes.

- 5. Participant Success Stories: Detail any notable participant success stories including relevant information about the services strategies utilized, barriers overcome, participant challenges and accomplishments, training completions, job placements, and any other positive outcomes. Do not include any Personally Identifiable Information (PII).**

Participant is an Airforce Veteran with a high school diploma. Following discharge, participant spent most of his career in manual labor jobs. Prior to joining VEAP he was cleaning asbestos from commercial building ceilings at \$15.50 per hour. VEAP met this participant at a District 2 Job Fair hosted at Irvine Valley College.

The motivating factors for this participant to join the program and remaining committed were his need to do more with his life, feeling of demotivation, and lack of purpose. He was unclear of his future and what it looked like.

Immediately joining VEAP, Career Coordinator facilitated career exploration and supported the preparation of a career plan with goals. Participant was then connected to a part time laborer job at University of California earning \$18 per hour.

Job readiness activities were facilitated. Participant then enrolled in a Sterile Processing Tech program at Southern California Regional Occupational Center.

While in school, career coordinator mentored participant. Together, they looked at job opportunities and tailored a functional resume. Mock interviews were continuously facilitated. Behavioral health activities were referred and facilitated.

Participant applied for a Sterile Processing Tech posted at UCI Medical Center. He received a conditional offer on completion of state licensing. Participant fast tracked his studies and passed the state exam and was issued his license. Participant started the job at a starting rate of \$21.09 with over time. Participant sees his career path now and happy with his decision.

- 6. Technical Assistance: Detail any technical assistance that would support or accelerate project efforts.**

No Technical assistance to note this report period.

- 7. Materials: Please list and attach any event flyers, press releases, news clips, project photos, and/or any other materials that illustrate grant activities and successes.**

Top employers and job placement industry sectors that have hired VEAP Participants.

TOP EMPLOYERS

Job Placement Sectors	
Median Hourly Wage	\$31.13
Healthcare	5
Hospitality	3
IT	5
Manufacturing	1
Logistics	1
Real Estate	1
Security Services	3
Self Employed/ Entrepreneur	3
Warehousing	3
Administrative Jobs*	10
Construction	1
Engineering	4
Veterans in Jobs	40

Administrative Jobs: Tax Accounting, Financial Analysts, Technical Writers, Sales & Marketing, Purchasing, Admin Assistants





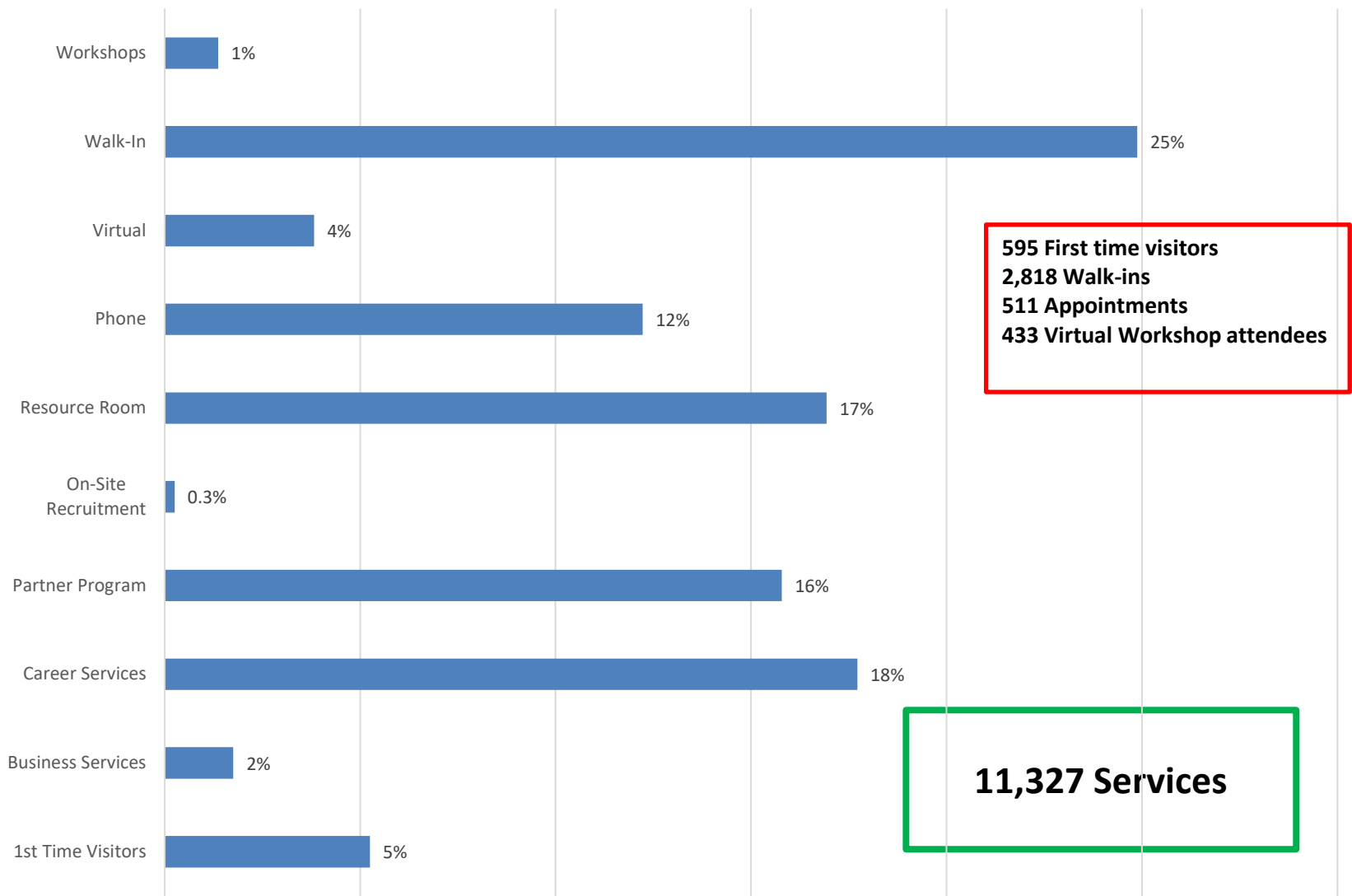
Connecting job seekers and businesses to no-cost services.

Customer Feedback

April to June 2022



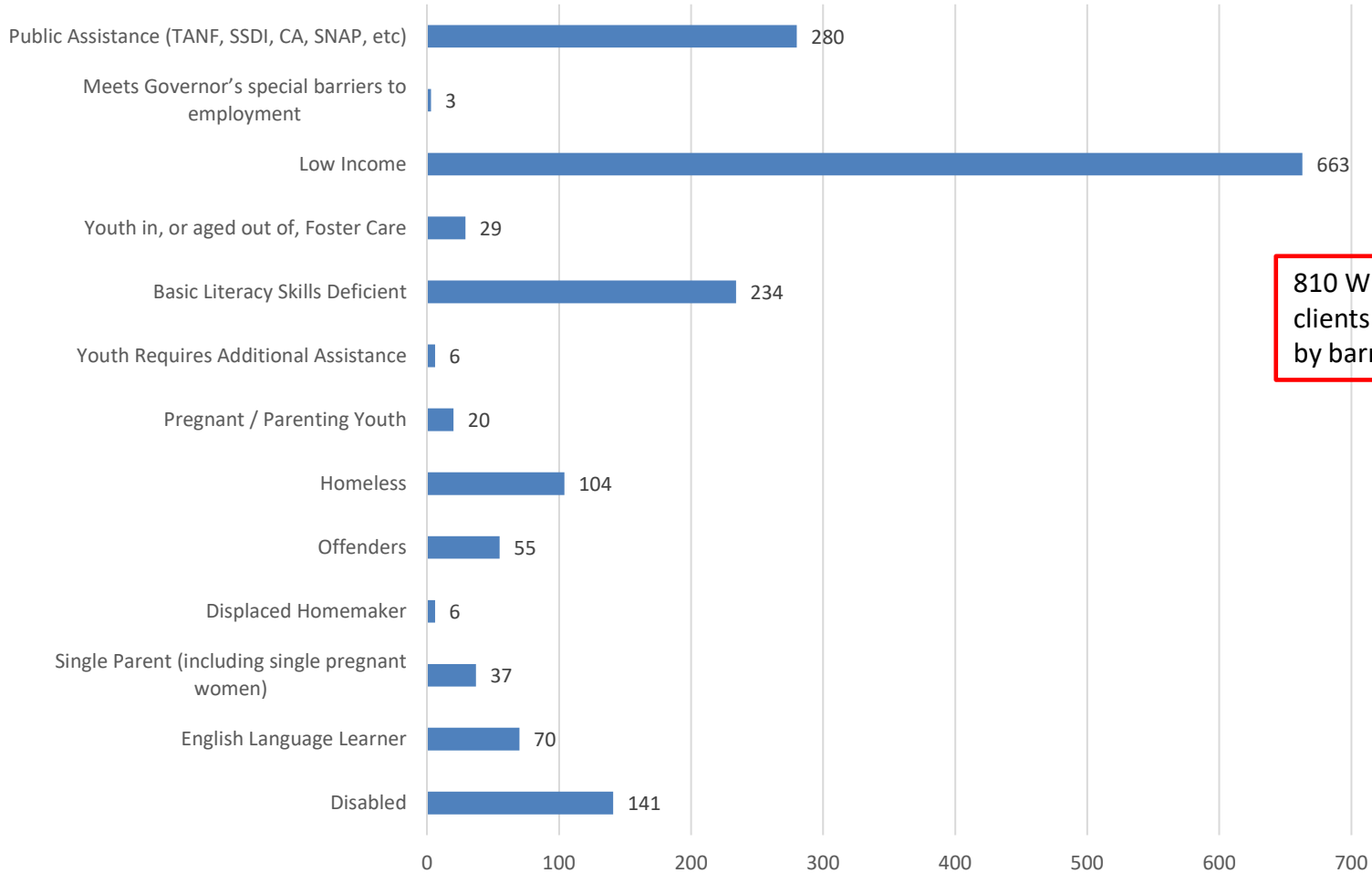
OC Workforce Solutions: April to June 2022



Source: VOS Greeter



WIOA Participant Summary- Services Utilized: Adult, Dislocated Workers, Youths



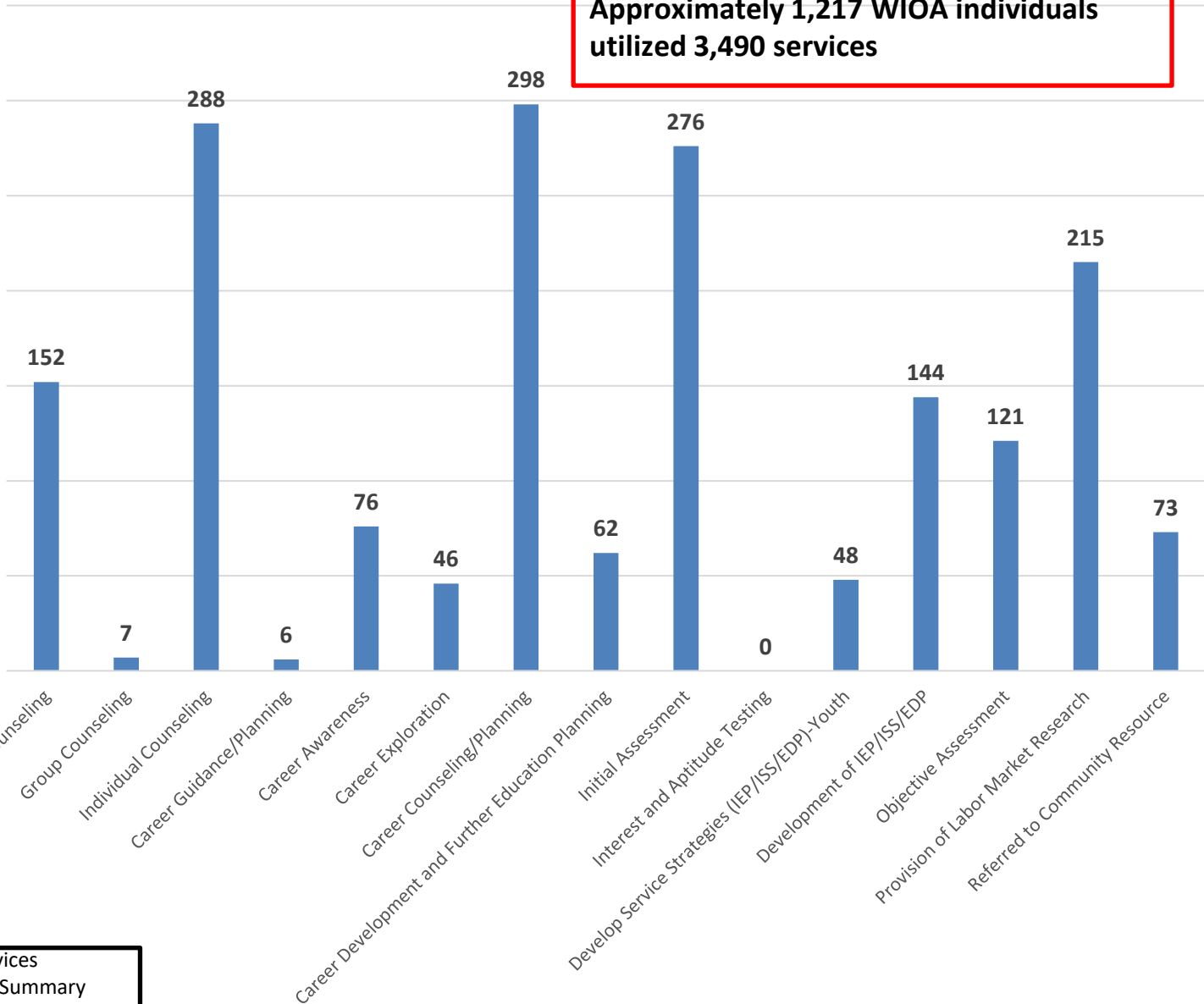
810 WIOA enrolled clients served identified by barriers

Source: Caljobs Participant Summary Reports



WIOA Participant Summary- Services Utilized: Adult, Dislocated Workers, Youths

**Approximately 1,217 WIOA individuals
utilized 3,490 services**



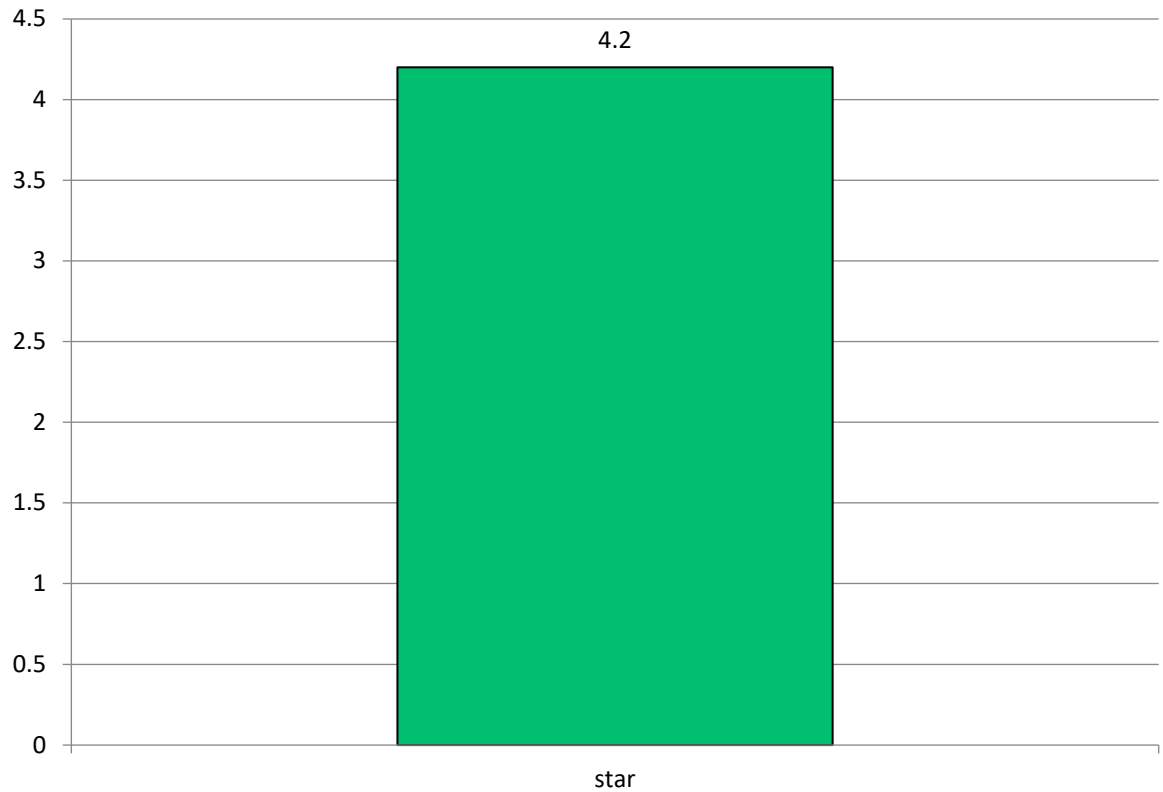
Source: CalJOBS Services
Provided Individual: Summary
Reports



Overall Satisfaction Rate

4.4 ★

Overall, how would you rate your experience with the Workforce Solutions Center?



Goal: 90%
Response Rate: 21%
986 surveys distributed
203 responses

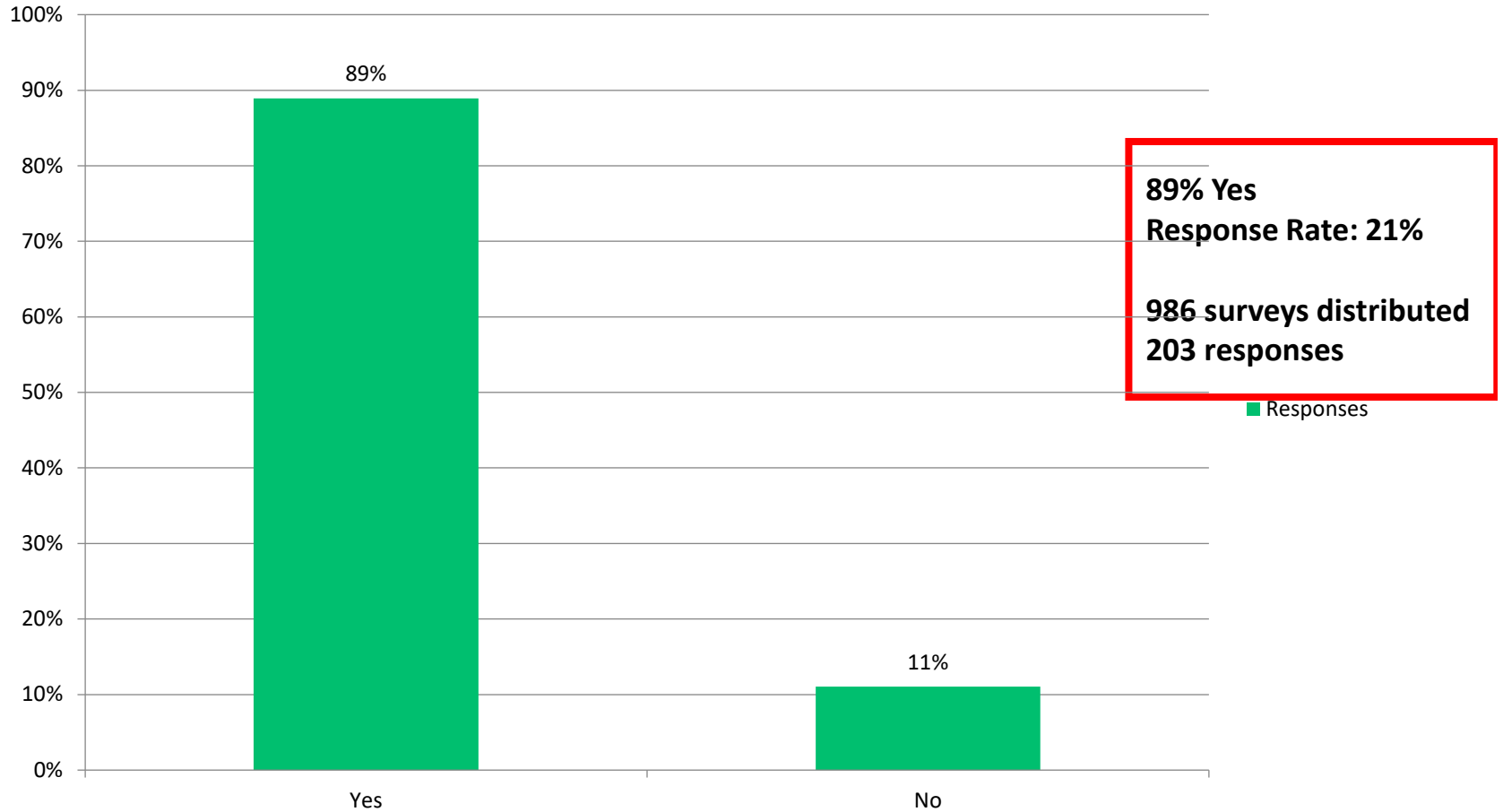
■ Weighted Average



How likely is it that you would recommend OC Workforce Solutions to a friend or business colleague?

Item #8B

Would you recommend the One-Stop to a friend or colleague?

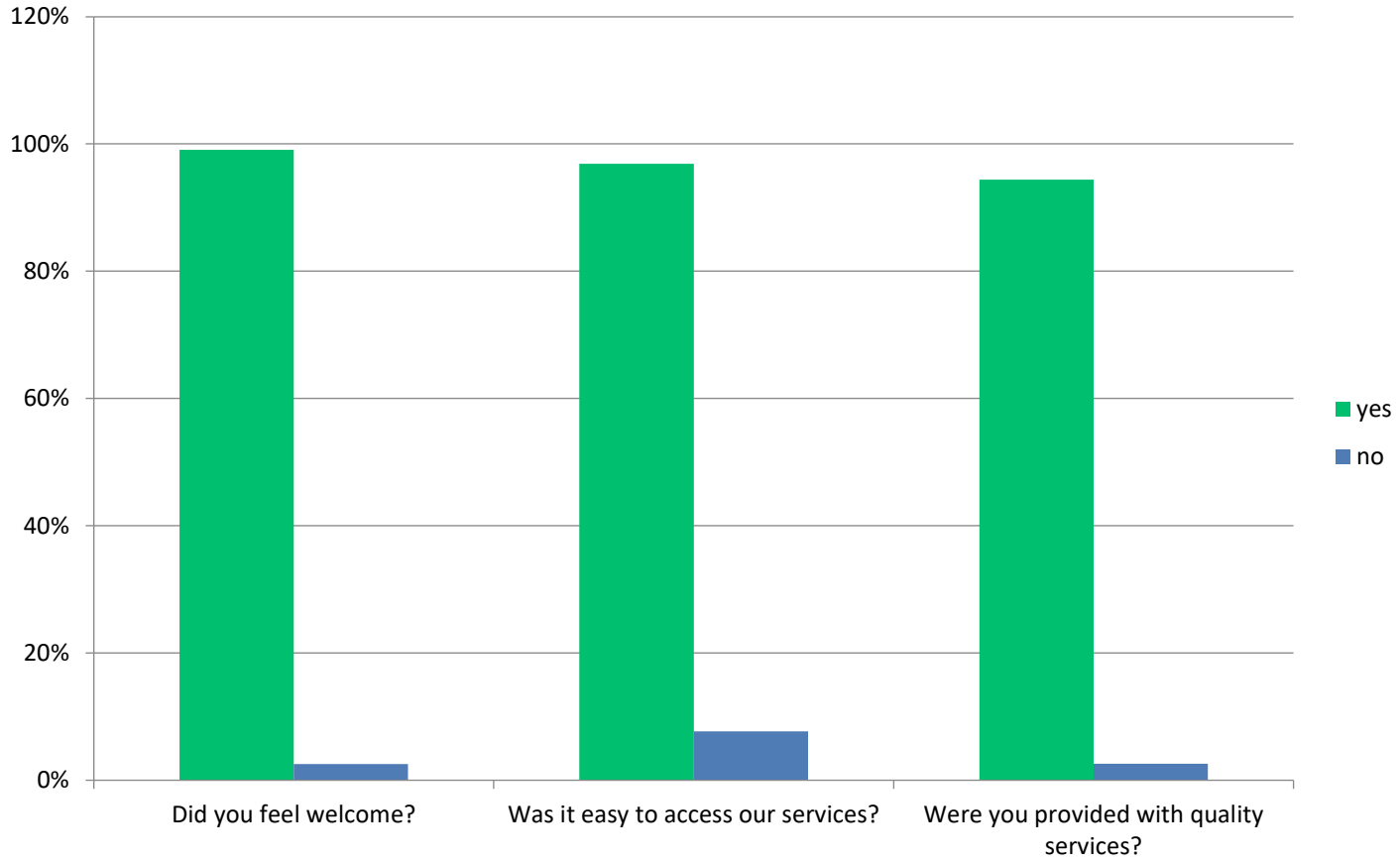




Customer Experience: Ease of Use & Welcomed

Item #8A

89% Overall satisfaction

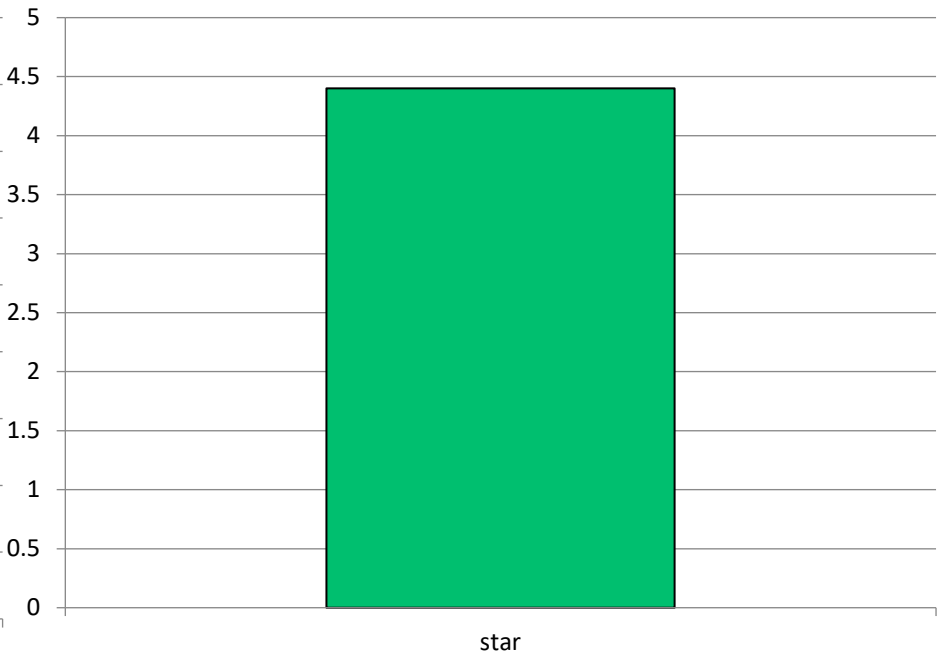
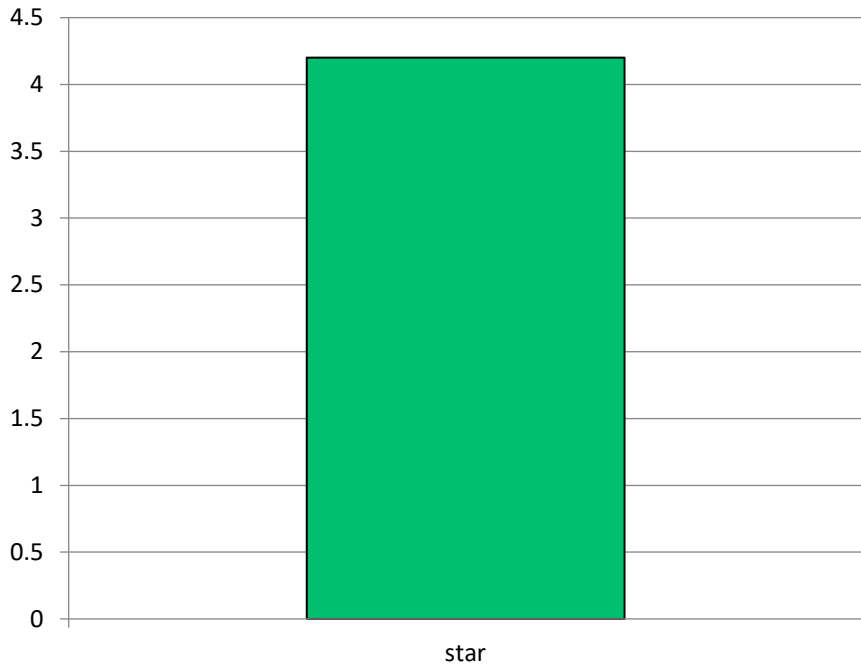




Survey Results : Training and Workshops

Overall, how would you rate this training/workshop experience?

Overall, how would you rate the quality of the teaching?



Response Rate: 11%
223 Surveys distributed
24 responses



Survey Results : Training and Workshops

74% Overall Training satisfaction



Response Rate: 11%
223 Surveys distributed
24 responses



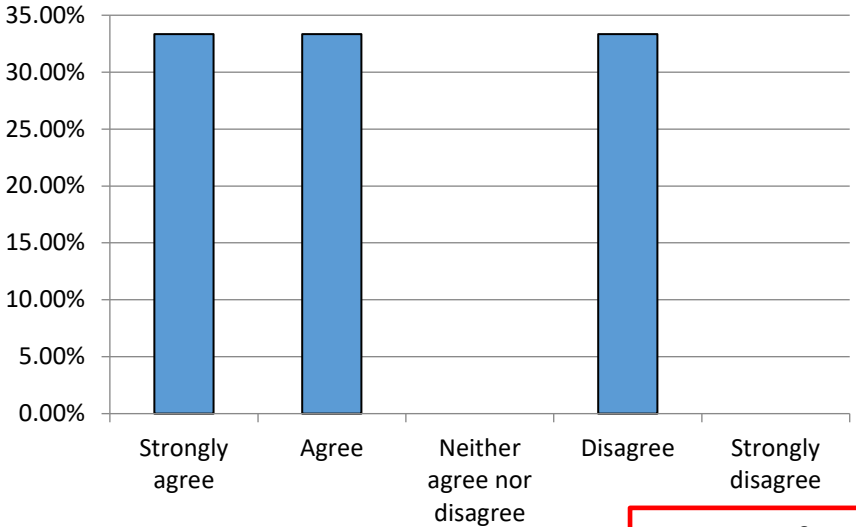
Connecting job seekers and businesses to no-cost services.

Co-located Partner Feedback April to June 2022

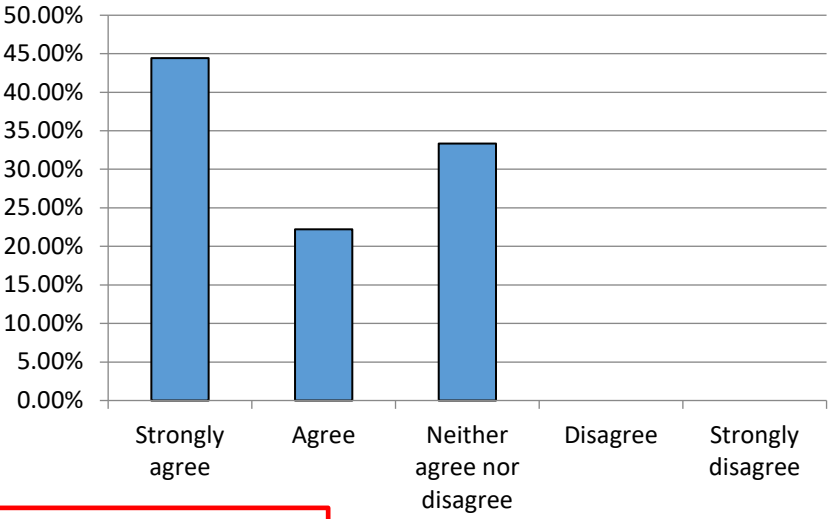


Survey Results : Partners

The Workforce Solutions Center Operator shares knowledge and information regularly among Partners to provide seamless integrated services.



The Workforce Solutions Center Operator effectively facilitates collaboration through regular monthly partnership meetings.



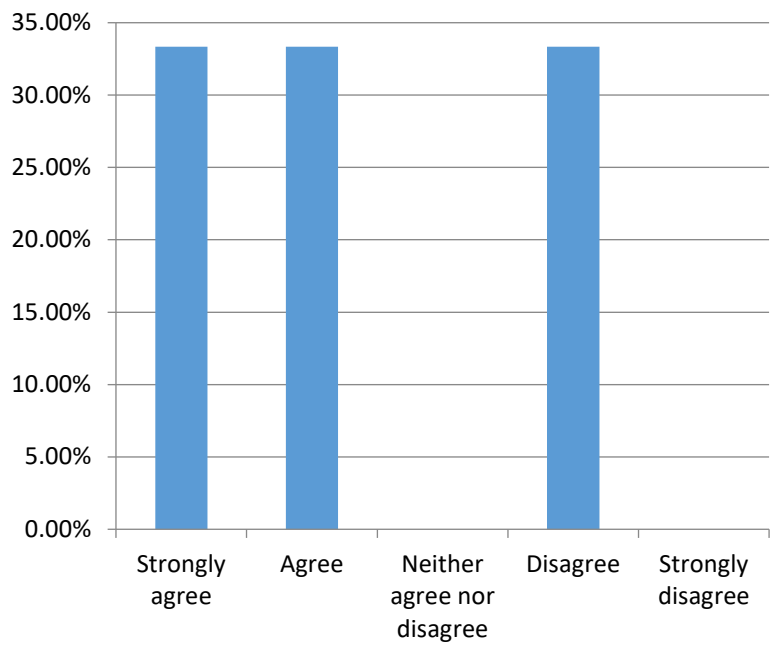
66% Satisfaction among co-located partners
12 surveys distributed
9 responses
75% response rate

252 of 322

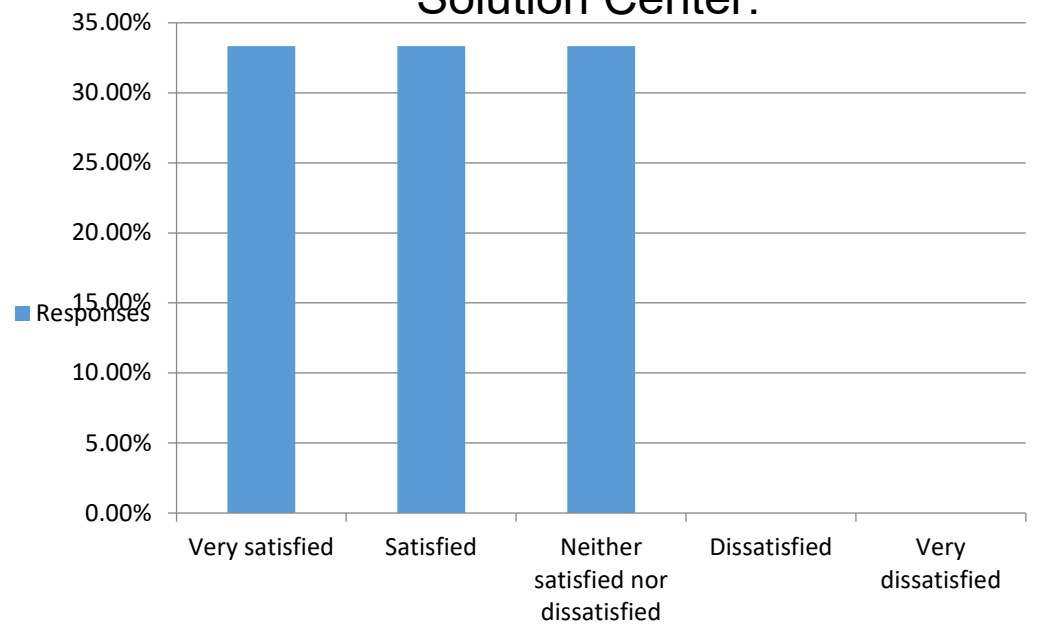


Survey Results : Partners

The Workforce Solution Center Operator shares knowledge and information regularly among Partners to provide seamless integrated services.



Overall, how satisfied are you with your partnership with the Workforce Solution Center.



66% satisfaction among co-located partners
20 surveys distributed
3 responses
15% response rate

253 of 322

Thank you!

Have you Served?



OC Veterans' Employment- Related Assistance Program (VEAP)

Provides Free Training, Career Services, Supportive Services and Job Placement for recently separated or near-term separation military members.



Goal: To serve a minimum of 180 Veterans

**Outreach
&
Engagement**

**Career Planning
&
Development**

**Resource
Coordination
&
Continuous
Engagement**

Jobs

Follow Up

Program Life: March 2021 to March 2023
(24 months)

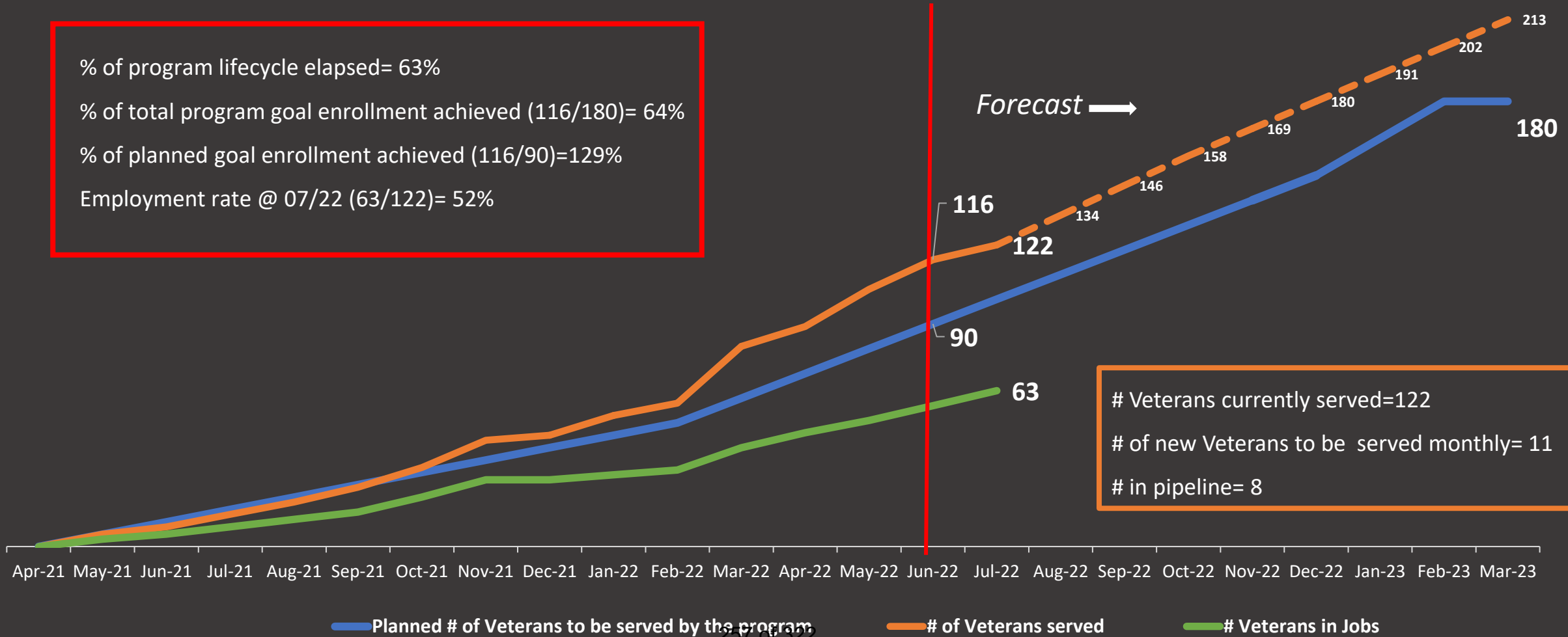
VEAP PROGRAM PERFORMANCE

% of program lifecycle elapsed= 63%

% of total program goal enrollment achieved (116/180)= 64%

% of planned goal enrollment achieved (116/90)=129%

Employment rate @ 07/22 (63/122)= 52%



Veterans currently served=122

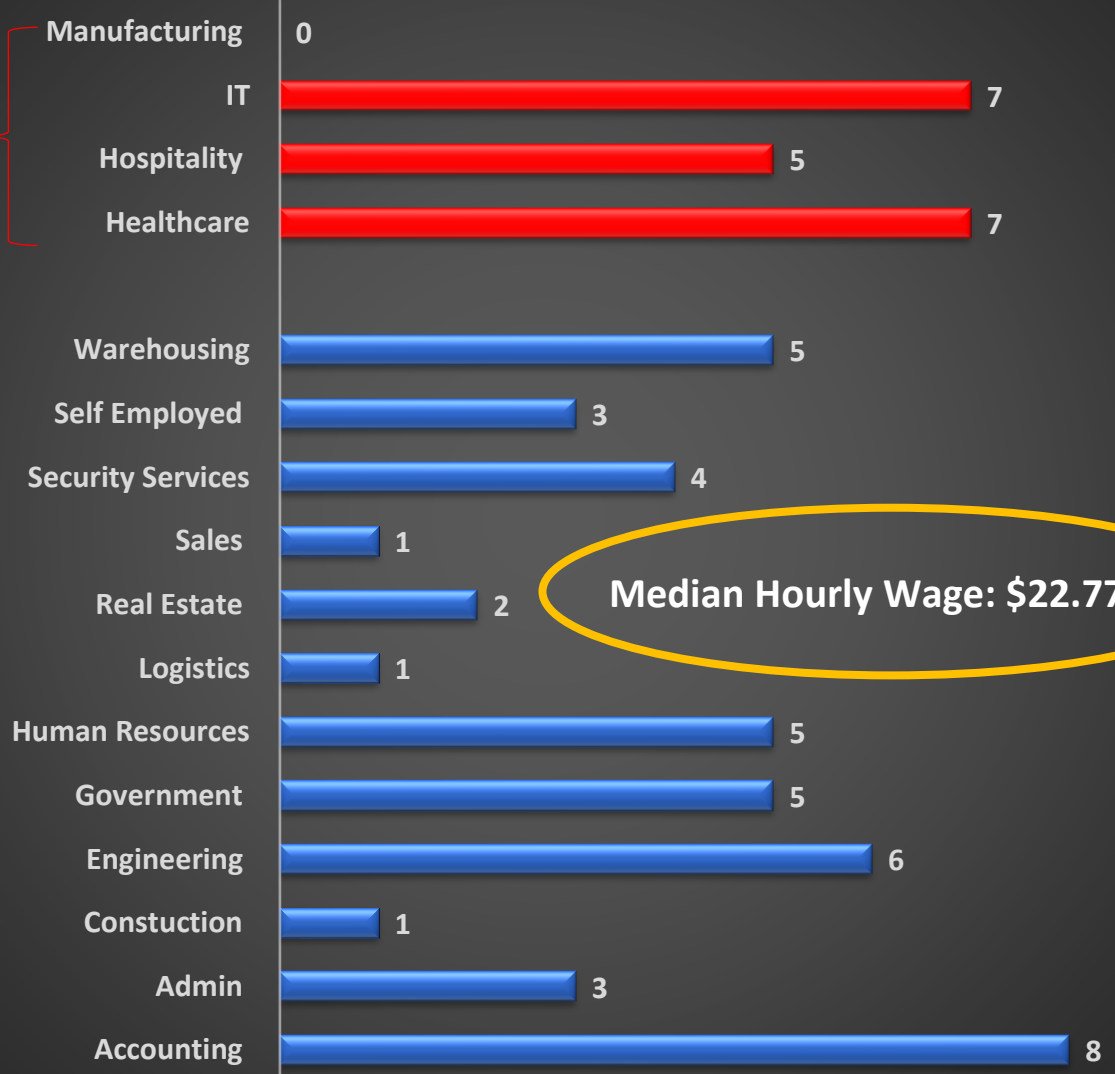
of new Veterans to be served monthly= 11

in pipeline= 8

TOP EMPLOYERS

OF PLACEMENTS BY INDUSTRY SECTORS

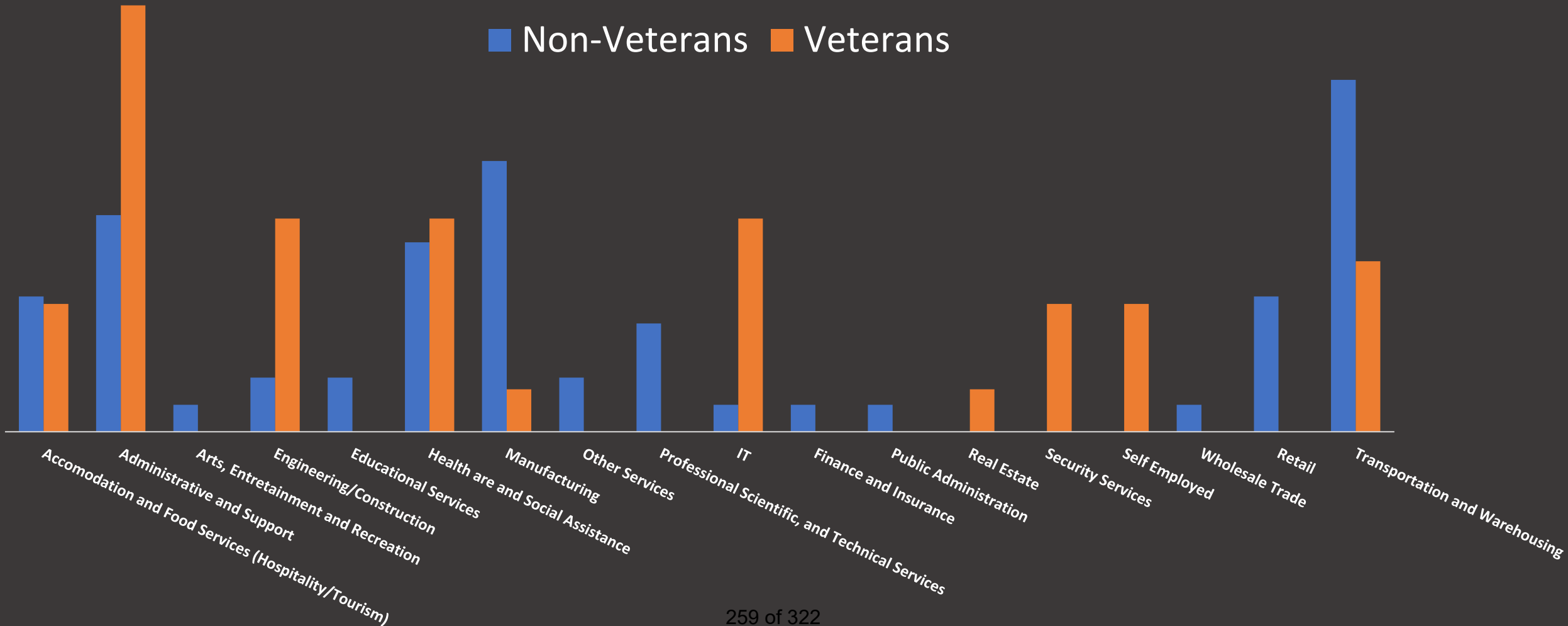
Priority Sectors



Median Hourly Wage: \$22.77

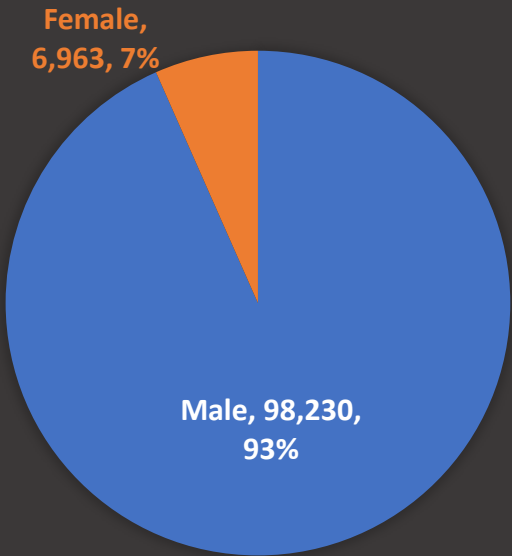


CAREER INTERESTS BY INDUSTRY CLUSTER

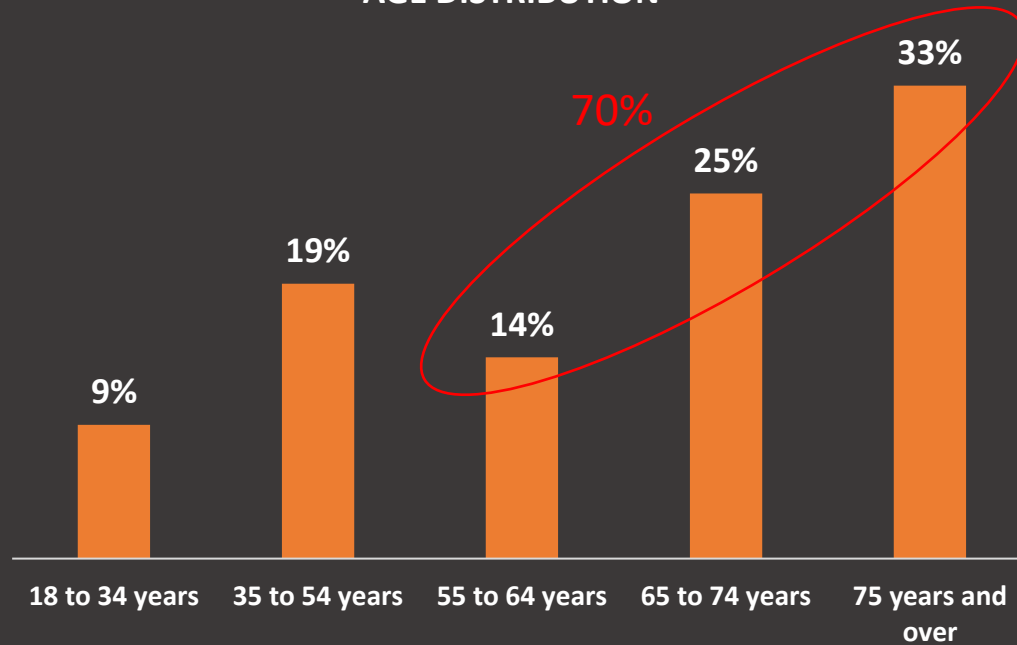


VETERAN POPULATION OF ORANGE COUNTY

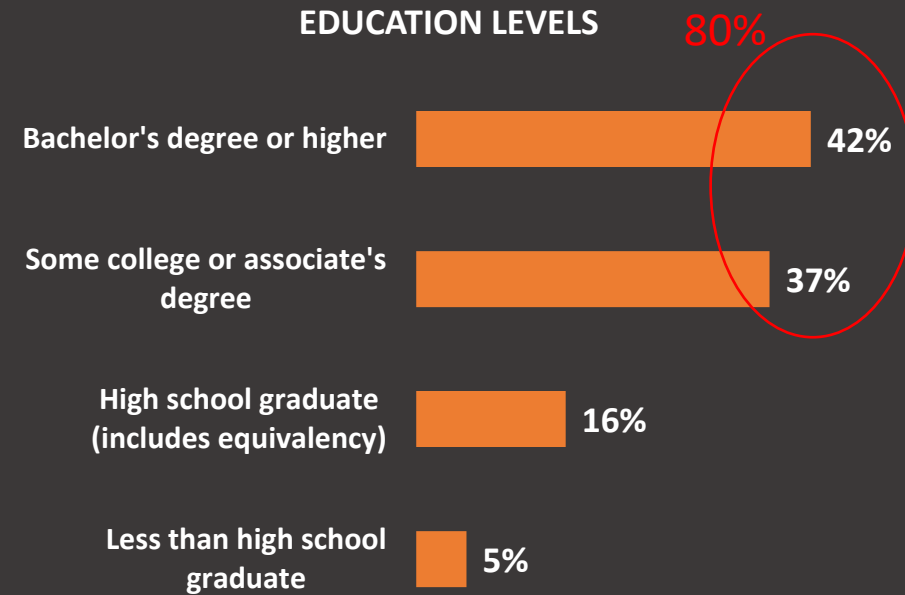
105,193 VETERANS IN OC



AGE DISTRIBUTION

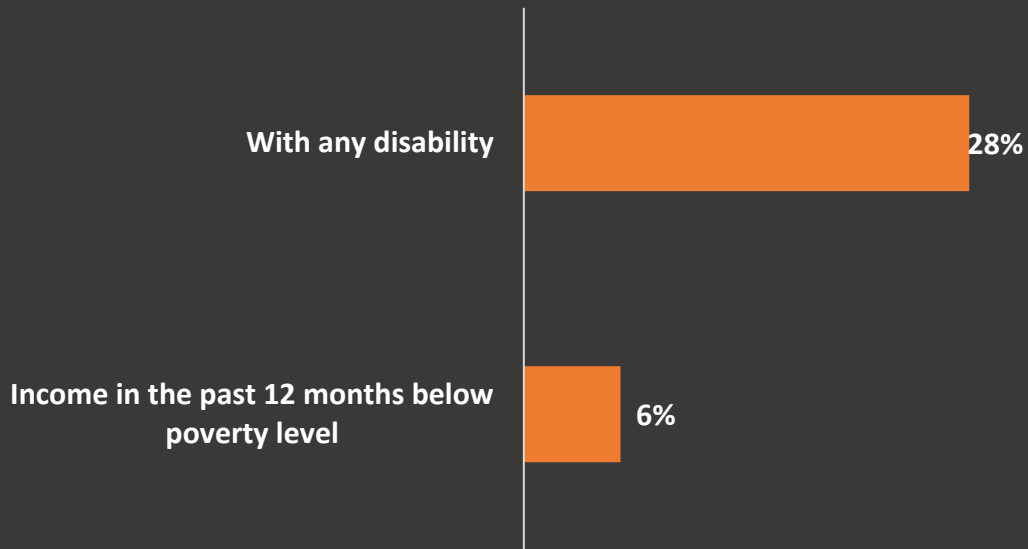


EDUCATION LEVELS

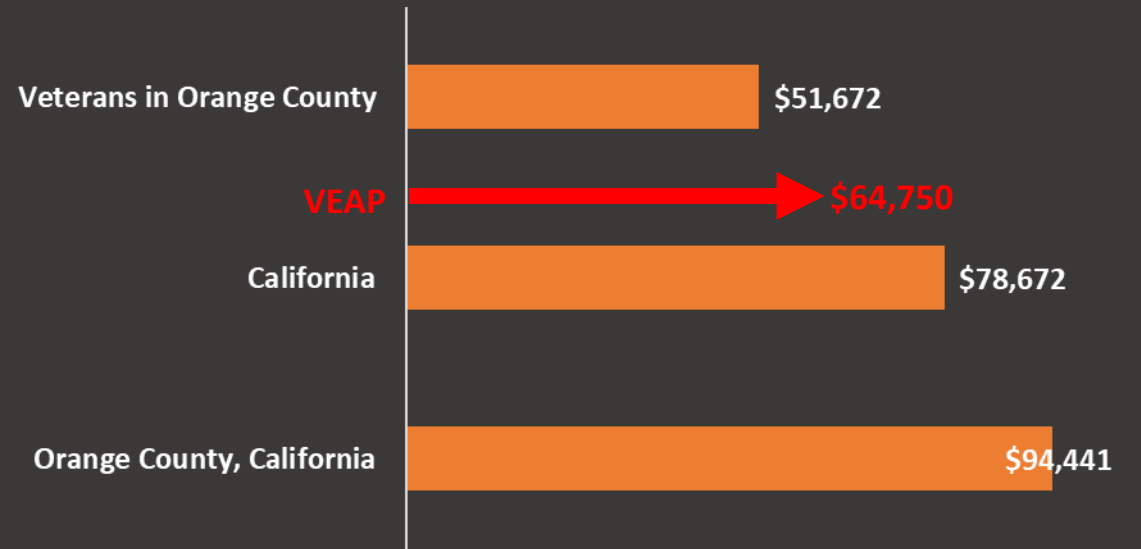


VETERAN POPULATION OF ORANGE COUNTY

DISABILITY & POVERTY STATUS

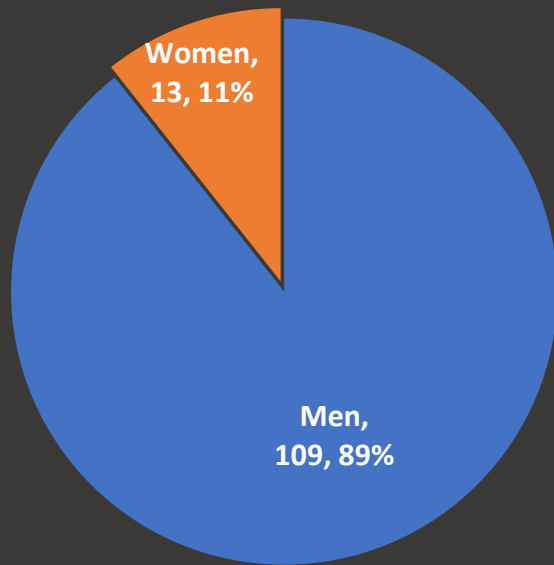


MEDIAN HOUSEHOLD INCOME

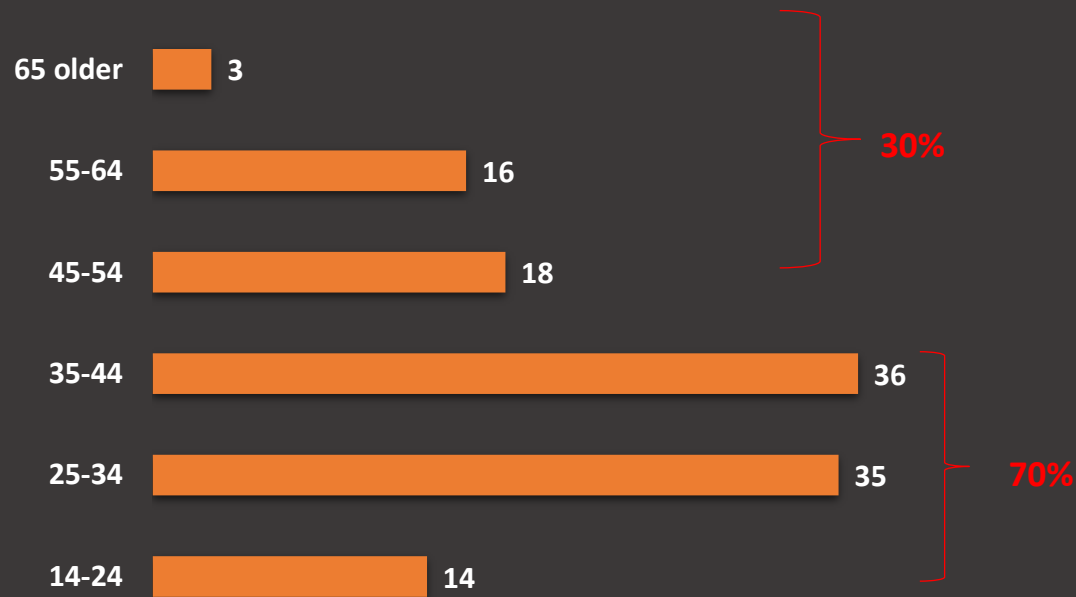


WHO ARE WE SERVING?

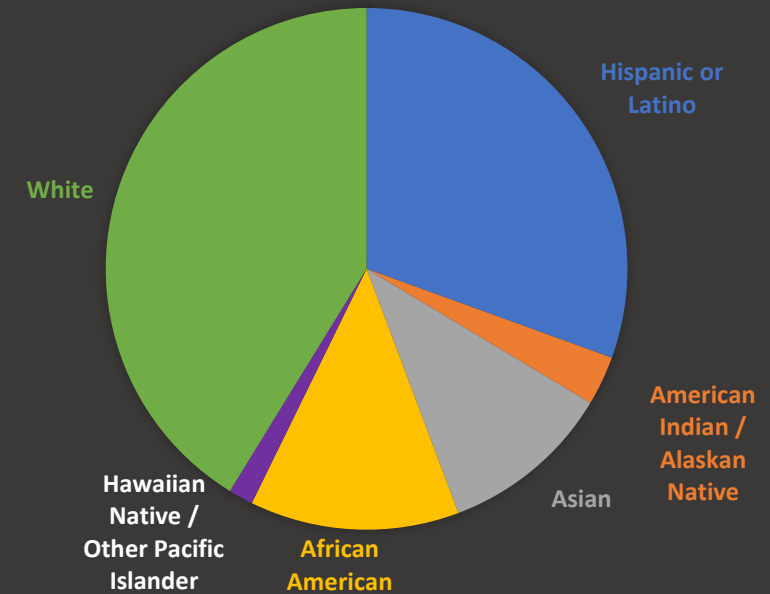
GENDER



AGE DISTRIBUTION

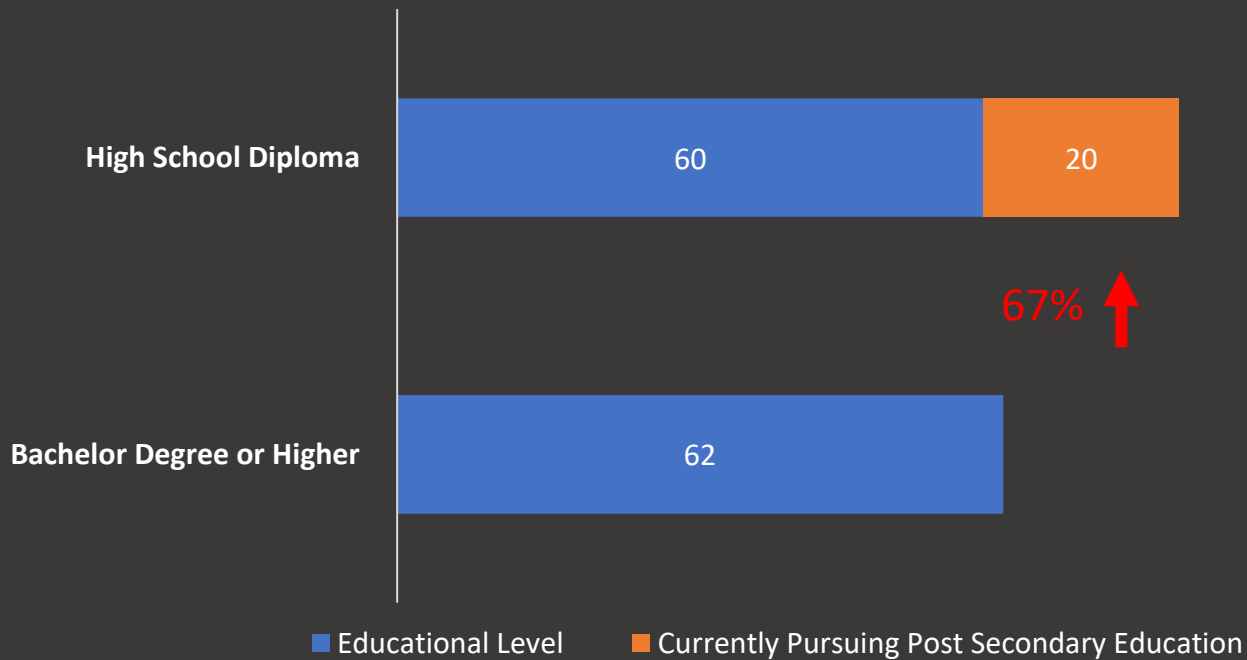


ETHNICITIES



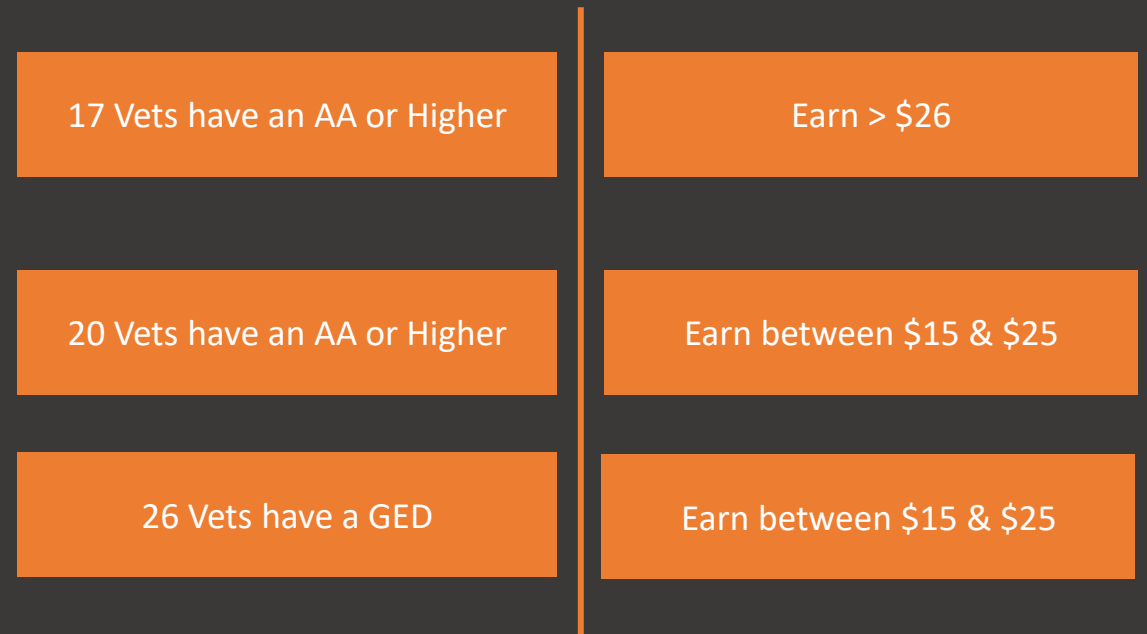
WHO ARE WE SERVING?

EDUCATION PROFILE



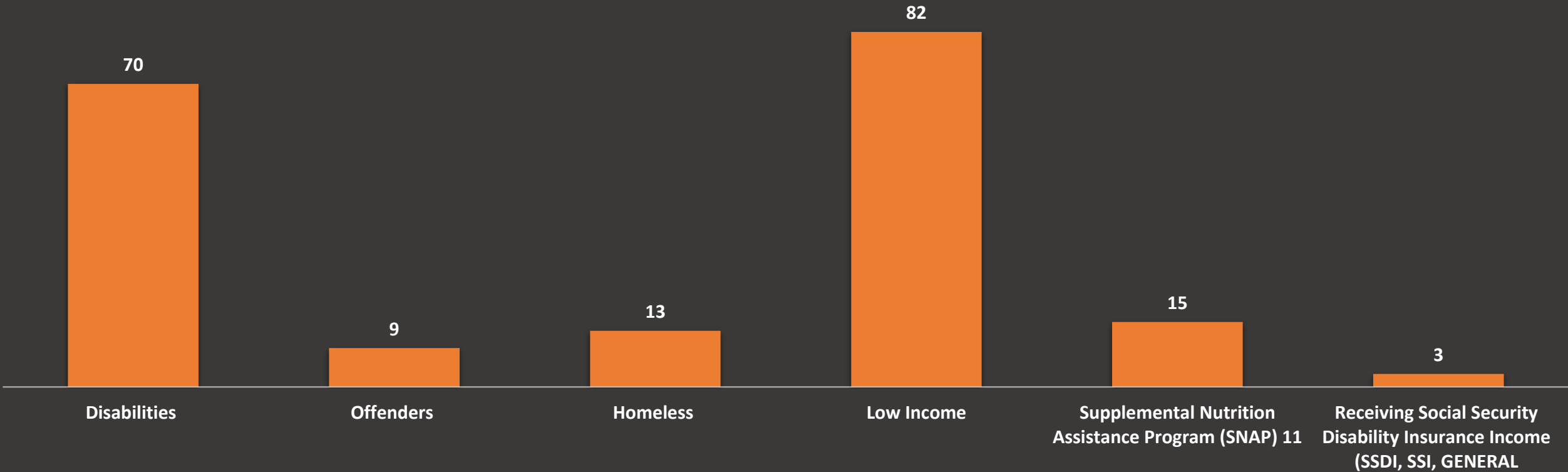
EDUCATION LEVELS & EARNINGS ELASTICITY

63 Veterans in Jobs at 07/31/2022



WHO ARE WE SERVING?

BARRIERS FACED BY VETERANS

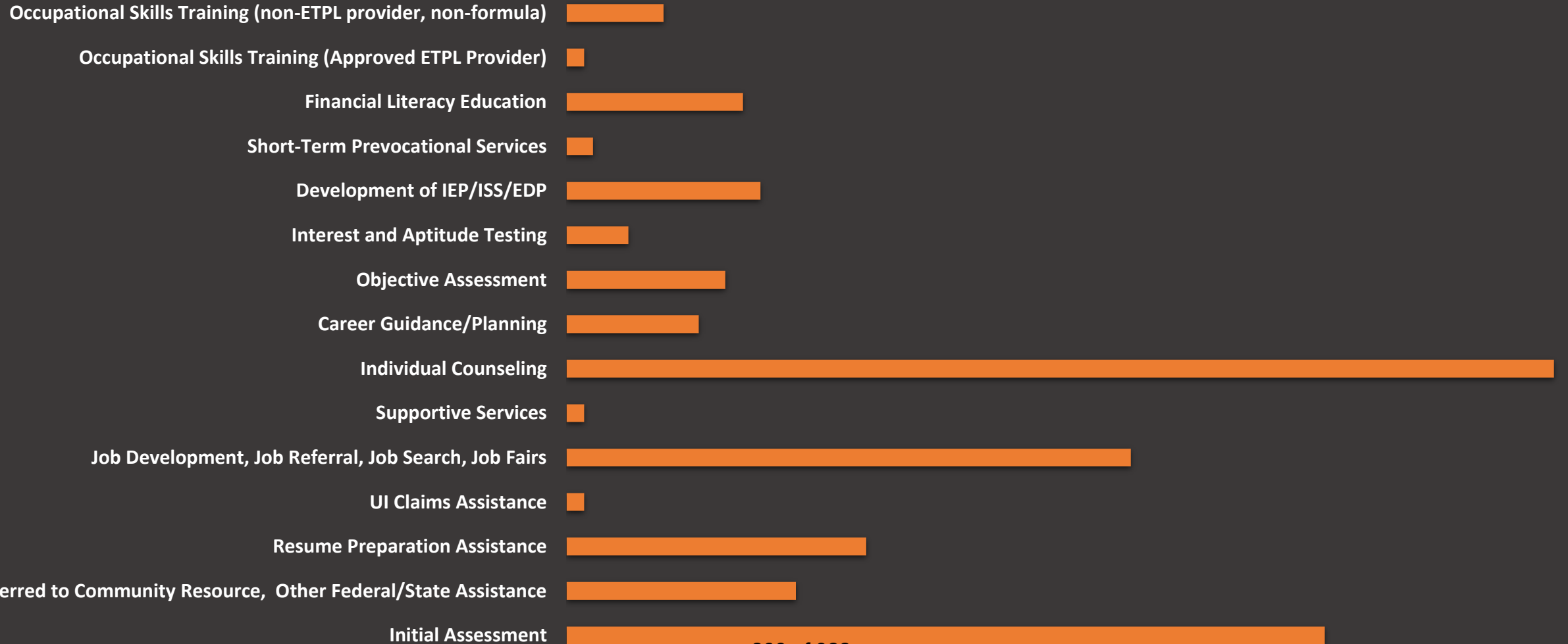


WHO ARE WE SERVING?

STATUS UPDATES ON VETERANS WITH HIGH BARRIERS

NEEDS	13 HOMELESS VETERANS	9 JUSTICE INVOLVED VETERANS
HOUSING	12 in housing 1 reincarcerated	9 (2 Vets: Homeless+ Justice Involved)
JOBS	9 in jobs	4 Unemployed, 1 Re-incarcerated 4 Employed
CALFRESH	6	5
CLOTHING REFERRAL	13	9
TRAINING & UP-SKILLING	3 in College	1 in Training
SUPPORTIVE SERVICES	0	1

SERVICES PROVIDED



PARTNERS



RISK ASSESSMENT

RISK CLASSIFICATION	RISK	IMPACT	PROB.	CLASS.	RISK LEVEL	CONTROL MEASURE
Goal Achievement	The VEAP program does not meet its 180 enrolment targets by March 31, 2023.	3	1	3	Low	<ul style="list-style-type: none"> VEAP Program continuously reviewing and implementing a robust outreach strategy to engage with Veterans.
Collaboration	Low engagement from Community Partners to support participants with high barriers to employment.	3	1	3	Low	<ul style="list-style-type: none"> Continuous engagement with partners through collaborative meetings and community events. Sharing success stories of collaborative efforts to build community.
Co-enrolment	Participants resist enrolment with the local AJCC.	2	1	2	Low	<ul style="list-style-type: none"> No Action. Ongoing supportive career management provided to participants.
Participant engagement	Lack of responsiveness and engagement from program participants when enrolled into VEAP.	2	1	2	Low	<ul style="list-style-type: none"> No Action. Ongoing supportive career management provided.

LESSONS LEARNED

SITUATION/INCIDENT	LESSON LEARNED	ACTION PLANS
<p>Career Planning: Many discharged Veterans do not have a clear career plan.</p> <p>Lack of knowledge of workforce development and benefits to them.</p>	<p>Critical need for the local workforce system, particularly VEAP, to connect with Veterans as they are going through the TAP program. At this stage it provides the both the Career Coordinator and Veteran to conduct career exploration, provide key labor market information and develop a structured career plan. Mentorship is critical.</p>	<ul style="list-style-type: none"> • Career plan was developed and implemented. • Cohort Model tested
<p>Veterans are in school for many years to benefit from Housing Allowance (BAH) approx. \$2,600 monthly and not joining the workforce. Earning multiple degrees at the same level.</p>	<p>A clear academic/ career plan which allows Veteran to earn progressive academic qualifications. Collaborating with counsellors at Veteran Resource Centers helps Veterans better in the career planning process.</p>	<ul style="list-style-type: none"> • No Action
<p>Lack of soft skills among Veteran population</p>	<p>Newly discharged Veterans are eager for high earning jobs without analyzing their skills gap.</p>	<ul style="list-style-type: none"> • Continuously enroll Veterans into ACT WorkKeys- Essential Skills Program • Warm handoff to Employers
<p>Resume Development – not job centric and focused on the job skills</p>	<p>One-on-One coaching on resume development is critical. Functional resumes are more effective- 99% success rate.</p>	<ul style="list-style-type: none"> • No Action plan.
<p>There is a high demand for Government jobs</p>	<p>Emanating from the COVID-19 pandemic, an increase in the older workforce looking for Government work to benefit from retirement benefits.</p>	<ul style="list-style-type: none"> • Government workshops facilitated.

PLANS AND ACTIONS

KEY MILESTONES

April – June 2022
114 Enrollments

- Continuous engagement with Veteran Resource Centers at the Community Colleges.
- Continue developing the network of existing Community Partners.
- Ramp up enrollment & employment numbers.
- Attend community engagements.

July – September 2022
147 Enrollments

- Video on VEAP for Community Outreach.

October – December 2022
180 Enrollments

- Program sustainment discussions.
- Veteran Job Fair.

January – March 2023
(Program Close)

- Program close activities;
- Ramp up employment rate;

THANK YOU!

ORANGE REGIONAL PLANNING UNIT

There are four regional indicators...

- The region has a process to communicate industry workforce needs to supply-side partners.
- The region has policies supporting equity and strives to improve job quality.
- The region has shared target populations of emphasis.
- The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

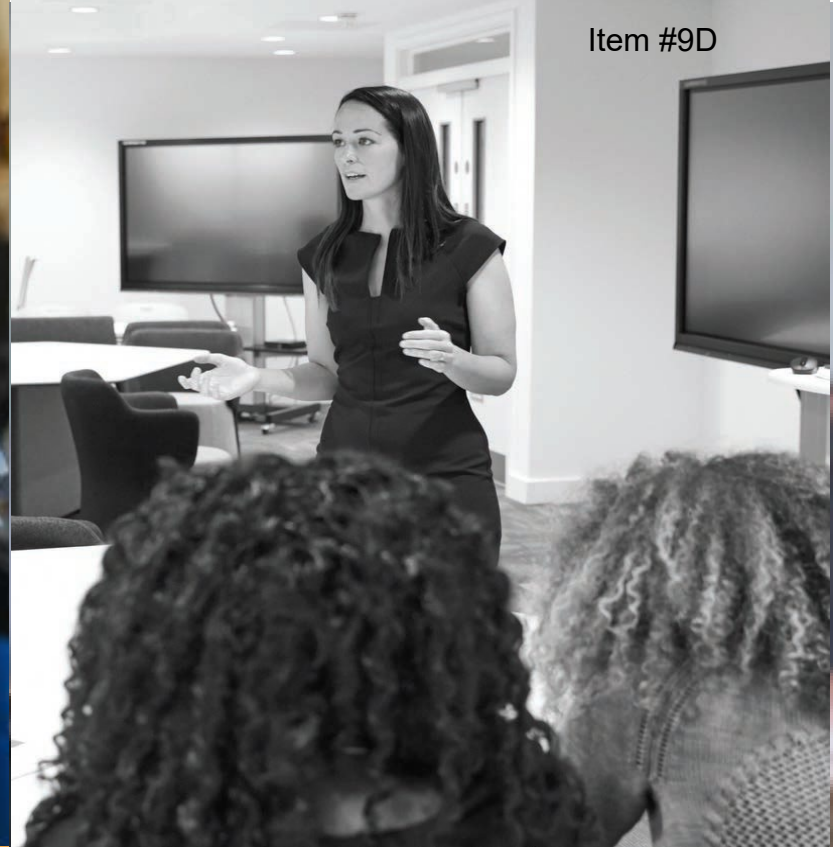
Indicator A Region has a process to communicate industry workforce needs to supply-side partners.	
Outcome 1	Outcome 2
Region has developed benchmarks and measurements to track improvement in the number of individuals placed in jobs that align with the sectors and occupations emphasized in the Regional Plan.	Region has developed benchmarks and methods to track workforce partner professional development training on priority sectors and industry workforce needs.

Possible Process Measures

- Percentage of individuals served who will attain employment related to training
- Distribution of job placements that align to the top sectors and occupations emphasized in the regional plan
- Identification of top sectors and occupations that provide quality jobs
- Percentage of frontline staff participating in training that addresses the needs of target sectors and jobs identified in economic analysis and labor market studies
- Percentage of professional development participants (including WIOA required partners) who report training supported their understanding of employer needs in priority sectors and jobs

Other Regional Initiatives

- Workforce Development Board Training
 - October 6, 2022, 9:00 a.m. to 11:00 a.m. – Virtual Training
- Regional and Local Plan – 2-year plan modifications
- Orange RPU Regional Board Meeting
 - January 25, 2023, 9:00 a.m. -12:00 p.m.
- Industry Sector Launch
 - Healthcare
 - Manufacturing
 - Information Technology
- Regional Website and Collateral
- Regional Grants
 - Good Jobs Grant
 - Regional Equity and Recovery Partnership (RERP Grant)
 - California Equity and Recovery Grant (CERF)
 - [OC R.I.S.E.](#)
 - Prison to Employment Grant



One Stop Committee August 10, 2022

JOBS FAIRS

District 2 - OC Career Fair

In partnership with Orange County Second District Supervisor Katrina Foley, the Santa Ana WORK Center, and the City of Santa Ana

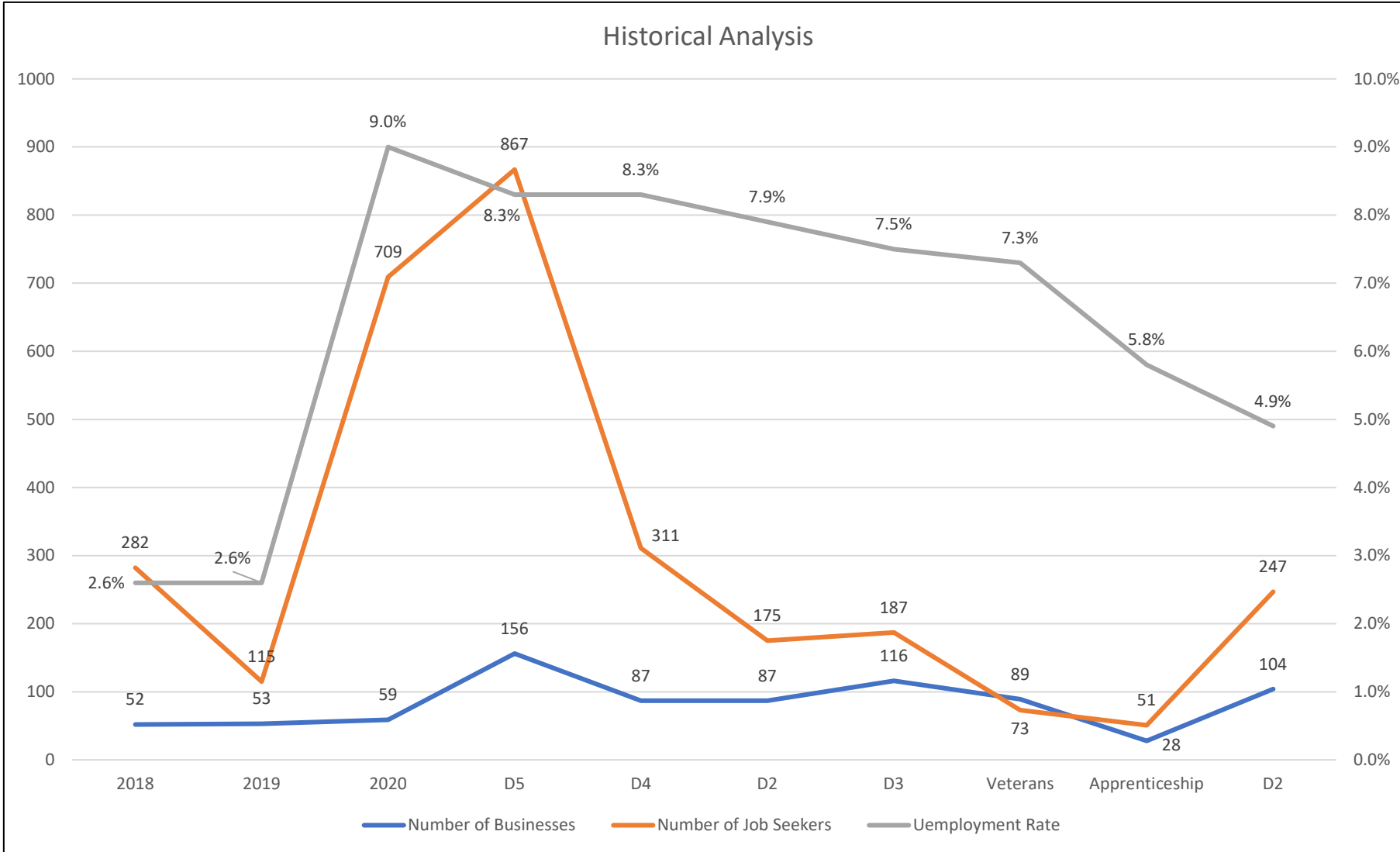
Date: April 21, 2022

Location: Discovery Cube Museum

Number of Businesses: 104

Number of Job Seekers: 247

District 2 - OC Career Fair



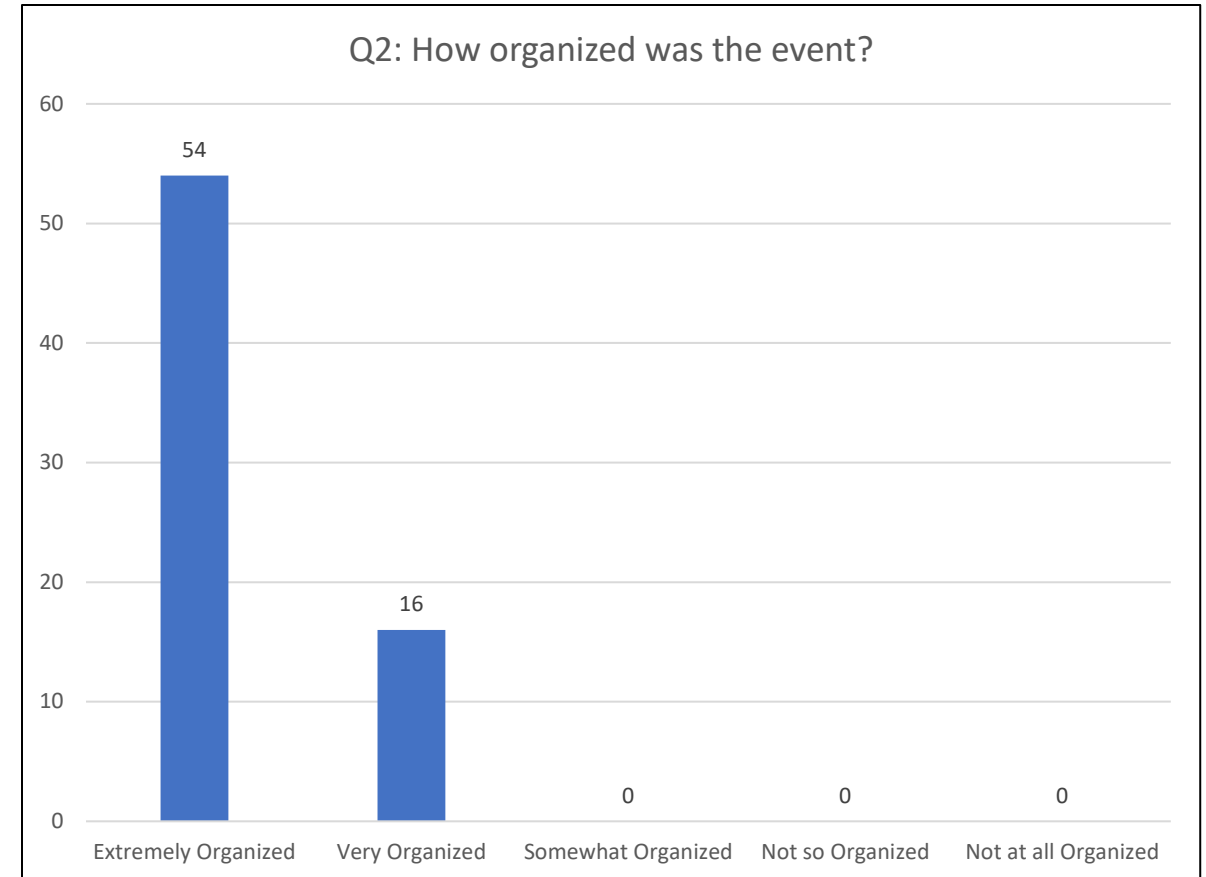
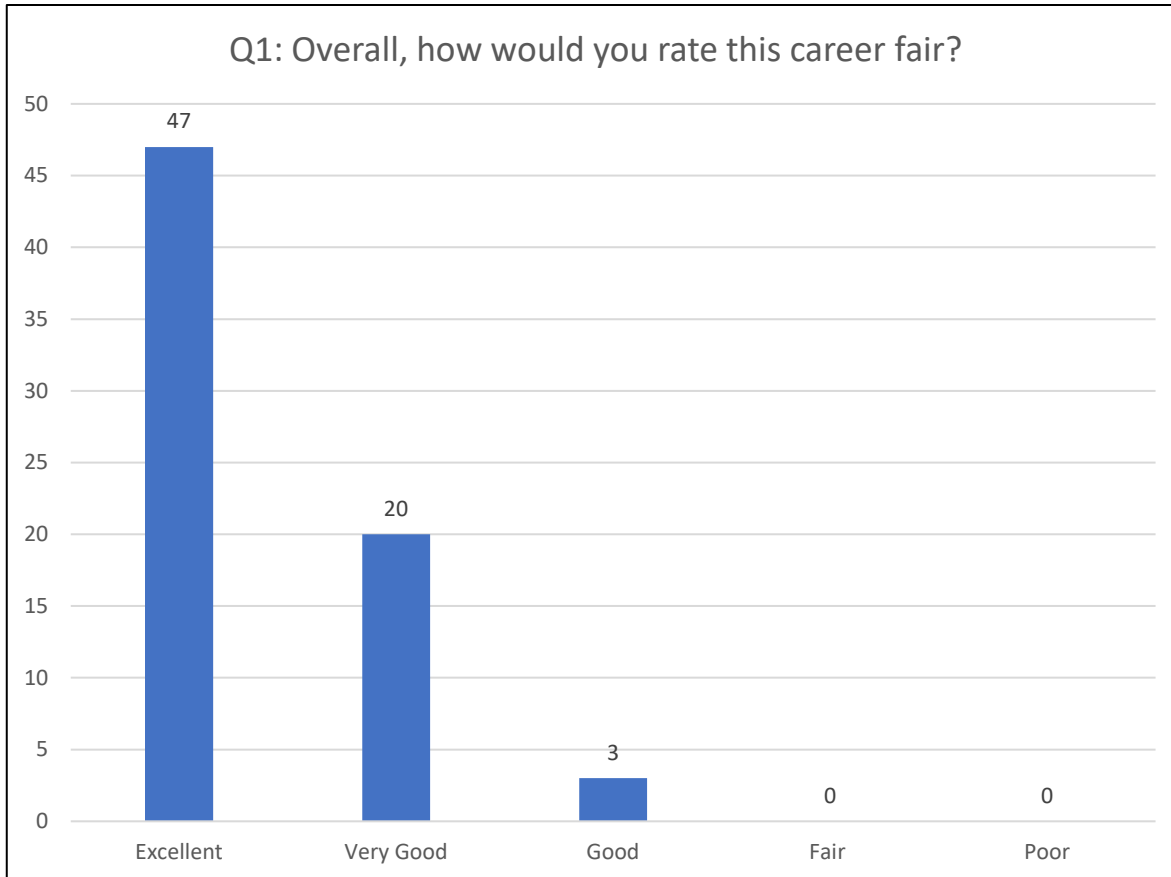
District 2 - OC Career Fair

Businesses in Attendance

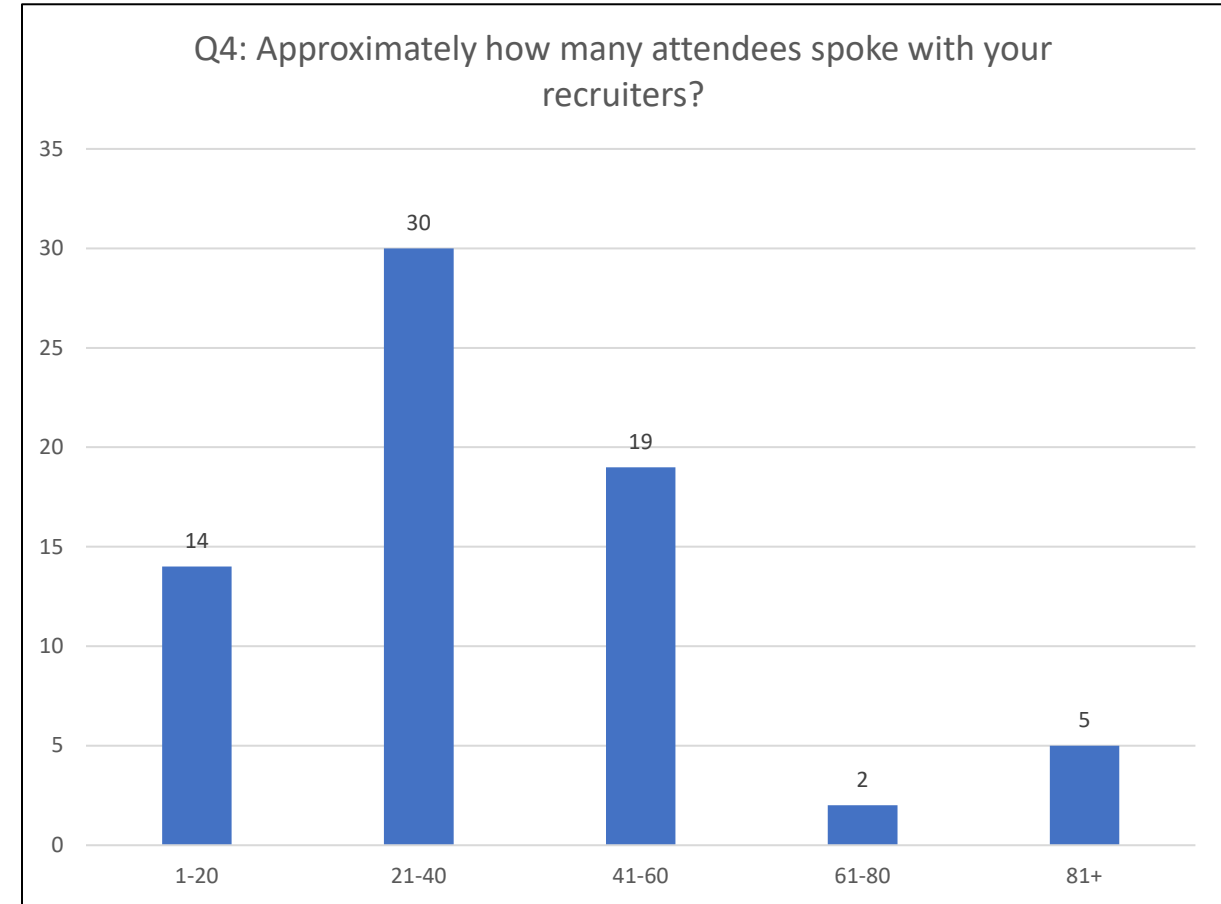
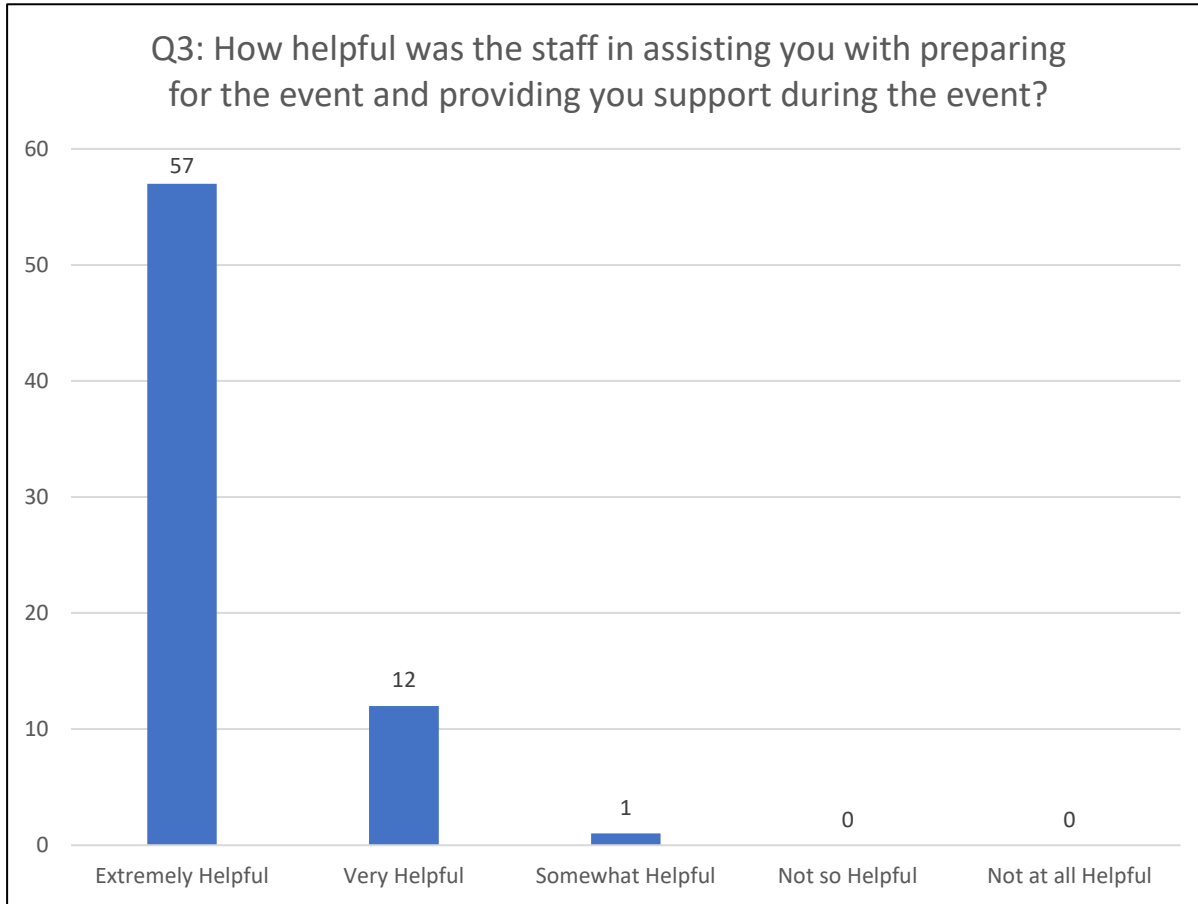
1. 85c Bakery	27. City of Newport Beach	53. Glidewell	79. Pacifica Hotel
2. ABM	28. City of Orange	54. Goodwill of Orange County	80. Parentis Health
3. Adecco	29. City of Santa Ana	55. Great Wolf Lodge	81. Parker Aerospace
4. Advanced Management	30. Corner Bakery Café	56. Heavy Equipment Colleges	82. Pasea Hotel
5. Aire Rite	31. Corovan Logistics	57. HR Direct Services	83. Pathway Group
6. Allied Universal Security Services	32. Costa Mesa Police Department	58. HSS US	84. Penske Automotive
7. Amada Senior Care OC	33. County of Orange	59. ihousing.us	85. Pep Boys
8. Amazon	34. CR&R Inc.	60. Irvine Marriott	86. Pressed
9. Anaheim Transportation Network	35. Crossmark	61. JRM Security	87. PSQ Productions
10. Antai Global	36. CuraPatient	62. Kash Insurance Agency	88. Republic Services
11. Army Recruiting	37. Customs and Border Protection	63. Kroger - La Habra Bakery	89. Retail Odyssey
12. Arosa	38. Dignity Memorial	64. LA Hydro-Jet	90. Riverside County Sheriff's Dept
13. Australian Swim School	39. Direct Finance Corp	65. LAZ Parking	91. Robinson Pharma
14. Benco Dental	40. Disneyland	66. Legends Hospitality	92. Saddleback Valley Unified School District
15. Biola University	41. Durham School Services	67. Lux Bus America	93. Santa Ana Police Dept
16. Boardriders	42. Easterseals Southern California	68. Medtronic	94. Sonic Drive-In
17. Bristol Farms	43. Eaton Aerospace	69. MeriCal	95. State of California Dept of Rehab
18. California Army National Guard	44. Elevated Restaurant Group	70. My Day Counts	96. Straub Distributing Company
19. CA Dept of Corrections and Rehab	45. EDD	71. Navien, Inc.	97. Surf and Sand Resort
20. CA Department of Tax and Fees	46. Extended Stay America	72. New Horizons Career Development	98. Tax Relief Advocates
21. CA Highway Patrol	47. Farmers Insurance	73. New Vista Career Academy	99. The Party Staff
22. Cambria Suites Anaheim	48. FedEx Ground	74. New York Life Insurance	100. Tuttle Click
23. Charles Abbott Associates	49. First Student	75. Nordic Security	101. United Auto Credit
24. Chroma Systems Solutions	50. Florence Crittenton	76. OC Fair & Event Center	102. University of California, Irvine
25. City of Garden Grove	51. G&M Oil	77. Orange County Registrar of Voters	103. Westminster School District
26. City of Irvine	52. Gelson's	78. P4, Inc.	104. WSH Management

District 2 - OC Career Fair

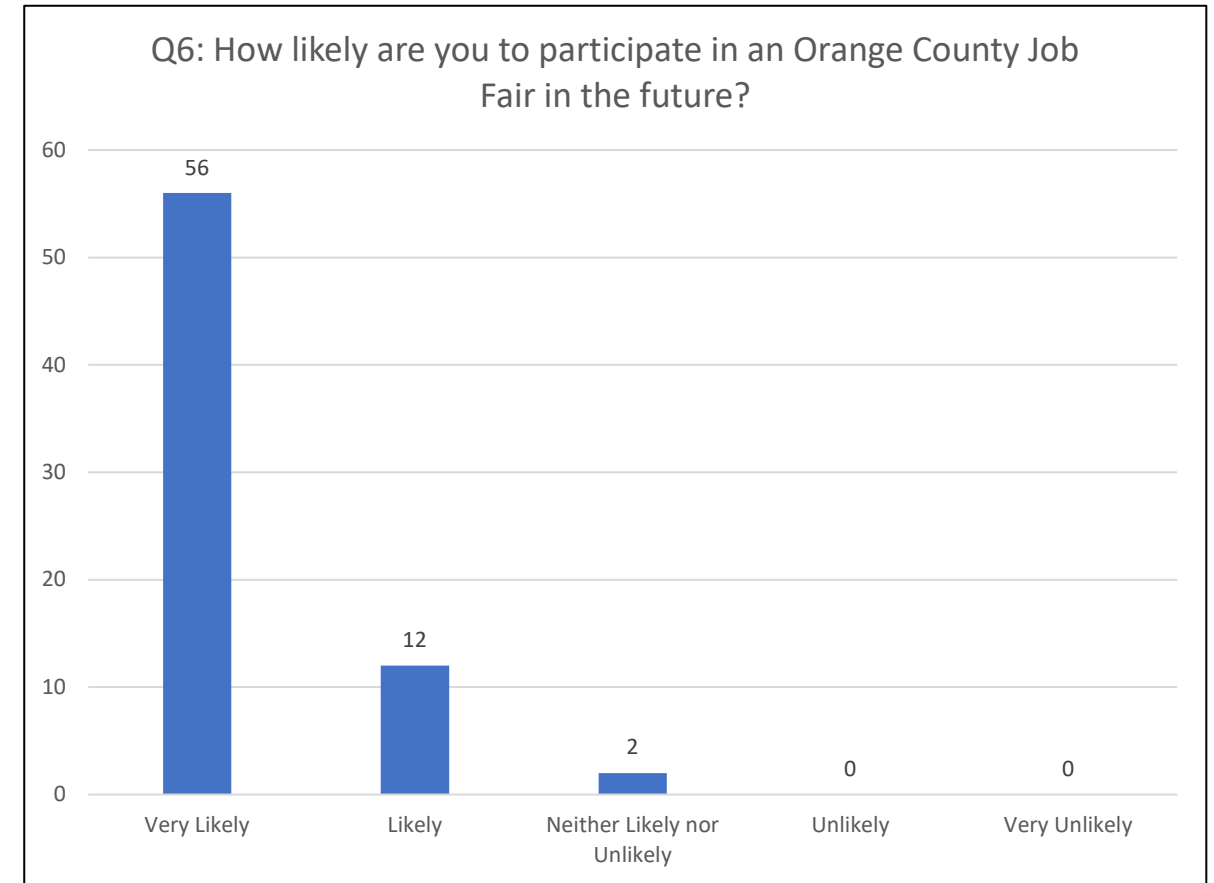
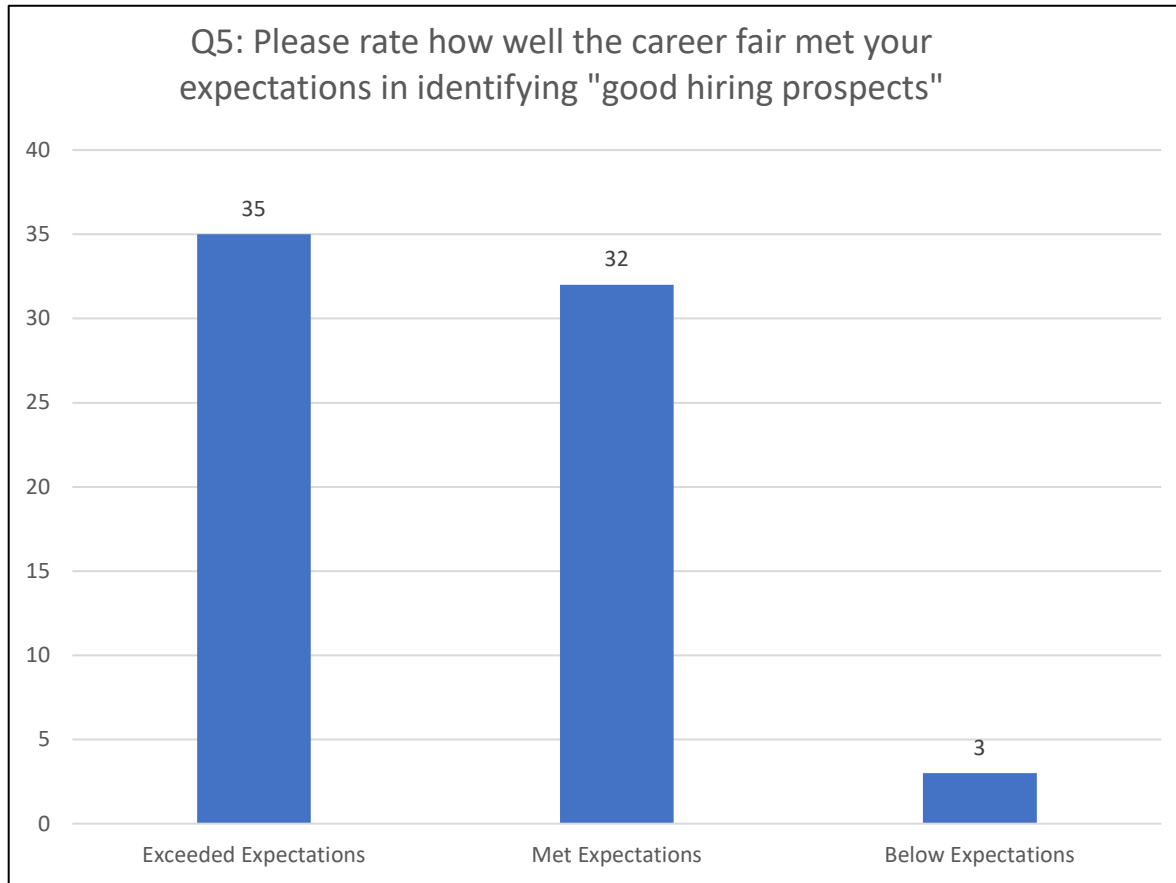
BUSINESS SURVEY RESULTS: 70 Organizations Responded



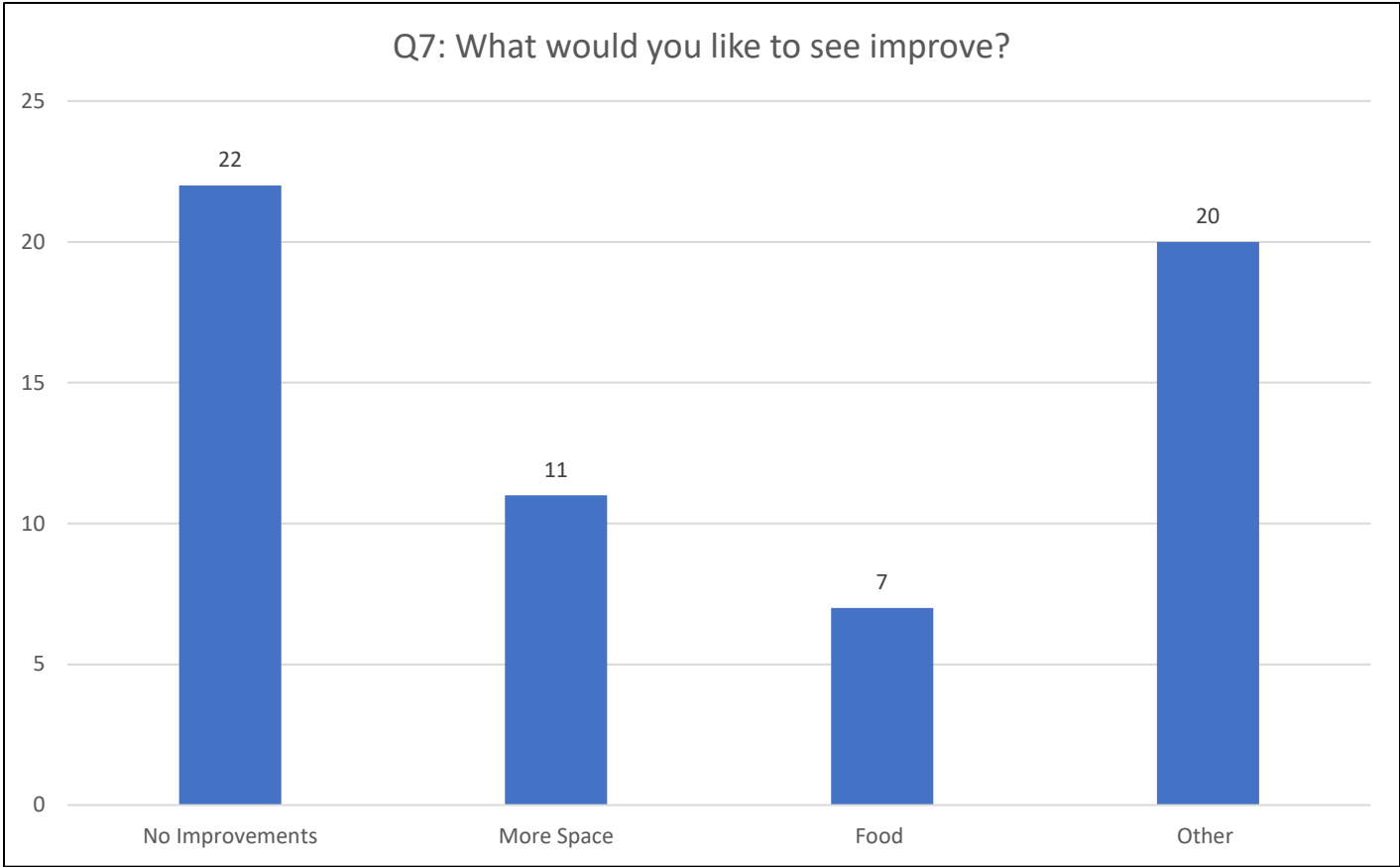
District 2 - OC Career Fair



District 2 - OC Career Fair

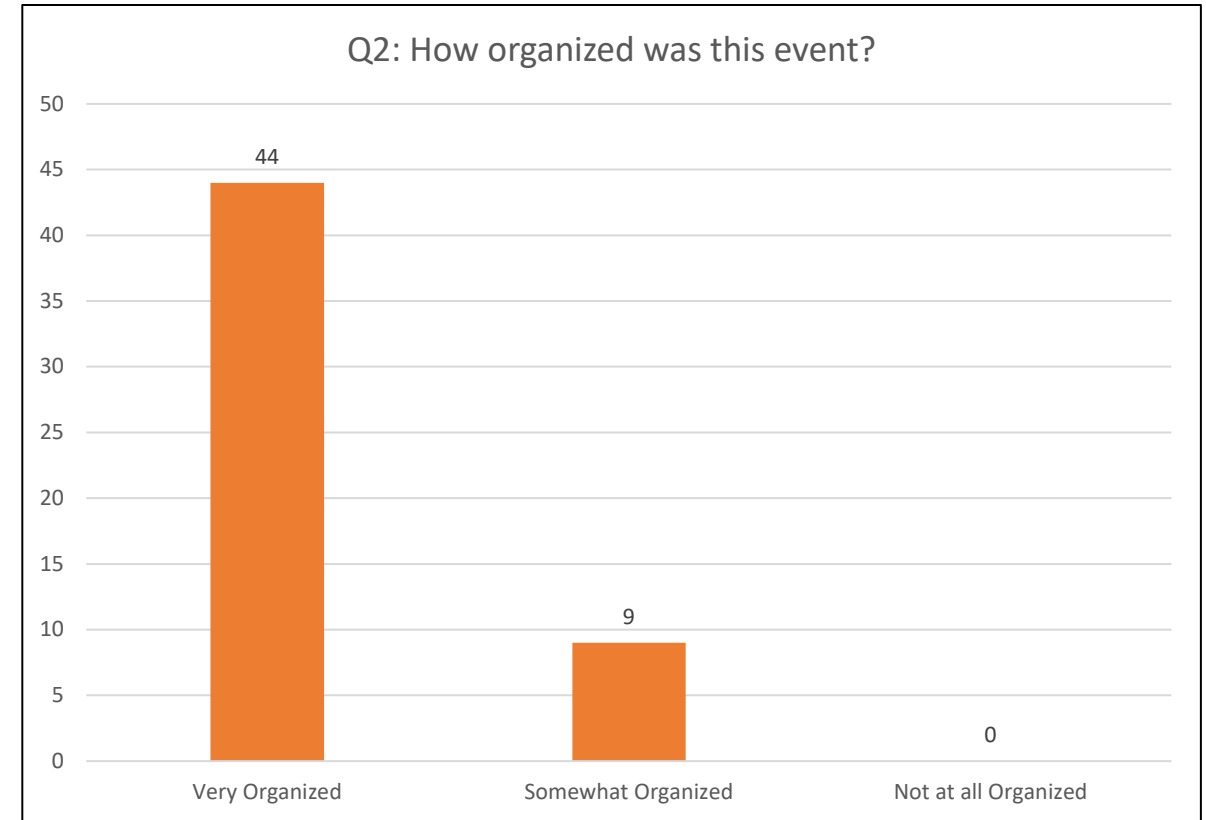
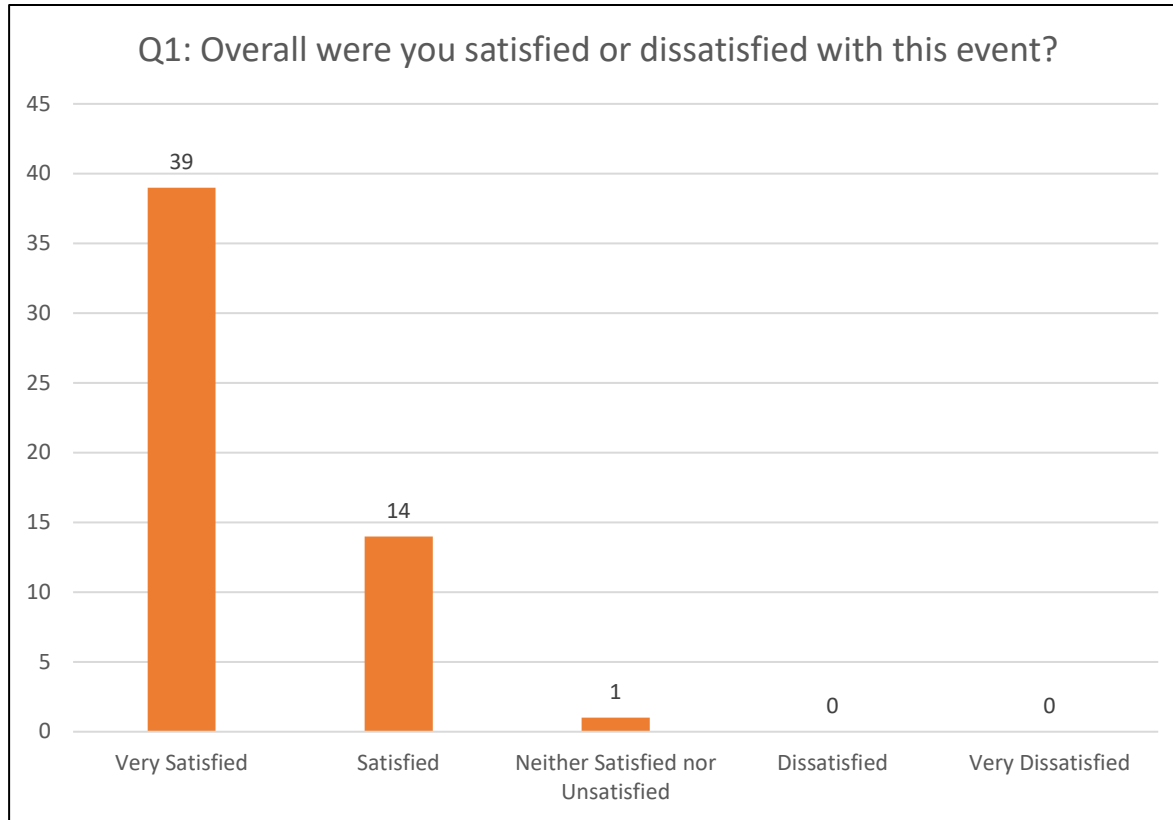


District 2 - OC Career Fair



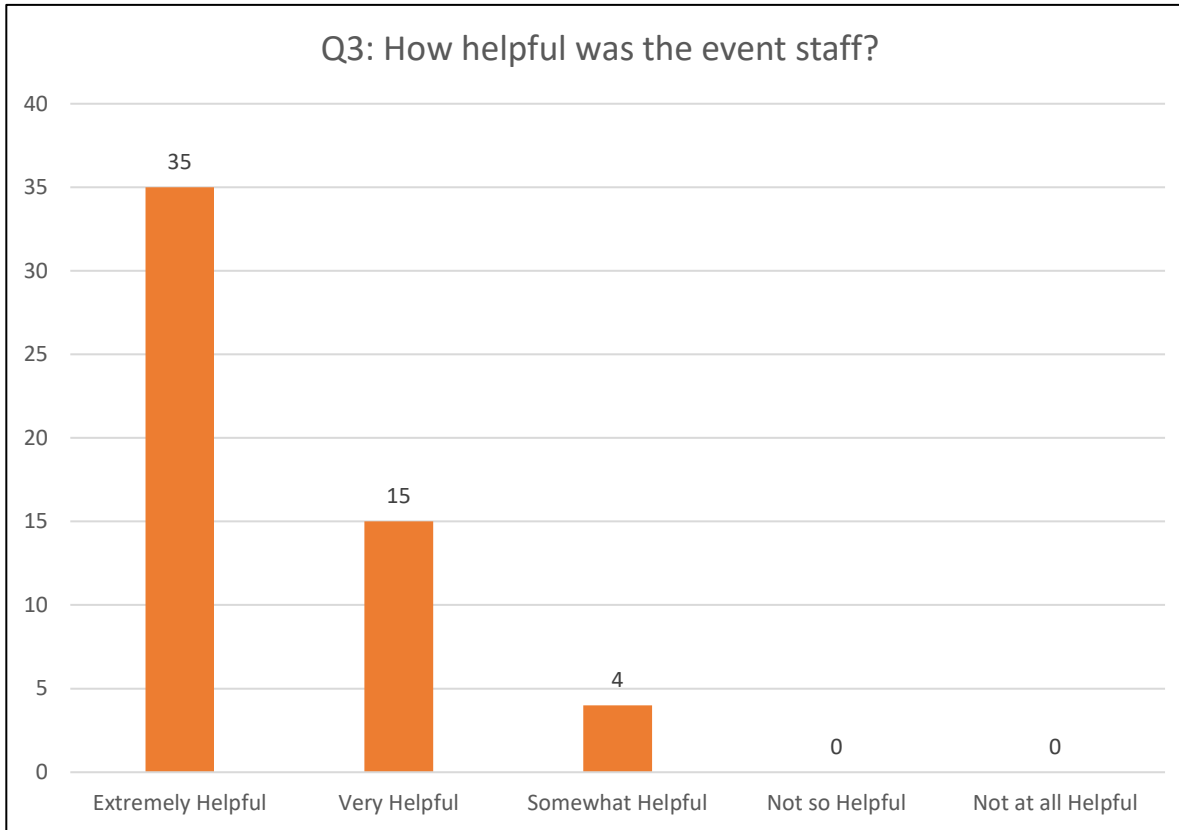
District 2 - OC Career Fair

JOB SEEKER SURVEY RESULTS: 54 Job Seeker Responded

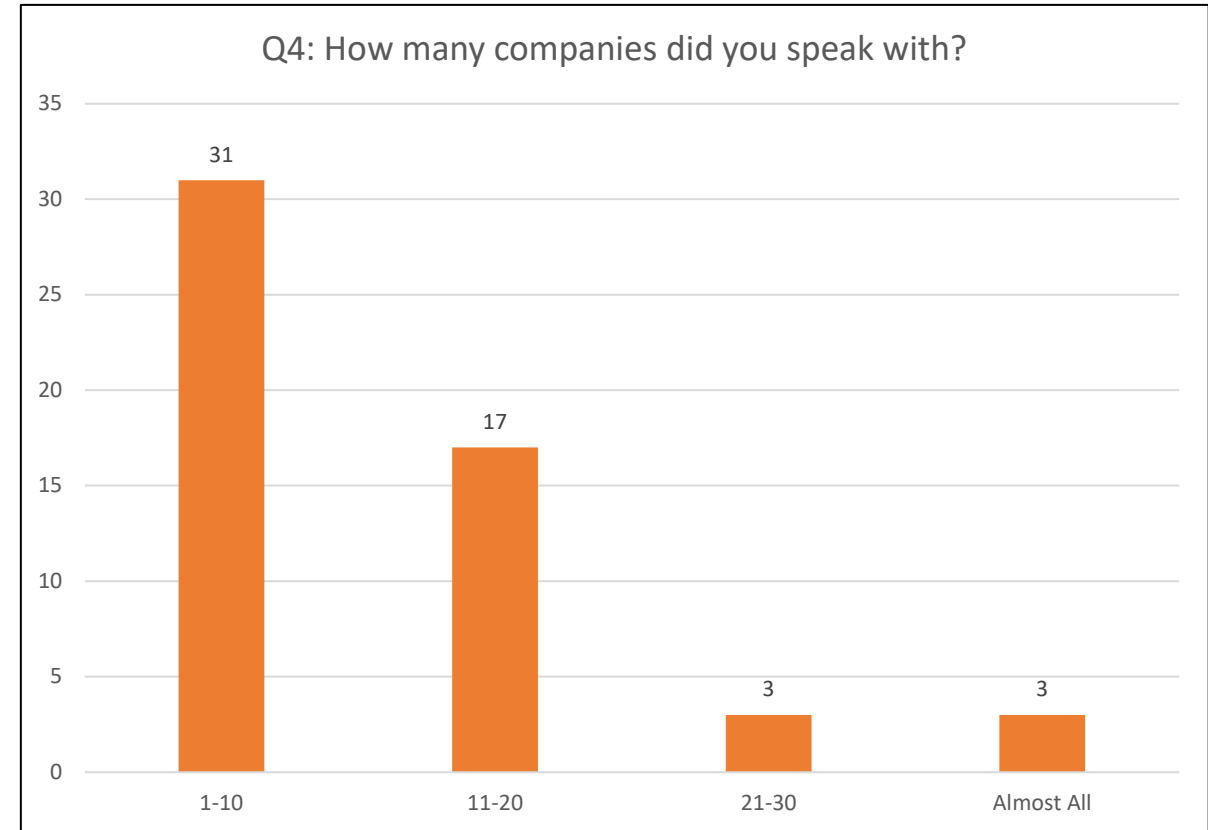


District 2 - OC Career Fair

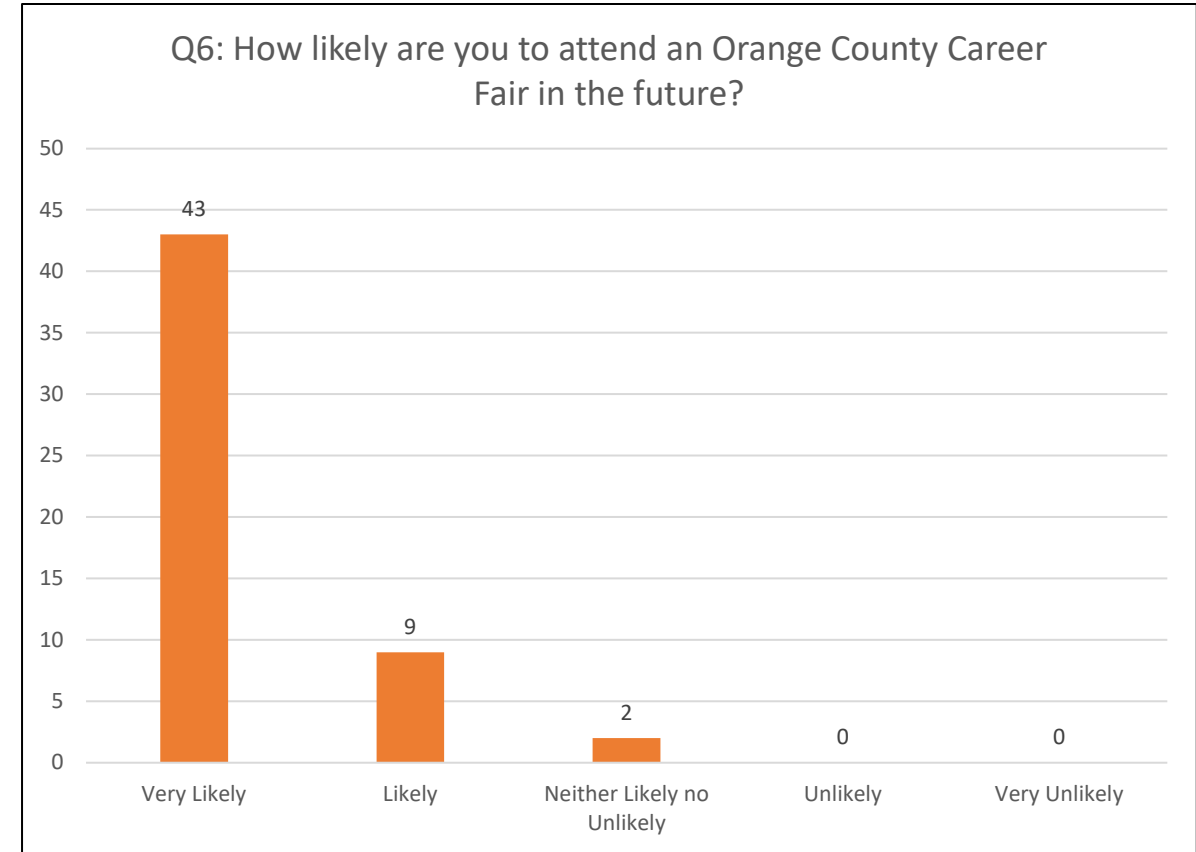
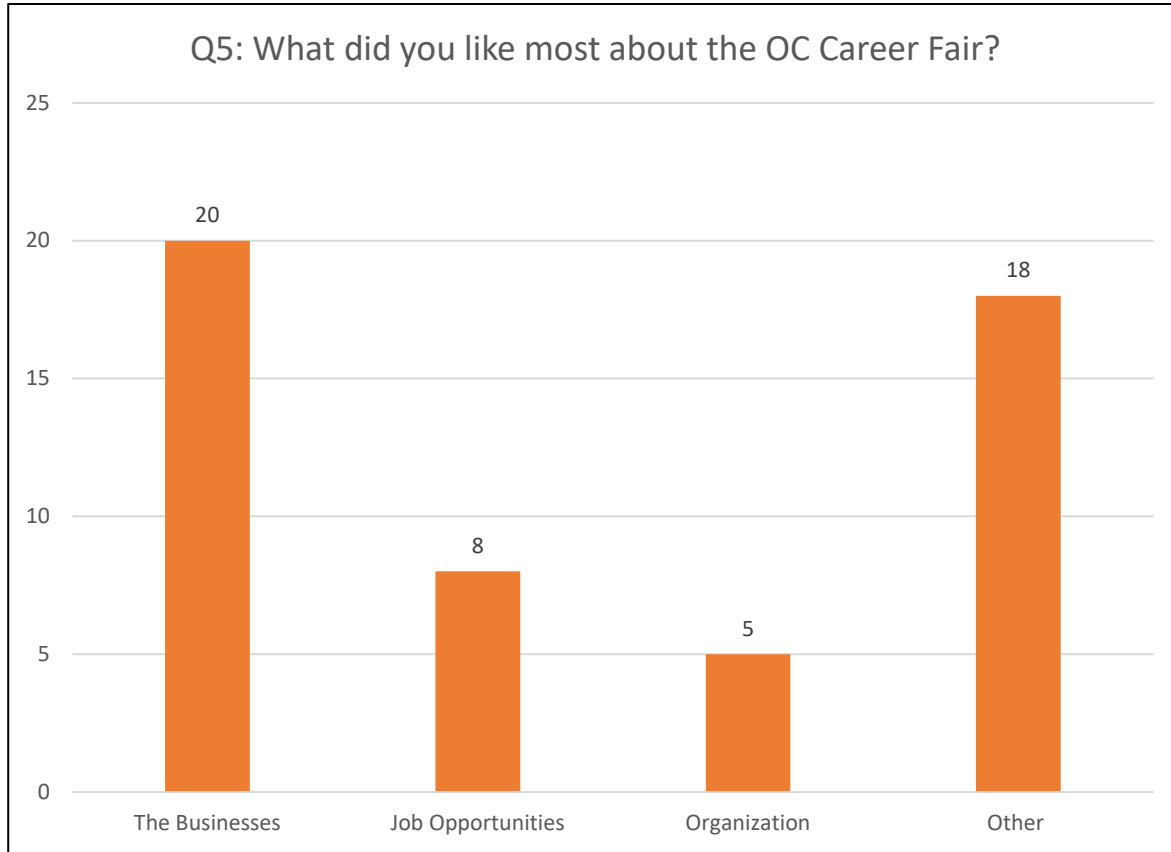
Q3: How helpful was the event staff?



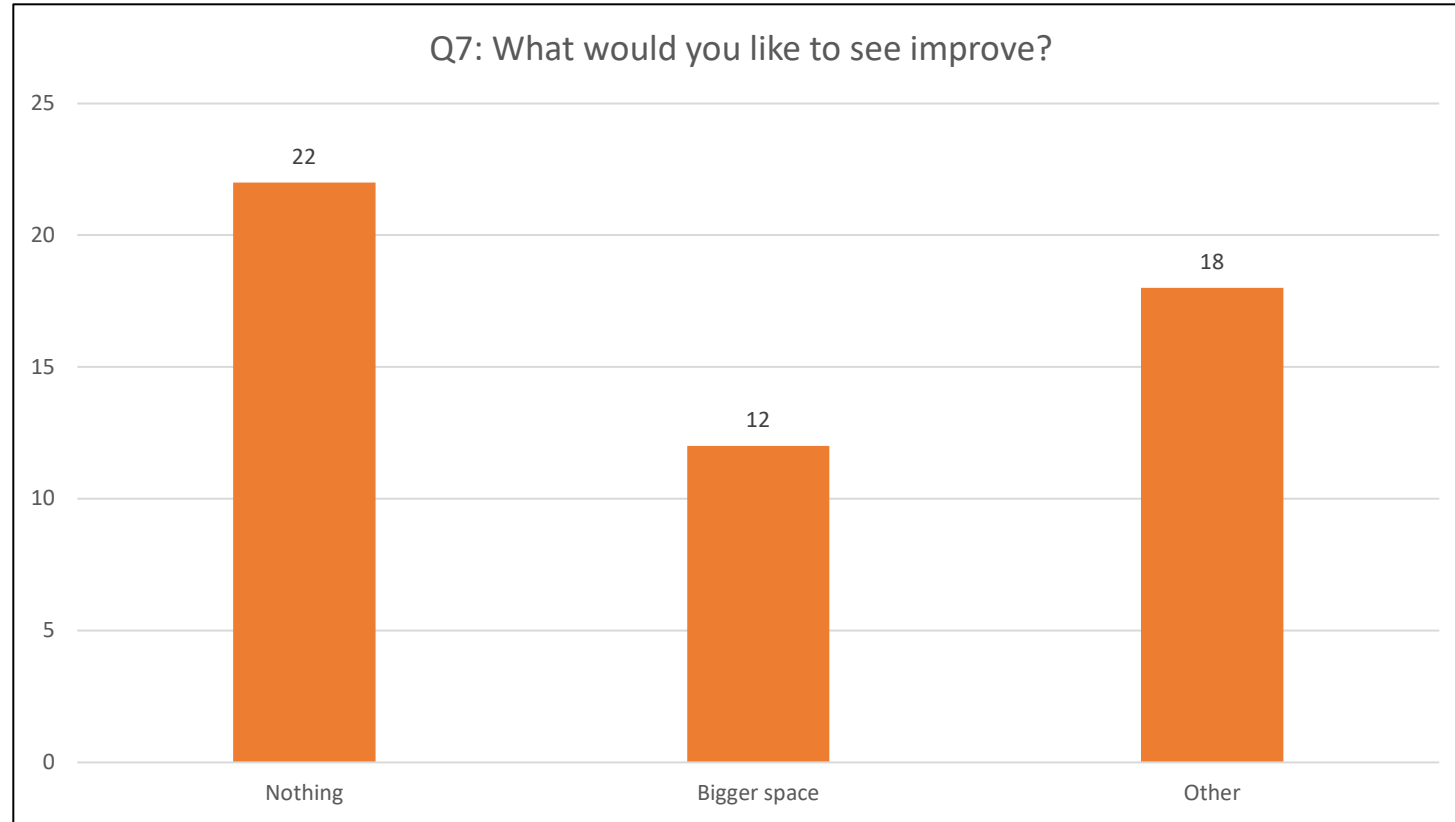
Q4: How many companies did you speak with?



District 2 - OC Career Fair



District 2 - OC Career Fair



Event Photos



High School & College Student Career Fair

In conjunction with the Orange County Regional Consortium

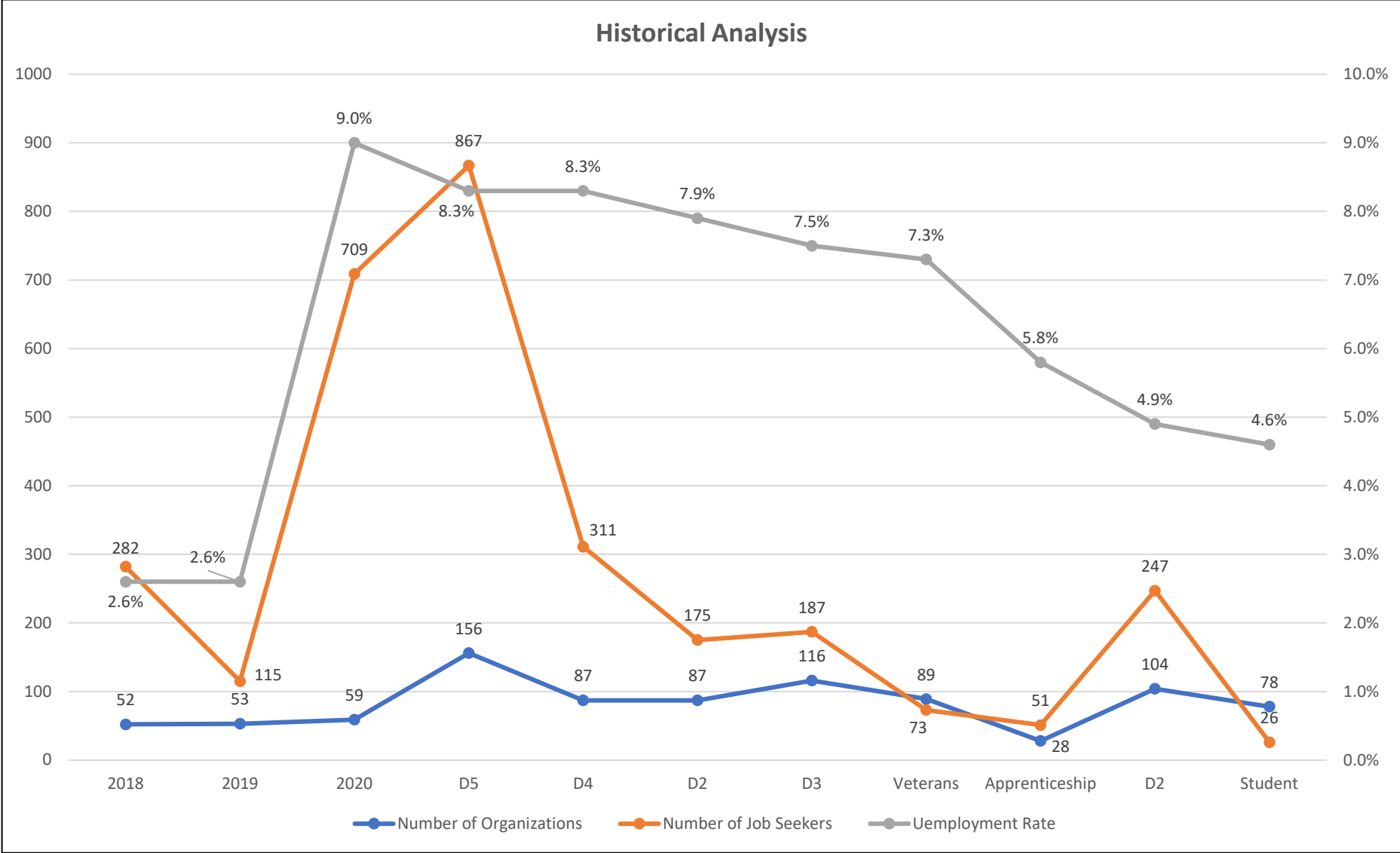
Date: June 1, 2022

Location: Premier Virtual

Number of Organizations: 78

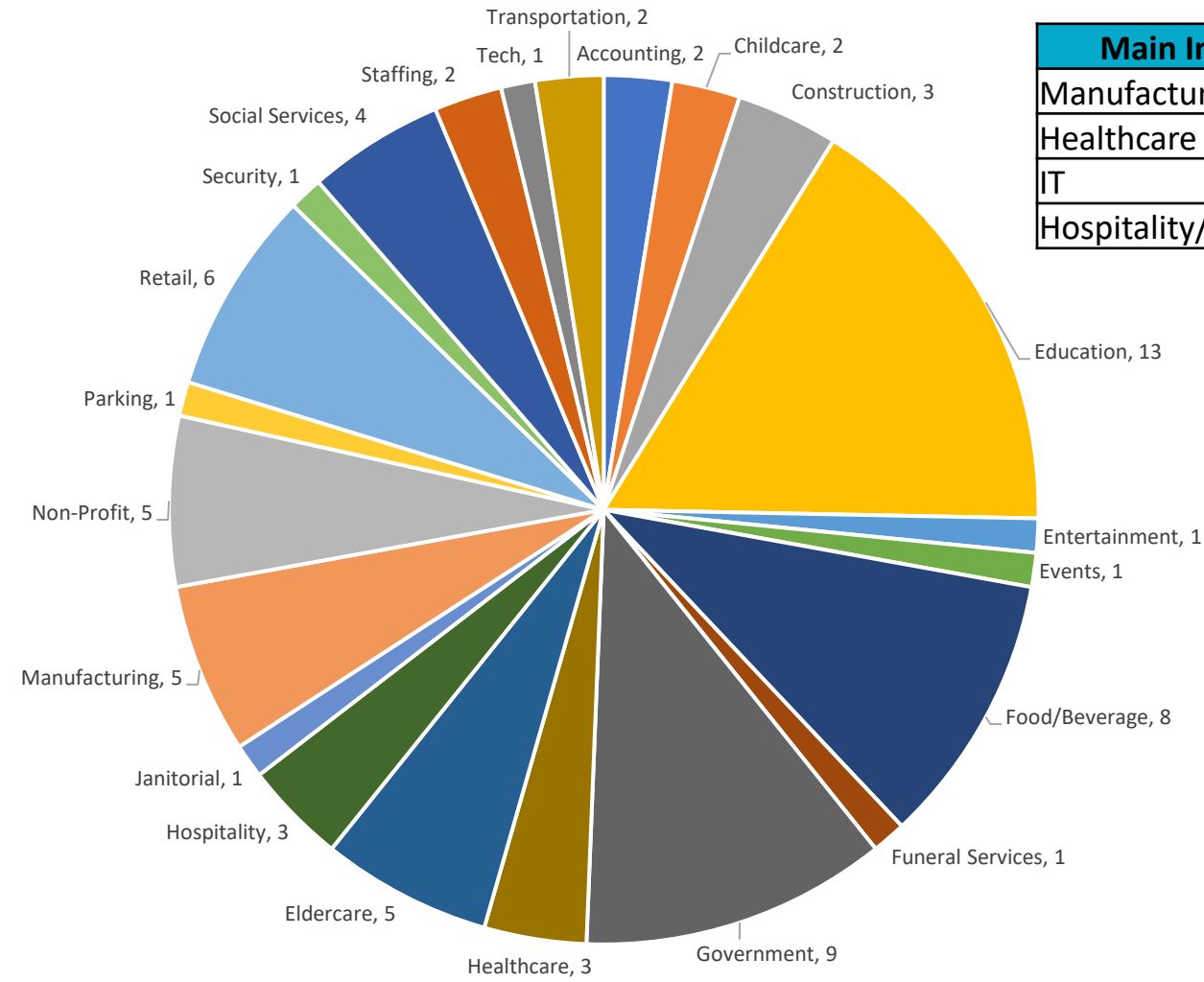
Number of Job Seekers: 26

High School & College Student Career Fair



High School & College Student Career Fair

Organizations by Industry



Main Industry Sectors	
Manufacturing	5
Healthcare	3
IT	1
Hospitality/Travel	3

High School & College Student Career Fair

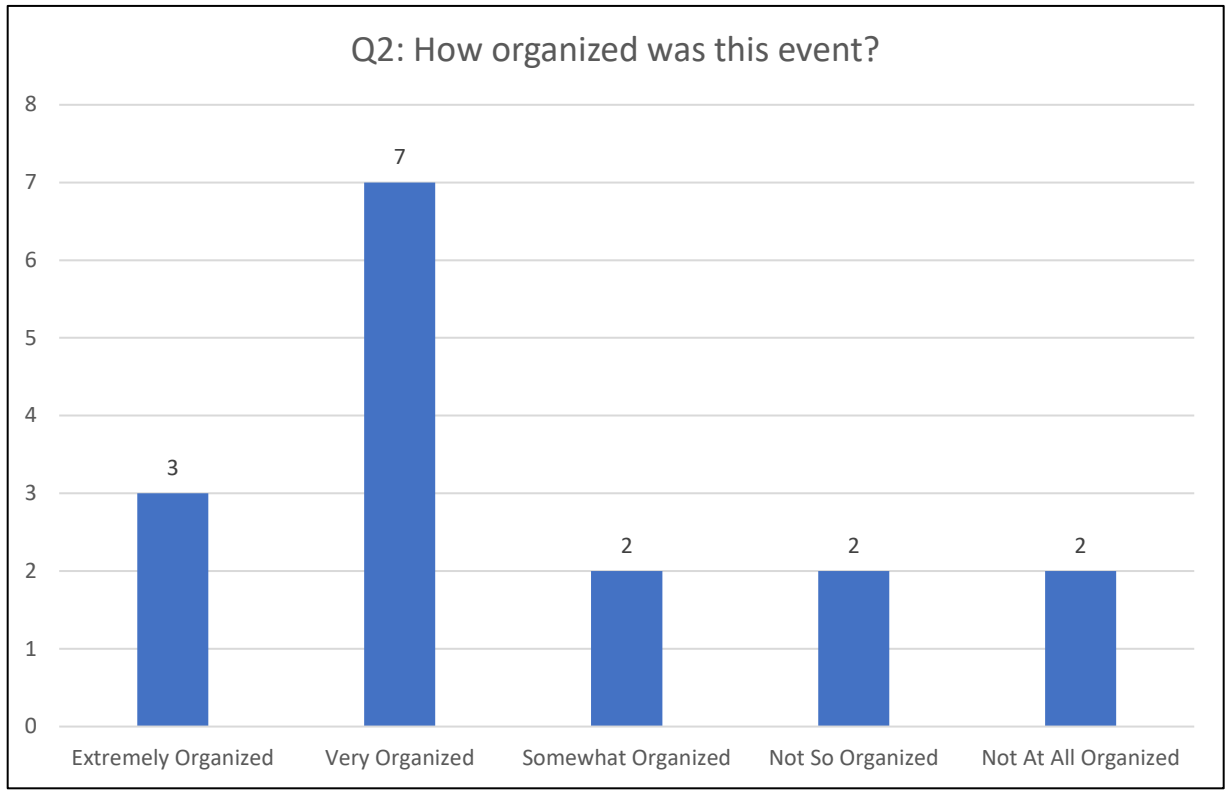
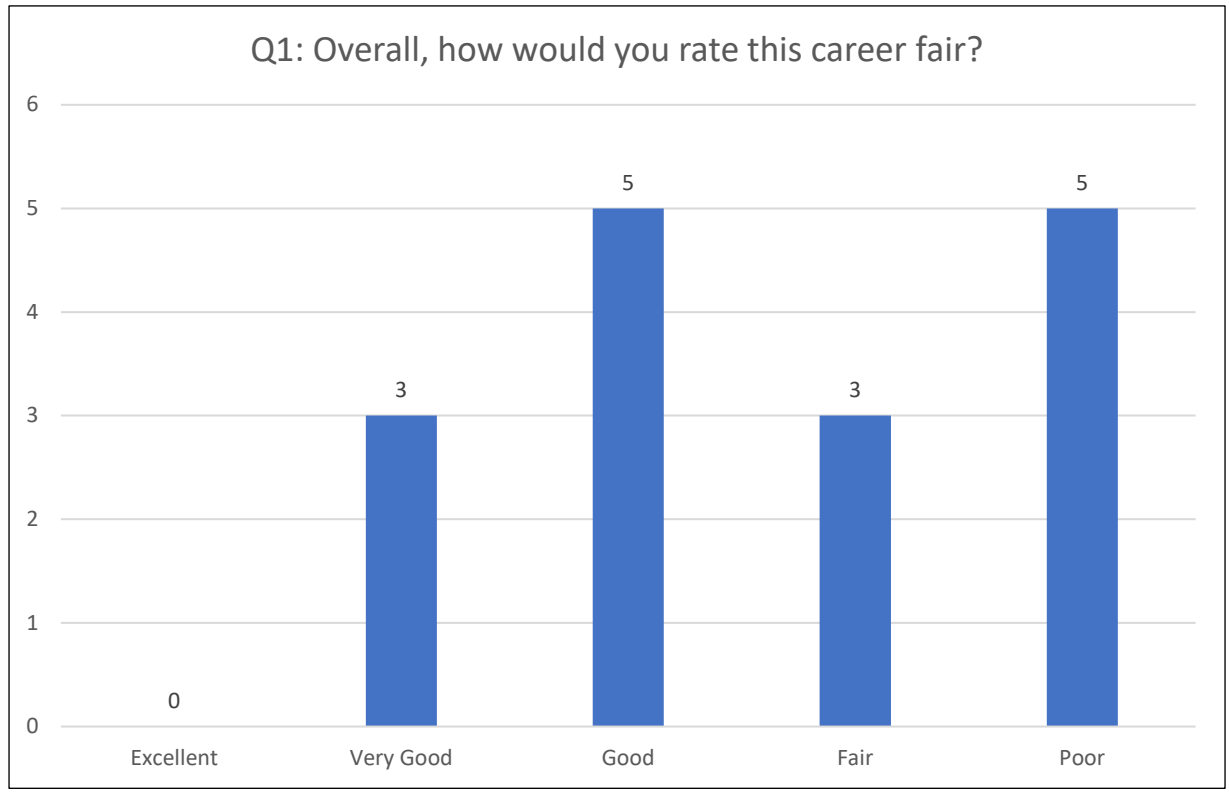
Organizations in Attendance

1. 7 Leaves Café	28. Dignity Memorial	55. Omega Accounting Solutions
2. ABM Industries	29. Durham School Services	56. Orange County Department of Education
3. Ace Parking Management, Inc.	30. Easterseals Southern California	57. Orange County Transportation Authority
4. Aerotek	31. Econolite Group Inc	58. Pacifica Hotels
5. Aloha BBQ	32. El Pollo Loco	59. Pasea Hotel & Spa
6. Amazon	33. Golden Age Companions	60. Port View Preparatory
7. Antech Diagnostics	34. Golden West College	61. Rainbow Home Care
8. Applied Medical	35. Goodwill of Orange County	62. Redwood Family Care Network
9. Aspire Bakeries	36. H Mart	63. Retail Odyssey Company
10. Athens West	37. Hearts of ABA	64. Ross Dress for Less
11. Atria Del Sol	38. IdealTax	65. S&S Labor Force Inc. dba JRM Security
12. Biola University	39. Irvine Marriott	66. Saddleback College
13. Calerie Health Holding LLC	40. Irvine Valley College	67. Santa Ana Police Department
14. California Army National Guard	41. Jordan Roof Company	68. Santiago Canyon College
15. California Department of Tax & Fee Administration	42. KPC Health Global Medical Centers	69. Sherwin Williams Paint Company
16. CAMO Hospitality	43. Kulfi Me	70. Sierra West Finish
17. CENIC	44. Linksys	71. Snap-on AutoCrib
18. Child Care Careers	45. Love 2 Learn Consulting	72. State of CA EDD
19. City of Irvine - Community Services Department	46. Medtronics - No Show*	73. The Disneyland Resort
20. Coastline College	47. MeriCal LLC	74. United States Navy
21. College Nannies + Sitters	48. My Day Counts	75. University of California, Irvine
22. Community Action Partnership of Orange County	49. Nippon Shokken U.S.A. Inc.	76. Unlimited Possibilities
23. Continuing Life	50. North Orange Continuing Education (NOCE)	77. Vocational Innovations
24. County of Orange Human Resource Services	51. OC Fair & Event Center	78. Vortex Industries
25. Creamistry of Tustin	52. OC IHSS Public Authority	79. Westcliff University
26. Crescent Landing At Fullerton	53. OC Staffing and Solutions	80. YMCA of Orange County
27. Dignity Health	54. OCCA After-School	

*One additional organization was absent. We are unable to identify due to platform limitations.

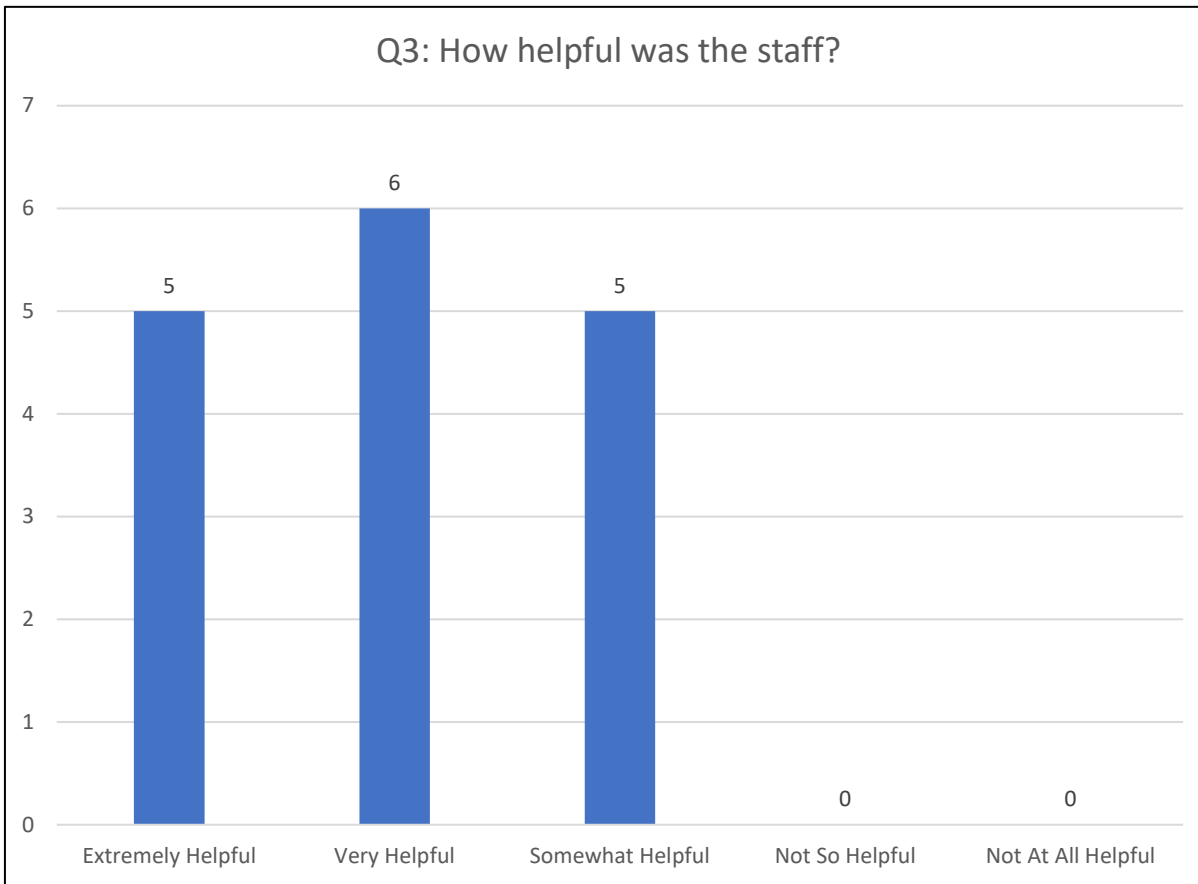
High School & College Student Career Fair

ORGANIZATION SURVEY RESULTS: 16 Organizations Responded

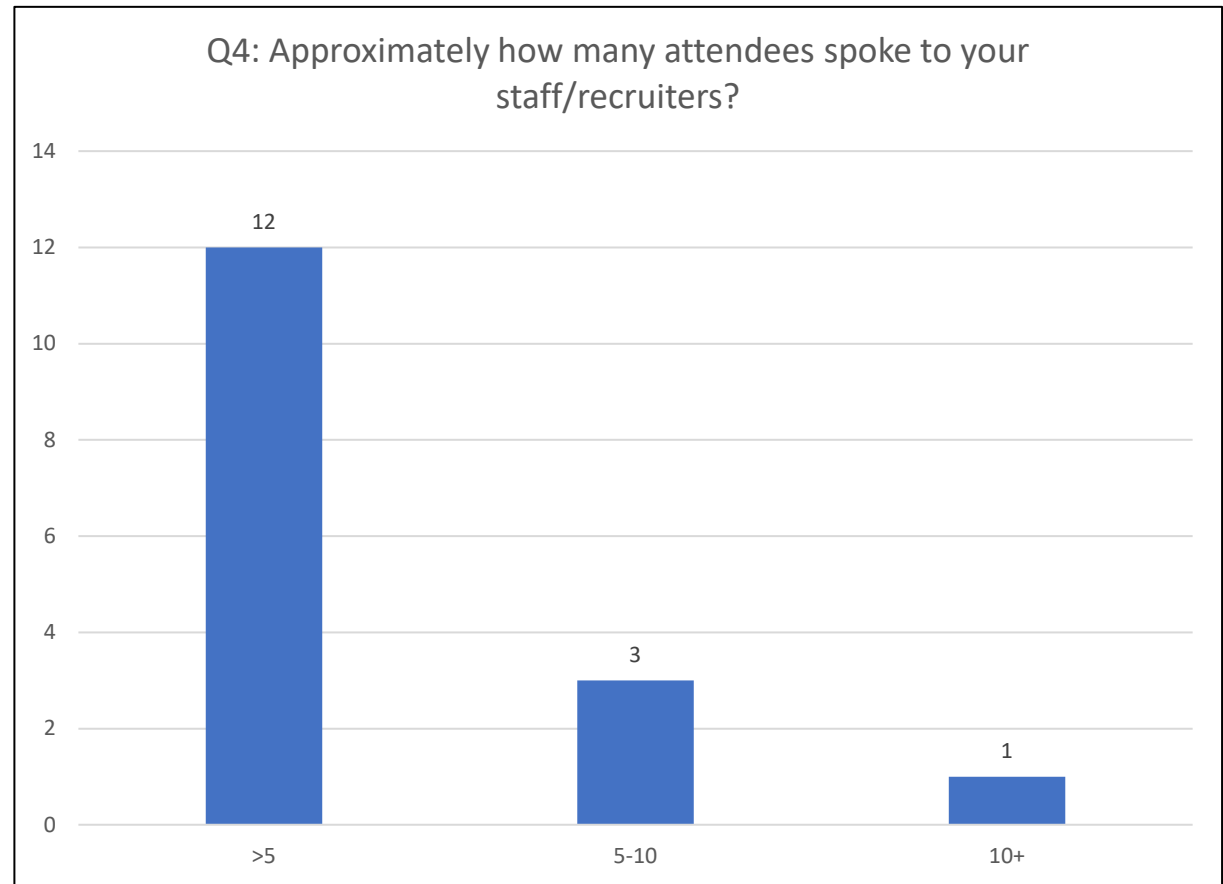


High School & College Student Career Fair

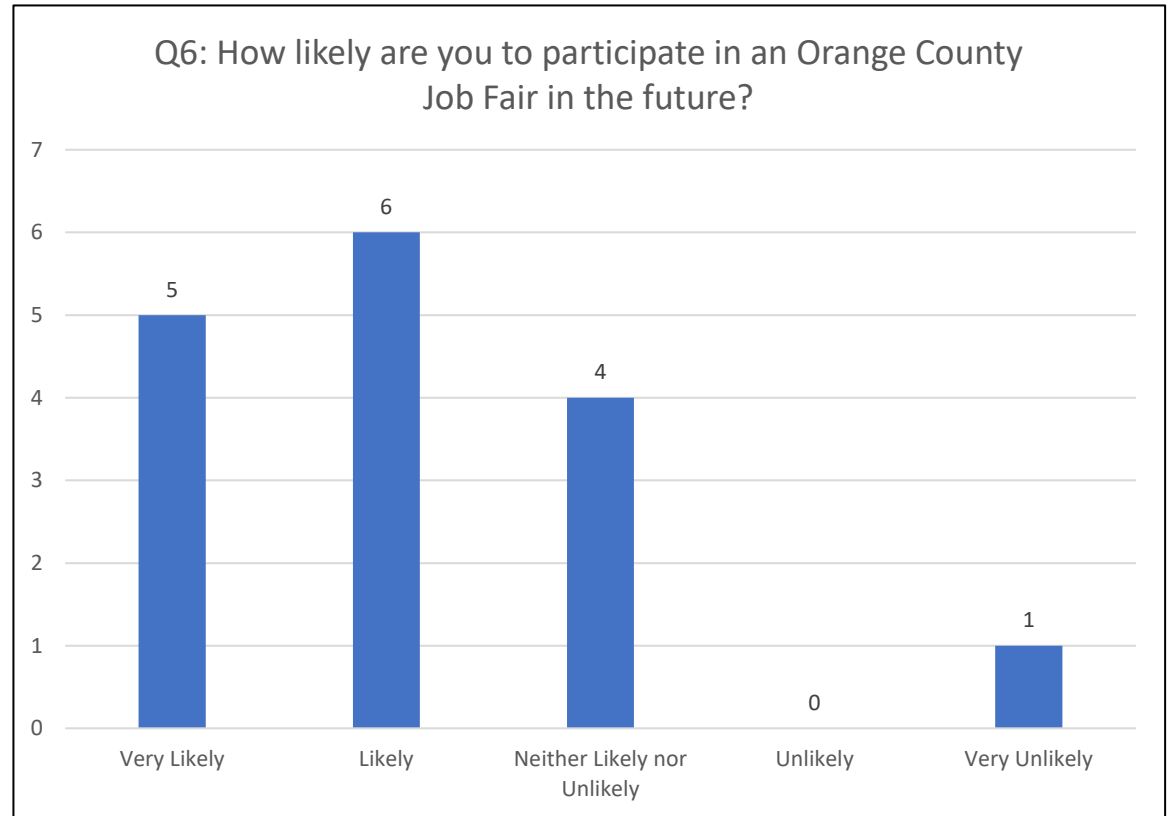
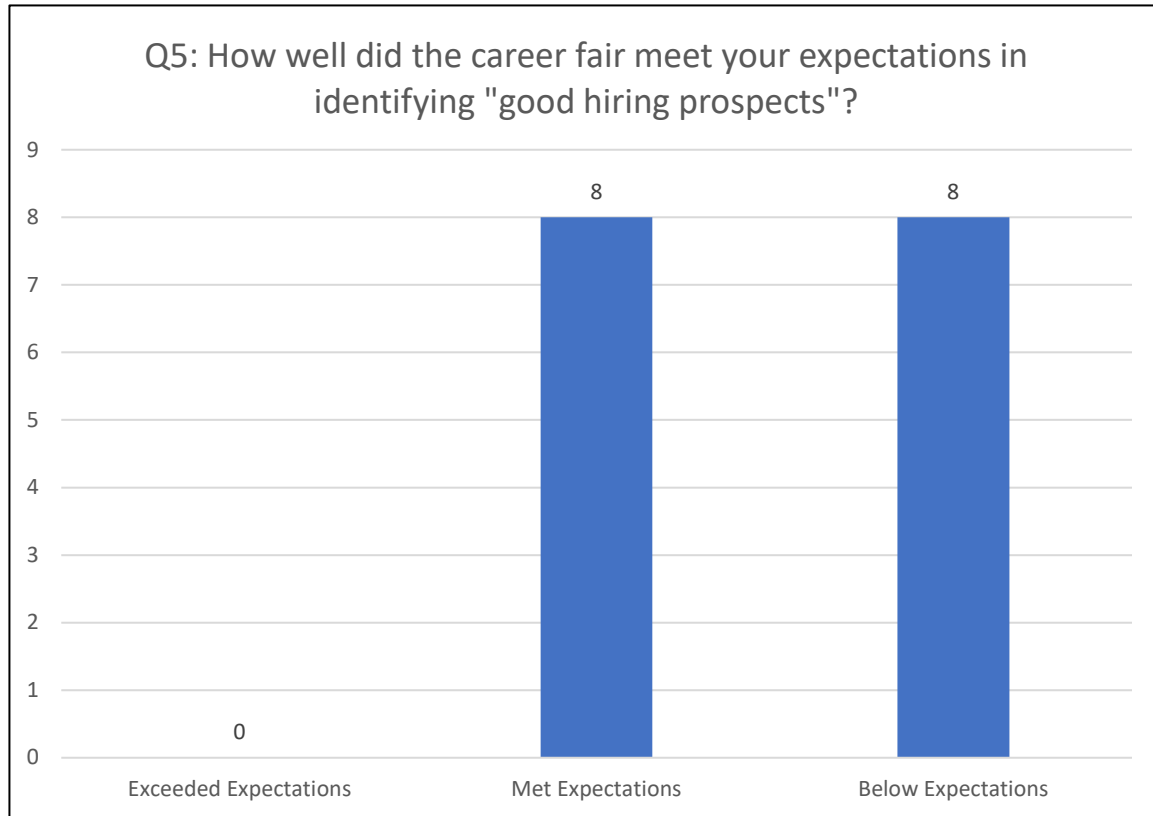
Q3: How helpful was the staff?



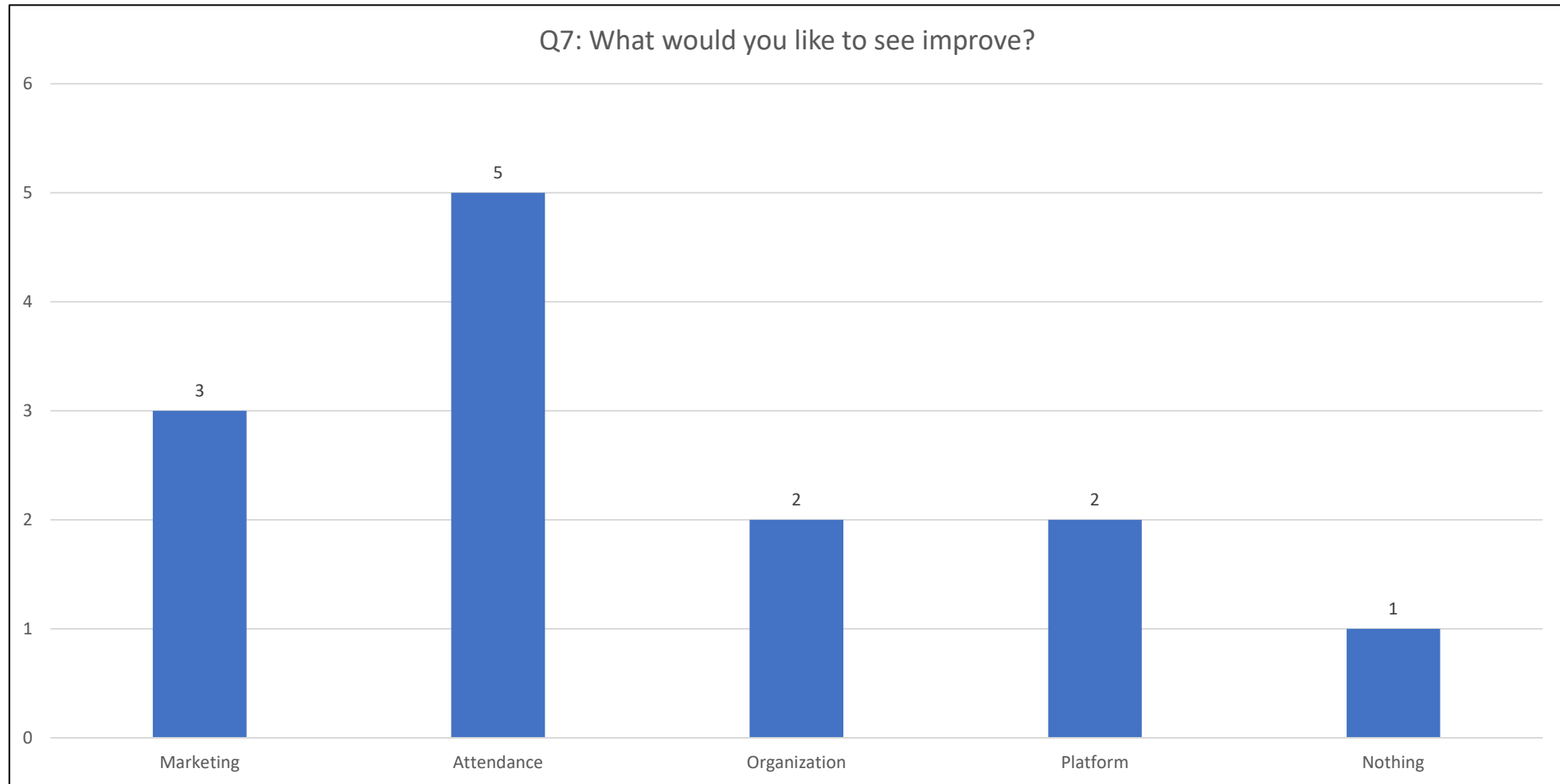
Q4: Approximately how many attendees spoke to your staff/recruiters?



High School & College Student Career Fair

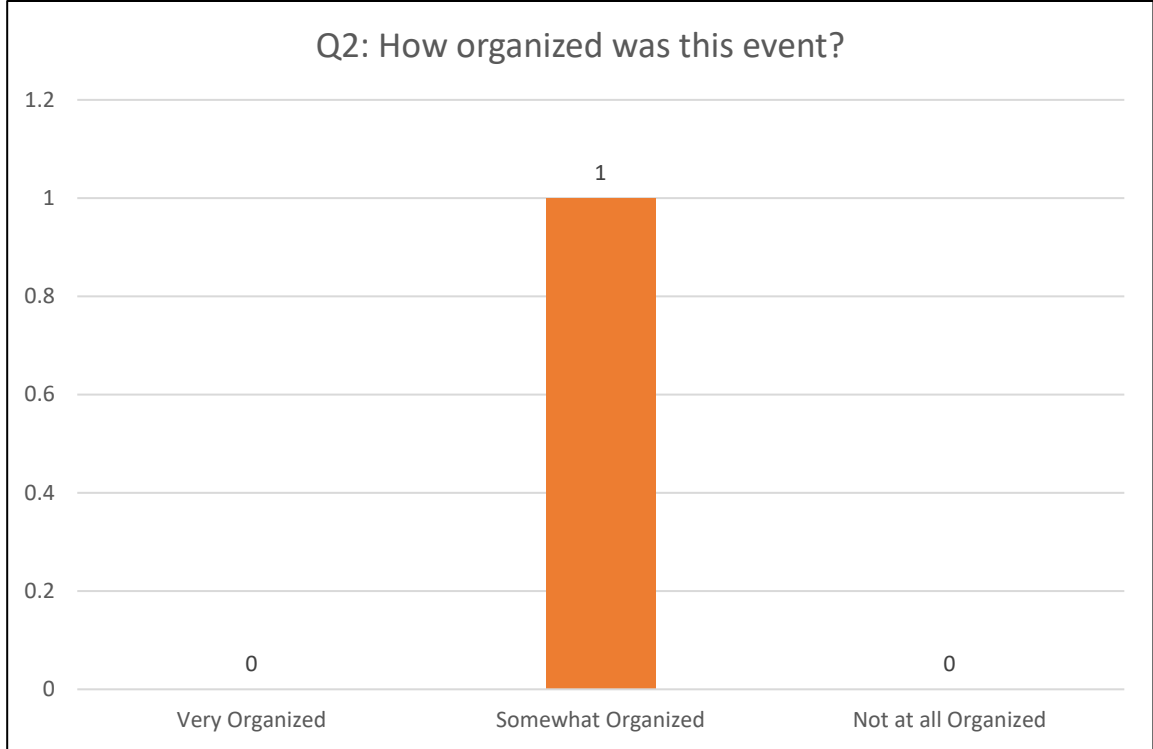
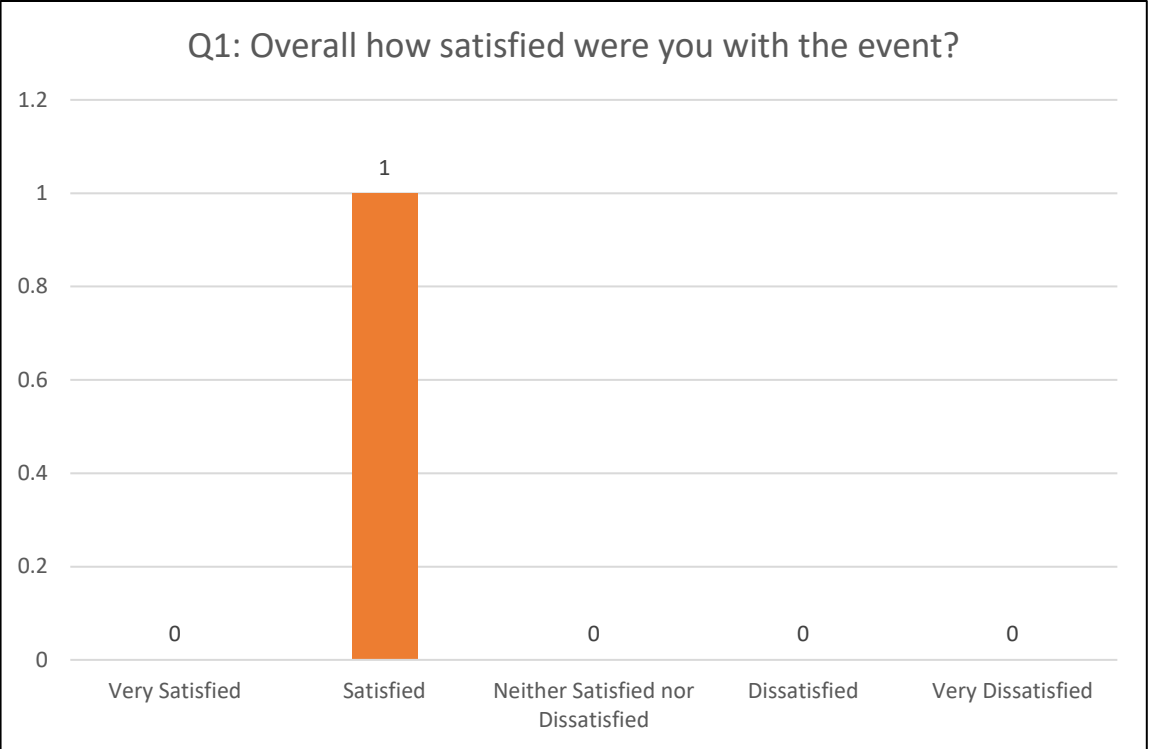


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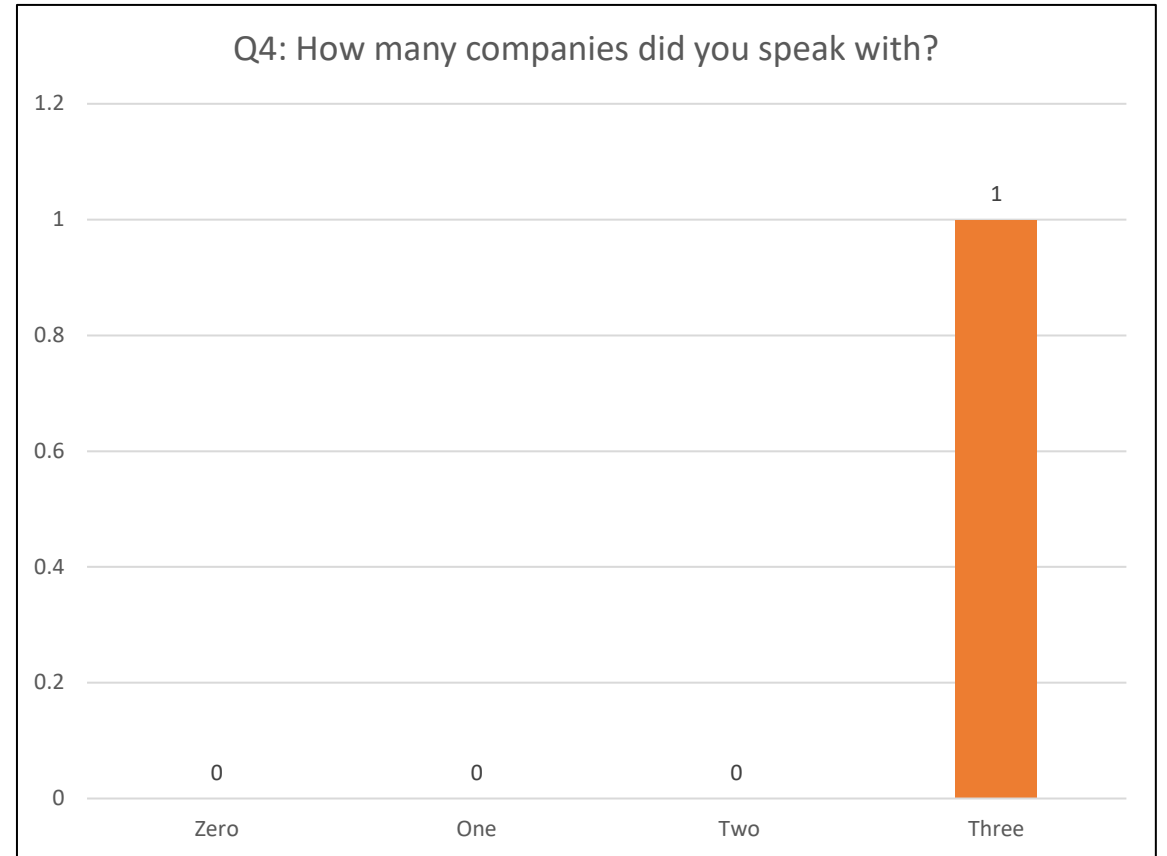
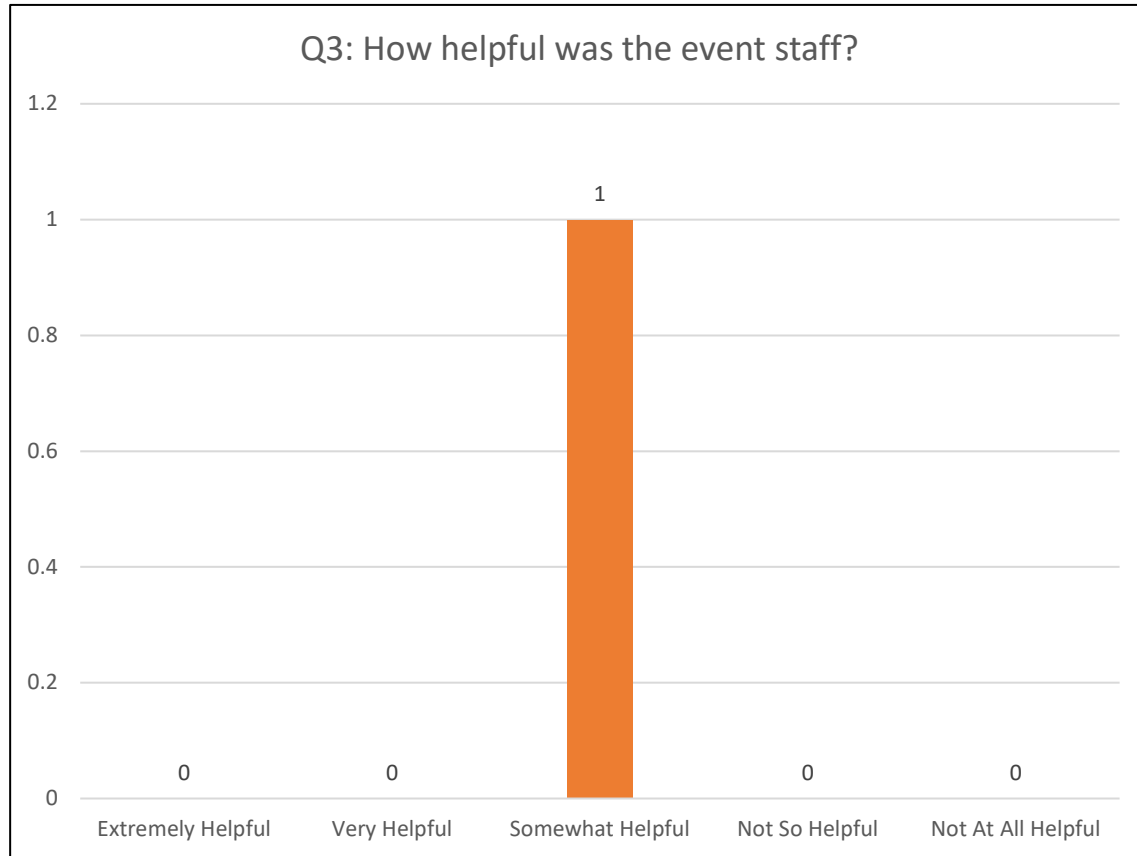


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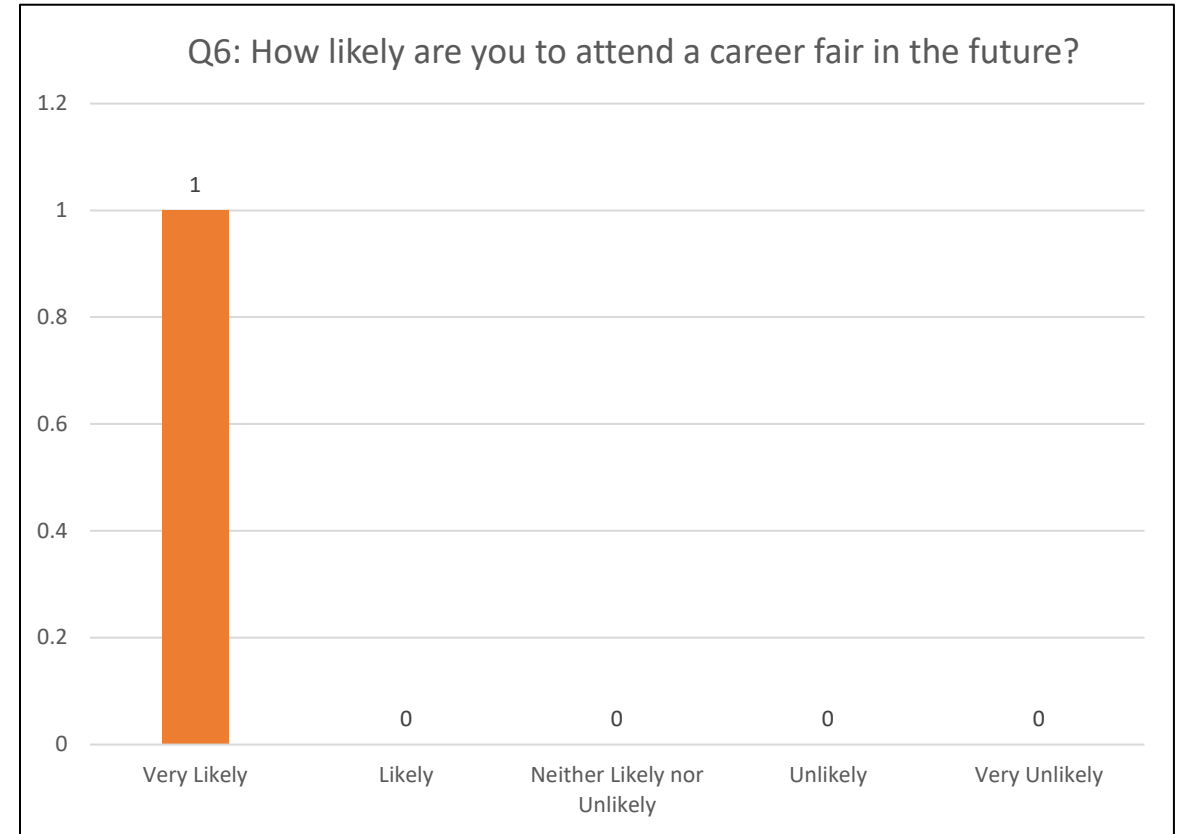
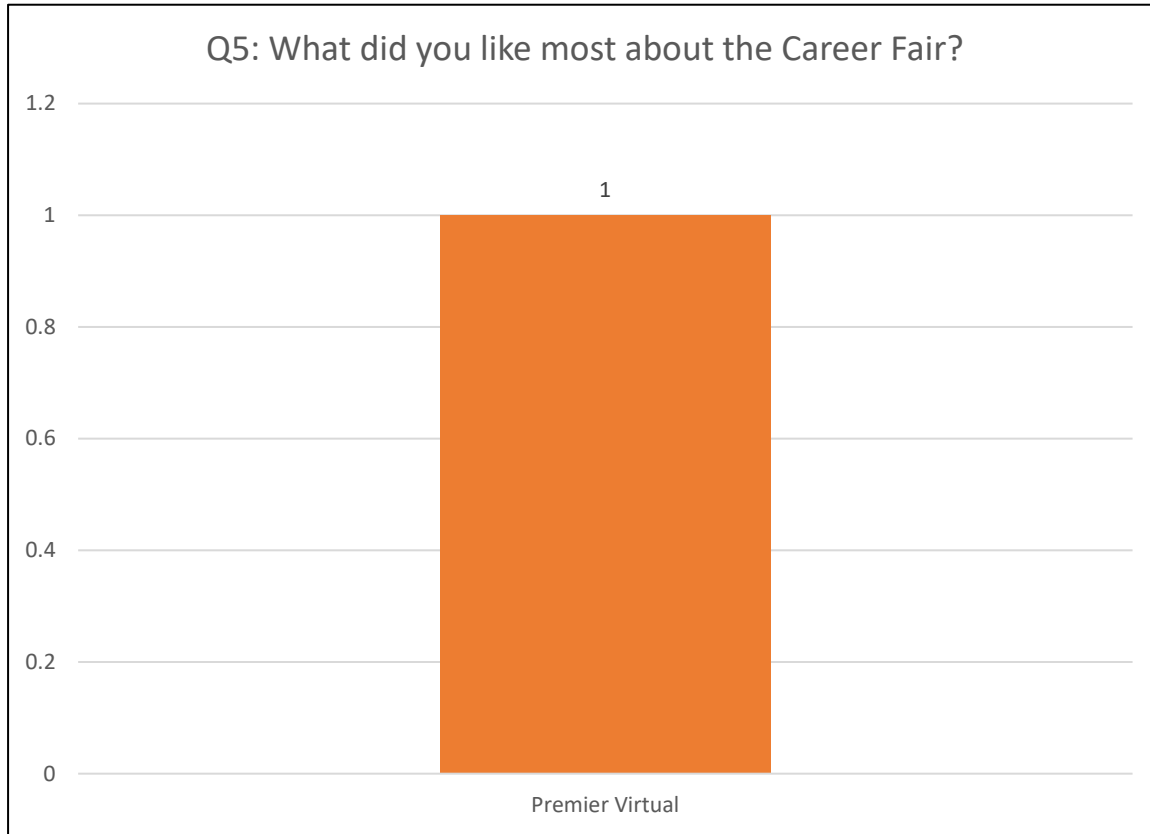
JOB SEEKER SURVEY RESULTS: 1 Job Seeker Responded



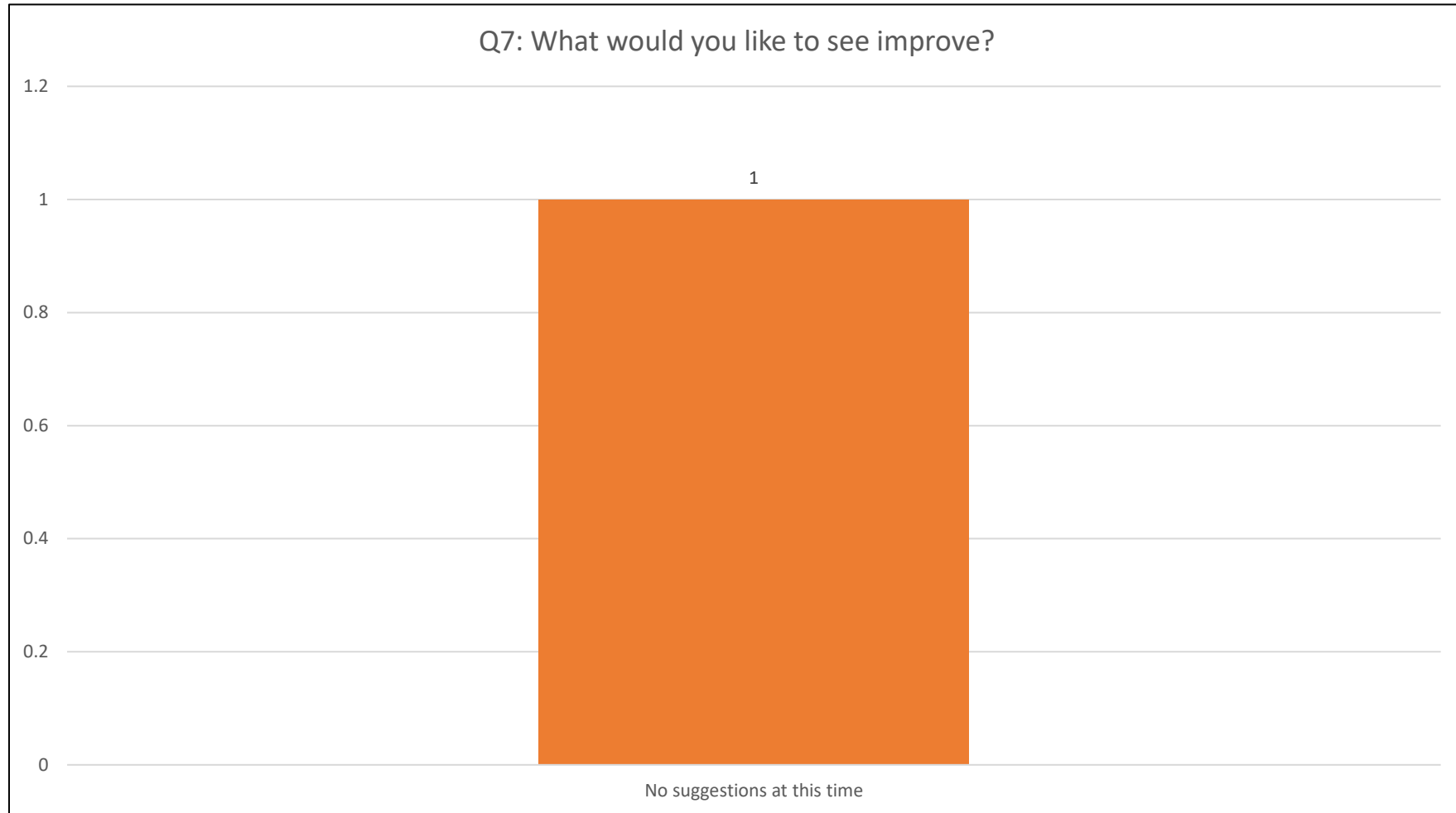
High School & College Student Career Fair



High School & College Student Career Fair




















High School & College Student Career Fair



HIRING INITIATIVES

Hiring Initiatives – Hiring Events

Item #9D

	Company	Date	# of Attendees	Platform
	Nordic Security	4/5/2022	2	Premier Virtual
	Orange County Registrar of Voters	4/12/2022	21	Workforce Solutions Center
	Applied Medical	4/14/2022	3	Mobile Unit – Westminster Family Resource Center
	Applied Medical	4/26/2022	4	Workforce Solutions Center
	Albertsons	5/3/2022	0	Premier Virtual
	Gelson's	5/10/2022	8	Premier Virtual
	Applied Medical	5/12/2022	1	Mobile Unit – Westminster Family Resource Center
	Nordic Security	5/17/2022	4	Premier Virtual
	The Party Staff	5/24/2022	3	Workforce Solutions Center
	Applied Medical – Calibration and Maintenance	5/26/2022	4	Workforce Solutions Center
	UCI	6/2/2022	6	Workforce Solutions Center
	Ross Dress for Less	6/7/2022	12	Workforce Solutions Center
	Ross Dress for Less	6/8/2022	5	Premier Virtual
	Great Wolf Lodge	6/9/2022	13	Mobile Unit – Westminster Family Resource Center
	Ross Dress for Less	6/14/2022	5	Workforce Solutions Center
	Retail Odyssey	6/16/2022	2	Workforce Solutions Center
	Great Wolf Lodge	6/20/2022	1	Mobile Unit – Buena Park Library
	Total Events	304 of 322	Total Attendees: 94	

Hiring Events

Employers with 50+ openings

- Orange County Registrar of Voters – 800+ openings
- Applied Medical – 100+ openings
- Albertson's – 100+ openings
- Gelson's – 100+ opening
- Ross Dress for Less – 50+ openings
- Great Wolf Lodge – 50+ openings

Next quarter:

Multi-Industry Hiring Events

- 5-10 diverse employers
- 1-2 events per month

Individual Hiring Events

- Disneyland Resort
- Caltrans
- Parker Aerospace
- Glidewell

Hiring Initiatives – Work Experience

2.1.1

Orange County

2110C:

- Recurring Work Experience partnership
- 6 cohorts planned for 2022, with a target of 10 participants per cohort
 - April Cohort – 3 participants
 - June Cohort – 2 participants
- Position: Information and Referral Specialists



Greater Irvine Chamber of Commerce:

- Position: Communications Assistant
- Filled and active



The Ria Pizzeria:

- Position: Counter/Crew Member
- Recruiting

OJT Pipeline Overview – Active

Employers Name	Position	# of Positions	Position Description	Salary	Proposed Timeline
Creating Coding Careers (Apprenticeship)	Software Developer	1	Provide technical support, including support via troubleshooting, implementing bug fixes, and root cause analysis. Review requirements to ensure that they are provided in sufficient detail to be accurately estimated. Work with product owners to fully understand business functionality, pain points, and areas of improvements. Proactively keep HTML/CSS/JAVASCRIPT skills current by learning and coding everyday.	\$20/hr	After completion of 960 training hours
Pasta Mia	Kitchen Manager	1	Supervises and coordinates activities of the kitchen employees, engages in preparing food and supplies for production, and research and development in food recipes and preparation.	\$25/hr	After completion of 800 training hours

OJT Pipeline Overview – Recruiting

Employers Name	Position	# of Positions	Position Description	Salary	Proposed Timeline
Clean Energy	Service Technician 1	1	Position will inspect, maintain and perform minor to moderate repairs on CNG and/or LNG fueling equipment, including compressors, dispensers, priority panels, dryers, storage tanks and other related equipment.	\$26.14/ hr	Upon candidate identification
Clean Energy	Service Technician 2	1	Position will inspect, maintain and perform minor to moderate repairs on “Compressed Natural Gas” (CNG), “Liquefied Natural Gas” (LNG) and “Hydrogen” fueling equipment and all other related equipment.	\$28.76/ hr	Upon candidate identification
McLane Distribution	Warehouse Specialist	10	Responsible for selecting product and loading trucks (i.e., moving product between the loading dock and the warehouse and moving product within the warehouse) with high degree of accuracy and great sense of urgency while meeting standards within McLane established guidelines.	\$21/ hr	Upon candidate identification

OJT Pipeline Overview – Recruiting

Employers Name	Position	# of Positions	Position Description	Salary	Proposed Timeline
Pasta Mia	Production Supervisor	4	Supervising the production line stations (fresh pasta and ravioli), and incumbents in production to ensure all are performing their essential job functions in an effective and safe manner.	\$20/ hr	Released on 4/6/2022
Pasta Mia	Sanitation Supervisor	1	Supervises and manages the sanitation crew and sanitation activities ensuring compliance with all laws and regulations.	\$28/hr	Released on 4/6/2022
Pasta Mia	Quality and Analysis Document Specialist	1	Preparing, compiling, and sorting documents for data entry and nutritional labels in accordance with the company document control policy.	\$18/hr	Released on 4/6/2022

OJT Pipeline Overview – In Discussion

Employers Name	Position	# of Positions	Position Description	Salary	Proposed Timeline
ECOS	Batch Maker	TBD	Ensure the safe, quality, and consistent mixing of all production batches based on orders received and stock levels.	TBD	Upon review by ECOS legal department
Great Wolf Lodge	Maintenance TBD	TBD	Perform maintenance on waterpark area and hotel area.	TBD	Application being completed
Applied Medical	Maintenance TBD	TBD	Device assembly, packaging, labeling, machine operations, etc.	TBD	Application being completed

Hiring Initiatives – Apprenticeships

Active	
Creating Coding Careers	4/18/2022 – 11/18/2022
Connected with DAS	
Pink Door Salon	4/12/2022
CyberForward	5/19/2022
Moving Forward Psychological Institute	5/26/2022
In Discussion	
Applied Medical	
Radco	

Hiring Initiatives - Outreach

On April 1, 2022: OC Workforce Presentation – Presented Business Solutions offerings to 14 Garden Grove hotel representatives.

On April 18, 2022: Introduction to the California Association of Health Facilities

On April 28, 2022: Huntington Beach Chamber of Commerce State of the County

On May 13, 2022: Lake Forest Business Expo

On May 17, 2022: Asian Business Association of Orange County Small Business Development Day

On June 8, 2022: Small Business Development Center Brick and Mortar Webinar

Hiring Initiatives – Outreach Outcomes

On April 1, 2022: OC Workforce Presentation – Presented Business Solutions offerings to 14 Garden Grove hotel representatives

Great Wolf Lodge – Job Fair, Hiring Events, discussing OJT

On April 18, 2022: Introduction to the California Association of Health Facilities

KPC Health – Hiring Event, discussing OJT

On May 13, 2022: Lake Forest Business Expo

Talent Foreign Exchange – discussed WEX

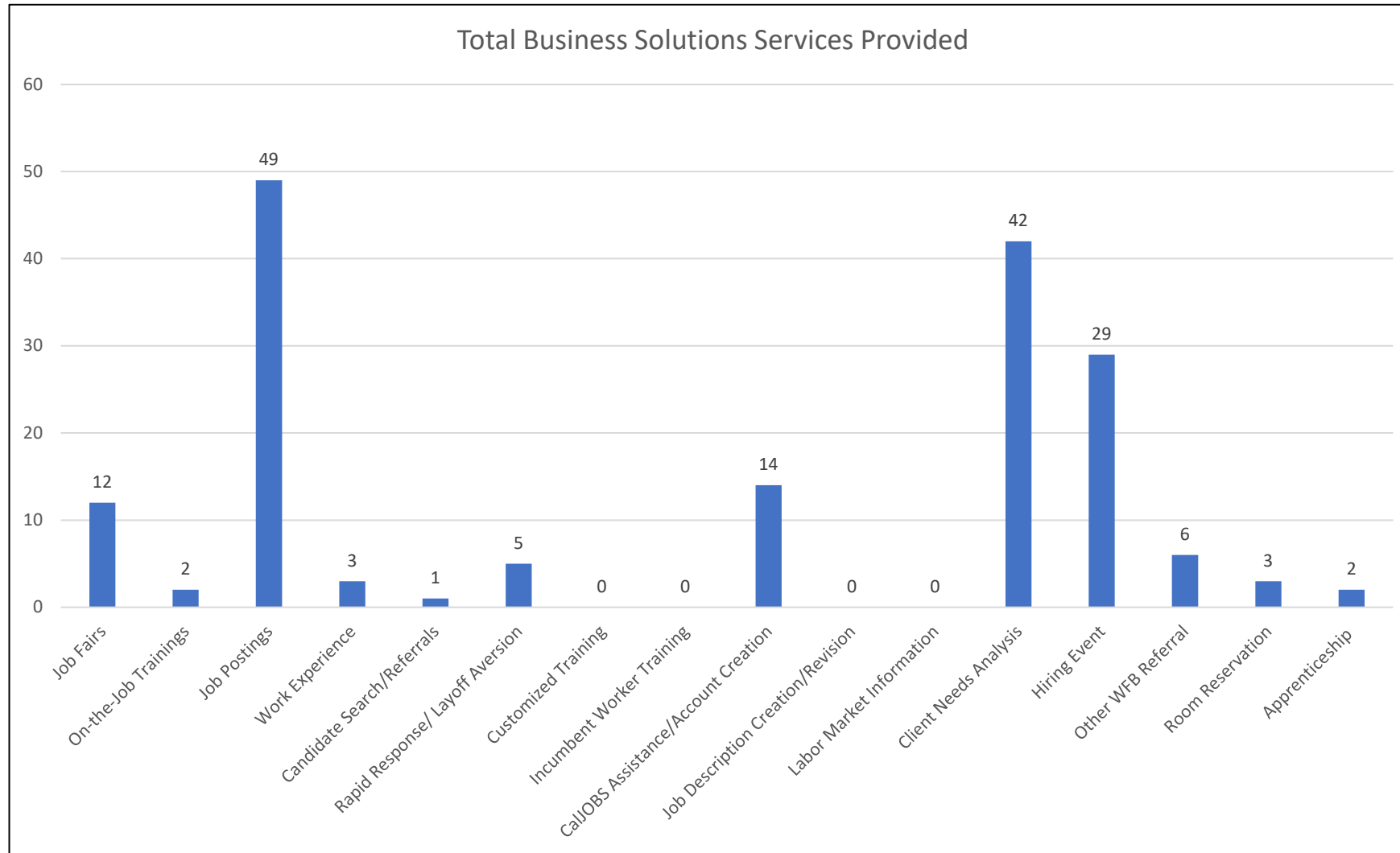
On May 17, 2022: Asian Business Association of Orange County Small Business Development Day

Invited as Guest Speaker at the July ABAOC Business Networking Breakfast event

On June 8, 2022: Small Business Development Center Brick and Mortar Webinar

Ria Pizzeria – current WEX

Hiring Initiatives – Assistance with Filling Jobs



Business Solutions – Out and About



UCI Hiring Event
6/2/2022



Ross Hiring Event
6/7/2022



Retail Odyssey Hiring Event
6/16/2022



Great Wolf Lodge Hiring Event
6/9/2022

Business Solutions – Out and About



Lake Forest Business Expo
5/13/2022



Registrar of Voters Hiring Event
4/12/2022



Asian Business Association of OC Business Development Day
5/17/2022





Item #9D

Thank You

Grants Update

Grant Name	Funder	Fiscal Agent	Description	OCWDB Role	Targeted Customer(s)	Total Grant	Begin Date	End Date	Match/ Leverage	Subrecipient(s)
Grants Awarded										
California Microbusiness COVID-19 Relief Grant Program	CA Office of the Small Business Advocate (CalOSBA)	County of Orange	Funding to distribute \$2,500 grants to eligible microbusinesses that have been impacted by COVID-19 and the associated health and safety restrictions.	Administstrator	MicroBusiness owners	\$ 3,975,481.00	12/29/2021	12/30/22	0%	N/A
Comprehensive and Accessible Reemployenet through Equitable Emoloyment Recovery (CAREERS) National Dislocated Worker Grants	Employment and Training Administration	County of Orange	The goal of the CAREER DWG is to help reemploy dislocated workers most affected by the economic and employment fallout from the COVID-19 pandemic. Grant will be a regional effort, in partnership with Anaheim and Santa Ana WDBs.	Administrator / Regional Planning Lead	Dislocated Workers (Marginalized Groups)	\$ 3,000,000.00	9/24/2021	9/23/23	\$1,500,000	N/A
VEAP 20-21	EDD	County of Orange	Efforts will be focused on outreach, recruitment, and providing initial assessment and immediate support services to veterans in Orange County.	Administrator / One-Stop Center System	Veterans with significant barriers to employment	\$ 500,000.00	04/01/21	3/31/23	\$1,019,200 (40% required)	N/A
Summer Training & Employment Program for Students (STEPS) 2021	Foundation for CA Community Colleges/ CA Department of Rehabilitation	County of Orange	Funding will be used to serve students with disabilities (SWDs) ages 16-21 by working in cooperation with the Department of Rehabilitation (DOR) to provide workforce services to SWDs, specifically training and paid work experience. Students are coenrolled into the WIOA Youth program.	Administrator	Students with disabilities (SWDs) ages 16-21	\$ 250,000.00	07/01/21	6/30/22	0%	Goodwill of Orange County

Orange County's Regional Implementation/Slingshot 4.0	CA Workforce Development Board/EDD	County of Orange/OCWDB	Efforts will be focused on developing a Post COVID-19 Economic Development Strategy that includes regional and sub-regional workforce and economic development strategies that support equitable recovery efforts and an equitable regional economy; and providing capacity building and training and development opportunities that support RPU staff, providers, and regional partners, to be conducted during the regional collaborative partner meetings.	Administrator / Regional Planning Lead	N/A	\$ 375,000.00	04/01/21	12/31/2022 (no-cost 3 month extension)	0%	Anaheim WDB/ Santa Ana WDB
COVID-19 Employment Recovery NDWG	Employment Development Department	County of Orange	OCWDB-CID will utilize this grant opportunity to develop reemployment strategies with a focus on OJT opportunities. Our goal is to work with companies to identify and hire dislocated workers in in-demand industries. We will offer companies financial incentive for hiring and training in the form of OJT's, that will range from 50% to 75% based on barriers to employment. We plan to work with employers to create customized training that identifies transferable skills and reskilling of dislocated workers so that companies may benefit from hiring them.	Administrator / One-Stop Center System	Dislocated Workers	\$ 400,000.00	08/01/20	3/31/22	0%	N/A
AB1111	California Workforce Development Board	County of Orange	The Breaking Barriers to Employment Initiative is intended to supplement existing workforce and education programs by providing services to ensure the success of individuals either preparing to enter or already enrolled in workforce and education programs.	Administrator / One-Stop Center System	Adults and Youth with Disabilities	\$ 500,000.00	05/21/20	3/31/22	100%	Goodwill of Orange County

Orange County's Regional Implementation/Slingshot 3.0	CA Workforce Development Board/EDD	County of Orange	Further the objectives of the State Plan, accomplish the regional plan implementation activities, and attain indicators of regional coordination by developing regional leadership, organizing regional industry leaders, building community partnerships, and promoting workforce, education and economic development services and partners through outreach and by conducting a community scan of businesses and sectors that are on track to provide job readiness opportunities and high-road employment placement in industries that promote sustainability, human capital, resources and retention.	Administrator / Regional Planning Lead	Local Businesses/Industry Leaders	\$ 325,000.00	04/01/20	3/31/22 (contract extended at no cost)	0%	Santa Ana WDB
Prison to Employment Initiative (P2E)	CA Workforce Development Board/EDD	Santa Ana WDB	Collaborative development of regional partnerships and plans to serve the formerly incarcerated and other justice involved.	Regional Partner	Formerly incarcerated and other justice involved individuals	\$ 4,400,000.00	05/01/19	2021	0%	N/A
TOTAL						\$ 13,725,481.00				

Grant Name	Funder	Fiscal Agent	Description	OCWDB Role	Targeted Customer(s)	Total Grant	Begin Date	End Date	Match	Subrecipient(s)
Grants Pending										
FY 2021 American Rescue Plan Act Good Jobs Challenge (submitted 2/10/22)	Economic Development Administration (EDA)	County of Orange	Funding to help get individuals back to work by investing in (1) developing and strengthening regional workforce training systems that support sectoral partnerships, (2) designing sectoral partnerships, and (3) implementing sectoral partnerships that will lead to high-quality jobs.	Administrator / Regional Planning Lead	N/A	\$ 25,000,000.00	10/1/2022	9/30/25	0%	TBD

Summer Training & Employment Program for Students (STEPS) 2022 (pending award approval)	Foundation for CA Community Colleges/ CA Department of Rehabilitation	County of Orange	Funding will be used to serve students with disabilities (SWDs) ages 16-21 by working in cooperation with the Department of Rehabilitation (DOR) to provide workforce services to SWDs, specifically training and paid work experience. Students are coenrolled into the WIOA Youth program.	Administrator	Students with disabilities (SWDs) ages 16-21	\$ 264,500.00	07/01/22	6/30/23	0%	Goodwill of Orange County
Regional Equity and Recovery Partnerships (RERP) (Application due 5/6/22)	CA Workforce Development Board	County of Orange	Funding to expand and implement the partnership and service strategies to train individuals with barriers to employment; partnership with the community college system to create system change	Administrator / Regional Planning Lead	English language learners, immigrants, first gen college students	\$ 1,300,000.00	12/1/2022	9/30/2025	0%	Anaheim WDB/ Santa Ana WDB
CERF	EDD	Rancho Santiago Community College	OC R.I.S.E. Promote a sustainable and equitable recovery from the economic distress of COVID-19 by supporting new plans and strategies to diversify local economies and develop sustainable industries that create high-quality, broadly accessible jobs for all Californians.	N/A	Disinvested Communities	\$ 5,000,000.00	Oct-22	9/1/24	0	Rancho Santiago Community College

ONGOING EMPLOYMENT DEVELOPMENT DEPARTMENT (EDD) AUDITS	
INFORMATION	STATUS (As of April 2022)
WIOA Fiscal and Procurement Review Program Years 2016-17 & 2017-18	ONGOING
WIOA National Dislocated Worker Grant (NDWG) 2017- California Wildfires (10/18/17 -12/10/18)	ONGOING
WIOA Youth Program Monitoring Program Year 2019-20 (Review period September 1, 2017, through August 31, 2019)	ONGOING
85% Formula Grant Review Program Year 2020-21 (Review period September 1, 2018, through December 31, 2020)	ONGOING
Technical Support (Case #2017-SA-003)	ONGOING
RESOLVED / COMPLETED EMPLOYMENT DEVELOPMENT DEPARTMENT (EDD) AUDITS	
INFORMATION	STATUS (As of April 2022)
WIOA Formula Grants Review Program Year 2018-19	RESOLVED/COMPLETED
WIOA Fiscal and Procurement Review Program Year 2018-19	RESOLVED/COMPLETED
Fiscal and Procurement Monitoring Review 85% Formula Grant Program Year 2019-20	RESOLVED/COMPLETED
Enhanced Desk Review Monitoring- Regional Organizer/Regional Training Coordinators	RESOLVED/COMPLETED
2020 COVID-19 Employment Recovery NDWG Monitoring Review Program Year 2021-22	RESOLVED/COMPLETED
Fiscal and Procurement Monitoring Review PY 2020-21 (Period of January 1, 2020, through December 31, 2020)	RESOLVED/COMPLETED
WIOA Section 188 Desk Review Program Year 2021-22	RESOLVED/COMPLETED
OC COMMUNITY SERVICES (OCCS)/CONTRACTS MONITORING & PROGRAM COMPLIANCE (CM&PC) FISCAL MONITORING & COMPLIANCE AUDITS	
INFORMATION	STATUS (As of April 2022)
OCCS/CM&PC Fiscal Monitoring Reviews Program Year 2019-20	RESOLVED/COMPLETED
OCCS/CM&PC Fiscal Monitoring Reviews Program Year 2020-21	ONGOING
OCCS/CM&PC Fiscal Monitoring Reviews Program Year 2021-22	ONGOING
OC COMMUNITY SERVICES (OCCS)/CONTRACTS MONITORING & PROGRAM COMPLIANCE (CM&PC) PROGRAM MONITORING & COMPLIANCE AUDITS	
INFORMATION	STATUS (As of April 2022)
OCCS/CM&PC Program Monitoring Reviews Program Year 2019-20	ONGOING
OCCS/CM&PC Program Monitoring Reviews Program Years 2020-21 and 2021-22	UPCOMING