



A G E N D A

Orange County Workforce Development Board One-Stop Oversight Committee Meeting

May 12, 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:**

Dial (for higher quality, dial a number based on your current location):

US: +1 669 900 9128 or +1 253 215 8782 or +1 346 248 7799 or +1 312 626 6799 or +1 646 558 8656 or +1 301 715 8592

Webinar ID: 841 6439 2192 / Link to meeting: <https://us06web.zoom.us/j/84164392192>

****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:

5. ORANGE COUNTY AJCC COMPREHENSIVE & AFFILIATE / SPECIALIZED CERTIFICATION - AJCC CERTIFICATION INDICATOR ASSESSMENT – ONE-STOP OPERATOR IMPROVEMENT PLAN
6. APPRENTICESHIP POLICY
7. EVENTS POLICY AND ATTACHMENT I
Recommendation: Approve action items 5-6 for submission to the Executive Committee and OC Workforce Development Full Board for review and final approval.

INFORMATION ITEM(S):

8. PROGRAM PERFORMANCE
 - A. AMERICA WORKS/ONE-STOP OPERATOR QUARTER 3 PERFORMANCE
 - B. MANAGED CAREER SOLUTIONS/TITLE I CAREER SERVICES QUARTER 3 PERFORMANCE
 - C. GOODWILL OF ORANGE COUNTY/AB1111 QUARTER 3 PERFORMANCE
 - D. VETERANS EMPLOYMENT RELATED ASSISTANCE PROGRAM (VEAP) QUARTER 3 PERFORMANCE
 - E. DEPARTMENT OF LABOR CAREER GRANT QUARTER 3 PERFORMANCE
9. ONE-STOP SURVEYS
 - A. ONE-STOP SYSTEM PARTNERS SURVEY
 - B. ONE-STOP PARTICIPANT SURVEY
10. OCWDB / CID STAFF WIOA ONE-STOP UPDATE(S)
 - A. 2-1-1 ORANGE COUNTY
 - B. VETERANS EMPLOYMENT RELATED ASSISTANCE PROGRAM (VEAP)
 - C. NATIONAL DISLOCATED WORKER GRANT ON-THE-JOB TRAINING

- D. REGIONAL INITIATIVES & COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) OVERVIEW
- E. HIRING INITIATIVES REPORT
- F. ONE-STOP MOU & INFRASTRUCTURE AGREEMENT UPDATE

11. 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

12. BUSINESS & ECONOMIC RECOVERY CALL CENTER

13. GRANT MATRIX

14. EDD COMPLIANCE / AUDIT UPDATES

15. 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

May 11, 2022

8:30 AM

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.

AJCC COMPREHENSIVE AND AFFILIATE/SPECIALIZED CERTIFICATION

EXECUTIVE SUMMARY

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

This policy contains all state-imposed requirements.

This Directive finalizes Workforce Services Draft Directive *AJCC Comprehensive and Affiliate/Specialized Certification* (WSD20-218), issued for comment on December 7, 2020. The Workforce Development Community submitted three comments during the draft comment period. A summary of comments, including all changes, is provided as Attachment 4.

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

REFERENCES

- *Workforce Innovation and Opportunity Act* (WIOA) (Public Law 113-128) Sections 121(g) and 188
- *Americans with Disability Act Amendments Act of 2008* (ADA) (Public Law 110-325)
- Title 20 *Code of Federal Regulations* (CFR) Sections 678.800 and 679.370(q)
- Title 29 CFR Part 38 *Implementation of the Nondiscrimination and Equal Opportunity Provisions of the WIOA*
- Title 34 CFR WIOA, Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions (WIOA Joint Final Rule)
- Department of Labor (DOL) Training and Employment Guidance Letter (TEGL) 16-16, *One-Stop Operations Guidance for the American Job Center Network* (January 18, 2017)

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

- DOL TEGL [4-15 \(PDF\)](#), *Vision for the One-Stop Delivery System Under the WIOA* (August 13, 2015)
- *California's Unified Strategic Workforce Development Plan 2020-2023* (State Plan)
- WSD19-13, *Selection of AJCC Operators and Career Services Providers* (June 8, 2020)
- WSD18-12, *WIOA Memorandums of Understanding* (April 30, 2019)
- Workforce Services Information Notice WSIN12-43, *New One-Stop Branding – America's Job Center of California Network* (March 15, 2013)

BACKGROUND

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

The WIOA Joint Final Rule outlines three key requirements for AJCC certification: 1) effectiveness of the AJCC, 2) physical and programmatic accessibility for individuals with disabilities, and 3) continuous improvement. California's certification process is centered on these key requirements and sets a statewide standard of service delivery that ensures all customers consistently receive a high-quality level of service.

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

Comprehensive AJCC and affiliate/specialized certifications are due by **November 1, 2021**.

POLICY AND PROCEDURES

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

Local Boards have maximum flexibility to conduct an AJCC Certification through an on-site, remote/virtual, or desk review evaluation due to COVID-19 and must meet the requirements of this Directive.

The certification process for comprehensive and affiliate/specialized AJCCs will be conducted during Program Year (PY) 2021-22 and take effect January 1, 2022.

Baseline Certification

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

AJCC Comprehensive

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

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

Affiliate/Specialized Baseline AJCC Certification

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

1. Each Local Board and partner within the affiliate/specialized AJCC has a signed and implemented MOU with the Local Board meeting the requirements in [WSD18-12 \(PDF\)](#).
2. The affiliate/specialized AJCC complies with equal opportunity for individuals with disabilities in accordance with the ADA, WIOA Section 188, Title 29 CFR Part 38, and all other applicable federal and state guidance.

AJCC Certification Indicator Assessment

In order to highlight areas where AJCCs can continuously improve their service delivery, the AJCC Certification Workgroup identified seven AJCC Certification Indicators to measure continuous improvement for all AJCCs.

The AJCC Certification Indicators are as follows:

1. The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.
2. The AJCC actively supports the One-Stop system through effective partnerships.
3. The AJCC provides integrated, customer-centered services.
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.
5. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.
6. The AJCC has high-quality, well-informed, and cross-trained staff.
7. The AJCC achieves business results through data-driven continuous improvement.

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

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

Local Boards must submit a completed AJCC Certification Indicator Assessment to their [Regional Advisor](#) by November 1, 2021.

Continuous Improvement Plan

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

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

Since the goal is for Local Boards to work with each of their comprehensive and affiliate/specialized AJCCs to continually improve and progress within each AJCC Certification

Indicator, all Local Boards must attest to developing the Continuous Improvement Plan with target dates with the AJCC. The Continuous Improvement Plan must be completed by **December 31, 2021**.

Local Boards are encouraged to note the changes that have taken place in the form of virtual services due to COVID-19. Additionally, Local Boards may use the Continuous Improvement Plan to highlight key procedural changes that have occurred as a result of the pandemic and how those changes have been beneficial toward the AJCC's continuous improvement.

Local Board Certification Process

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

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

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

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

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

Although not required, AJCC staff may want to conduct an initial self-assessment prior to the Local Board's evaluation. A self-assessment is a helpful tool that can assist the AJCC

addressing potential compliance issues or areas of improvement prior to the Local Board's certification decision. As a self-assessment is not an independent and objective evaluation it cannot be used in lieu of the Local Board's (or official designee's) evaluation.

CWDB Certification Process

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

The Local Board must submit the Baseline Criteria Matrix, and the AJCC Certification Indicator Assessment by November 1, 2021. The CWDB will review certification packets for the certification status of each comprehensive and affiliate/specialized AJCC by December 17, 2021.

Submissions

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

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

ACTION

Bring this Directive to the attention of all relevant parties.

INQUIRIES

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

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

Attachments:

1. [Comprehensive AJCC Certification Baseline Criteria Matrix \(DOCX\)](#)
2. [Affiliate/Specialized AJCC Certification Baseline Criteria Matrix \(DOCX\)](#)
3. [AJCC Certification Indicator Assessment \(DOCX\)](#)
4. [Summary of Comments \(DOCX\)](#)

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

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

Continuous Improvement Opportunities:

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

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 facade.
- The County EO Officer is Nakia Thierry and reviews EO policies with the Operator on an annual basis.
- The Operator will conduct quarterly training with the staff on Customer Service and Conflict Resolution

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

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

Quality Indicators

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

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

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

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

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

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

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

Continuous Improvement Opportunities:

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

Continuous Improvement Plan:

- The Operator continues to train on all partners and services available withing the One-Stop System.
- Partners continue to use the CalJOBS referral process and follow ups.
- 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
- The County controls all aspects of marketing methods.
- The County continues to use the survey tool "Survey Monkey"

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
<p>a. Organize and integrate services by function (rather than by program); when permitted by a program’s authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, e.g. skills development team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.</p> <p>b. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.</p> <p>c. Develop and maintain integrated case management systems that inform customer service throughout the customer’s interaction with the integrated system and allows information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs, within the One-Stop system only after the informed written consent of the individual has been obtained, where required.</p>	<p>a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.</p> <p>b. Customer-Centered Service Design: use of customer centered design to involve frontline staff and customers in the development, prototyping and evaluation of AJCC services, resources, tools, and systems.</p>

AJCC Certification Indicators

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

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

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

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

Continuous Improvement Opportunities:

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

Continuous Improvement Plan:

- AJCC staff continues to train in partner eligibility and services
- County controls all aspects of marketing

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 collocated 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.

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. This training should be made available.
- Business Solutions controls contact information with Orange County businesses. No information is shared with the AJCC Operator

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. 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:

- The County has implemented a pop-up Survey, via Survey Monkey to help address the improvement of the lack of surveys. However, many clients have complained about the survey's distraction. Operator staff continues to use paper surveys. Perhaps a survey kiosk would be a good alternative.

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

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

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

- Ensure flyers are readily available and list all partner services
- Improve outreach by community engagement

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
<p>a. Organize and integrate services by function (rather than by program); when permitted by a program’s authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, e.g., skills development team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.</p> <p>b. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.</p> <p>c. Develop and maintain integrated case management systems that inform customer service throughout the customer’s interaction with the integrated system and allows information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs, within the One-Stop system only after the informed written consent of the individual has been obtained, where required.</p>	<p>a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.</p> <p>b. Customer-Centered Service Design: use of customer centered design to involve frontline staff and customers in the development, prototyping and evaluation of AJCC services, resources, tools, and systems.</p>

AJCC Certification Indicators

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

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

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

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

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

The AJCC's staff make efforts to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.

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

Continuous Improvement Opportunities:

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

Continuous Improvement Plan

- Coordinate with Juvenile Hall authority to distribute flyers and information regarding programs and services.

AJCC Certification Indicator #4: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathway.

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

- Train staff on relevant programs and services that the AJCC offers.
- Engage with Business Solutions teams in identifying OJTs
- Provide workshop calendars and informational flyers

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

- Have staff trained on O-NET and I-Train resources. This will help guide clients on what job sectors are growing and what training/educational institutions can provide the training needed to obtain those employment opportunities.
- Provide surveys to clients and have those survey copies sent over to the County

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:

- Staff should attend the OC Workforce Solutions Orientation, in order to have a better understanding of the programs and services available to them.

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:

- Surveys must be implemented and shared with the county

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
- Rotational Mobile Unit visits
- More printed flyers

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:

- Provide documented surveys to be turned in to the county on a monthly basis.
- Refer clients to Co-located partners.

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
<p>a. Organize and integrate services by function (rather than by program); when permitted by a program’s authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, e.g., skills development team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.</p> <p>b. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.</p> <p>c. Develop and maintain integrated case management systems that inform customer service throughout the customer’s interaction with the integrated system and allows information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs, within the One-Stop system only after the informed written consent of the individual has been obtained, where required.</p>	<p>a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.</p> <p>b. Customer-Centered Service Design: use of customer centered design to involve frontline staff and customers in the development, prototyping and evaluation of AJCC services, resources, tools, and systems.</p>

AJCC Certification Indicators

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

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

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

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

Continuous Improvement Opportunities:

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

Continuous Improvement Plan:

- Coordinate cross training with staff to learn more about Co-located partner programs

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
- Provide staff with additional training for regional services
- Develop a directory of resources and services

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:

- Create training board so that staff can learn more about regional economy, labor market conditions, business talent supply chanins and the needs of high-growth sectors
- Train staff on how to actively promte targeted sectors of opportunities and high-demand occupations
- Create a source of feedback from employers

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:

- Provide staff robust customer-centered training
- Have staff attend OC Workforce Solutions Center orientation

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:

- Create survey/feedback system

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.

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:

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:

- The County EO Officer is Nakia Thierry and reviews EO policies with the Operator on an annual basis.

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:

- Have Orangewood Foundation staff use CalJOBS referral process
- Ensure AJCC flyers are visible and communicate partner programs
- Signage displaying OC Workforce Solutions logo

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
<p>a. Organize and integrate services by function (rather than by program); when permitted by a program’s authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, e.g., skills development team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.</p> <p>b. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.</p> <p>c. Develop and maintain integrated case management systems that inform customer service throughout the customer’s interaction with the integrated system and allows information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs, within the One-Stop system only after the informed written consent of the individual has been obtained, where required.</p>	<p>a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.</p> <p>b. Customer-Centered Service Design: use of customer centered design to involve frontline staff and customers in the development, prototyping and evaluation of AJCC services, resources, tools, and systems.</p>

AJCC Certification Indicators

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

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

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

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

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

Continuous Improvement Opportunities:

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

Continuous Improvement Plan:

- Hold monthly trainings so staff is aware of all the partner services and resources under the OC Workforce Solutions

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
- Additional training on regional career sectors in Orange County

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:

- Provide staff with O-Net training
- Facilitate weekly/monthly meetings between Youth Job Developer and Adult Employment Specialist

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:

- Partners must continue to provide cross training to all Co-located partners
- All new staff should participate in Orientation as part of their onboarding to the OC Workforce Solutions Center.

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.

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



DYLAN WRIGHT
DIRECTOR
OC COMMUNITY RESOURCES

CYMANTHA ATKINSON
ASSISTANT DIRECTOR
OC COMMUNITY RESOURCES

JULIE LYONS
DIRECTOR
ADMINISTRATIVE SERVICES

ANDI BERNARD
DIRECTOR
OC ANIMAL CARE

JULIA BIDWELL
DIRECTOR
OC HOUSING & COMMUNITY
DEVELOPMENT

RENEE RAMIREZ
DIRECTOR
OC COMMUNITY SERVICES

TOM STARNES
DIRECTOR
OC PARKS

JULIE QUILLMAN
COUNTY LIBRARIAN
OC PUBLIC LIBRARIES

OC Community Resources

[Date]

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

From: Carma Lacy
Director of Workforce Development

Subject: Apprenticeship Policy
Information Notice No. 22-OCWDB-XX

PURPOSE

To provide guidance on the development of Registered Apprenticeships, program eligibility, and the use of Apprenticeship Individual Training Accounts (AITAs) and Apprenticeship On-the-Job Trainings (AOJTs) for WIOA participants.

EFFECTIVE DATE

This policy is effective immediately upon issuance.

REFERENCES

- Workforce Innovation and Opportunity Act (WIOA) Pub. L. 113-128
- United States Department of Labor (USDOL), WIOA Final Rule, 20 CFR, Part 680 Subpart D and Subpart F
- USDOL, Apprenticeship Programs, Labor Standards for Registration, Amendment of Regulations; Final Rule, 29 CFR, Part 29
- USDOL, Training and Employment Guidance Letter 13-16; *Guidance on Registered Apprenticeship Provisions and Opportunities in the Workforce Innovation and Opportunity Act* (January, 12, 2017)

BACKGROUND

A Registered Apprenticeship Program (RAP) is a formalized, structured training program that combines on-the-job-training with related practical and technical classroom instruction in highly skilled occupations. The Registered Apprenticeship is industry driven where employers determine the skills that are essential to sustain a quality workforce. Registered Apprenticeships target participants who need training and prepare them for in demand occupations. As an “earn and learn” strategy, Registered Apprenticeships offers job seekers immediate employment opportunities that pay sustainable wages and offer advancement along a career path.



WORKFORCE & ECONOMIC
DEVELOPMENT DIVISION
1300 SOUTH GRAND
BLDG. B, FIRST FLOOR
SANTA ANA, CA 92705
PHONE: 714.480.6500
FAX: 714.834-7132

Graduates of RAPs receive nationally-recognized, portable credentials, and their training may be applied toward further post-secondary education.

All Registered Apprenticeship Programs consist of the following five core components:

1. **Business Involvement**
Businesses must play an active role in building RAPs and are involved in every step of their design and execution. Employers determine the skills needed for workforce success.
2. **On-the-Job Training (OJT)**
Every RAP includes structured OJT. Companies hire apprentices and provide hands-on training from an experienced mentor. This training is developed by mapping the skills and knowledge the apprentice must learn over the course of the program to be fully proficient at the job.
3. **Related Instruction**
Apprentices receive related instruction or classroom style training that complements the OJT. This instruction helps refine the technical and academic skills that apply to the job. Related instruction may be provided by a community college, technical school or college, an apprenticeship training school, or by the business itself. This instruction can be provided at the school, online, or at the work site.
4. **Rewards for Skill Gains**
Apprentices receive increases in pay as their skills and knowledge increase. Progressive wage gains reward and motivate apprentices as they advance through training and become more productive and skilled at their job.
5. **National Occupational Credential**
Every graduate of a RAP receives a nationally-recognized credential issued by the U.S. Department of Labor or state apprenticeship agency. This portable credential signifies that the apprentice is fully qualified to successfully perform an occupation.

Sponsors of Registered Apprenticeship Programs must have the program approved by either the U.S. Department of Labor or the California Division of Apprenticeship Standards (DAS).

Definitions

Intrastate Training Resource and Information Network (I-TRAIN) – The online, searchable database used by South Bay Workforce Investment Board (SBWIB) that includes the training program information (such as contact name, location, accessibility, accreditation, and availability of financial aid) for approved training programs in the Southern California region. (<https://wioa.i-train.org/>)

Non-traditional Registered Apprenticeship – An Apprenticeship in an industry or occupation other than construction or the trades.

On-the-Job Training (OJT) - A training option that provides employers the opportunity to train new participants (Trainees) on the specific knowledge or skills essential to achieve full and adequate performance of the job.

Pre-Apprenticeship Skills Training - A program or set of strategies designed to prepare individuals to enter and succeed in a registered apprenticeship program and has a documented partnership (letter of commitment) with at least one, if not more, approved apprenticeship program(s). The RAP partner for the pre-apprenticeship program must be approved by the

California Department of Industrial Relations, Division of Apprenticeship Standards (DIR/DAS). Such pre-apprenticeship programs must possess or develop a strong record of enrolling their pre-apprenticeship graduates into a registered apprenticeship program.

Sponsor – The employer, organization, educational institution, agency, or industry association responsible for developing and registering the apprenticeship and ensuring proper implementation of the program after approval.

Traditional Registered Apprenticeship - Programs in the construction or trade industries that are time-based and require a specific number of hours of OJT and related instruction.

Policy and Procedures

The Orange County Workforce Development Board (OCWDB) Business Solutions Unit supports employers in developing new RAPs. Business Solutions is responsible with identifying employers and businesses that would be appropriate for an apprenticeship and connecting these employers with DAS/DOL to begin the registration process. OCWDB is targeting non-traditional apprenticeship industries and occupations for apprenticeship development.

For employers without an established Registered Apprenticeship, OCWDB Business Solutions will evaluate the employer's current or proposed training program and work with the employer to determine the appropriate training approach. If the employer's training program meets the criteria of an apprenticeship, Business Solutions will recommend applying for DAS/DOL approval. Training programs that are six months or less may be categorized as an OJT, rather than a Registered Apprenticeship, and would follow the OCWDB On-the-Job Training Policy.

Service Providers are to promote RAPs with eligible WIOA participants.

Eligibility

WIOA program participants must meet eligibility requirements prior to being provided training services, in accordance with OCWDB Training Services Policy.

Registered Apprenticeship Funding

OCWDB may fund the classroom training and/or the OJT phases of an apprenticeship. In order for a RAP to be eligible for WIOA funding, it must be approved by DAS and listed on I-TRAIN. All apprenticeships approved by DAS are authorized to be automatically placed on the local Eligible Training Provider List (I-TRAIN for Orange County). However, they may not always be listed because apprenticeship programs have the authority to decide if they want to be included or not.

1. Apprenticeship Individual Training Account (AITA)

The AITA applies only to apprenticeship training not provided directly by the employer. An AITA is limited in cost and duration and shall be provided only to eligible participants on the basis of an individualized career assessment. Participants must meet the financial need requirement of being unable to obtain grant assistance from other sources to pay partial or full costs of such training. The AITA will be processed in accordance with the OCWDB Individual Training Account Policy.

As with an ITA, the cost limit for an AITA is \$6,500 for the lifetime of the participant. The maximum AITA limit is not an entitlement. A waiver must be approved by the Director of Workforce Development for AITAs exceeding the cost limit. The amount and duration of

each participant's AITA award is determined on an individual basis. The total cost of the selected training program, any other financial assistance available to the participant, and the funding provided by WIOA available to the Adult, Dislocated Worker, or Youth Programs will factor into the AITA amount.

A participant must be accepted by a registered apprenticeship's training program and sponsor, when applicable, prior to the execution of an AITA.

2. Apprenticeship On-the-Job Training (AOJT)

WIOA authorizes the use of OJT funding to reimburse the Registered Apprenticeship employer for the wages provided to an apprentice during the OJT portion of the apprenticeship. Reimbursement will be based on availability of funding and have a maximum timeframe of one year. A participant is eligible for only one AOJT with a lifetime maximum of \$50,000. A waiver must be approved by the Director of Workforce Development for AOJTs lasting more than one year or exceeding the cost limit. A contract with the employer must be executed in accordance with the OCWDB On-the-Job Training Policy.

Reimbursement rates are based on the size of the employer:

- A maximum of 20 percent for companies with over 50 employees
- A maximum of 30 percent for businesses with 50 employees or less

Pre-Apprenticeship Programs

A pre-apprenticeship program funded with WIOA funding must have at least one Registered Apprenticeship partner; such pre-apprenticeship programs must possess or develop a strong record of enrolling their pre-apprenticeship graduates into a Registered Apprenticeship program. Pre-apprenticeship programs generally consist of the following:

1. Training and curriculum that aligns with the skill needs of employers in the economy of the State or region involved;
2. Access to educational and career counseling and other supportive services, directly or indirectly;
3. Hands-on, meaningful learning activities that are connected to education and training activities, such as exploring career options, and understanding how the skills acquired through coursework can be applied toward a future career;
4. Opportunities to attain at least one industry-recognized credential; and
5. A partnership with one or more Registered Apprenticeship programs that assists in placing individuals who complete the pre-apprenticeship program into a Registered Apprenticeship program.

Pre-apprenticeship programs do not have the same automatic ETPL status under WIOA as do Registered Apprenticeship programs; USDOL does not register or regulate pre-apprenticeship programs. If the pre-apprenticeship training program seeks ETPL status and is approved and placed on the ETPL, WIOA Title I funds may be used to fund that program for eligible individuals.

Participant Case File

Service Providers and OCWDB staff shall ensure proper documentation is kept in the participant's hard and electronic case files and available for inspection and review by local, State and Federal monitors. Refer to OCWDB WIOA Documentation Requirements Policy for more information regarding documentation.

Data Management

Service Providers and OCWDB staff shall ensure that accurate activity codes are reflected in CalJOBS.

- 206 Referred to Registered Apprenticeship Program
- 224 Pre-Apprenticeship Training
- 307 Pre-Apprenticeship Program with Occupational Skills Training (ITA)
- 325 Apprenticeship Training
- 431 Enrolled in Pre-Apprenticeship Training (Youth)
- 432 Enrolled in Apprenticeship Training (Youth)
- 437 Pre-Apprenticeship Program with Occupational Skills Training (ITA) (Youth)
- E04 Apprenticeship

ACTION

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

INQUIRIES

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



DYLAN WRIGHT
DIRECTOR
OC COMMUNITY RESOURCES

CYMANTHA ATKINSON
ASSISTANT DIRECTOR
OC COMMUNITY RESOURCES

JULIE LYONS
DIRECTOR
ADMINISTRATIVE SERVICES

ANDI BERNARD
DIRECTOR
OC ANIMAL CARE

JULIA BIDWELL
DIRECTOR
OC HOUSING & COMMUNITY
DEVELOPMENT

RENEE RAMIREZ
DIRECTOR
OC COMMUNITY SERVICES

TOM STARNES
DIRECTOR
OC PARKS

JULIE QUILLMAN
COUNTY LIBRARIAN
OC PUBLIC LIBRARIES

OC Community Resources

[Date]

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

From: Carma Lacy
Director of Workforce Development

Subject: Conference, Meeting, Training, and Event Request Policy

PURPOSE

The purpose of the Conference, Meeting, Training, and Event Request Policy is to have a process in place for Service Providers to request approval for attendance at public events, events/meetings hosted by elected officials, or other special engagements (conferences, meetings, trainings) in which Service Provider staff will be representing a County of Orange funded program.

EFFECTIVE DATE

This policy is effective immediately upon issuance.

POLICY AND PROCEDURES

Service Providers are to communicate the request regarding outreach events, meetings, trainings, conferences, including requests for the Service Provider to speak, present, and/or participate in a panel on behalf of the program, via email to their Program Manager for approval. OCWDB will conduct an internal evaluation of the request; requests may take up to 30 days to review.

To submit a request:

1. Submit the Request Form (Attachment I) at least 45 days prior to the event to the assigned Program Manager. If it is less than 45 days when notice is received of the event, the Request Form is to be sent ASAP. While completing the form, Service Provider will consider the operational needs of the event, in-house coverage in order to maximize staffing resources, program requirements, and relevance to core program duties.
2. Program Manager will review the request and adhere to the following review process:
 - Review submitted form and follow-up with Service Provider with any clarifying questions.
 - If Program Manager agrees with request, forward Request Form to Director of Workforce Development for approval.



WORKFORCE & ECONOMIC
DEVELOPMENT DIVISION
1300 SOUTH GRAND
BLDG. B, FIRST FLOOR
SANTA ANA, CA 92705
PHONE: 714.480.6500
FAX: 714.834-7132

When forwarding the form, the Program Manager will indicate in the subject line of the email the type of request (i.e. conference, meeting, training, speaker, etc.).

3. Upon review and approval/denial of request by Director of Workforce Development, Program Manager will email the Request Form back to the Service Provider.
4. Program Manager is to store a copy of the Request Form in the Service Provider's electronic file.

ACTION

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

ATTACHMENTS

Attachment I: Conference, Meeting, Training, and Event Request Form

OCCS Service Provider
Conference, Meeting, Training, and Event Request Form

Service Provider: _____ Date: _____

Conference/Meeting/Training/Event Information

Event Name: _____ Organization: _____

Event Contact Person: _____ Number: _____

Date(s): _____ Start time: _____ End time: _____ Recurring Event: Yes No

One Time Daily Weekly Monthly Other : _____ What Day(s) of the Week?
 Mon Tues Wed Thu Fri

Conference/Training/Event/Seminar Topic: _____

Address: _____ Flyer Attached? Yes No

Registration Cost: \$ _____ Registration Deadline: _____ How many staff attending? _____

Event Description: _____

Target Audience: _____

Expected number of attendees: _____ Open to public: Yes No N/A

Mobile Unit Requested? Yes No Outreach Materials Needed? Yes No

Will elected officials be present? Yes No If yes, who? _____

Are you presenting, speaking or part of a panel at the event?
If yes, provide details: Yes No

Justification

Does a program, grant, funder, etc. require this training/event? Yes No Which? _____

How does this conference/off-site meeting/training/event benefit the County-funded program?

Service Provider Signature

Signature: _____ Date: _____

OCCS/Program Director Signature

Approved:
Yes No Program Director's Signature: _____ Date: _____

Approved:
Yes No OCCS Director Signature: _____ Date: _____

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Performance Report

Quarter 3

January 1, 2022 through March 31, 2022



Overseeing job seekers, youth and business programs and services.

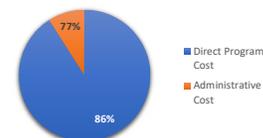
Status:	Open
Service Provider:	America Works of California, Inc.
Contract Obligation:	\$1,100,000.00
Contract Number:	20-28-0073-QSO
Contract Period:	07/01/2021 - 06/31/2022

Program Name:	One-Stop Operator
Funding Stream:	IOA Adult & Dislocated Worker Programs
Pay for Performance:	\$110,000.00

Fiscal Activities

Cost Category	Budget	Q3		YTD Expenditures	Balance	% Utilized
		Jan '22 - Mar '22				
Direct Program Cost	\$ 990,000.00	\$ 272,740.57	\$ 851,009.59	\$ 138,990.41	86%	
Administrative Cost	\$ 110,000.00	\$ 27,274.06	\$ 85,100.96	\$ 24,899.04	77%	
Training	N/A	\$ -	\$ -	\$ -		
TOTAL	\$ 1,100,000.00	\$ 300,014.63	\$ 936,110.55	\$ 163,889.45	85%	

YTD Expenditures



Program Activities | Contract Performance Measures

Performance Category	Contracted Goal	Q3		% of Performance
		Jan '22 - Mar '22	YTD	
First Time Visitors	N/A	569	2345	
Virtual Training	N/A	871	2140	
On-Site Training	N/A	314	860	
ACT WorkKeys		1	4	

Program Participation

Trainings	Q3	YTD
	Jan '22 - Mar '22	
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		

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Performance Report

Quarter 3

January 1, 2022 through March 31, 2022

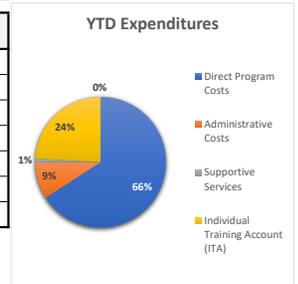


Status:	Open
Service Provider:	Managed Career Solutions, SPC.
Contract Obligation:	\$900,000.00
Contract Number:	18-28-0062-OS
Contract Period:	07/01/2021 - 06/31/2022

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	Q3 Jan '22 - Mar '22	YTD Expenditures	Balance	% Utilized
Direct Program Costs	\$ 520,000.00	\$ 117,704.61	\$ 345,887.56	\$ 174,112.44	67%
Administrative Costs	\$ 90,000.00	\$ 19,675.39	\$ 47,734.55	\$ 42,265.45	53%
Supportive Services	\$ 20,000.00	\$ 2,913.03	\$ 4,853.15	\$ 15,146.85	24%
Individual Training Account (ITA)	\$ 225,720.00	\$ 76,136.31	\$ 126,604.68	\$ 99,115.32	56%
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	\$ 216,429.34	\$ 525,079.94	\$ 374,920.06	58%



Program Activities | Contract Performance Measures

Performance Category	Contracted Goal	Q3 Jan '22 - Mar '22	YTD	% of Performance
New Enrollments	400	67	151	38%
Carry Forward / Follow-Up*	144	0	144	100%
Target Population	472	50	265	56%
Employment Placements	411	17	58	14%
Median Earnings of Participant Employment Placements	\$6,600.00	\$8,633.76	TBD	131%
Attainment of Degree/Certificate	335	2	9	3%
Literacy/Numeracy Gain (in program skills gain)	419	2	15	4%
Retention with the Same Employer	314	32	81	26%
Co-enrollment into WIOA services	N/A	11	15	
Staff/providers trained on serving individuals with disabilities	N/A			
Program Exit	411	9	60	15%

Program Participation

Trainings	# of Participants	
	Q3 Jan '22 - Mar '22	YTD
Participated in their first class/workshop/training:		
Within 1 week of program enrollment	81	174
Between 2 and 4 weeks of program enrollment	0	2
Between 1 and 2 months of program enrollment	0	0
More than 2 months since program enrollment	0	0
Not yet engaged in a service	1	1
TOTAL	82	177
ITA'S	4	16
OJT	0	1
WEX	0	0

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Performance Report

Quarter 3

January 1, 2022 through March 31, 2022



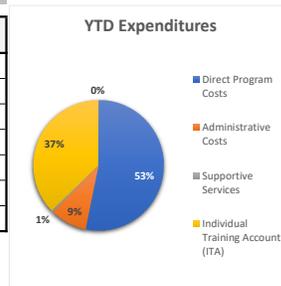
Empowering Orange County job-seekers, youth and businesses.

Status:	Open
Service Provider:	Managed Career Solutions, SPC.
Contract Obligation:	\$800,000.00
Contract Number:	18-28-0062-OS
Contract Period:	07/01/2021 - 06/31/2022

Program Name:	Adult Career Services - South
Funding Stream:	WIOA Title I - Adult Career Services
Leverage Budget:	\$240,000.00
Total YTD Leverage:	0
% of Total Leverage:	0%

Fiscal Activities

Cost Category	Budget	Q3		YTD Expenditures	Balance	% Utilized
		Jan '22	Mar '22			
Direct Program Costs	\$ 459,240.00	\$ 89,421.30	\$ 267,708.52	\$ 191,531.48	58%	
Administrative Costs	\$ 80,000.00	\$ 18,939.41	\$ 46,084.09	\$ 33,915.91	58%	
Supportive Services	\$ 23,760.00	\$ 304.72	\$ 2,626.36	\$ 21,133.64	11%	
Individual Training Account (ITA)	\$ 195,720.00	\$ 96,263.72	\$ 187,101.72	\$ 8,618.28	96%	
On-the-Job Training (OJT)	\$ 17,280.00	\$ -	\$ -	\$ 17,280.00	0%	
Work Experience/Transitional Jobs (WEX)	\$ 24,000.00	\$ 3,404.25	\$ 3,404.25	\$ 20,595.75	14%	
TOTAL	\$ 800,000.00	\$ 208,333.40	\$ 506,924.94	\$ 293,075.06	63%	



Program Activities | Contract Performance Measures

Performance Category	Contracted Goal	Q3		YTD	% of Performance
		Jan '22	Mar '22		
New Enrollments	400	52	114	29%	
Carry Forward / Follow-Up*	126	0	126	100%	
Target Population	473	43	188	40%	
Employment Placements	413	16	71	17%	
Median Earnings of Participant Employment Placements	\$6,600.00	\$7,800.00	TBD	118%	
Attainment of Degree/Certificate	337	1	4	1%	
Literacy/Numeracy Gain (in program skills gain)	421	3	5	1%	
Retention with the Same Employer	316	17	61	19%	
Co-enrollment into WIOA services	N/A	4	6		
Staff/providers trained on serving individuals with disabilities	N/A				
Program Exit	413	11	44	11%	

Program Participation

Trainings	# of Participants	
	Q3 Jan '22 - Mar '22	YTD
Participated in their first class/workshop/training:		
Within 1 week of program enrollment	47	91
Between 2 and 4 weeks of program enrollment	2	7
Between 1 and 2 months of program enrollment	0	2
More than 2 months since program enrollment	0	0
Not yet engaged in a service	6	11
TOTAL	55	111
ITA	3	23
OJT	0	0
WEX	1	1

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Performance Report

Quarter 3

January 1, 2022 through March 31, 2022



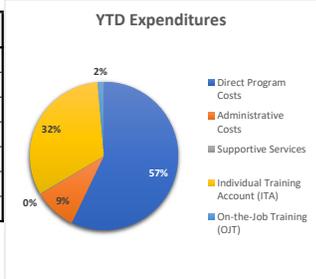
Empowering Orange County job-seekers, youth and businesses.

Status:	Open
Service Provider:	Managed Career Solutions, SPC.
Contract Obligation:	\$950,000.00
Contract Number:	18-28-0062-OS
Contract Period:	07/01/2021 - 06/31/2022

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

Fiscal Activities

Cost Category	Budget	Q3		YTD Expenditures	Balance	% Utilized
		Jan '22 - Mar '22	YTD			
Direct Program Costs	\$ 544,000.00	\$ 122,127.65	\$ 358,890.37	\$ 185,109.63	66%	
Administrative Costs	\$ 95,000.00	\$ 20,093.72	\$ 57,779.41	\$ 37,220.59	61%	
Supportive Services	\$ 26,000.00	\$ 69.00	\$ 788.17	\$ 25,211.83	3%	
Individual Training Account (ITA)	\$ 239,220.00	\$ 73,233.92	\$ 201,467.34	\$ 37,752.66	84%	
On-the-Job Training (OJT)	\$ 17,280.00	\$ -	\$ 8,820.00	\$ 8,460.00	51%	
Work Experience/Transitional Jobs (WEX)	\$ 28,500.00	\$ 5,506.89	\$ 7,828.40	\$ 20,671.60	27%	
TOTAL	\$ 950,000.00	\$ 221,031.18	\$ 635,573.69	\$ 314,426.31	67%	



Program Activities | Contract Performance Measures

Performance Category	Contracted Goal	Q3		YTD	% of Performance
		Jan '22 - Mar '22	YTD		
New Enrollments	600	20	80	13%	
Carry Forward / Follow-Up*	159	0	159	100%	
Target Population	N/A				
Employment Placements	655	17	109	17%	
Median Earnings of Participant Employment Placements	\$8,855.00	\$10,987.77	TBD	124%	
Attainment of Degree/Certificate	563	1	5	1%	
Literacy/Numeracy Gain (in program skills gain)	639	6	18	3%	
Retention with the Same Employer	479	86	194	41%	
Co-enrollment into WIOA services	N/A	1	1		
Staff/providers trained on serving individuals with disabilities	NA				
Program Exit	655	12	80	12%	

Program Participation

Trainings	# of Participants	
	Q3 Jan '22 - Mar '22	YTD
Participated in their first class/workshop/training:		
Within 1 week of program enrollment	20	80
Between 2 and 4 weeks of program enrollment	0	0
Between 1 and 2 months of program enrollment	0	0
More than 2 months since program enrollment	0	0
Not yet engaged in a service	0	1
TOTAL	20	81
ITA's	2	18
OJT	0	1
WEX	1	3

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Performance Report

Quarter 3

January 1, 2022 through March 31, 2022



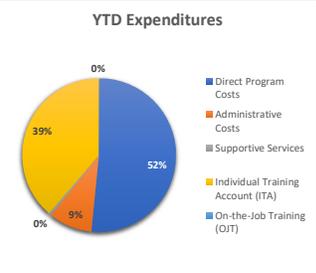
Empowering Orange County job-seekers, youth and businesses.

Status:	Open
Service Provider:	Managed Career Solutions, SPC.
Contract Obligation:	\$850,000.00
Contract Number:	18-28-0062-OS
Contract Period:	07/01/2021 - 06/31/2022

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

Fiscal Activities

Cost Category	Budget	Q3		YTD Expenditures	Balance	% Utilized
		Jan '22 - Mar '22				
Direct Program Costs	\$ 478,008.00	\$ 92,703.86	\$ 277,527.66	\$ 200,480.34	58%	
Administrative Costs	\$ 85,000.00	\$ 15,089.46	\$ 48,874.50	\$ 36,125.50	57%	
Supportive Services	\$ 31,992.00	\$ 1,759.31	\$ 3,047.79	\$ 28,944.21	10%	
Individual Training Account (ITA)	\$ 212,220.00	\$ 56,431.40	\$ 208,169.40	\$ 4,050.60	98%	
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	\$ 165,984.03	\$ 537,619.35	\$ 312,380.65	63%	



Program Activities | Contract Performance Measures

Performance Category	Contracted Goal	Q3		YTD	% of Performance
		Jan '22 - Mar '22			
New Enrollments	600	19		63	11%
Carry Forward / Follow-Up*	100	0		100	100%
Target Population	N/A				
Employment Placements	617	13		74	12%
Median Earnings of Participant Employment Placements	\$8,855.00	\$11,305.09		TBD	128%
Attainment of Degree/Certificate	531	0		3	1%
Literacy/Numeracy Gain (in program skills gain)	602	2		31	5%
Retention with the Same Employer	452	26		107	24%
Co-enrollment into WIOA services	N/A	1		1	
Staff/providers trained on serving individuals with disabilities	N/A				
Program Exit	617	12		52	8%

Program Participation

Trainings	# of Participants	
	Q3 Jan '22 - Mar '22	YTD
Participated in their first class/workshop/training:		
Within 1 week of program enrollment	17	36
Between 2 and 4 weeks of program enrollment	2	11
Between 1 and 2 months of program enrollment	0	1
More than 2 months since program enrollment	0	0
Not yet engaged in a service	1	14
TOTAL	20	62
ITA's	0	7
OJT	0	0
WEX	0	0

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Employment Placements Report



Quarter 3
Adult

January 1, 2022 through March 31, 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 - 06/31/2022

Employer	Industry	Sector	City	Job Title	Wage	Hours
USPS	491110 Postal Service	Transportation and Warehousing	City Of Industry	PSE Mail Handler Clerk	\$18.50	40.0
BMW Of Irvine	44111 New Car Dealers	Retail Trade	Irvine	Client advisor	\$13.00	40.0
Autism Spectrum Interventions	624190 Other Individual and Family Services	Health Care and Social Assistance	Fullerton	Direct Intervention Specialist	\$20.00	40.0
Home Depot	444110 Home Centers	Retail Trade	Huntington Beach	Cashier	\$17.00	35.0
Strategic Employer partners	541612 Human Resource Consulting Services	Professional, Scientific, and Technical Services	Costa Mesa	HUMAN RESOURCES	\$21.69	40.0
DHL Express	492110 Couriers	Transportation and Warehousing	Santa Ana	Driver	\$28.50	40.0
South Coast Global Medical Center	62 Health Care and Social Assistance	Health Care and Social Assistance	Santa Ana	Office Assistant	\$17.00	40.0
99 Cents & More	452210 Department Stores	Retail Trade	Santa Ana	Cashier	\$17.00	40.0
Art Trucking	484230 Other Specialized Trucking, Long-Dist	Transportation and Warehousing	Glendale	DRIVER	\$22.50	40.0
Disney Ca Adventure Park	713110 Amusement and Theme Parks	Arts, Entertainment, and Recreation	Anaheim	Busser	\$15.95	25.0
Stater Bros Markets	445110 Supermarkets and Other Grocery Stores	Retail Trade	Huntington Beach	Courtesy Clerk	\$15.10	28.0
Anaheim Unified High School District	6111 Elementary and Secondary Schools	Educational Services	Anaheim	Instructional Assistant Behavior	\$21.11	16.3
UBER	4853 Taxi and Limousine Service	Transportation and Warehousing	San Francisco	Driver	\$19.00	40.0
VONS	445110 Supermarkets and Other Grocery Stores	Retail Trade	Montebello	General Merchandiser	\$16.00	30.0
Los Angeles Police Dept	922120 Police Protection	Public Administration	Los Angeles	Police Officer	\$42.00	40.0
The Boeing Company	336411 Aircraft Manufacturing	Manufacturing	Huntington Beach	PROCUREMENT AGENT	\$50.48	40.0
Pacific Motor Trucking	48411 General Freight Trucking, Local	Transportation and Warehousing	Mira Loma	Unloader	\$19.00	40.0
ROBERT HALF LEGAL	561320 Temporary Help Services	Administrative and Support Waste Management and Remediation Services	Irvine	Accounting assistant	\$22.00	40.0
GLIDEWELL	561720 Janitorial Services	Administrative and Support Waste Management and Remediation Services	Newport Beach	Janitorial	\$19.00	40.0
SECOND HARVEST FOOD BANK OF OC	624210 Community Food Services	Health Care and Social Assistance	Irvine	Public Relations	\$29.00	40.0
Sea Breeze	56 Administrative and Waste Services	Administrative and Support Waste Management and Remediation Services	Aliso Viejo	Contract Admin	\$27.00	40.0
GLIDEWELL	31-33 Manufacturing	Manufacturing	Newport Beach	Dentistry Technician	\$17.00	40.0
Disneyland Hotel	721110 Hotels (except Casino Hotels) and Motels	Accommodation and Food Services	Anaheim	Housekeeper	\$17.00	40.0
Alta Contracting	541614 Process & Logistics Consulting Services	Professional, Scientific, and Technical Services	Corona	General Labor Worker	\$18.00	40.0
European Wax Center	81211 Hair, Nail, and Skin Care Services	Other Services (Except Public Administration)	Long Beach	esthetician-Waxer	\$15.50	25.0
Cheesecake Factory	722511 Full-service restaurants	Accommodation and Food Services	Brea	dishwasher	\$18.50	40.0
GLIDEWELL	31-33 Manufacturing	Manufacturing	Newport Beach	Dental Technician	\$17.00	40.0
MARRIOTT	721110 Hotels (except Casino Hotels) and Motels	Accommodation and Food Services	Irvine	Front Desk	\$17.00	40.0
VCI Construction LLC	236220 Commercial Building Construction	Construction	Upland	Construction Laborer	\$20.00	40.0
Executive Event Svc LLC	561612 Security Guards and Patrol Services	Administrative and Support Waste Management and Remediation Services	Yorba Linda	Security Officer	\$17.00	40.0
Sunshine Metals Inc	331523 Nonferrous Metal Die-Casting Foundries	Manufacturing	Corona	Inside Sales	\$26.44	40.0
GLIDEWELL	611519 Other Technical and Trade Schools	Manufacturing	Newport Beach	Dental Technician	\$17.00	40.0
ABM Electrical & Light Svc LLC	811219 Other Electronic Equipment Repair	Administrative and Support Waste Management and Remediation Services	Tustin	Janitorial	\$18.00	40.0

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Employment Placements Report



Quarter 3
Adult

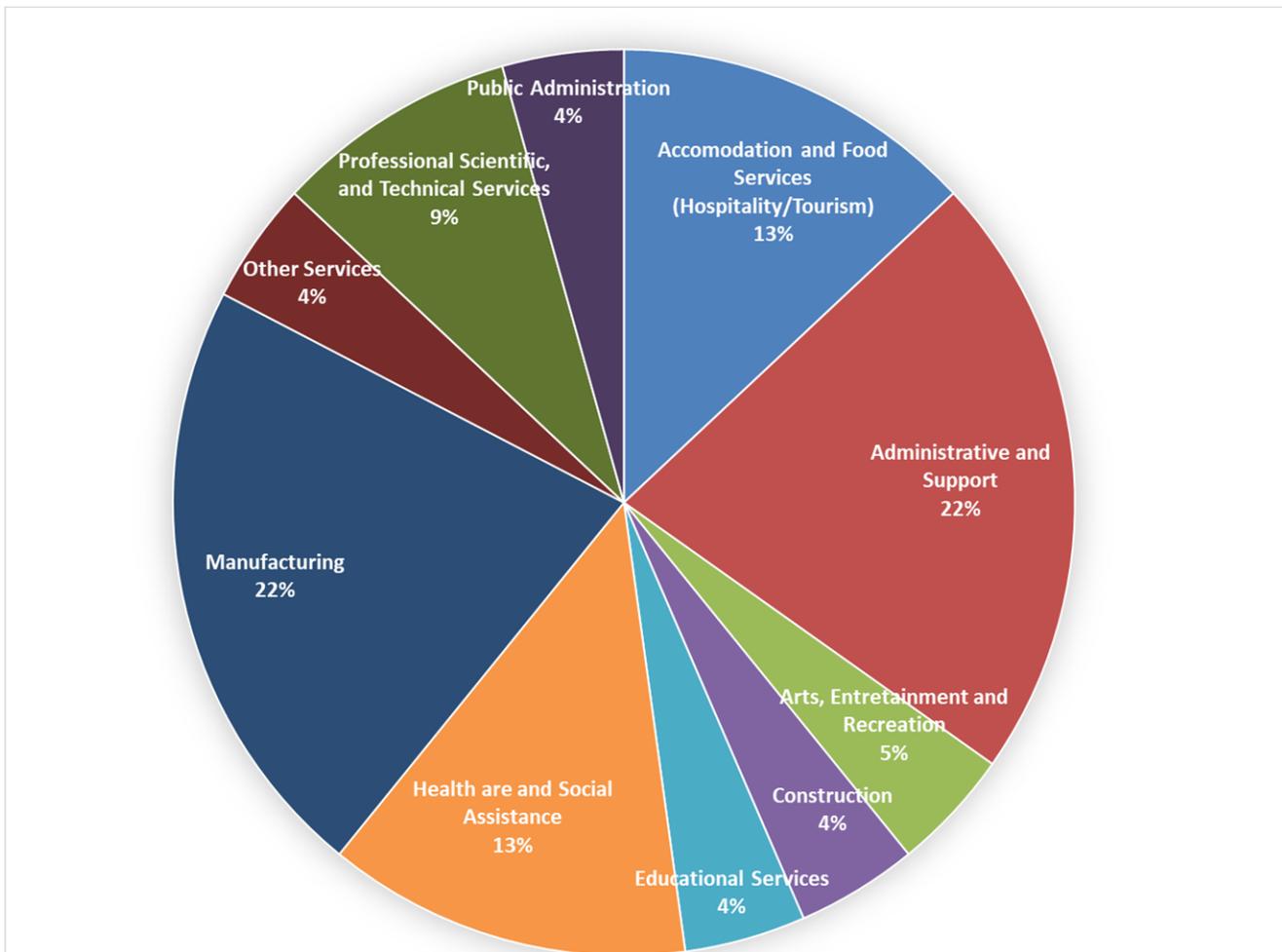
January 1, 2022 through March 31, 2022

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 - 06/31/2022

OC 2019 - 2023 CED Industry Sectors	
Healthcare	13%
IT	0%
Advanced Manufacturing	22%
Hospitality/Tourism	13%

Average Wage:	\$	20.89
Full Time Employment (30 Hours +)		30
Part Time Employment		3

Employment By Sector/Industry Title



ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Employment Placements Report



Quarter 3
Dislocated Worker
January 1, 2022 through March 31, 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 - 06/31/2022

Employer	Industry	Sector	City	Job Title	Wage	Hours	Start Date
Healing Hands	611699 Miscellaneous Schools and Instruction	Educational Services	Laguna Hills	Certified Massage Therapist	\$100.00	29.0	02/02/2022
Airstream Orange County	721211 RV Parks and Campgrounds	Accommodatioand Food Services (Hospitality/Tourism)	Midway City	Receptionist	\$16.00	40.0	03/12/2022
Disneyland	722511 Full-service restaurants	Accommodatioand Food Services	Anaheim	Retail Associate	\$14.00	25.0	01/16/2022
Dental Wellness-Lake Forest	621210 Offices of Dentists	Health Care and Social Assistance	Lake Forest	Billor/Coder & Eligibility	\$21.00	40.0	01/31/2022
Superbag Corporation		Oher Services (except Public Administration)	Houston	Quality Control	\$12.00	48.0	02/04/2022
Mission Healthcare	621999 Miscellaneous Ambulatory Health Care Svc	Health Care and Social Assistance	San Diego	Hospice Account Manager	\$36.05	40.0	03/14/2022
TRANSPORTATION SECURITY ADMINISTRAION	561612 Security Guards and Patrol Services	Administrative and Support	Los Angeles	Transportation Security Office	\$19.44	40.0	02/14/2022
Advantage Media Service	541870 Advertising Material Distribution Svc	Transportatioand Warehousing	Valencia	Truck driver	\$20.00	40.0	01/17/2022
American Air Balance Co Inc	238220 Plumbing, Heating, and Air-Conditioning	Construction	Poway	Air Balance Technician	\$25.00	40.0	02/21/2022
People Ready	561320 Temporary Help Services	Transportatioand Warehousing	Anaheim	Warehouse Laborer	\$17.00	30.0	03/01/2022
Kutak Rock	541110 Offices of Lawyers	Professional, Scientific and Technical Services	Los Angeles	Paralegal Assistant	\$18.00	40.0	02/21/2022
Swift Trucking	484230 Other Specialized Trucking, Long-Dist	Transportatioand Warehousing	Antelope	Truck driver	\$25.50	40.0	02/07/2022
Amentum Services, Inc.	55 Management of Companies and Enterprises	Transportatioand Warehousing	Las Vegas	Driver Heavy equipment operato	\$26.85	40.0	02/14/2022
Ecology auto parts	441310 Automotive Parts and Accessories Stores	Transportatioand Warehousing	Wilmington	Port Driver	\$18.00	40.0	02/06/2022
Disneyland	71311 Amusement and Theme Parks	Transportatioand Warehousing	Anaheim	Bus Driver	\$15.00	30.0	02/23/2022
PACIFIC POWER SOURCE	541380 Testing Laboratories	Professional, Scientific and Technical Services	Irvine	Customer Service Representativ	\$20.00	40.0	02/02/2022
BP PRODUCTS NORTH AMERICA, INC.	31-33 Manufacturing	Manufacturing	Santa Ana	Access Programmer	\$20.00	40.0	02/14/2022
ANILLO INDUSTRIES	332722 Bolts, Nuts, Screws, Rivets, and Washers	Manufacturing	Orange	Tool room Clerk/Grinder Operat	\$20.00	40.0	02/28/2022
Straub Distributing Co	423990 All Other Durable Goods Merchant Whsle	Transportatioand Warehousing	Anaheim	Driver	\$23.00	40.0	01/17/2022
streamlight construction	23 Construction	Transportatioand Warehousing	Mission Viejo	Warehouse Supervisor	\$25.00	40.0	01/10/2022
Applied Medical	31-33 Manufacturing	Manufacturing	Rancho Santa Margarita	Electronics Technician	\$18.50	40.0	03/08/2022
211 Orange County	624190 Other Individual and Family Services	Health Care and Social Assistance	Santa Ana	Information and Referral Speci	\$16.00	40.0	03/07/2022
ROBERT HALF LEGAL	561320 Temporary Help Services	Administrative and Support	Irvine	Accounting	\$28.85	40.0	03/02/2022
Applied Medical	31-33 Manufacturing	Manufacturing	Rancho Santa Margarita	Production Worker	\$17.00	40.0	03/09/2022
Glidewell	31-33 Manufacturing	Manufacturing	Newport Beach	Digital Maintenance Technician	\$18.00	40.0	02/08/2022
City of Long Beach	62 Health Care and Social Assistance	Health Care and Social Assistance	Long Beach	Public Health Professional 2	\$38.00	40.0	02/21/2022
Planet Pharma	561320 Temporary Help Services	Administrative and Support	Western Springs	Clinical Research Representati	\$19.04	40.0	03/15/2022
Carrington Vylla	52231 Mortgage and Nonmortgage Loan Brokers	Finance and Insurance	Anaheim	Compliance officer	\$20.50	40.0	02/22/2022
Stacks and Bowers	51 Information	IT		IT Manager	\$50.48	40.0	03/01/2022
Pyramid Laboratories Inc	424210 Druggists' Goods Merchant Wholesalers	Wholesale Trade	Costa Mesa	Facility Technician	\$26.50	40.0	02/15/2022

ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD



Employment Placements Report

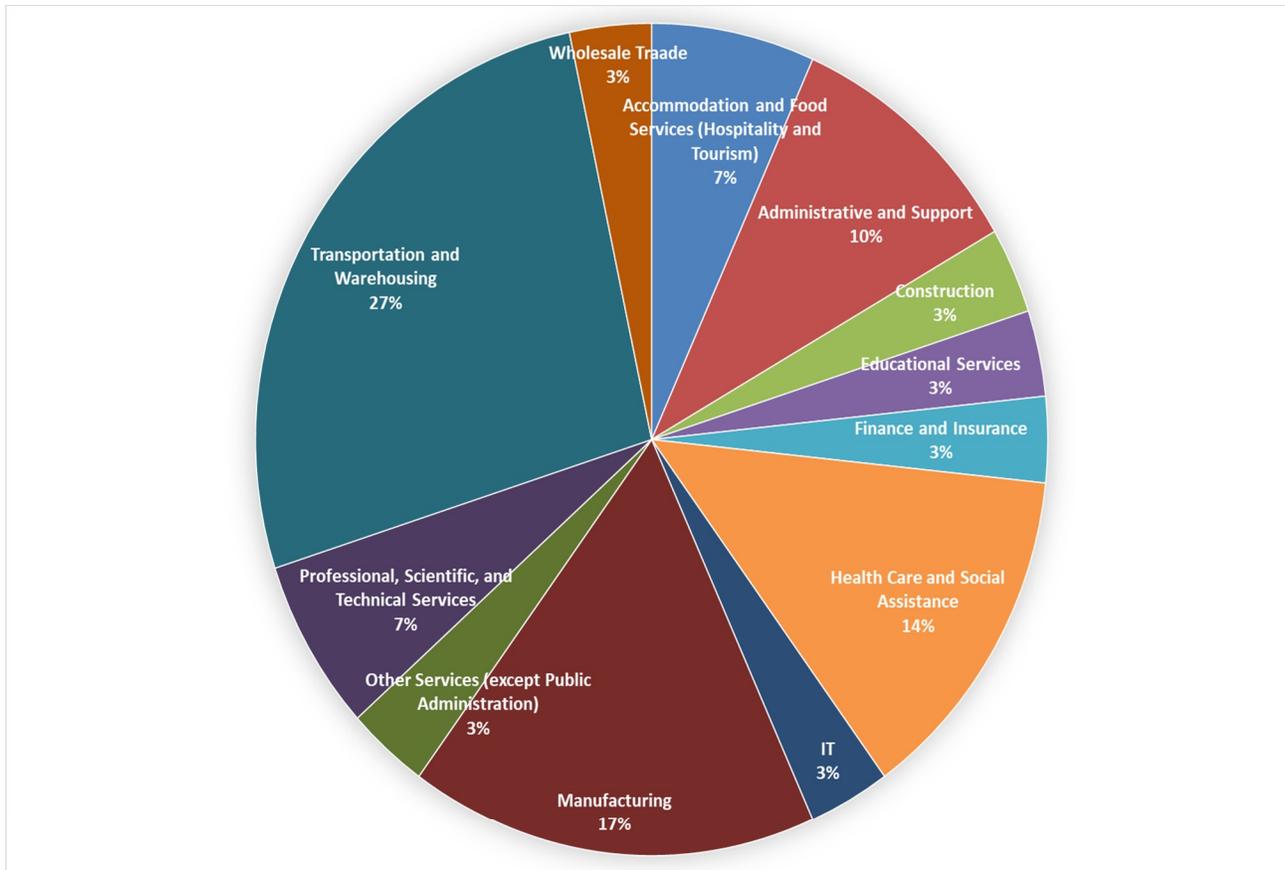
Quarter 3
Dislocated Worker
January 1, 2022 through March 31, 2022

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 - 06/31/2022

OC 2019 - 2023 OC CED Industry Sectors	
Healthcare	14%
IT	3%
Advanced Manufacturing	17%
Hospitality/Tourism	7%

Average Wage:	\$	24.82
Full Time Employment (30 Hours +)		28
Part Time Employment		2

Employment By Sector/Industry Title



ORANGE COUNTY WORKFORCE DEVELOPMENT BOARD

Performance Report

PY 2021-2022 Quarter 3

January 1, 2022 through March 31, 2022



Overseeing job seekers, youth and business programs and services.

Status:	Open
Service Provider:	Goodwill Industries of Orange County
Contract Obligation:	\$375,080.00
Contract Number:	19-28-0071-SP
Contract Period:	06/01/2020 - 03/31/2022

Program Name:	AB1111 Breaking Barriers to Employment Initiative
Funding Stream:	CA Workforce Development Board
Leverage Budget:	\$250,000.00
Total YTD Leverage:	\$229,553.68
% of Total Leverage:	92%

Fiscal Activities

Cost Category	Budget	Revised Budget Feb '22 - March '22	Q3	YTD Expenditures	Balance	% Utilized
			Jan '22 - Mar '22			
Direct Program Costs (Salaries & Benefits)	\$ 302,172.00	\$ 301,595.00	\$ 28,352.05	\$ 299,452.90	\$ 2,142.10	99%
Supportive Services	\$ 4,500.00	\$ -				0%
Individual Training Account, Tuition, Stipends	\$ 2,000.00	\$ -	\$ -	\$ -		0%
Instructional Materials/Supplies	\$ 5,000.00	\$ 2,000.00			\$ 2,000.00	0%
Travel/Mileage	\$ 8,700.00	\$ 1,000.00			\$ 1,000.00	0%
Other (Work Experience Wages, Tuition, Stipends, Supportive Services)	\$ 49,708.00	\$ 70,485.00	\$ 17,996.93	\$ 20,648.93	\$ 49,836.07	29%
TOTAL	\$ 372,080.00	\$ 375,080.00	\$ 46,348.98	\$ 320,101.83	\$ 54,978.17	85%



Program Activities | Contract Performance Measures

Performance Category	Contracted Goal	Q3	YTD	% of Performance
		Jan '22 - Mar '22		
New Enrollments	75	7	72	96%
Employment Placements	56	4	19	34%
Completion of Soft Skills/VPSA training	72	12	59	82%
Co-enrollment into WIOA services	60	4	38	63%
Staff/providers trained on serving individuals with disabilities	50	N/A	47	94%
Work Experience	25	4	8	32%
Program Exit	72	50	63	88%

Program Participation

Trainings	# of Participants	
	Q3 Jan '22-Mar '22	YTD
Participated in their first class/workshop/training:		
Within 1 week of program enrollment	13	22
Between 2 and 4 weeks of program enrollment	N/A	45
Between 1 and 2 months of program enrollment	4	5
More than 2 months since program enrollment	0	0
Not yet engaged in a service	0	0
TOTAL	17	60
ITA's	N/A	N/A
OJT	N/A	N/A
Vocational Training	N/A	N/A



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	January- March 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	35	80	110	73%
Entered Soft Skill Training/ Job Readiness Training	15	31	102	30%
Entered Occupational Skills Training	5	11	90	12%
Entered Work Based Learning/Training	0	0	66	0%
Attained Certificate	0	1	48	2%
Entered Unsubsidized Employment	15	40	63	63%
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 Fourth Quarter (January- March 2022), the VEAP project staff enrolled 88% of new participants screened for eligibility that sought assistance with employment services representing 35 new enrollments. 28 new participants were assessed and identified the need for individualized career service but required additional guidance to determine the desired industry sector which closely match their current interests and abilities. VEAP Project staff have noted individual skills gaps for participants however those with significant barriers to employment were least likely to enter a particular training after conducting staff-assisted career searches based on labor market trends and data.</p> <p>VEAP Project staff regularly provided 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.</p> <p>During this report period 40% of newly enrolled participants (representing 14 new enrollments), encountered multiple barriers to employment including lack of stable housing, behavior health, other eligible resources, which required VEAP project staff to engage numerous external partnerships to leverage mentorship and guidance.</p>				

Please ensure that the numbers in CalJOBS for participants and expenditures match your internal records as the EDD runs CalJOBS reports to monitor both program and fiscal activities.

Additionally, VEAP Project staff was able to provide supportive service for needs-based assistance. During this report period the VEAP project is 73% of our currently planned performance goals of Veterans enrolled.

Current performance goal challenges faced by this VEAP Project continues to be in the area of Work Based Learning however 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.

Other challenges identified by VEAP Project staff is with participants need for more one on one career coaching as well as mentorship.

- 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 4 (January – March 2022), the VEAP Project staff has permanently out-stationed at the Garden Grove Workforce Solutions Center and established new relationships with Salvation Army Career Development to engage with unhoused eligible veterans seeking employment and career training.</p> <p>VEAP project staff has also provided outreach activities at Tibor Rubin VA Healthcare System Long Beach to develop linkages to veterans through the Healthcare for Homeless Veterans resources. This report period VEAP staff began development of a VEAP informational video to expand reach to more prospective veterans virtually.</p>
Project Partnerships (development, enhancement, engagement, commitment)	<p>VEAP Project staff expansion to include co-location with WIOA/ AJCC One Stop Operator has provide enhancements to partnership capacity building. Additionally, building new partnerships with Southern California Transition Assistance Advisors, Soldiers and Family Readiness Center at Joint Forces Training Base Los Alamitos has provided engagement</p>

Please ensure that the numbers in CalJOBS for participants and expenditures match your internal records as the EDD runs CalJOBS reports to monitor both program and fiscal activities.

	opportunities with military members discharging from recent deployments that seek career or training services.
Enrollment, Intake, and Assessment	<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>
Co-Enrollment (WIOA Title I-IV, CalWORKS, CalFresh, other)	<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>Additional co-enrollment opportunities have been through collaboration with Working Wardrobes, which has capacity to leverage clothing resources and other pre-vocational activities to support VEAP Participant's self-direct career searches.</p>
Program Services (Intensive Case Management, Integrated Resource Teams, Supportive Services, Referrals)	<p>During the report period (January- March 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>
System Change/Alignment (Plans, MOUs, policy, procedures, data sharing, blending and braiding resources, sustainability)	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.

Please ensure that the numbers in CalJOBS for participants and expenditures match your internal records as the EDD runs CalJOBS reports to monitor both program and fiscal activities.

Staff, Project Team, Stakeholder Training/Capacity Building	VEAP staff continues capacity building and partnership driven outreach to inform and educate stakeholders of 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 Veteran Employee Resource Group at Medtronics, a Global Healthcare Technology company that has volunteered their staff time to assist with a pre-review of VEAP participant's resumes that are interested in technology with the company.</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)
\$235,000	\$236,507.78	101%
Planned Matching Funds to Date *From Exhibit E: Funding and Expenditure Plan	Actual Matching Funds to Date	Performance % (Actual/Planned)
\$509,592	\$12,203.74	2.4%
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>During this report period, planned expenditures remain consistent to administrative cost and program to engage with participants on intensive career management services. VEAP Project has successfully recruited staff to support project objectives.</p>		

Please ensure that the numbers in CalJOBS for participants and expenditures match your internal records as the EDD runs CalJOBS reports to monitor both program and fiscal activities.

VEAP has not been able to expend allocated supportive services as most VEAP Participant requests have been along non-allowable costs.

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 attribute increased enrollment to planned outreach strategies that includes mobility to meet veterans where they are as well as capacity building outreach to external stakeholders serving veterans.

Lessons learned from the projects strategic expansion and enhancement is through building partnerships and staying engaged with participant's more than on a monthly basis. VEAP Project staff meets consistently on a monthly basis with employed participants and at a minimum biweekly with those that are unemployed. The level of engagement builds trust with participant's but also fosters opportunities to expand a collaborative relationship for job coaching.

- 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).**

VEAP's Participant success story during this report period is of a U.S. Marine veteran that discharged from service and relocated back to Orange County. Veteran's recent discharge and interest to secure employment was mostly motivated by his new family (wife and newborn child). Veteran possesses a Bachelor of Arts in Education as well as Master of Science in Project Management but was unsuccessful in obtaining relevant employment above a self-sufficient wage. The Veteran expressed frustration as he expected he would obtain employment quickly due to an eight-year military career as a commissioned officer.

The Veteran informed VEAP staff that he made numerous attempts independently as well as sought guidance from other employment type service. Veteran indicated that the assistance he obtained from VEAP Project staff included resume review and restructure to target his desired industry sector, job coaching and interview techniques, and salary negotiations allowed him to obtain the career he wanted.

The Veteran was able to obtain employment in technology with a negotiated salary of \$30 per hour.

Please ensure that the numbers in CalJOBS for participants and expenditures match your internal records as the EDD runs CalJOBS reports to monitor both program and fiscal activities.

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.

None at this time.

Please ensure that the numbers in CalJOBS for participants and expenditures match your internal records as the EDD runs CalJOBS reports to monitor both program and fiscal activities.



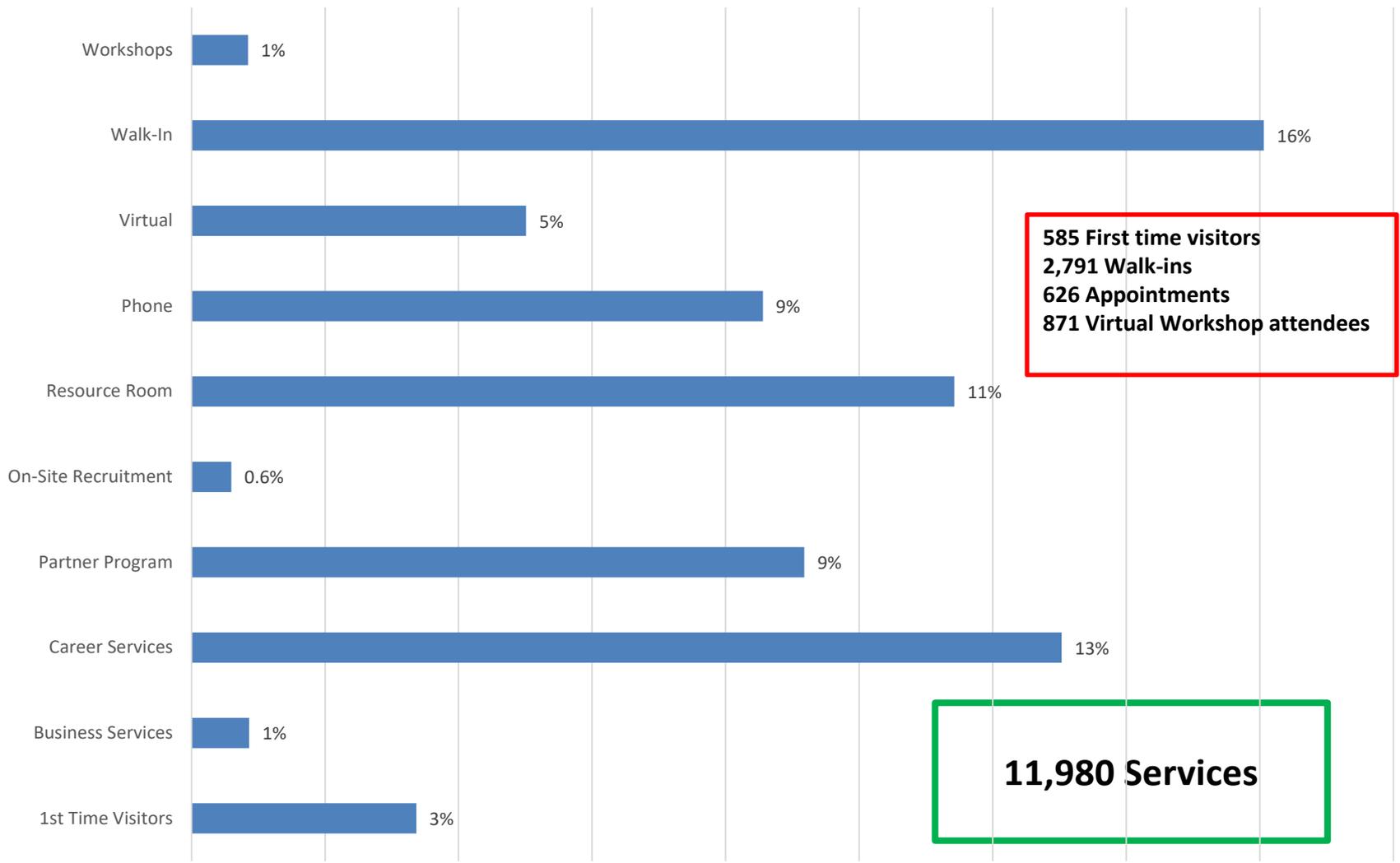
Connecting job seekers and businesses to no-cost services.

Customer Feedback January to March 2022



OC Workforce Solutions: January to March 2022

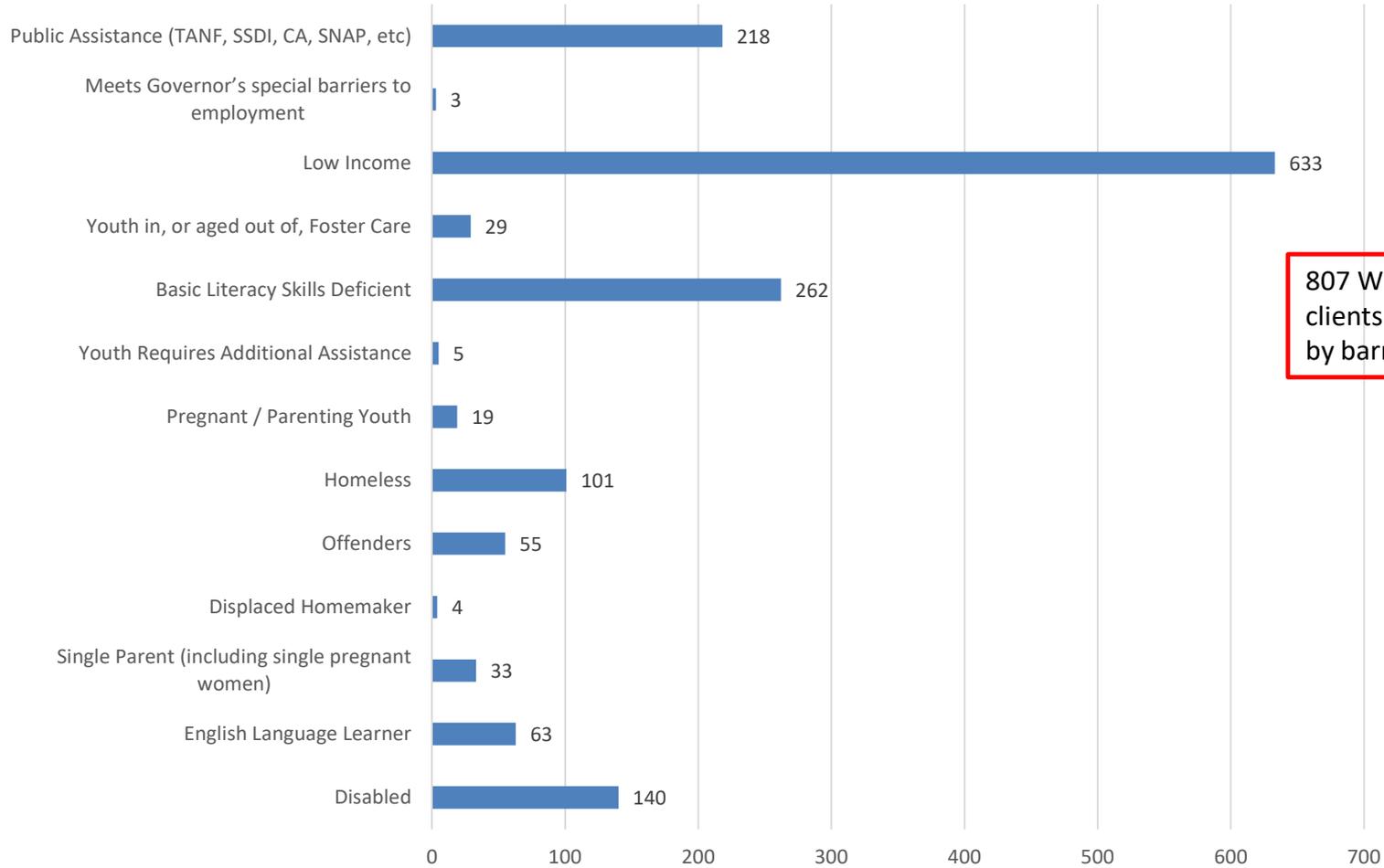
Item #9B



Source: VOS Greeter



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

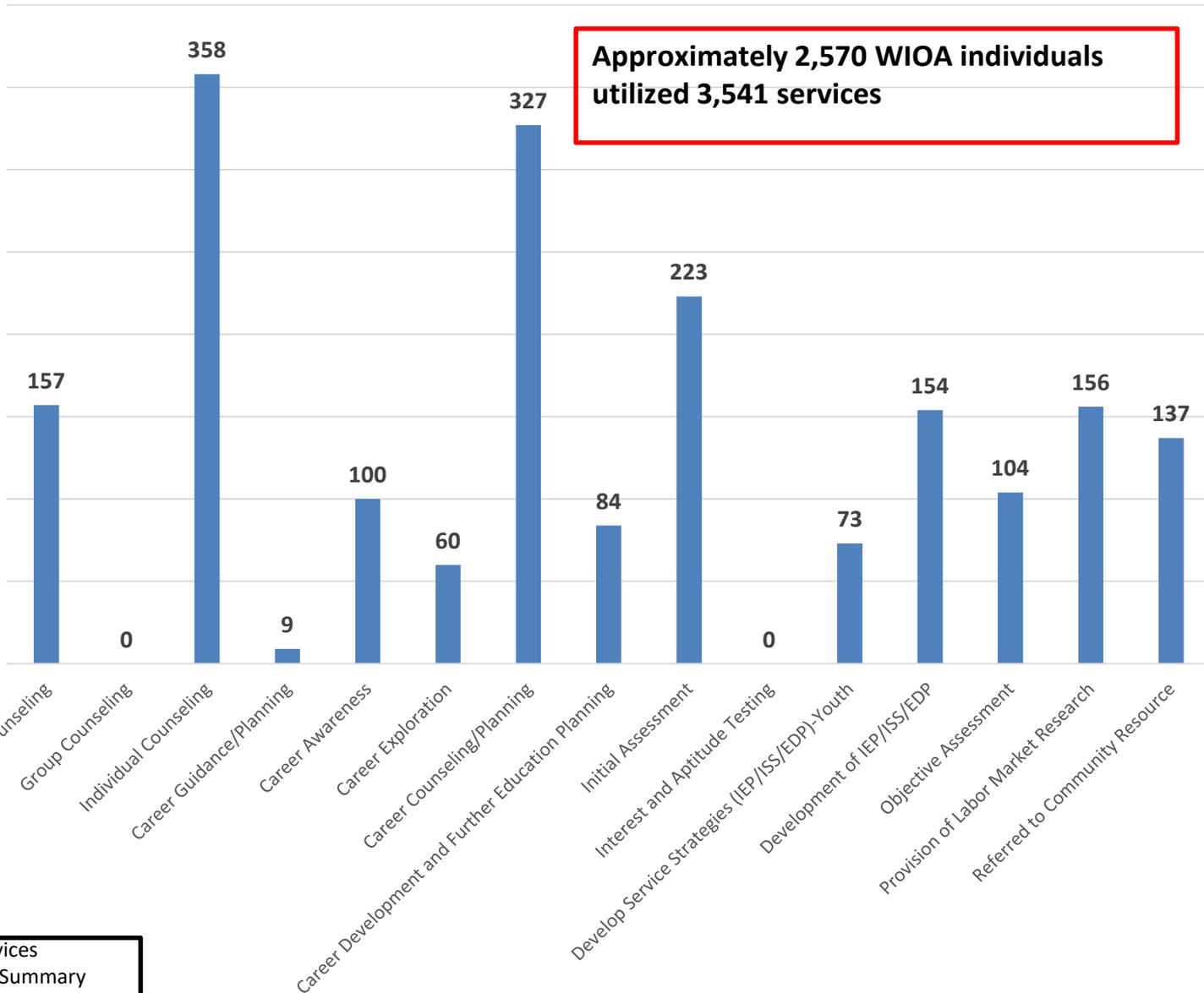


807 WIOA enrolled clients served identified by barriers

Source: Caljobs Participant Summary Reports



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



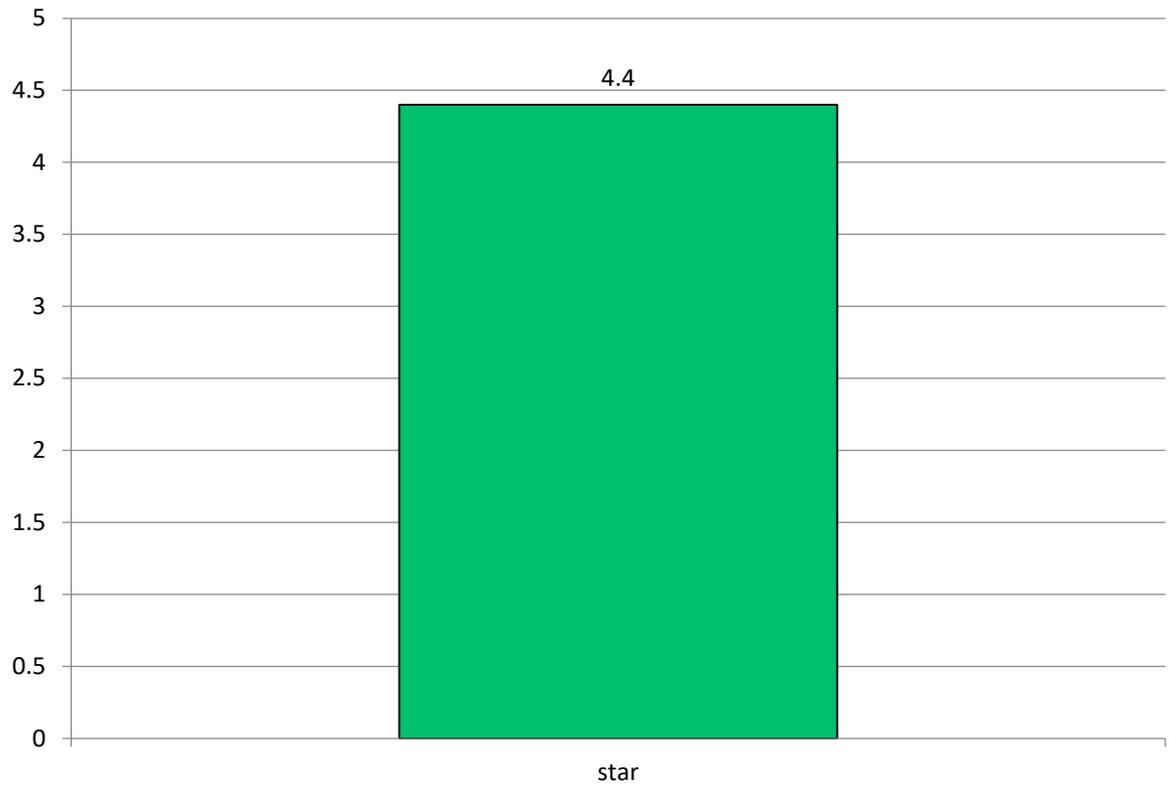
Source: CalJOBS Services
Provided Individual: Summary
Reports



Overall Satisfaction Rate

4.4 ★

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



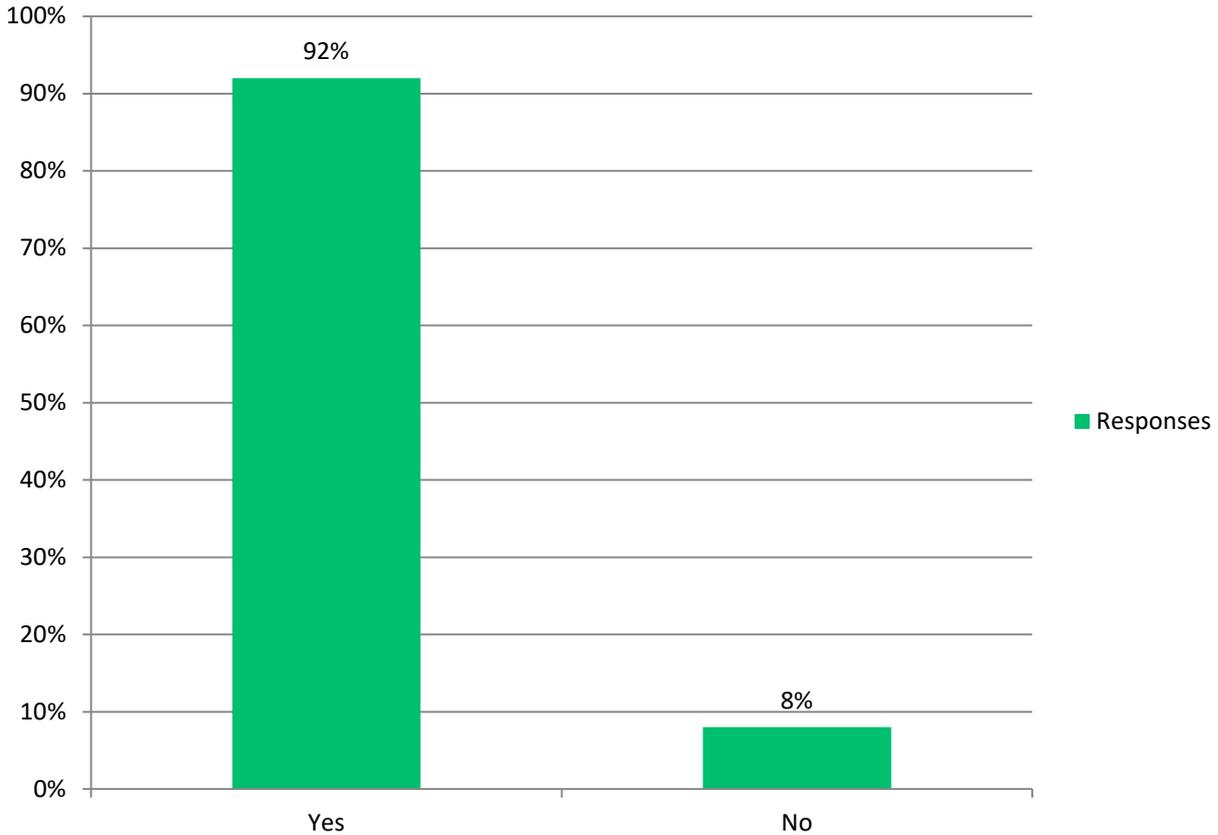
Goal: 90%
Response Rate: 19%
734 surveys distributed
138 responses

■ Weighted Average



How likely is it that you would recommend OC Workforce Solutions to a friend or business colleague? Item #9B

Would you recommend the OC Workforce Solutions Center to a friend or colleague?



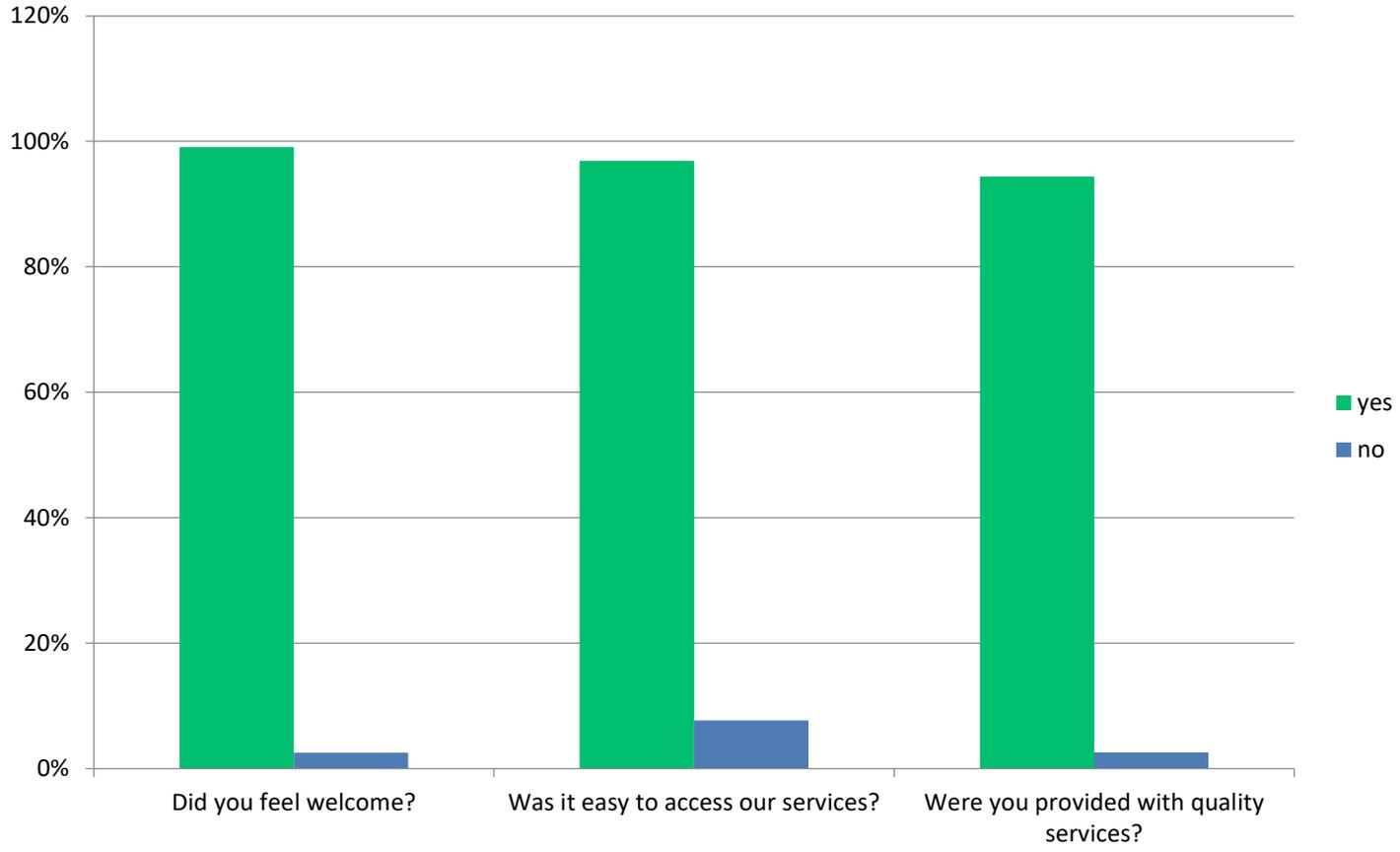
92% Yes
Response Rate: 19%
734 surveys distributed
138 responses



Customer Experience: Ease of Use & Welcomed

Item #9B

97% Overall satisfaction

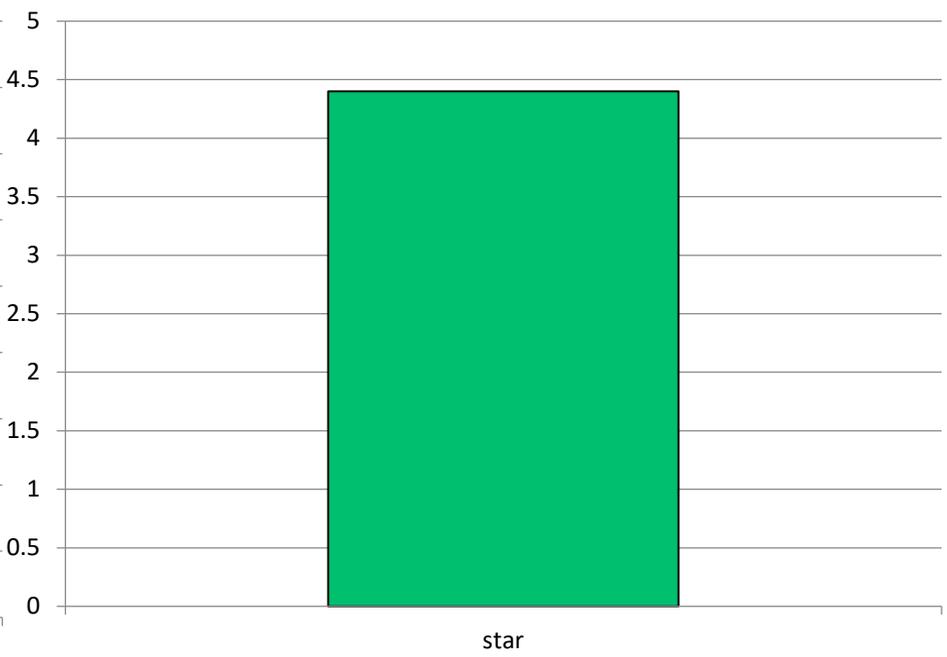
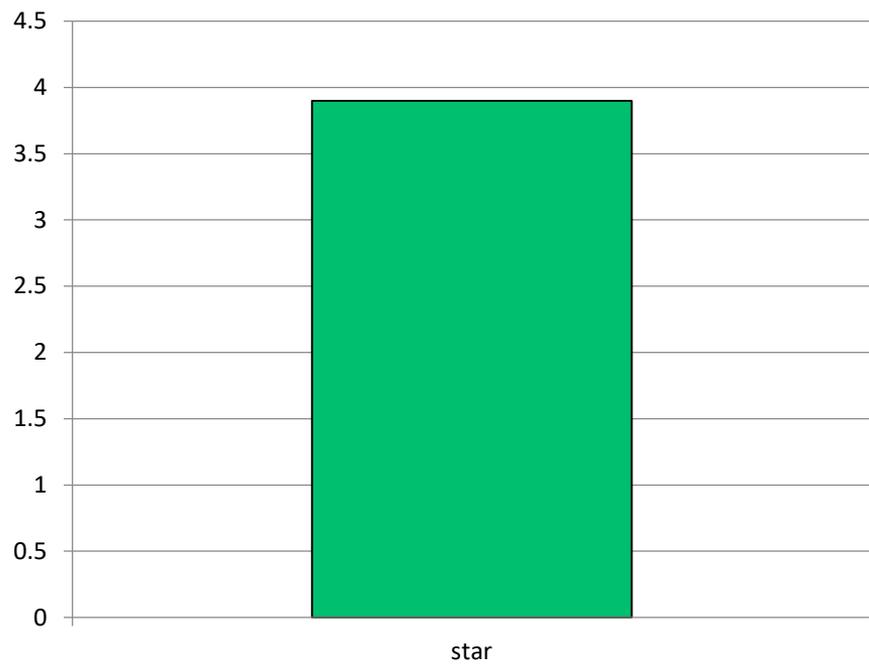




Survey Results : Training and Workshops

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

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

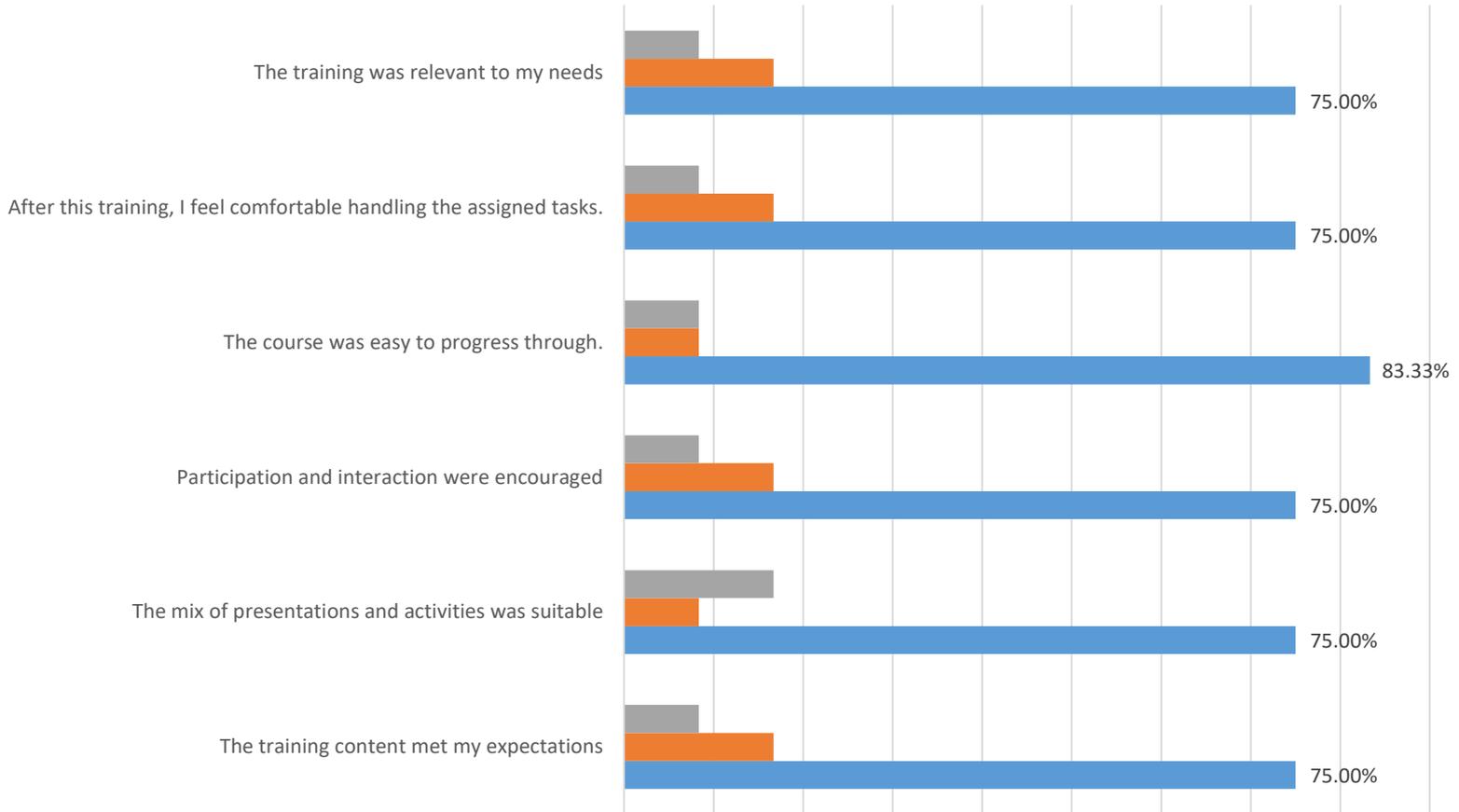


Response Rate: 9%
385 Surveys distributed
25 responses



Survey Results : Training and Workshops

76% Overall Training satisfaction



Response Rate: 9%
285 Surveys distributed
25 responses

■ Disagree ■ Neither Agree/ Disagree ■ Agree



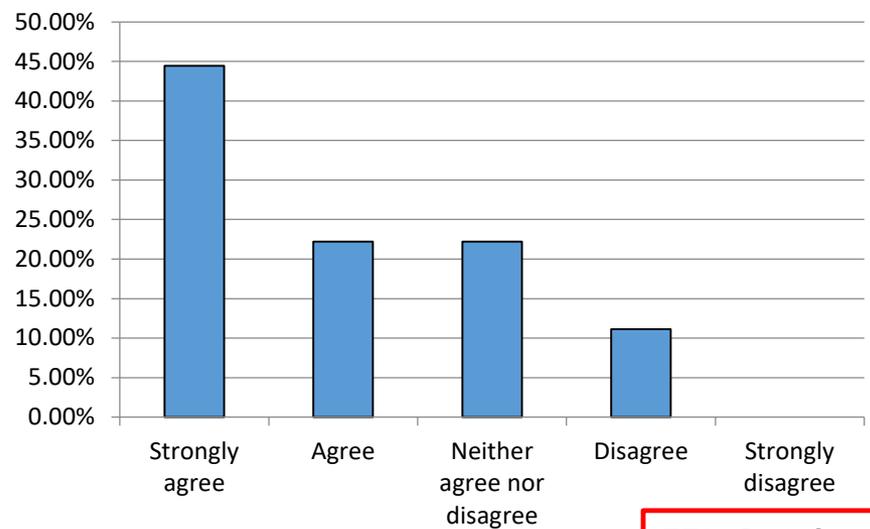
Connecting job seekers and businesses to no-cost services.

Co-located Partner Feedback January to March 2022

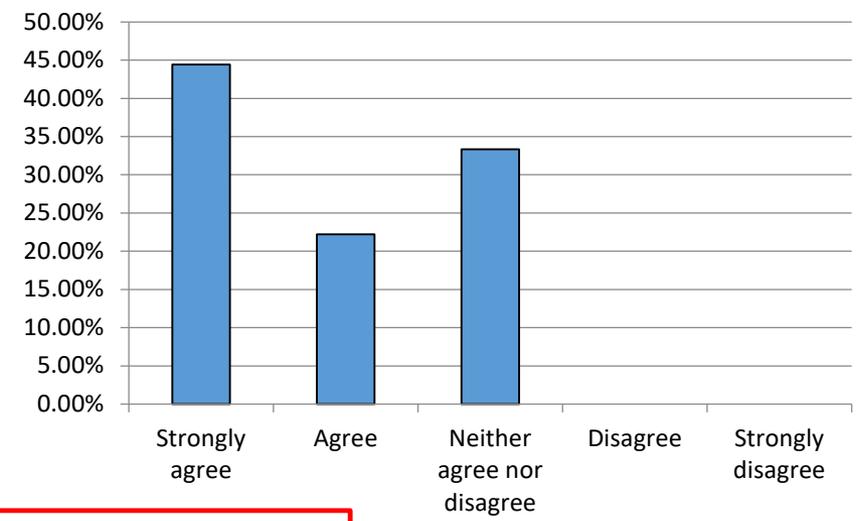


Survey Results : Partners

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.

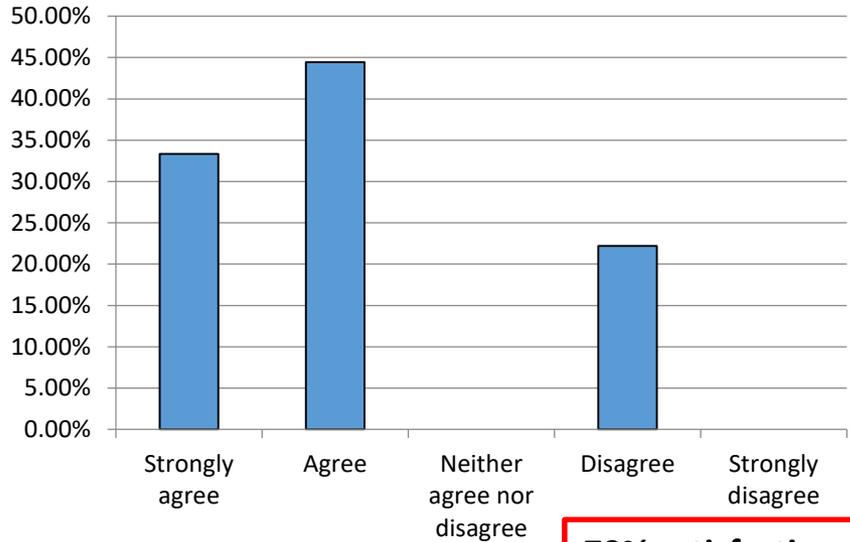


77% Satisfaction among co-located partners
12 surveys distributed
9 responses
75% response rate

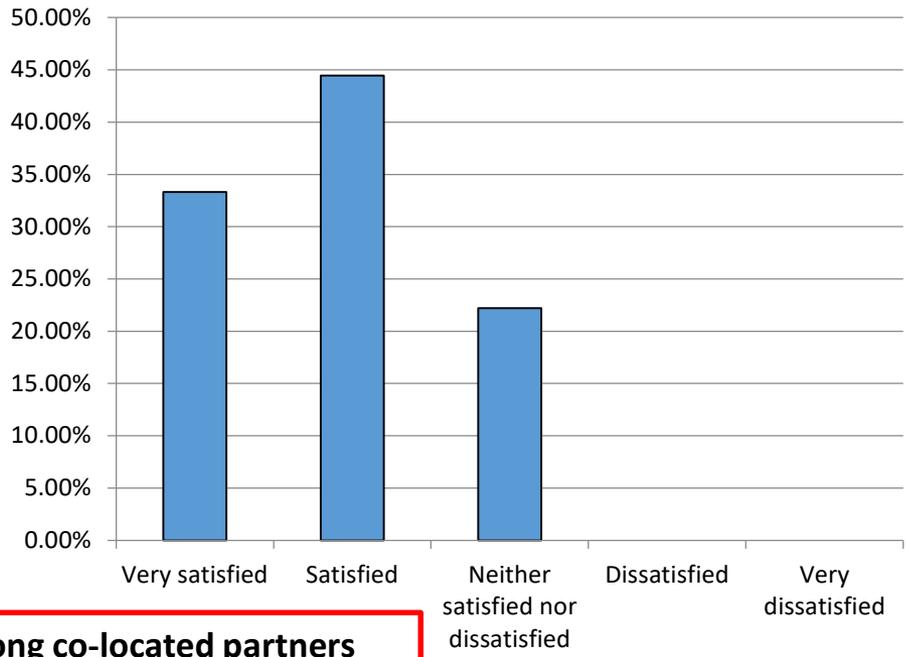


Survey Results : Partners

The Workforce Solutions Center Operator provides necessary support/resources/equipment to promote an integrated service delivery system.



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



79% satisfaction among co-located partners
12 surveys distributed
9 responses
75% response rate

Thank you!

Have you Served?



OC Veterans' Employment- Related Assistance Program (VEAP)

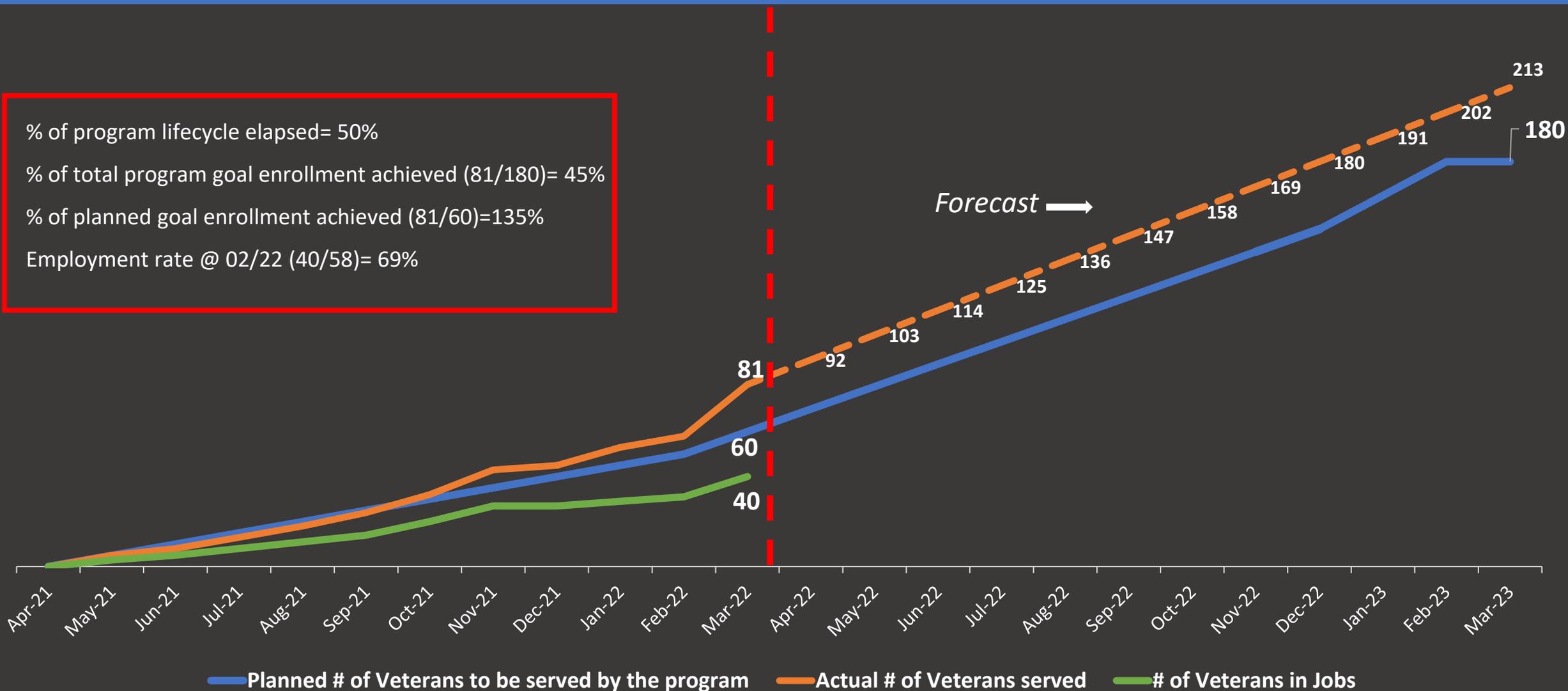
Provides Free Training, Career Services, Supportive Services and Job Placement for recently separated or near-term separation military members.



YEAR 1 GRANT PERFORMANCE REPORT

VEAP PROGRAM PERFORMANCE

% of program lifecycle elapsed= 50%
 % of total program goal enrollment achieved (81/180)= 45%
 % of planned goal enrollment achieved (81/60)=135%
 Employment rate @ 02/22 (40/58)= 69%



— Planned # of Veterans to be served by the program — Actual # of Veterans served — # of Veterans in Jobs

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
Employed	40

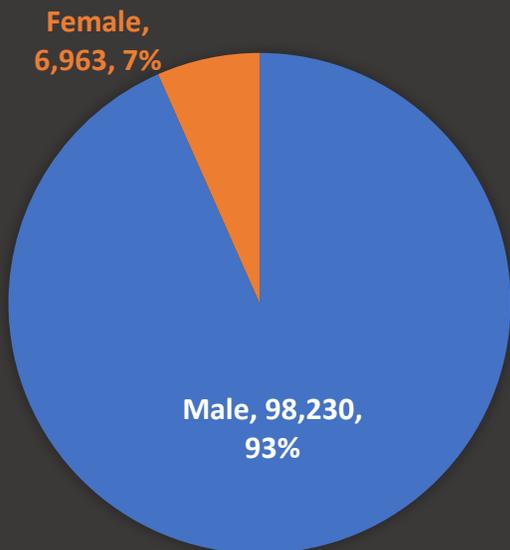


UC Irvine Health

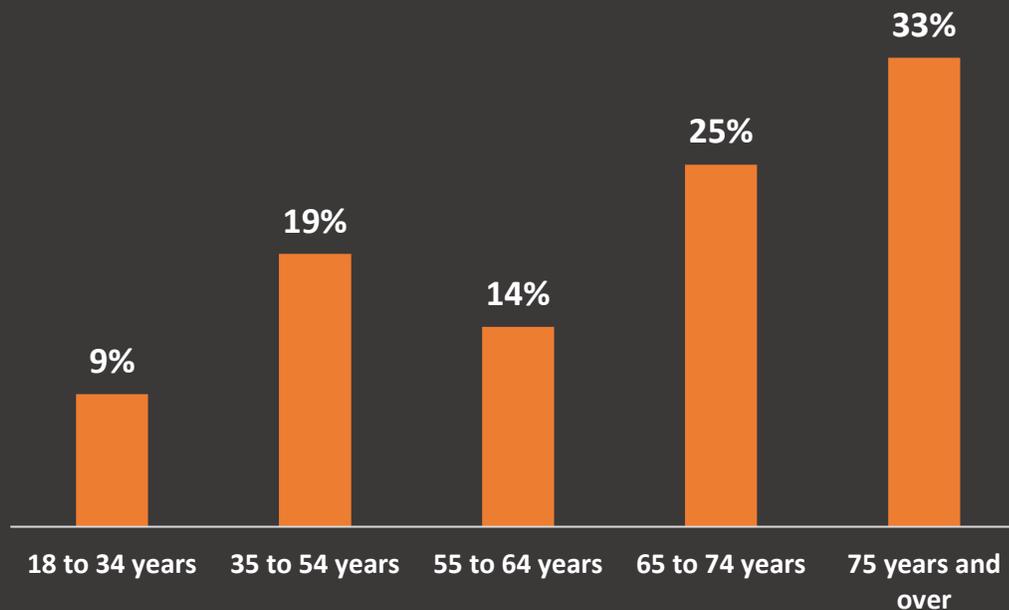
Administrative Jobs: Tax Accounting, Financial Analysts, Technical Writers, Sales & Marketing, Purchasing, Admin Assistants

VETERAN POPULATION OF ORANGE COUNTY

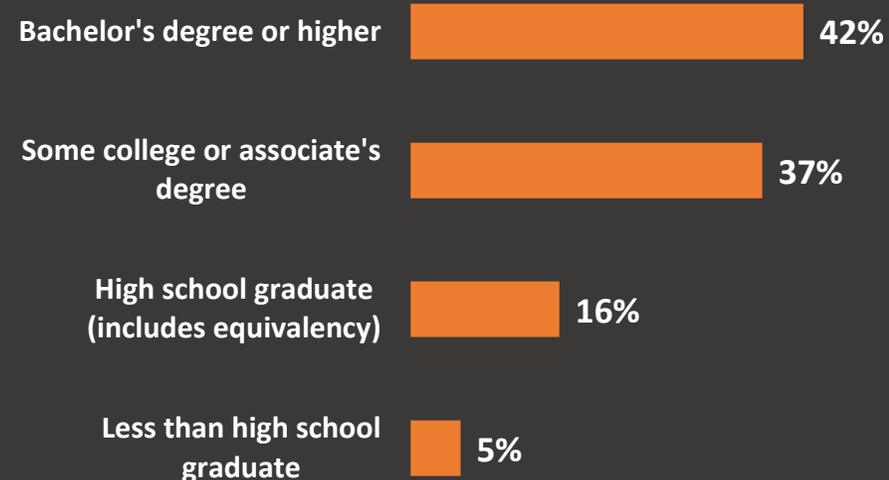
105,193 VETERANS IN OC



AGE DISTRIBUTION

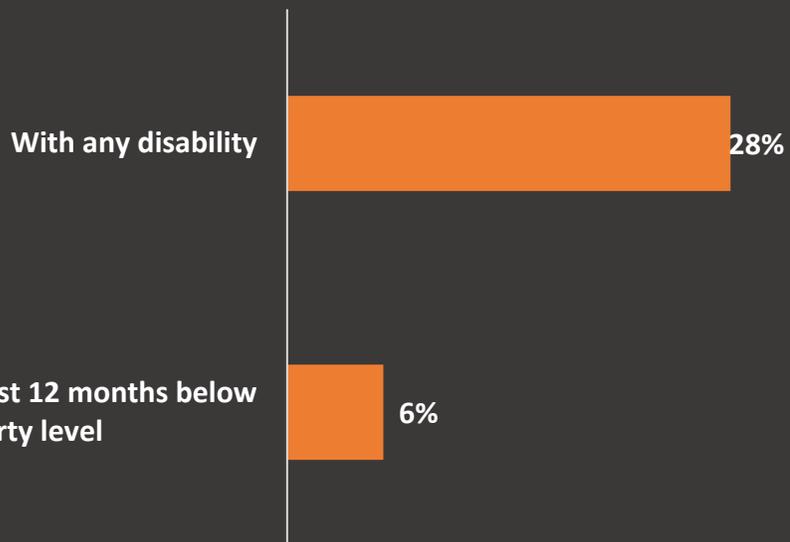


EDUCATION LEVELS

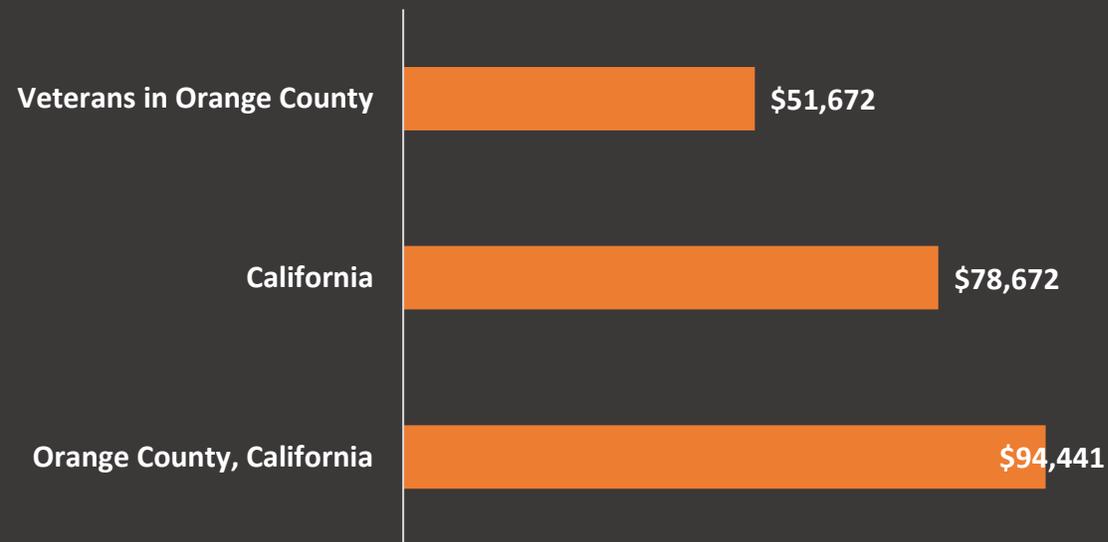


VETERAN POPULATION OF ORANGE COUNTY

DISABILITY & POVERTY STATUS

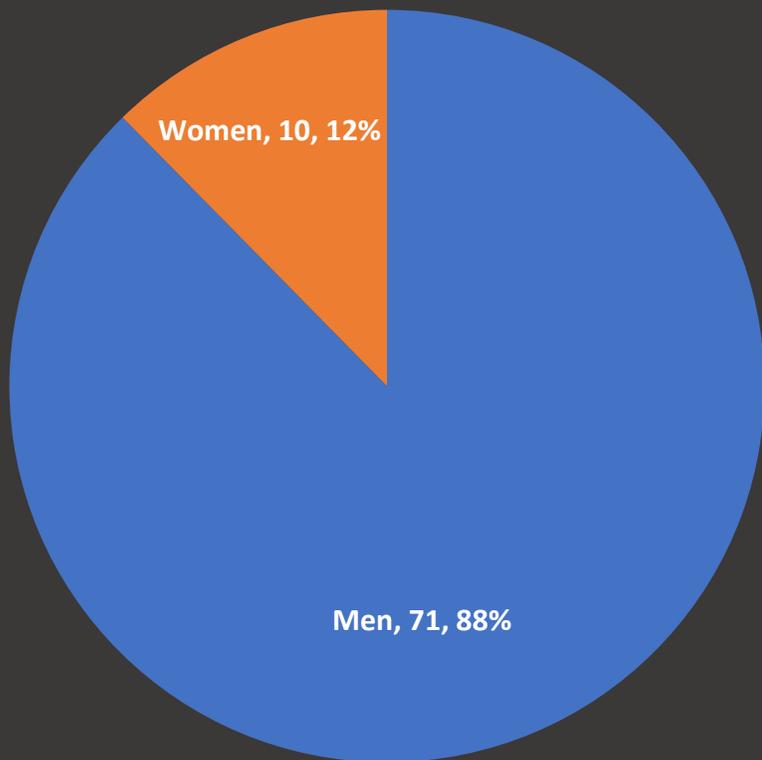


MEDIAN HOUSEHOLD INCOME

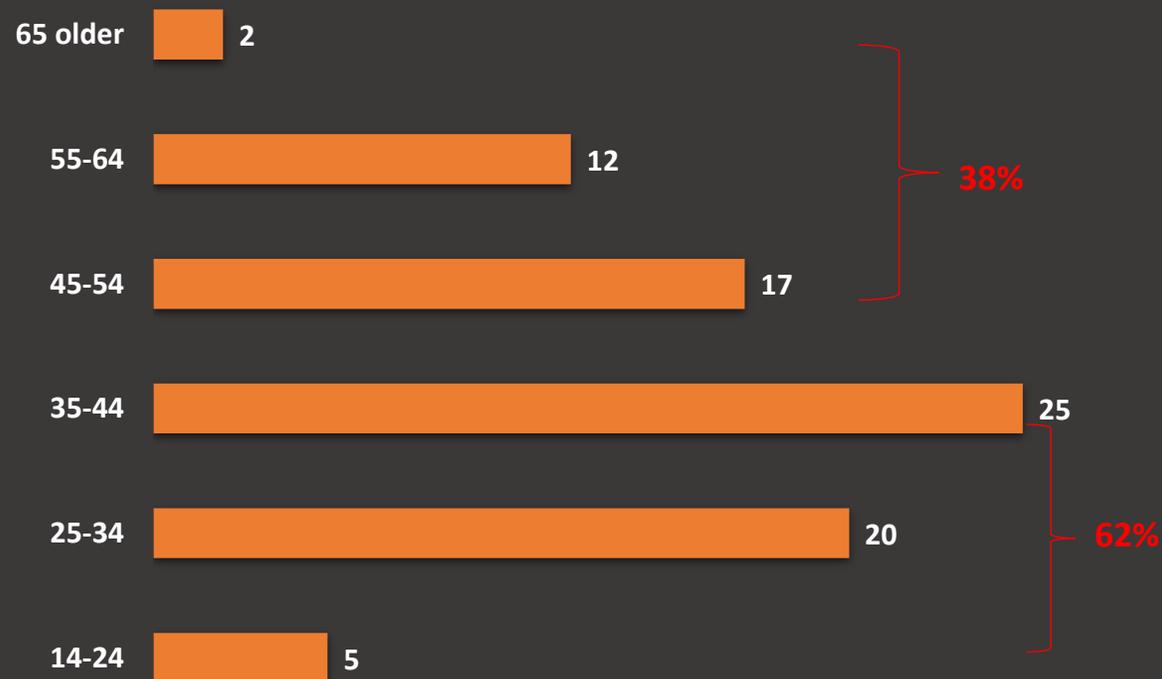


WHO ARE WE SERVING?

GENDER

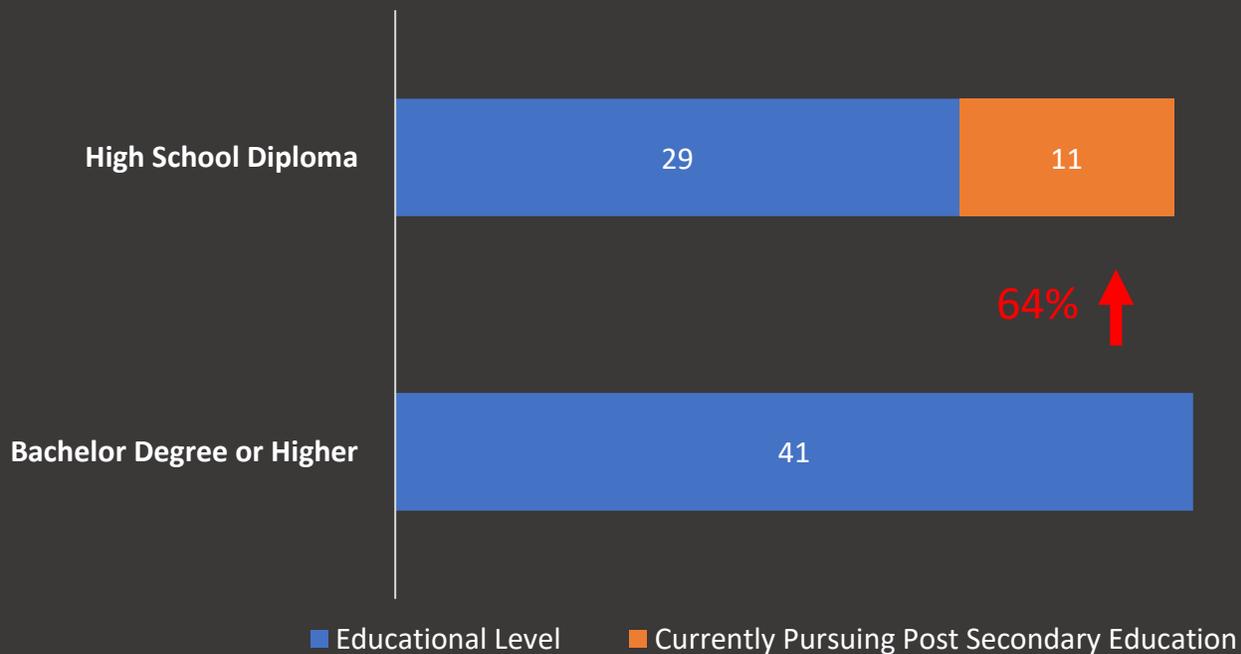


AGE DISTRIBUTION



WHO ARE WE SERVING?

EDUCATION PROFILE



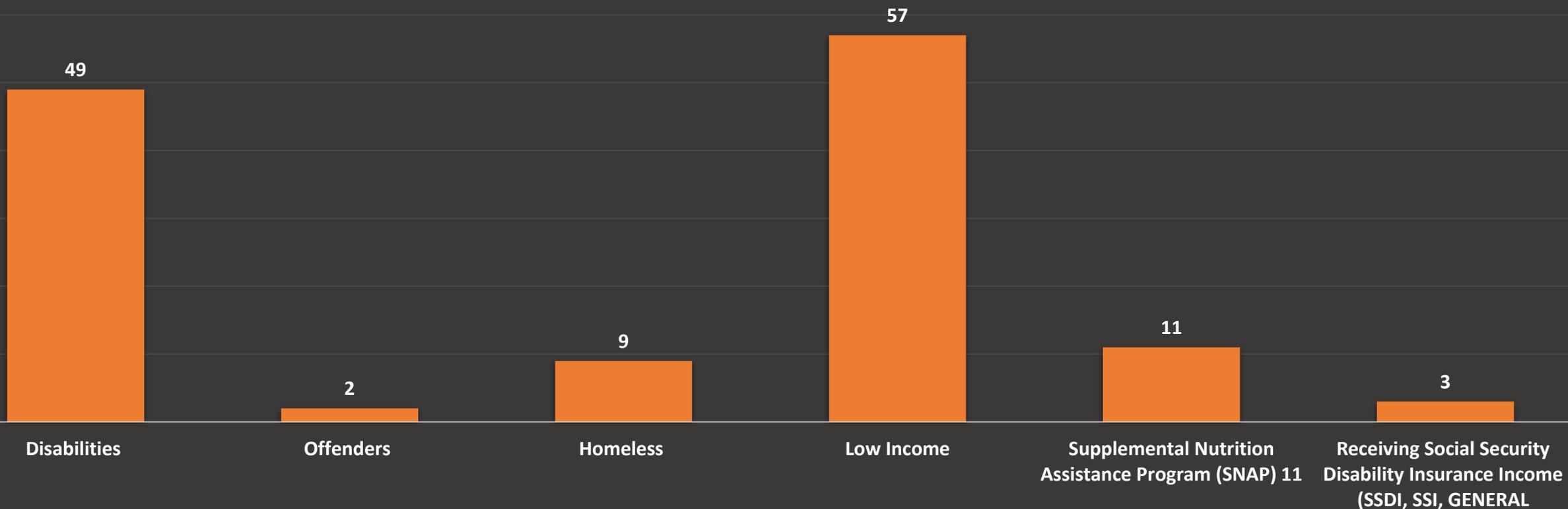
EDUCATION LEVELS & EARNINGS ELASTICITY

40 Veterans in Jobs at 02/28/2022

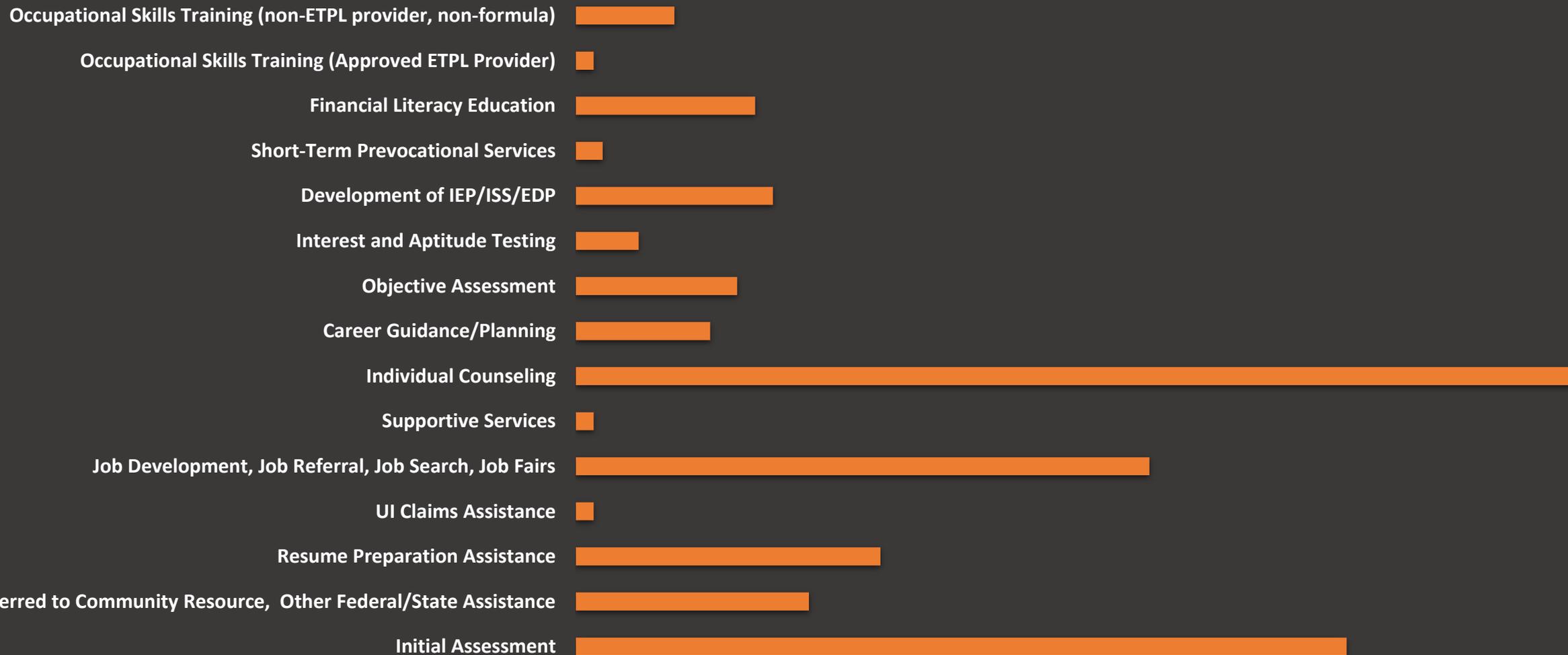


WHO ARE WE SERVING?

BARRIERS AND PUBLIC ASSISTANCE



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
Career Planning: Many discharged Veterans do not have a clear career plan.	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.	<ul style="list-style-type: none"> Career plan was developed and implemented.
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.	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.	<ul style="list-style-type: none"> No Action
Lack of soft skills among Veteran population	Newly discharged Veterans are eager for high earning jobs without analyzing their skills gap.	<ul style="list-style-type: none"> Continuously enroll Veterans into ACT WorkKeys- Essential Skills Program Warm handoff to Employers
Resume Development – not job centric and focused on the job skills	One-on-One coaching on resume development is critical. Functional resumes are more effective- 99% success rate.	<ul style="list-style-type: none"> No Action plan.
There is a high demand for Government jobs	Emanating from the COVID-19 pandemic, an increase in the older workforce looking for Government work to benefit from retirement benefits.	<ul style="list-style-type: none"> Government workshop was hosted.

PLANS AND ACTIONS

KEY MILESTONES



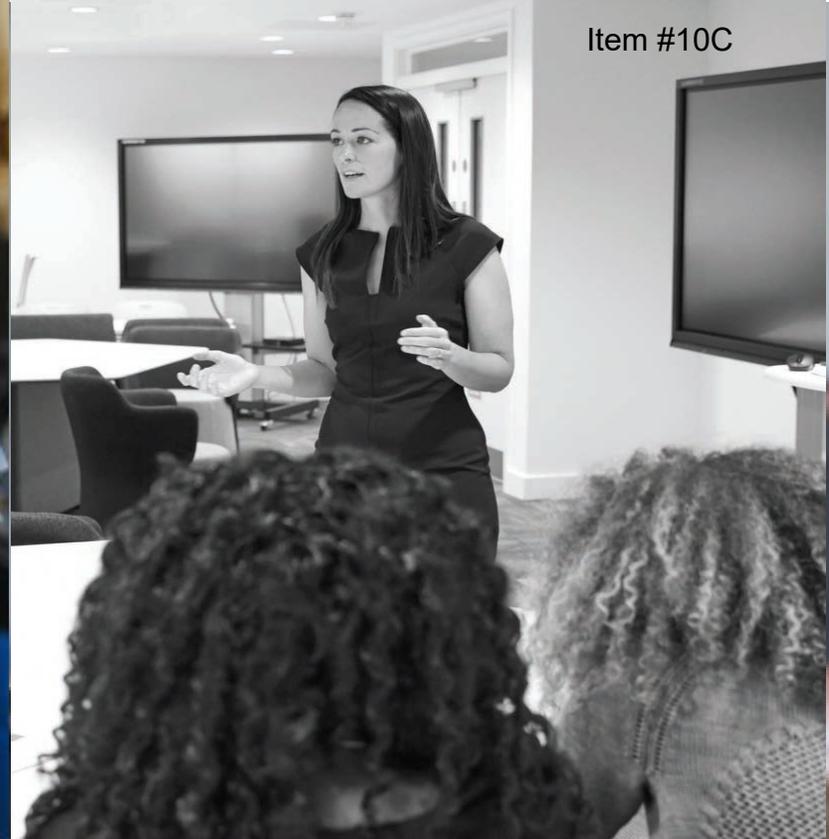
- Continuous engagement with Veteran Resource Centers at the Community Colleges.
- Continue developing the network of existing Community Partners.
- Ramp up enrollment & employment numbers.
- Attend community engagements.

- Veteran Job Fair.
- Video on VEAP for Community Outreach.

- Program sustainment discussions.

- Program close activities;
- Ramp up employment rate;

THANK YOU!



One Stop
Committee
May 12, 2022 –
NDWG OJT Grant

OJT Pipeline Overview – In Process

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

OJT Pipeline Overview – Active

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 – Active

Employers Name	Position	# of Positions	Position Description	Salary	Proposed Timeline
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.	\$31.25/ hr	Released on 4/6/2022
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
JL Ray Roofing	Roofer	TBD	Install or replace roofing for commercial and residential buildings.	TBD	Upon completion of required paperwork
Great Wolf Lodge	Maintenance TBD	TBD	Perform maintenance on waterpark area and hotel area.	TBD	Application being completed

Varisco Design Build	Marketing Assistant	TBD	Assist marketing director and team with all necessary projects	TBD	In discussion with management for approval
Applied Medical	Manufacturing TBD	TBD	Device assembly, packaging, labeling, machine operations, etc.	TBD	In discussion with management for approval
Kroger – La Habra Bakery	Sanitation Supervisor	TBD	Equipment sanitation and regulation to avoid cross contamination	TBD	Application being completed
Amway/ Nurtalite Manufacturing	Warehouse Specialist/ Driver	TBD	Forklift driving, warehousing, inventory control, record keeping, etc.	\$19	Internal contract review

OJT Outreach Overview

On January 12, 2022, Orange County Business Council Workforce Development meeting - present business services offerings

On January 19, 2022, City of Lake Forest New Business Reception – approximately 20 businesses

On January 24, 2022, UMASS Global – present to Outreach Team on team call

On January 25, 2022, La Habra Chamber of Commerce – presented services overview to the President and CEO and the Board of Directors Chair. Date pending to present at a future meeting to Chamber members

On February 9, 2022, Orange County SBDC webinar “Ask SBDC” - 35+ attendees

On March 8, 2022, OC Small Business Development Center and Cal State Fullerton Center for Family Business - over 15 businesses

On March 15, 2022, Greater Irvine Chamber of Commerce Economic Vitality Council (EVC) meeting – 30+ Chamber members

On March 18, 2022, OC Small Business Development Center Minority Business Summit – 100+ attendees

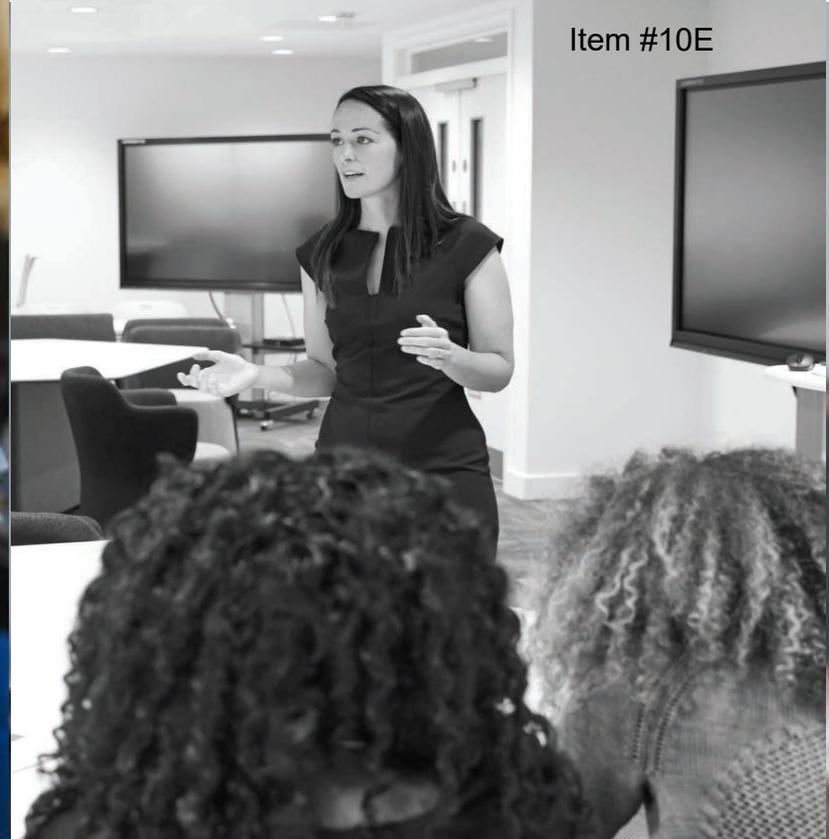
On March 29, 2022, OC Small Business Development Center and City of Tustin hosted the Tustin Small Business Clinic – 18 businesses

On March 31, 2022, Orange County Chinese American Chamber of Commerce March Business Mixer – 25+ Chamber members



Item #10C

Thank You



One Stop Services
Committee
May 12, 2022 –
Hiring Initiatives

Hiring Initiatives – Partnerships & Apprenticeships



Applied Medical Hiring Initiative:

- Hosted 3 hiring events in Q1: Workforce Solutions Center and Mobile Unit
 - 3 additional hiring events in Q2
- Due to their success, expanding partnership with Calibration and Maintenance department
- In discussion regarding On-the-Job trainings



California Division of
Apprenticeship Standards

Non-Traditional Apprenticeship Program:

- Coordinated meeting with Pink Door Salon and DAS to explore RAP possibilities
 - Referral from SBDC
- Pending schedules with CyberForward, Advance Beauty College

Hiring Initiatives – Hiring Events

	Company	Date	# of Attendees	Platform
	Foothill Regional Medical Center	1/6/2022	4	Premier Virtual
	Durham School Services	1/25/2022	1	Premier Virtual
	Nordic Security	1/26/2022	0	Premier Virtual
	Durham School Services	2/16/2022	0	Premier Virtual
	Applied Medical	2/24/2022	10	Workforce Solutions Center
	Albertsons	3/1/2022	4	Premier Virtual
	Durham School Services	3/2/2022	1	Premier Virtual
	Nordic Security	3/3/2022	4	Premier Virtual
	Applied Medical	3/10/2022	9	Mobile Unit
	Durham School Services	3/16/2022	2	Premier Virtual
	Applied Medical	3/24/2022	14	Workforce Solutions Center
	HSS-US (Healthcare Security)	3/25/2022	3	Premier Virtual
	HSS-US (Healthcare Security)	3/29/2022	5	Workforce Solutions Center
	Durham School Services	3/30/2022	0	Premier Virtual
	Parentis Health	3/31/2022	0	Premier Virtual

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
 - January – 3 participants
- Position: Information and Referral Specialists



Greater Irvine Chamber of Commerce:

- 2 Work Experience positions: Communications Assistant and Digital Media Assistant
- Communications Assistant: Assist with news stories, website updates, archival tasks, etc.
- Digital Media Assistant: Assist with development of social media activity, curation of visual content for social media, video project, etc.
- Both positions will work directly with the VP of Marketing

Hiring Initiatives - Outreach

On January 12, 2022, Orange County Business Council Workforce Development meeting - present business services offerings

On January 19, 2022, City of Lake Forest New Business Reception, exhibiting table participation as a resource for new businesses. The event was attended by approximately 20 businesses.

On January 24, 2022, UMASS Global – present to Outreach Team on team call

On January 25, 2022, La Habra Chamber of Commerce – presented services overview to the President and CEO and the Board of Directors Chairman. Date pending to present at a future meeting to Chamber members.

On February 9, 2022, Orange County SBDC webinar “Ask SBDC” presenting business services offerings to 35+ attendees.

On March 8, 2022, OC Small Business Development Center and Cal State Fullerton Center for Family Business webinar to present business services offerings, to over 15 member businesses.

On March 15, 2022, Greater Irvine Chamber of Commerce Economic Vitality Council (EVC) meeting, presented to over 30 business Chamber members.

On March 18, 2022, OC Small Business Development Center Minority Business Summit – presented to over 100 attendees from minority Chambers of Commerce and community organizations.

On March 29, 2022, OC Small Business Development Center and City of Tustin hosted the Tustin Small Business Clinic. Table and business services offerings with 18 businesses at the event.

On March 31, 2022, Orange County Chinese American Chamber of Commerce March Business Mixer, introduction and networking opportunity.

Hiring Initiatives – Outreach Outcomes

On March 8, 2022, OC Small Business Development Center and Cal State Fullerton Center for Family Business, to over 15+ members/businesses

- >GBS Linens

On March 15, 2022, Greater Irvine Chamber of Commerce Economic Vitality Council (EVC) meeting to over 30 business Chamber members. This presentation resulted in additional meetings with two businesses to discuss OJT partnership.

- >Irvine Marriott

- >Parker Aerospace

- >Varisco Design Group

On March 18, 2022, Minority Business Summit with over 100 attendees from minority Chambers of Commerce and community organizations

- >Invitation to the Orange County Chinese American Chamber of Commerce March Business Mixer on 3/31

- >Advantage Beauty College – Partnership call and Apprenticeship Program Creation

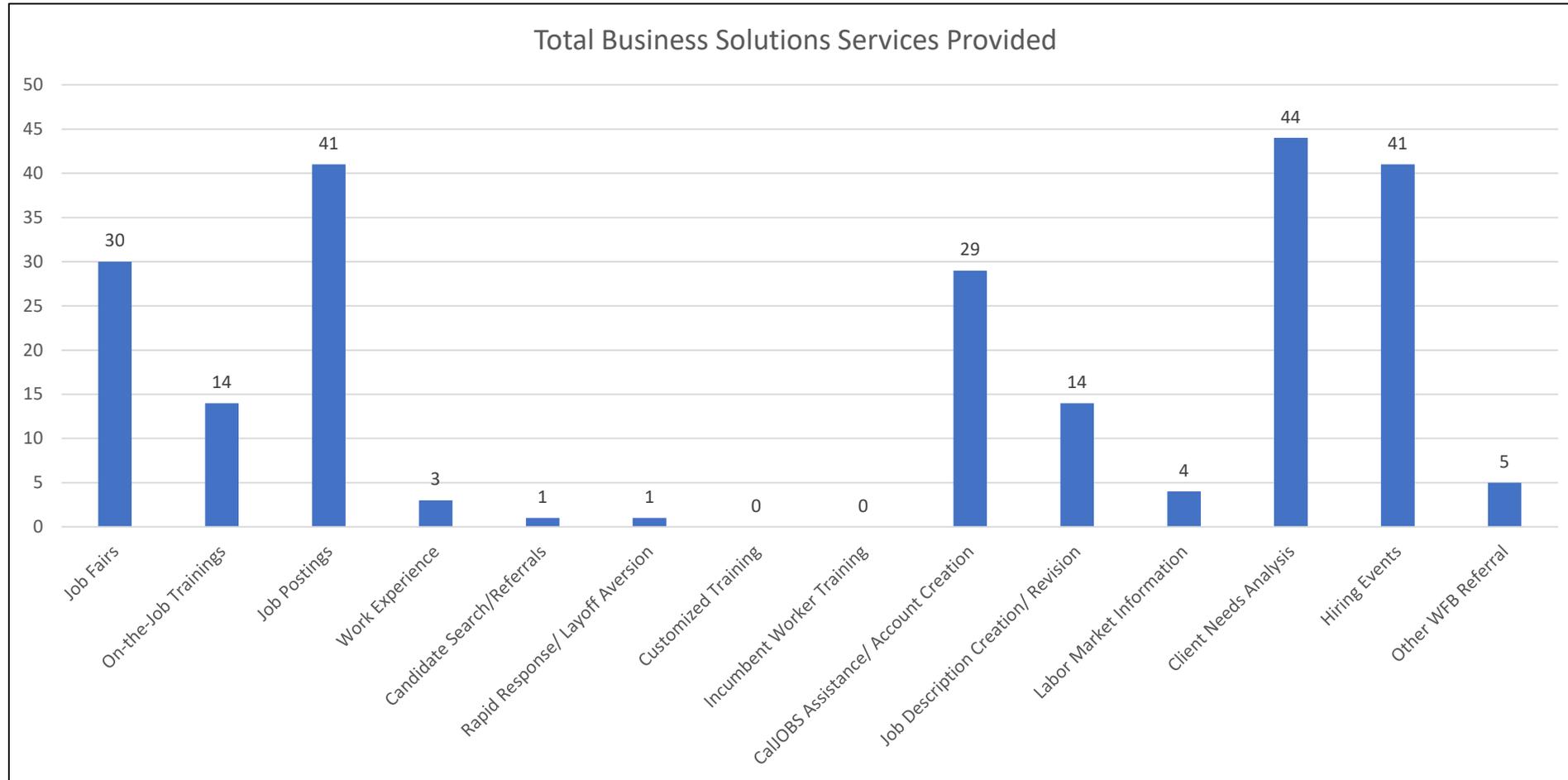
- >Asian Business Association of Orange County – partnership meeting

- > Small Business Development Day, May 17 – exhibit table

- > Golf Tournament, May 31

- >Business Networking Breakfast, June 8 - presenting

Hiring Initiatives – Assistance with Filling Jobs



Business Solutions – Out and About



SBDC & City of Tustin: Small Business Clinic March 29, 2022



Lake Forest New Business Reception – January 19, 2022



Applied Medical Hiring Event on Mobile Unit – March 10, 2022

Business Solutions – Out and About



Greater Irvine Chamber of Commerce Economic Vitality Council (EVC) – March 15, 2022



HSS-US Hiring Event – March 29, 2022



Orange County Chinese American Chamber of Commerce March Business Mixer –



Pathways to Apprenticeship Informational Fair

In partnership with Orange County Second District Supervisor Katrina Foley, Big John Kares, and a consortium of community partners.

Date: March 9, 2022

Location: County Operations Center

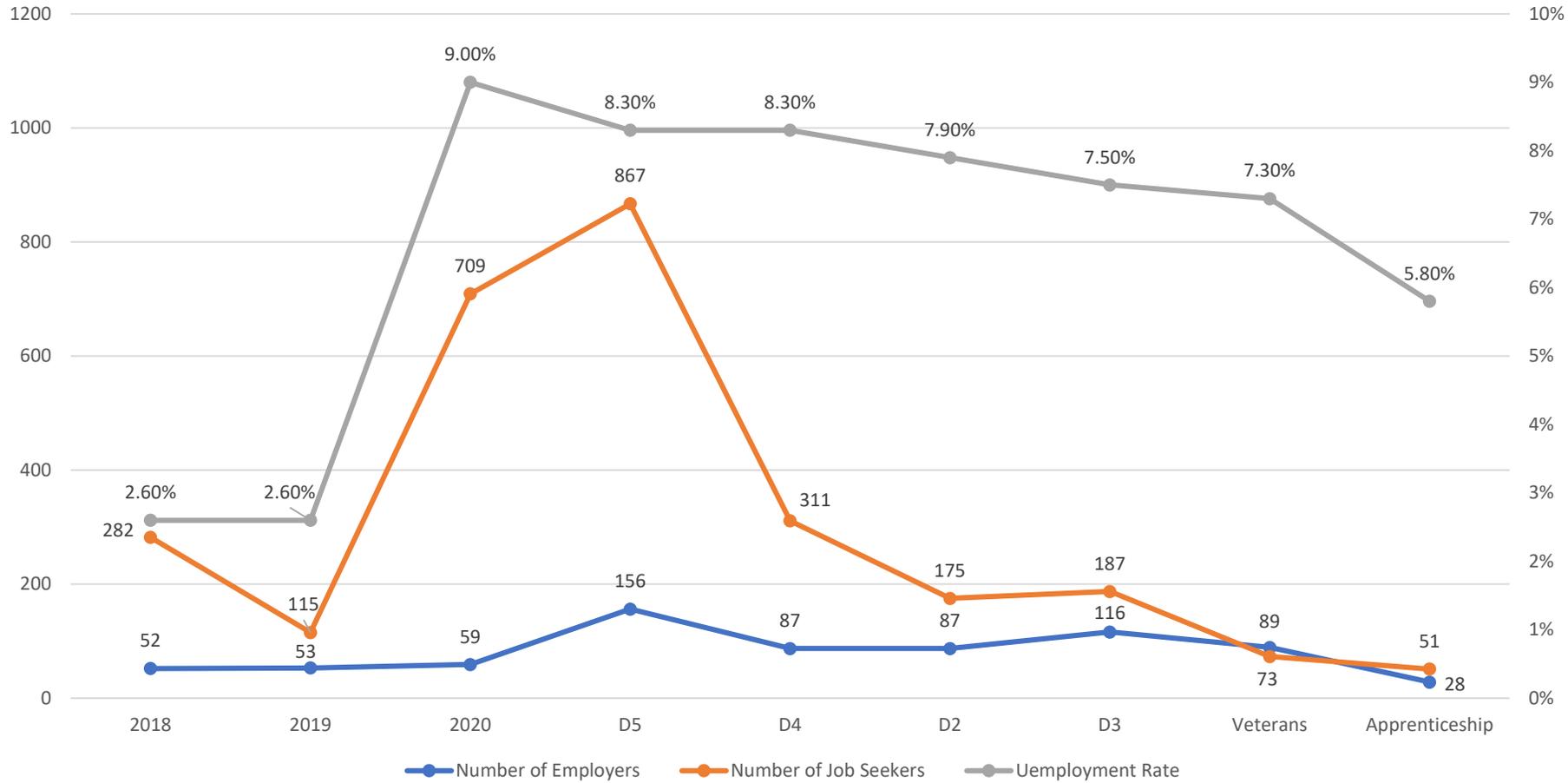
Number of Organizations: 28

Number of Job Seekers: 51*

*Does not reflect uncaptured attendees. Per organization feedback we estimate approximately 100 attendees.

Pathways to Apprenticeship Informational Fair

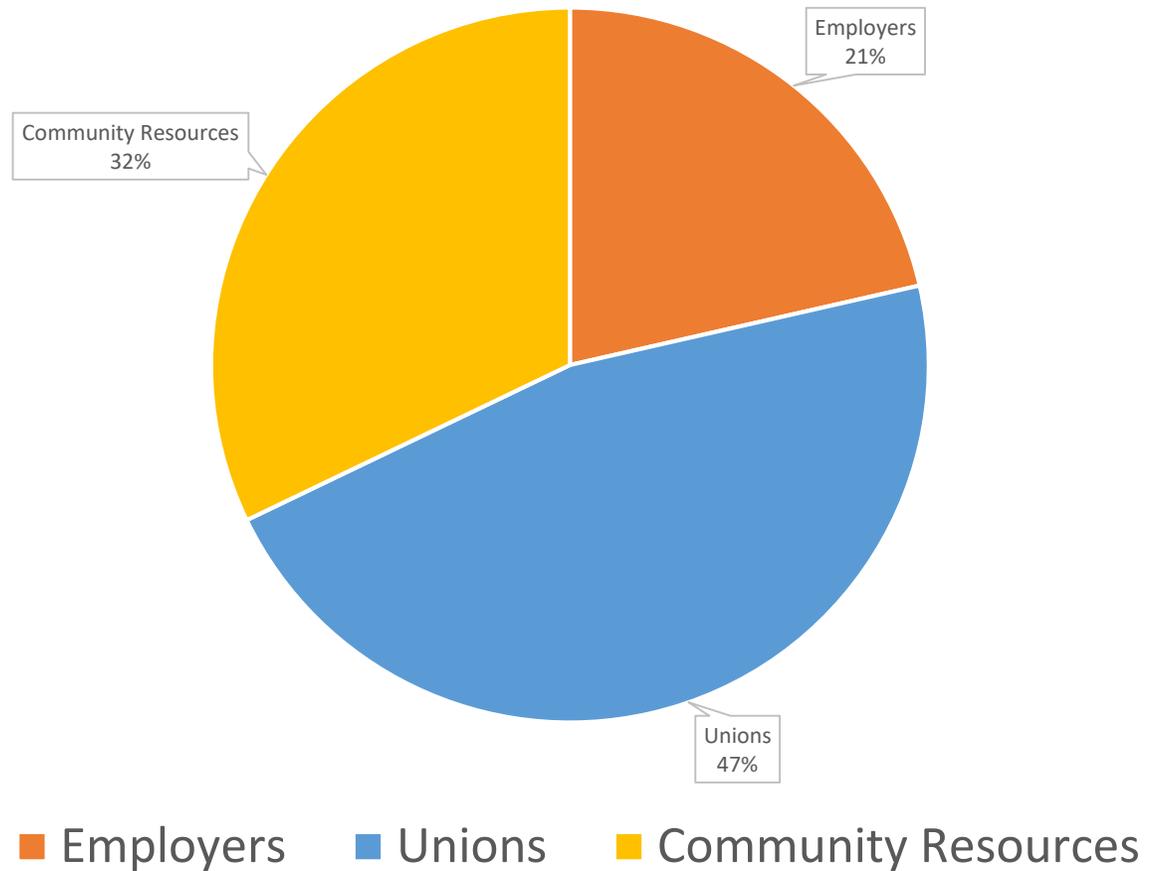
HISTORICAL ANALYSIS



*The Pathways to Apprenticeship Informational Fair is the first of its kind and therefore cannot be accurately compared to previous events.

Pathways to Apprenticeship Informational Fair

ORGANIZATIONS BY TYPE



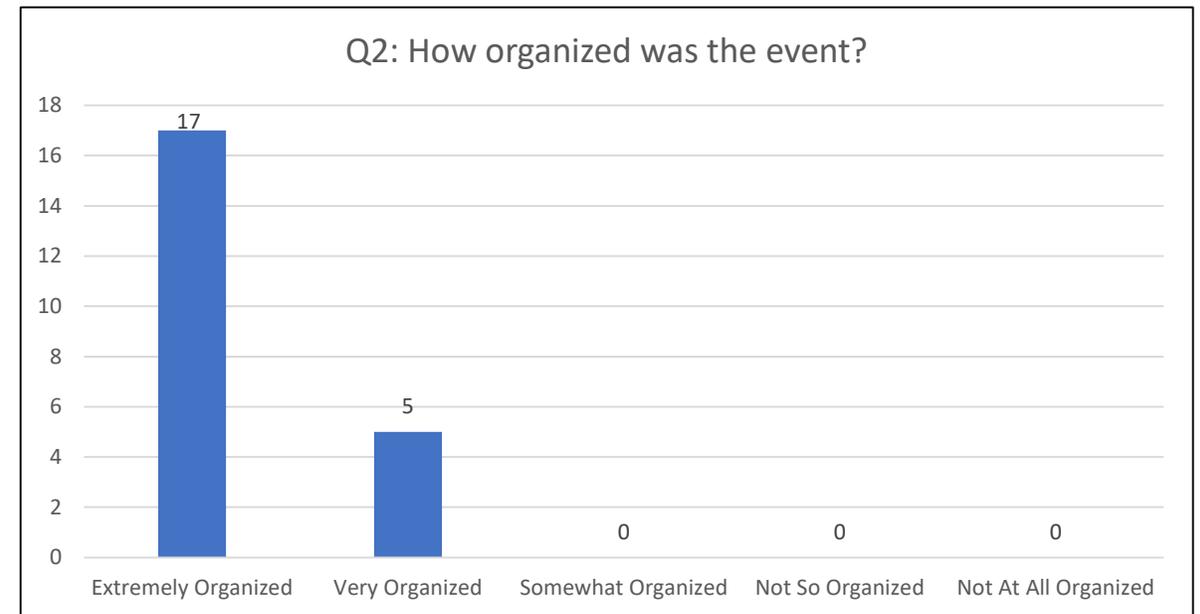
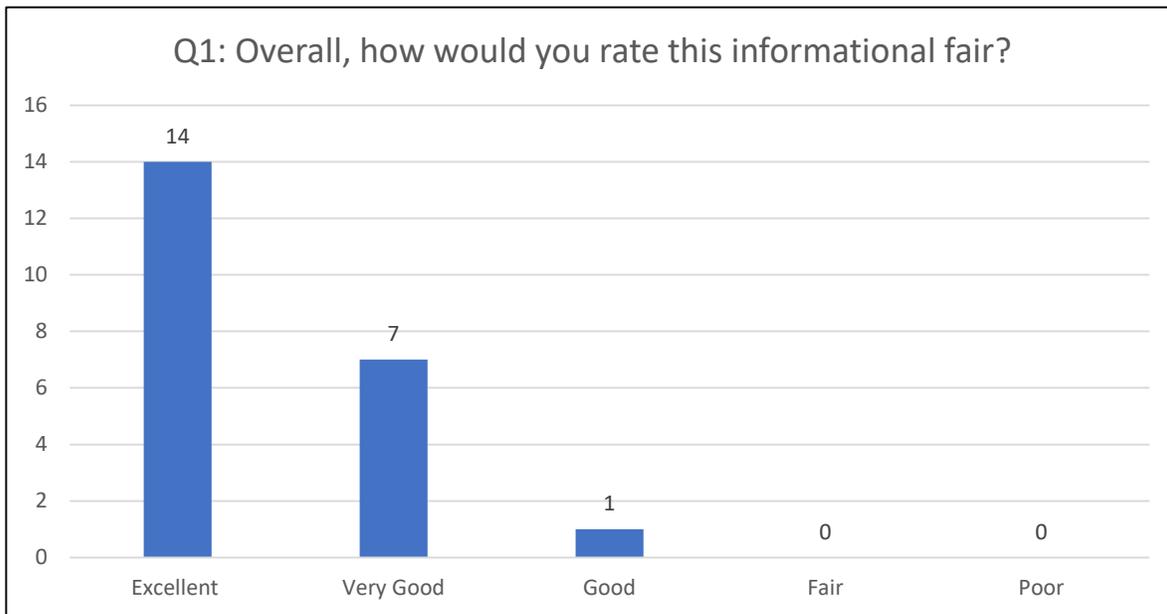
Pathways to Apprenticeship Informational Fair

ORGANIZATION ATTENDEES

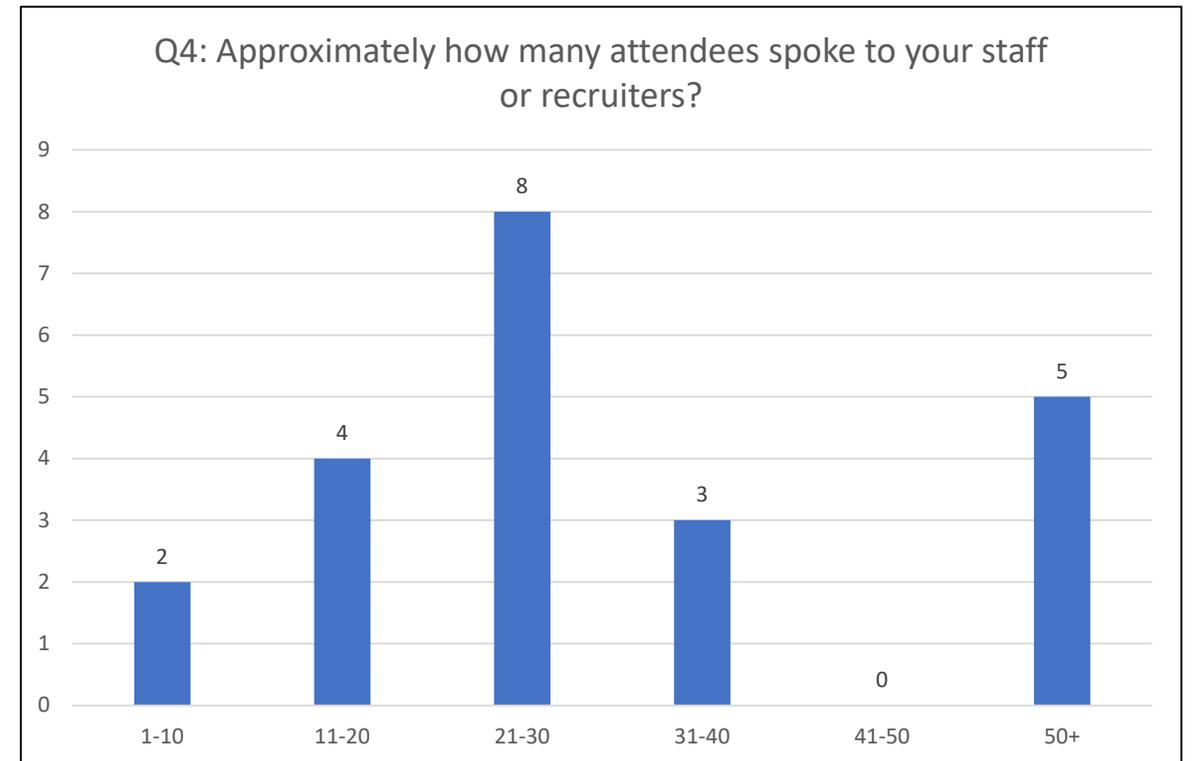
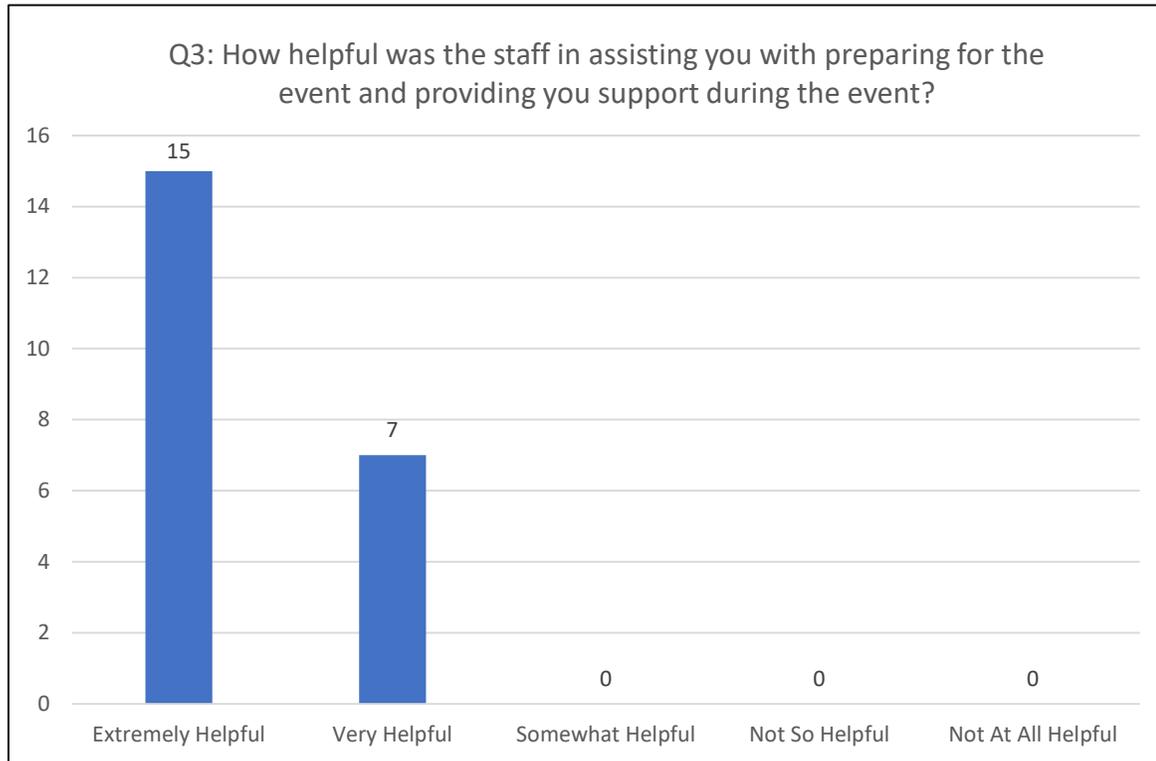
1. Briggs Electric	15. Morrow-Meadows
2. Brother's Keeper/ B.O.O.T.S	16. OC Workforce Solutions Center
3. Cement Mason Local 500	17. Orangewood Foundation
4. Chrysalis	18. PCL Construction
5. Creating Coding Careers Software Engineering Apprenticeship	19. Plasterers' Local 200
6. EDD Workforce Services	20. Project Kinship OC
7. Finishing Trades of District Council 36	21. Rosendin Electric
8. Heavy Equipment Colleges of America	22. Southern California Sheet Metal Joint Apprenticeship & Training Committee
9. Helmets to Hardhats	23. Taller San Jose Hope Builders
10. IBEW Local 441	24. United Association Trades: Local 345 - Landscape Irrigation and Site Utilities
11. Iron Workers	25. United Association Trades: Local 582 - Plumbers and Steamfitters
12. Joint Apprenticeship Committee for Local 4 Tile Laying Industry	26. West Coast Arborist, Inc. (WCA, Inc.)
13. Laborers Local 652	27. Whiting Turner
14. Laborers Training School	28. Working Wardrobes

Pathways to Apprenticeship Informational Fair

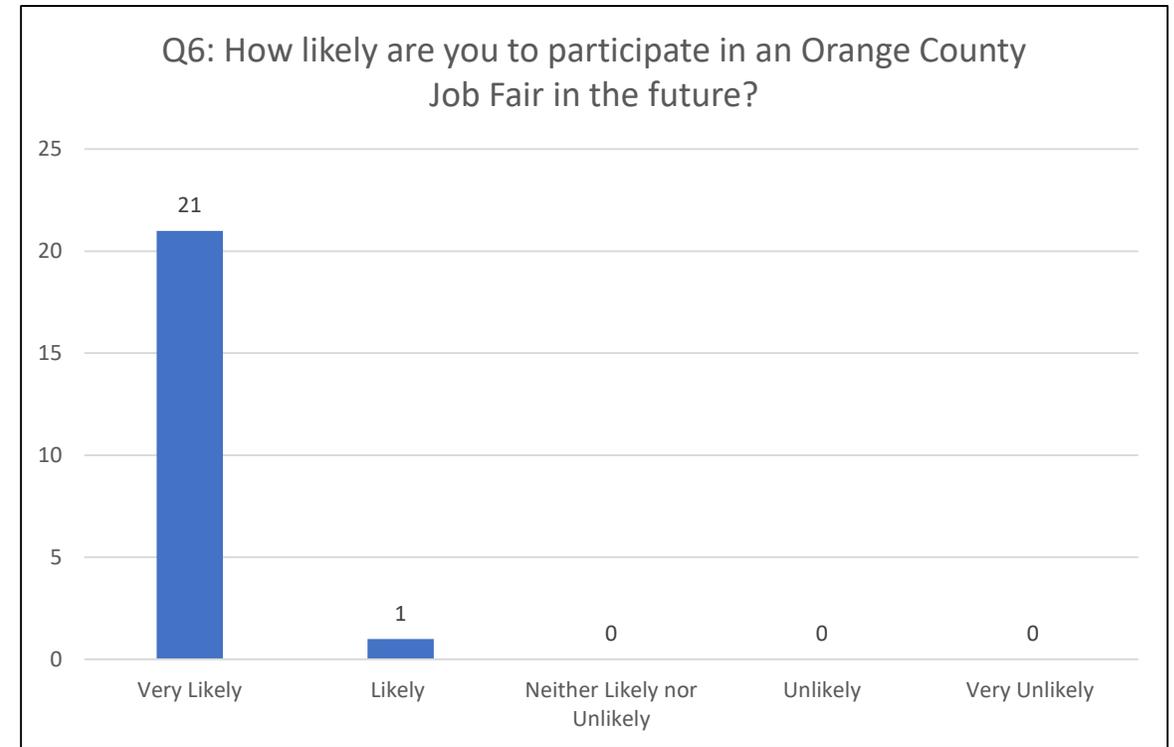
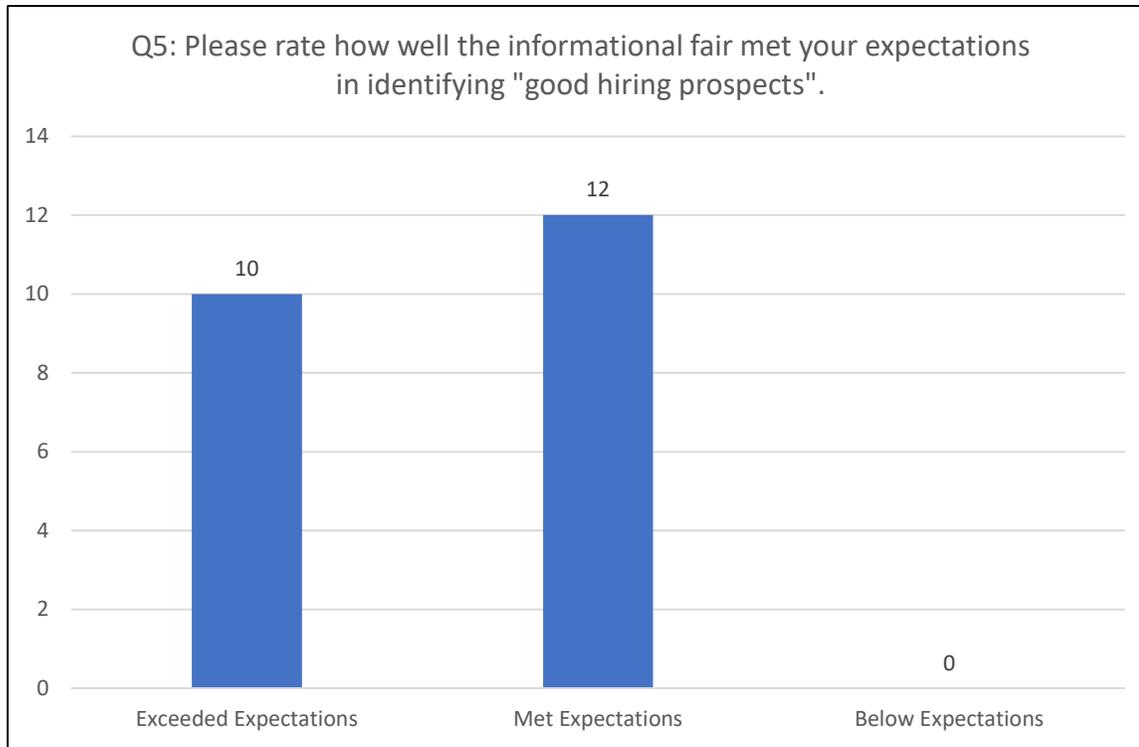
ORGANIZATION SURVEY RESULTS: 22 Organizations Responded



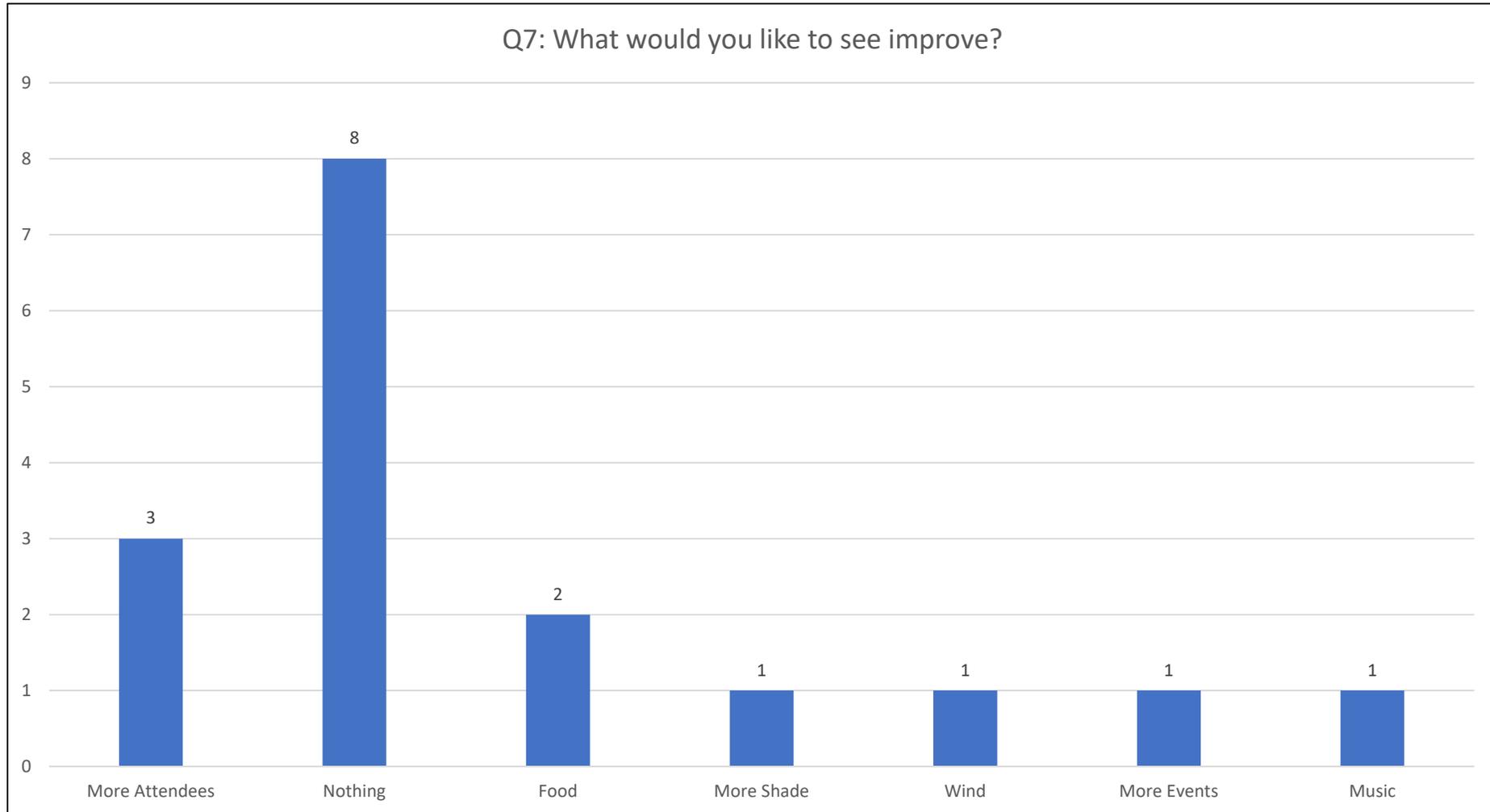
Pathways to Apprenticeship Informational Fair



Pathways to Apprenticeship Informational Fair

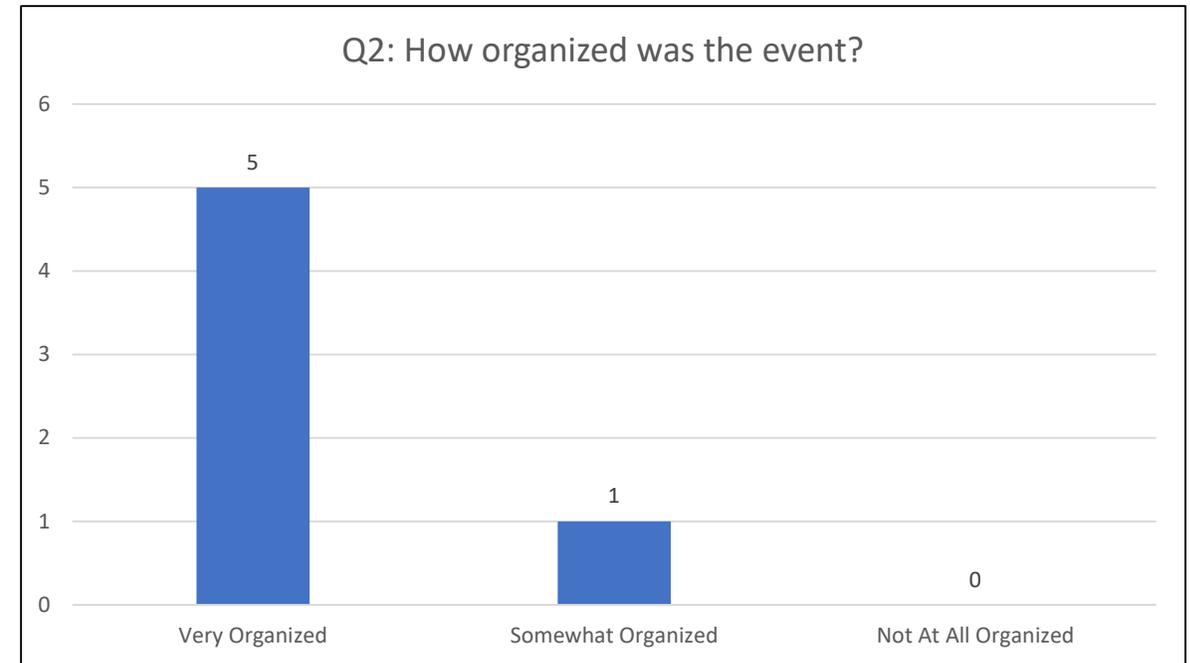
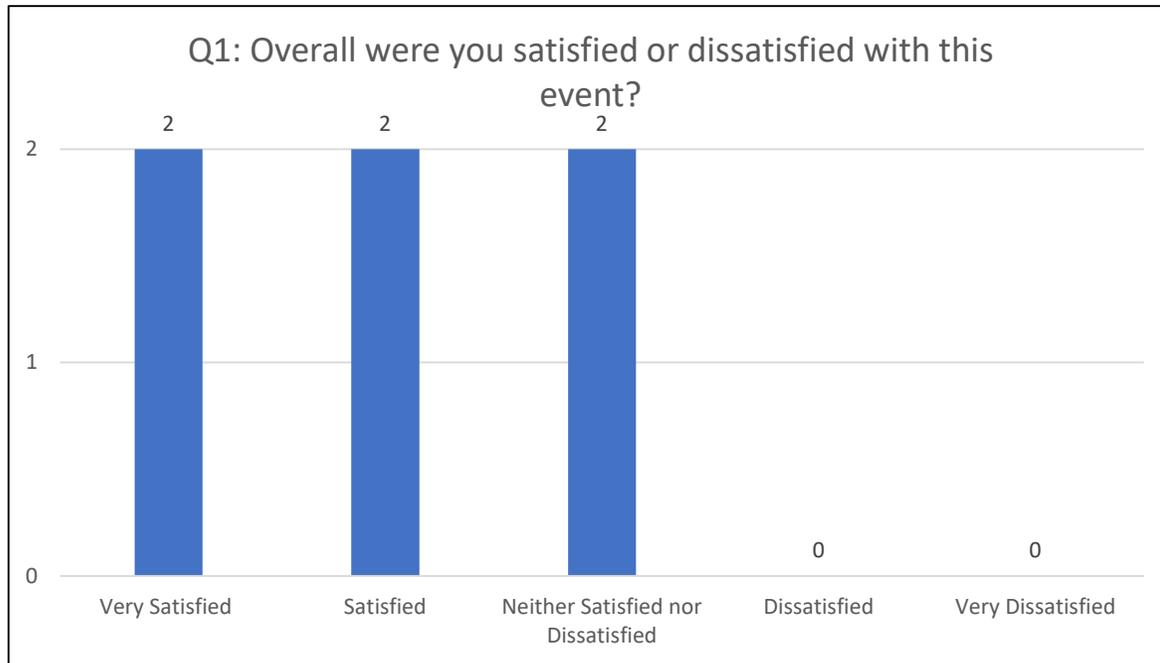


Pathways to Apprenticeship Informational Fair

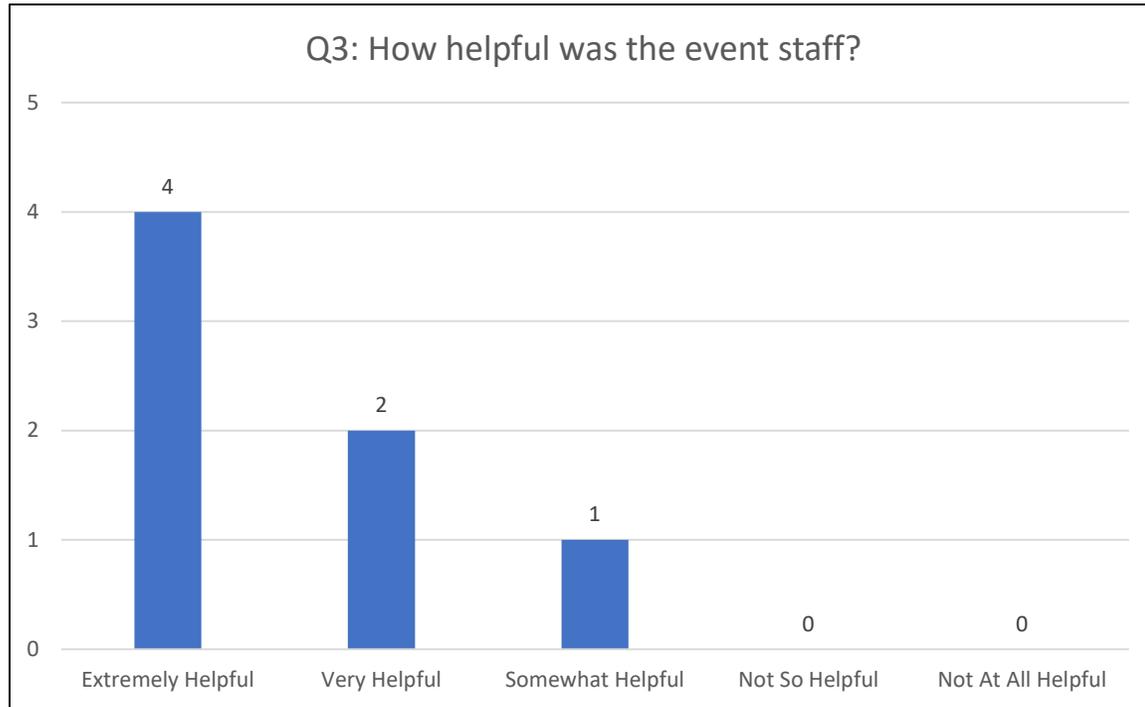


Pathways to Apprenticeship Informational Fair

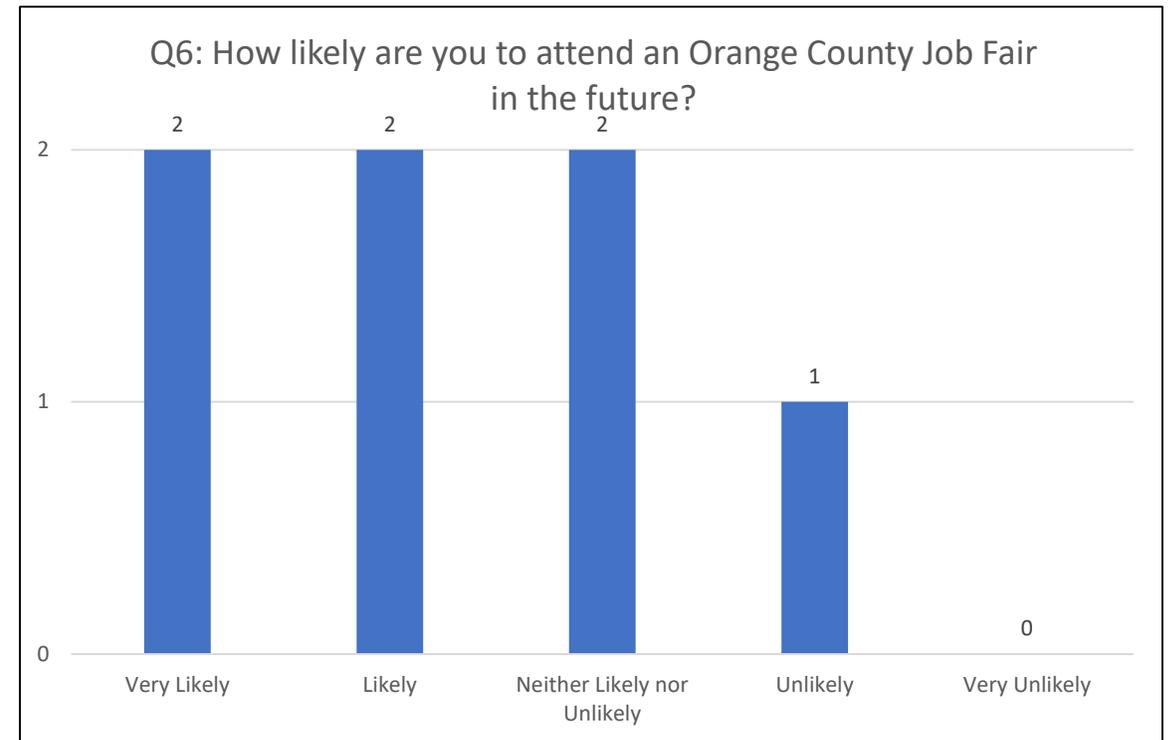
JOB SEEKER SURVEY RESULTS: 7 Job Seekers Responded



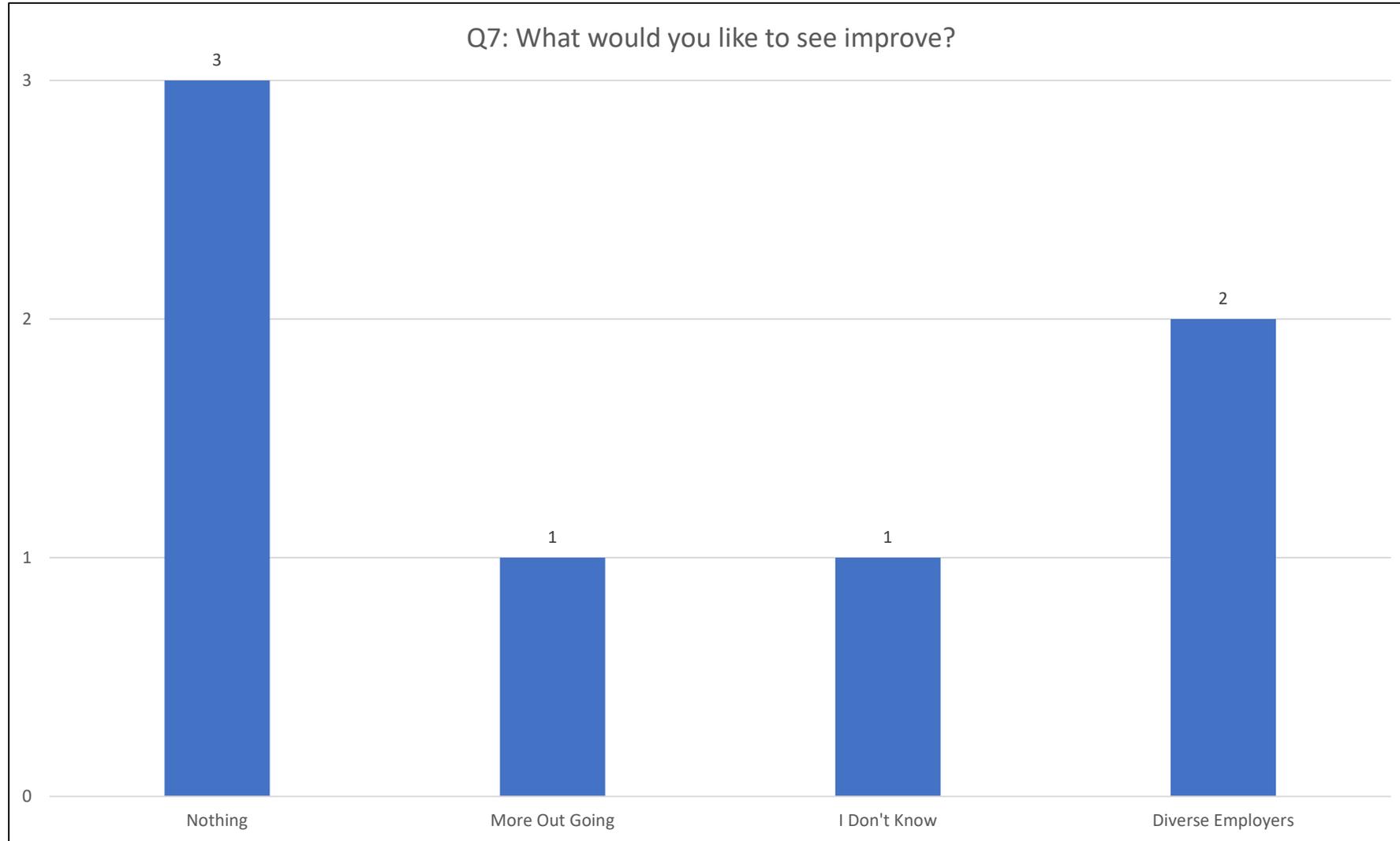
Pathways to Apprenticeship Informational Fair



Pathways to Apprenticeship Informational Fair



Pathways to Apprenticeship Informational Fair



Event Promotion

Job seeker outreach was performed by the following organizations: OC Workforce Solutions Center, Ready S.E.T. OC, Business & Economic Recovery Call Center, Project Kinship OC, Working Wardrobes, Orangewood Foundation, Veteran Employment-related Assistance Program, OC Sheriff's Department, and California Department of Corrections and Rehab

Community Partners shared information via their organization's newsletters, networks and social media platforms

OCWDB / OCCS-CID network and social media platform

Social media: Facebook, Instagram, Twitter, LinkedIn

Event Photos



Preview – April 21

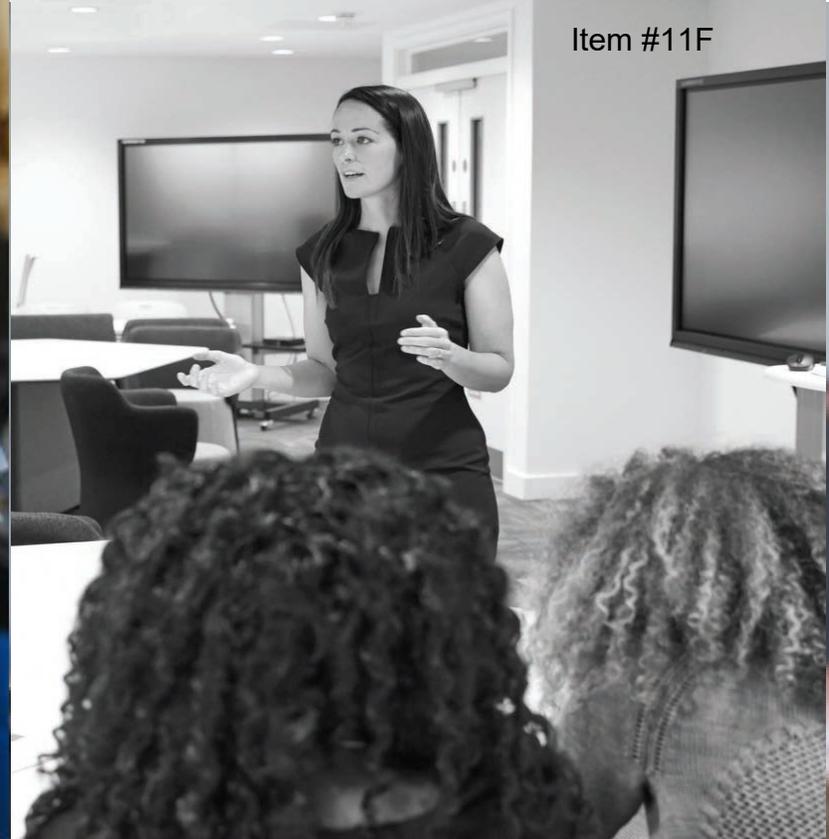
The screenshot shows the NBC 4 website interface. At the top, there is a navigation bar with categories: LOCAL, WEATHER, U.S. & WORLD, THE SCENE, ENTERTAINMENT, and NEWSLETTERS. A search icon and the NBC 4 logo are on the left, and a weather widget showing 86° and a LIVE TV button are on the right. Below the navigation bar, there is a 'TRENDING' section with links to 'NBCLA on Peacock', 'Plane Swap Stunt', 'NASCAR Rankings', 'I Was There When...' Full Episodes, 'Russia-Ukraine Crisis', and 'I-Team Tips'. The main content area is titled 'ON AIR' and features a video player. The video player shows a sign that reads 'JOB FAIR TODAY' with a large black arrow pointing to the left. The video player includes a timestamp of 5:56, a temperature of 67°, and the NBC 4 logo. To the right of the video player is a news article titled 'OC Job Fair: Businesses Struggle to Find Workers' with a sub-headline 'GREAT RESIGNATION · APRIL 22, 2022 1:33 AM'. The article text reads: '“Help Wanted” signs were out at a career fair in Santa Ana today. But, businesses say they are having a hard time getting potential workers to...'. Below the article text are social media sharing icons for Facebook, Twitter, and Messenger. At the bottom of the video player area, there is a link for 'More On Air Videos'. To the right of the article is a promotional card for 'Best New Cars for Seniors' with the text 'The Results Are In - These Are The Best New Cars for Seniors! Check These Searches Now.' and a search icon.

Video Link: <https://www.nbclosangeles.com/on-air/oc-job-fair-businesses-struggle-to-find-workers/2875826/>



Item #10E

Thank You



Skills, education, training for your future.



Empowering Orange County job-seekers, youth and businesses.



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

One-Stop Mobile Unit

January to March 2022

Item #11F

Current Sites

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

Services

- **Clients served**
- 206 clients
 - 172 walk-ins
 - 119 utilized the mobile unit multiple times
 - 206 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**

- **United Way OC – Free Tax Preparation for Irvine residents**
 - **Cypress Park, February 2 to April 6, 2022**
 - **Assisted approximately 600+ residents**

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.	Administrtator	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
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
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

<p>Orange County's Regional Implementation/Slingshot 4.0</p>	<p>CA Workforce Development Board/EDD</p>	<p>County of Orange/OC WDB</p>	<p>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.</p>	<p>Administrator / Regional Planning Lead</p>	<p>N/A</p>	<p>\$375,000.00</p>	<p>04/01/21</p>	<p>12/31/2022 (no-cost 3 month extension)</p>	<p>0%</p>	<p>Anaheim WDB/ Santa Ana WDB</p>
<p>COVID-19 Employment Recovery NDWG</p>	<p>Employment Development Department</p>	<p>County of Orange</p>	<p>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.</p>	<p>Administrator / One-Stop Center System</p>	<p>Dislocated Workers</p>	<p>\$400,000.00</p>	<p>08/01/20</p>	<p>3/31/22</p>	<p>0%</p>	<p>N/A</p>
<p>AB1111</p>	<p>California Workforce Development Board</p>	<p>County of Orange</p>	<p>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.</p>	<p>Administrator / One-Stop Center System</p>	<p>Adults and Youth with Disabilities</p>	<p>\$500,000.00</p>	<p>05/21/20</p>	<p>3/31/22</p>	<p>100%</p>	<p>Goodwill of Orange County</p>

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				

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

<p>Summer Training & Employment Program for Students (STEPS) 2022 (pending award approval)</p>	<p>Foundation for CA Community Colleges/ CA Department of Rehabilitation</p>	<p>County of Orange</p>	<p>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.</p>	<p>Administrator</p>	<p>Students with disabilities (SWDs) ages 16-21</p>	<p>\$264,500.00</p>	<p>07/01/22</p>	<p>6/30/23</p>	<p>0%</p>	<p>Goodwill of Orange County</p>
<p>Regional Equity and Recovery Partnerships (RERP) (Application due 5/6/22)</p>	<p>CA Workforce Development Board</p>	<p>County of Orange</p>	<p>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</p>	<p>Administrator / Regional Planning Lead</p>	<p>English language learners, immigrants, first gen college students</p>	<p>\$1,300,000.00</p>	<p>12/1/2022</p>	<p>9/30/2025</p>	<p>0%</p>	<p>Anaheim WDB/ Santa Ana WDB</p>

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