



**WORKFORCE
DEVELOPMENT
BOARD**

SPECIAL SESSION
Executive Committee
October 24, 2024
3:00 p.m.

KERN EMPLOYERS'
COUNTY TRAINING
RESOURCE
A proud partner of America's Job Center

1600 E. Belle Terrace
Bakersfield, CA 93307



**Kern, Inyo & Mono Counties
Executive Committee
Special Session
Agenda**

October 24, 2024

Location: 1600 E. Belle Terrace – 2nd Floor Large Conference Room
Time: 3:00 p.m.
Dial-in: (831) 296-3421
Access Code: 981 250 192#

Page No.

- I. Introductions**
- II. Public Comments**

This portion of the meeting is reserved for persons to address the Committee on any matter not on this agenda but under the jurisdiction of the Committee. Committee members may respond briefly to statements made or questions posed. They may ask a question for clarification, make a referral to staff for factual information, or request staff to report back to the Committee at a later meeting. Also, the Committee may take action to direct the staff to place a matter of business on a future agenda. **SPEAKERS ARE LIMITED TO THREE MINUTES.**
- III. New Business**
 - 1-249 A. Certification of the Comprehensive, Affiliate and Specialized AJCCS under The Workforce Innovation and Opportunity Act – **Action Item**
 - 250 B. Request for Approval to Apply for The Opportunity Young Adult Career Pathways Program – Program Year 2024-25 – **Action Item**
- IV. Miscellaneous Filings**
 - 251 A. Kern, Inyo and Mono Workforce Development Board and Committee's Meeting Schedule Calendar Year 2024

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Please remember to turn off all cell phones, pagers, or electronic devices during the meeting.



October 24, 2024

Executive Committee
Kern, Inyo and Mono
Workforce Development Board
1600 E. Belle Terrace
Bakersfield, CA 93307

**CERTIFICATION OF THE COMPREHENSIVE, AFFILIATE AND SPECIALIZED
AJCCS UNDER THE WORKFORCE INNOVATION AND OPPORTUNITY ACT**

Dear Committee Member:

In accordance with the Workforce Innovation and Opportunity Act (WIOA) and Employment Development Department (EDD) Directive WSD23-05, each Local Workforce Development Board (LWDB) must conduct an independent and objective evaluation of the comprehensive, affiliate and specialized America's Job Center of California (AJCC) One-Stop Centers in their local workforce development area (LWDA) once every three years using criteria and procedures developed in alignment with Training and Employment Guidance Letter 4-15, California's Unified Strategic Workforce Development Plan, and the AJCC Certification Workgroup's vision for California's One-Stop delivery system.

For the certification, the Kern, Inyo and Mono Workforce Development Board (KIM WDB) is required to certify its one (1) comprehensive, and eight (8) affiliate and specialized AJCC One-Stop Centers located in Bakersfield, Ridgecrest, Lake Isabella, Walker, Mammoth Lakes and Bishop. The Baseline AJCC Certification is intended to ensure that every comprehensive, affiliate and specialized AJCC is following key WIOA statutory and regulatory requirements.

The AJCC Certification Indicator Assessment which was previously called the Hallmark of Excellence in subsequent years, is intended to encourage continuous improvements by identifying areas where an AJCC is quality and expectations, as well as areas where improvements are needed. The certification is an individualized process; therefore, it will not be used to compare or rank one AJCC or LWDB against another AJCC or LWDB.

The Ad-Hoc committee, consisting of Ian Journey, Brenda Mendivel, Alissa Reed and Leo Bautista discussed and prepared the AJCC Certification Matrix Baseline Criteria for the Comprehensive, Affiliate and Specialized AJCC One-Stop Centers. The Ad-Hoc Committee determined that all the AJCCs in the KIM WDA met the Baseline Criteria. In

addition, Ad-Hoc committee members visited, evaluated and prepared the AJCC Certification Indicator Assessment for each of the comprehensive, affiliate and specialized AJCC One-Stop Centers.

The AJCC certification process was completed in a timely manner by the Ad Hoc committee. The AJCC Certification Matrix Baseline Criteria and the AJCC Certification Indicator Assessments for all the comprehensive, affiliate and specialized AJCC One-Stop Centers must be submitted to the Regional Advisor by the upcoming deadline of November 1, 2024.

The KIM WDB must use the recommendations and evaluations from the AJCC Certification Indicator Assessments to create a Continuous Improvement Plan for the AJCCs. The AJCC Continuous Improvement Plan should be developed in coordination with the One-Stop Operator and in alignment with the agreed upon goals and objectives within the established Regional and Local Plans and Memorandum of Understanding – Infrastructure Funding Agreement to drive continuous improvement for the AJCC system. According to the Directive, the KIM WDB must attest to the development of the Continuous Improvement Plan with target completion dates for all the AJCCs. The Continuous Improvement Plan must be completed by December 31, 2024, and does not need to be submitted to the State.

Therefore, IT IS RECOMMENDED your Executive Committee approve on behalf of the Workforce Development Board the AJCC Certification Matrix Baseline Criteria and AJCC Certification Indicator for each of the comprehensive, affiliate and specialized AJCC One-Stop Centers, further authorize the Chair to sign the Baseline Criteria and Certification Indicators, and further authorize staff to submit the matrices to KIM WDB's Regional Advisor on or before November 1, 2024.

Sincerely,



Brandon J. Evans
Chief Workforce Development Officer

BJE:ms

Attachments

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 the Training and Employment Guidance Letter 04-15, 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 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 Workforce Development Boards (Local Board) must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: AJCC- Southeast (1600 E. Belle Terrace, Bakersfield, CA)

AJCC Type: Comprehensive

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 location, or by telephone or e-mail. 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 doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to communicate with 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.

California State Plan Vision and Strategies

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 Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who 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 human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, 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 people with disabilities can access virtual services in a manner that is comparable to those without a disability.

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:

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities: The AJCC reflects a welcoming environment to all customers, including those individuals with disabilities, cultural diversity and individuals with barriers to employment. However, the interior walls should be painted with colors that are able to transform the atmosphere of the rooms to create a happier and more uplifting space, so it does not feel like a government office building. In addition, staff are sensitive to the unique needs of individuals with disabilities and are prepared and equipped to provide the necessary accommodations through the use of assistive technology and is ADA compliant. The AJCC is designed so that it is easy for customers to have access to staff assistance, the resource room and other available services. The resource room in the AJCC has adequate workstations to exceed customer demand and the equipment is in working order. The resource room is user-friendly, including the floor plan, work spaces and the range of technology solutions available. The wheelchair accessible desk in the resource room is functioning properly and provides those in need of using the computer or assistive technology with the necessary tools to seek employment opportunities. Some of the binders in the resource room were outdated and should either be updated or removed permanently, including, but not limited to, Clerical Training Manual. There is significant space available in the AJCC to hold on-site employer recruitments and other activities to benefit the community. In addition, the WIOA partners utilize the AJCC to align, coordinate and integrate their programs and services to its customers. The AJCC staff prides itself on being able to provide professional services to all individuals, regardless of cultural differences, disabilities, and other barriers to employment. The AJCC implements principles of universal and customer-centered design to ensure that all customers have access to a full range of services no matter the customers' abilities, mobility, age, language, learning style, intelligence, or educational level. Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The Equal Opportunity Officer (Jeremy Shumaker, Assistant Director) continually reviews the policies, procedures and practices, as well as the facility of the AJCC to ensure the AJCC is accessible to all customers while providing equal opportunity. In addition, the staff is given training to ensure that they comply with any and all equal opportunity policies and procedures, when needed. Bilingual staff at the AJCC are available to assist limited English-speaking customers and ensure that they have equal access to services. Staff refers limited English speaking customers to local ESL programs for services to enhance their language skills. Veterans receive priority of services first as long as eligibility is met in the adult priority group. The policy explains in detail the order of participants to serve under priority. The priority adult participants will be served first for any classroom training programs that have a waiting list. The AJCC staff use CareerHub to provide virtual services to its customers. CareerHub permits staff to communicate more effectively and efficiently with customers by texting information to their smart devices, including tablets and smartphones. Staff are available to provide technical assistance, coaching, virtual training, reminders, referrals to online and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with job opportunities via text, email and voicemail to the customers' smart devices

regardless of their geographic location. The AJCC and its WIOA Partners pride themselves in ensuring that each and every customer receives courteous, polite, responsive and helpful customer service, without regard to the customer's disability, cultural diversity and/or barriers to employment. The AJCC is constantly seeking ways to use technology to make the customer's experience better. Customers are able to attend Orientation and Job Seeker Services virtually and in-person. Customers must complete their CalJOBS registration before attending the Orientation. Customers are also able to attend a variety of Workshops, including Computer Skills, Social Media Basics, and Resume & Interview Training. In addition, customers are able to virtually obtain the Community Resources Guide which provides a listing of all of the colocated and non-colocated partners, community partners and service providers in Kern, Inyo and Mono Counties. Although the AJCC is open at 8:00 am and closes at 5:00 pm Monday through Friday, the business hours may need to be expanded to accommodate all customers. A pilot program should be considered to explore expanded hours of service to ensure that customers in need of employment services outside of the traditional business hours of operation have adequate access. In addition, the AJCC should explore the implementation of a virtual chat feature on the website to answer questions posed by its customers to improve afterhours services and enhance the customer experience by utilizing technology to improve access to services. Each AJCC should have a waiting area for customers which includes designated area for children which incorporates a coloring station, wooden activity play cube and other beneficial activities for young children. Although customers are discouraged from bringing children into the AJCC, sometimes parents may not have access to daycare and must bring their child with them to the AJCC to utilize their services. The ETR has collaborated with Kern County Department of Child Support Services (KCDCSS) by providing video-conferencing equipment on a desk on the westside of the second floor waiting area for the purposes of enhancing and increasing communication between the customer and KCDCSS to discuss child support matters. An opportunity for improvement would be to convert the desk to a kiosk to ensure confidentiality during communications between the customer and staff at KCDCSS. External signage needs improvement. The location of this AJCC allows for the possibility of having road signage on both the east and westbound State Route 58, as well as street signage for greater visibility. The AJCC needs to use blade or feathered flags on the road frontage of Belle Terrace and Martin Luther King Jr. Blvd, there needs to be better permanent signage to clearly identify the location as an AJCC. Another area of improvement is interior signage to assist customers to navigate throughout the building which should include more than just the partnering agencies name, but the services which each agency provides at the AJCC. The first floor of the AJCC should have the use of a smart television which would provide a carousel with slides containing information on services, trainings, job opening, job fairs and recruitments. In addition, the client waiting area on the east side of the second floor should have a carousel of flyers that provide the services offered by the AJCC.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

Reflect on the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, co-located partnership that seamlessly incorporates the services of all the AJCC partners.

California State Plan Vision and Strategies

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 to facilitate skills attainment.

AJCC Certification Workgroup's Vision

- A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
- Both co-located and non-co-located partners believe that the AJCC adds value to their program and 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-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- An inventory and overview of all partner programs and services are available to all AJCC staff, and all AJCC staff has received an orientation to all partner programs and services.
- One-Stop system marketing materials that overview all partner programs and services for distribution to customers at the AJCC and at all non-co-located partner locations have been developed.
- 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:

The AJCC provides a system where both the colocated and non-colocated WIOA partners (collectively, Partners) work together as identified in the Memorandum of Understanding – Infrastructure Funding Agreement. Through the Partners ongoing participation in collaborative events, the majority of Partners believe that the AJCC adds value to each of their programs, services and customers. With the

leadership of the One-Stop Operator, the majority of Partners meet on a monthly basis to discuss the following: One-Stop system; the AJCC's contribution to the system; operational matters relating to the AJCC; and and recommendations for continuous improvements. During these meetings, staff and management are able to discuss issues affecting the AJCC and implement solutions to issues which are agreed to by the Partners. In addition, the One-Stop Operator discusses strategic, tactical and operational developments for the AJCC. The AJCC actively performs community-wide outreach with Partners and provides access to all Partners' customers to participate in job and resource fairs, trainings, employment opportunities, and other workshops. Every month, alternating Partners provide an orientation to available AJCC and Partners' staff about the services their agency or community-based organization provide to the community. The cross-training is important to participating staff to ensure they are knowledgeable about each of the WIOA Partners' programs and activities. However, these cross-trainings need to be recorded as they were done previously and posted on the AJCC website or YouTube to allow staff members, particularly new staff the ability to review the trainings at any time. A continuous improvement opportunity is that staff should attend cross-training sessions at a central location for ½ day over a period of several weeks with all WIOA partners providing a summary of their services and any new information that would assist with the referral process. In addition, an opportunity for improvement would provide each front-line staff with a detailed fact sheet on each WIOA and community Partners programs and services, and each partner would update the fact sheet yearly or as often as necessary. The one-stop system has a marketing department located in this AJCC that prepares materials about the activities, recruitments, workshops, trainings, and outreach that is distributed to Partners and their customers. In addition, the marketing department designs, prepares and distributes the Community Resources Directory which is currently being updated and offers information about each Partner's programs that are available for use by customers at all of the comprehensive, specilaized and affiliate AJCC one-stop centers. The AJCC connects to the community through multiple community WIOA and non-WIOA partnerships and community access points. The colocated and non-colocated WIOA Partners are working on implementing a new referral system that meets the requirements imposed by the Memorandum of Understanding – Infrastructure Funding Agreement. Presently, the referral system allows WIOA and community Partners to email a referral form to the other partner which includes the information about the customer and services needed. However, this referral system is antiquated and needs a more robest universal referral tracking system in place to ensure customers are receiving the services they deserve from the AJCC. The One-Stop Operator has been working with the colocated and non-colocated Partners to formalize a universal referral tracking that is acceptable to all partners. Unfortunately, EDD and DOR are unable to utilize third party referral software, so a recommendation is to have all of the non-state government partners utilize the third party software for their referrals, so customers can be tracked more easily and effectively. The AJCC's partner referral system that is outlined in the Memorandum of Understanding – Infrastructure Funding Agreement is a work in progress. The AJCC Partners, in cooperation with the One-Stop Operator are working on implementing the referral system that is user friendly and provides direct access to all of the AJCC partners (except EDD and DOR) through real-time technology. This referral system will allow the referral of individuals between the One-Stop partners for appropriate services and activities. It is imperative that the AJCC have a referral system in place for the benefit of its customers and community. The referral system will assist the AJCC partners determine the benefit to the non-colocated partners for purposes of the Infrastructure Funding Agreements contained in the MOU. Although there was an ambitious effort to use the VOS CalJOBS greeter program to record all

referrals, the program does not record in CalJOBS the services that will be provided. The AJCC One-Stop Operator is working on an integrated colocated partnership that is seamlessly incorporating the services of all of the AJCC partners, but this is also a work in progress. Another area of improvement is to have an internal referral system that is utilized only by Kern County Employers' Training Resource (ETR). The internal referral system would ensure customers seeking WIOA Title I and Migrant Seasonal Farmworker assistance, obtain the necessary and appropriate services or training needed. In addition, the AJCC needs to reconvene local employers to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop WIOA Partners, local educational providers, local businesses, local trade unions, and community-based organizations. The AJCC should have brochures from each AJCC and community partner displayed on a display rack or carousel and made available for customers to take and use at their leisure. The brochures should include the services and programs being offered by each and every WIOA and non-WIOA partner.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 each program's purpose, scope, and requirements.
- 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. They can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate, given the authorized scope of the program.
- C. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow 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.

California State Plan Vision and Strategies

- A. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- B. Customer-Centered Service Design: use of customer-centered design to involve frontline staff and customers in the development, prototyping, and evaluation of AJCC services, resources, tools, and systems.

AJCC Certification Workgroup's Vision

- 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 co-located partners have identified the Career Services that apply to their program, and the AJCC has developed methods to align/integrate the delivery of those services.
- The AJCC has established 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 incorporates an integrated service approach to the intake process. This AJCC functions as a well-oiled machine in that each and every customer is pleasantly greeted by a receptionist who in turns identifies the reason for their visit and need, and connects them to the appropriate service as quickly and efficiently as possible. As part of the Memorandum of Understanding – Infrastructure Funding Agreement, the AJCC developed an integrated customer flowchart which represents the procedures that respond to customer needs and moves between AJCC entry and service delivery. Each of the colocated Partners has a role in the process to ensure the customer obtains the best services in order for them to be successful in their job search and eventual employment. The staff designs services for their customers by using principles of Human Centered Design. Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The AJCC has established the roles and responsibilities of management and staff for all Partner agencies in the center and has created an integrated functional organizational chart to reflect the same. In addition, the AJCC has protocols to co-enroll customers in more than one partner program when there is value and need to the customer. Staff at the AJCC have received customer service and customer-centered design training. When appropriate and authorized by statute, staff coordinates efforts in capacity building and training to ensure that there is minimal redundancy. The AJCC focuses on serving all customers by providing a full-range of services, training and programs. The AJCC is staffed by qualified and cross-trained individuals that are knowledgeable about Partners' programs and services. ETR, in partnership with the California Workforce Association and Sacramento State, College of Continuing Education has had 107 of its staff members enroll and participate in the Workforce Development Apprenticeship Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential. In addition, the AJCC maintains an integrated case management system and allows customer information be stored in CalJOBS which is properly secured in accordance with personally identifiable information guidelines, and facilitated with an MOU which contains the necessary confidentiality provisions and data sharing agreement. The AJCC continues to work on reducing the number of staff that communicate with customers to ensure that they move more seamlessly between the AJCC entry and service delivery. In order to accomplish this goal, the AJCC staff needs to receive customer service and customer-centered designed training biennially. In addition, the front-line staff should have a quick reference guide which contains fact sheets of each and every AJCC partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The fact sheets should be updated annually by each AJCC partner and made available to all AJCC partners.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Improve the skills of job seekers 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.

California State Plan Vision and Strategies

- A. Career Pathways: enabling progressive skills development through education and training programs, using multiple entry and exit 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: a subsidized program that allows individuals to gain work experience while getting paid. Individuals receive training and education that combine applied learning opportunities while participating in the labor market.
- C. Supportive Services: providing supportive 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 providing "demand-driven skills attainment." From this perspective, AJCCs operate 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. Still, there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need them.

AJCC Certification Workgroup's Vision

- All AJCC staff (i.e., the staff of all co-located 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 staff assist customers in accessing and enrolling in robust training 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 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 that meet the needs of targeted regional sectors and pathways.

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

The AJCC creates opportunities for individuals at all skill levels and levels of experience by providing customers with up-to-date labor market analysis and job-driven information to assist them to successfully compete in today's economy. The AJCC offers access to education and training leading to industry-recognized credentials through the use of career pathways, internships and apprenticeships. The AJCC has entry steps that make it easy to access education and training that leads to industry-recognized credentials. The AJCC staff works diligently to increase the number of AJCC customers receiving skill development and training services resulting in industry recognized credentials. The full array of WIOA employment and training activities are available in the local area through the AJCC and partner on ramps. Training is accessed through qualified vendors on the Eligible Training Provider List (ETPL) using Individual Training Accounts (ITA's). Other training is available through contracted classes with providers who meet the WIOA exceptions. Training is offered for in-demand occupations that meet the needs of local and regional employers. Emphasis is on programs offering industry-recognized credentials, career ladders and work-based learning. Partner agencies are committed to systems alignment and service delivery coordination. The AJCC offers earn and learn opportunities to employers for adult customers, including On-the-Job Training contracts and Paid Work Experience to provide post-training experience for their new or existing employees. Supportive Services are provided to eligible customers that present a financial need which affects their ability to obtain or maintain employment. Current services include, but are not limited to transportation, hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books and background checks. The AJCC coordinates with Partners and other community based organizations to provide services not afforded by the AJCC. In the interest of improving customer service, Partners have developed a formal referral process between themselves that will direct referrals to a referral coordinator at each agency. The coordinator serves as a point of contact for the customer and is responsible to report the outcome of services. This prevents duplication of services, enhances braiding of resources, and prevents the customer from being lost in red tape. The AJCC also maintains a Community Resource Guide which provides a directory of services available through other agencies and community-based organizations. The Resource Guide provides contact information for organizations providing transportation, utility assistance, legal services, childcare services, food, clothing, shelter, tax assistance, substance abuse counseling, and assistance for battered women, and youth in crises. The AJCC continues to develop partnerships and provide programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan: (i) Foster demand-driven skills attainment; (ii) Enable upward mobility for all Californians; and (iii) Align, coordinate, and integrate programs and services. The AJCC Partners are committed to administering the independently funded programs as a set of integrated streamlined services to job seekers and employers, by helping businesses find skilled workers and access other supports services, including education and training, for their current workforce; providing an array of employment and business services and connecting customers to work-

related training and education; continuing to align investments in workforce, education and economic development to regional in-demand jobs; and reinforcing partnerships and strategies to provide job seekers and workers with high quality career services, education and training, and supportive services needed to gain and retain employment.

The AJCC is working toward identifying sector pathways in coordination with the Regional Planning Unit, through the Regional Plan to develop processes to be implemented to provide information and access for customers. The AJCC will actively participate in the process and convene regional partners to align programs with identified regional sector pathways. In addition, the AJCC has been working toward improving its service delivery model, including the use of collaborative efforts that include employers, industries, government, workforce, economic development and education stakeholders to identify career pathways and work to solve regional employment challenges. A majority of the AJCC staff of all of the colocated Partners value both skill development and employment outcomes, but there is a need for improvement. Staff needs to receive continuous education related to industry-recognized credentials to allow customers to navigate career pathways toward upward mobility. An opportunity for improvement is to educate all staff on regional target sectors, identifying regional sector career pathways or understanding what those mean in terms of providing services to its customers.

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.

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- 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.
- C. To support area employers and industry sectors most effectively, AJCC staff identify and clearly understand industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.
- D. To incorporate an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.
- E. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

California State Plan Vision and Strategies

- 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.
- B. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.
- C. Fostering demand-driven skills attainment: workforce and education programs must align program content with the state's industry sector needs to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced 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 it 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:

The AJCC Partners have structured career pathways and training for specific industries that are in high demand – Certified Nursing Assistant to Licensed Vocational Nurse to Registered Nurse programs; Truck Driving to Crane Operators; and career stacking for Welding certifications such as Plate, TIG, MIG, Pipe, and Arc. The AJCC has a long history of commitment to the healthcare sector, collaborating on regional healthcare initiatives with neighboring LWDA's since 2001, including the current Regional Equity and Recovery Partnership grant which Kern County Employers' Training Resource (ETR) partners with the local community colleges. Other collaborations include work with the Kern Community College District's Bakersfield College's Allied Health and Nursing Program 15% Governor's Discretionary Grant program. Local WDB funds have been used to pilot a Licensed Vocational Nurse (LVN) program at the Kern High School District's Bakersfield Adult School; which is now certified and has been operating since 2003. Additional funds were used to provide on-the-job training contracts for RN 18-week residency in acute care settings. Examples of health career ladder programs KIM WDB funds include classroom training for Certified Nursing Assistant (CNA), Licensed Vocational Nurse (LVN), Emergency Medical Technician (EMT), Pharmacy Technician, and Registered Nurse (RN). In addition, ETR partnered with California State University, Bakersfield Extended Education and Global Outreach to enroll participants in their Drug and Alcohol Studies Certificate Program. The program provided professional and educational training in the treatment of addiction and fulfills the educational requirements for testing for the California Consortium of Addiction Programs and Professionals, known as C-CAPP Certification as a licensed Alcohol and Drug Addiction Counselor. The AJCC is an integral partner in the implementation of the business services strategy. The AJCC braids resources and coordinating services specific to employers and dislocated job seekers. Services for dislocated workers include financial literacy, job loss coping skills, computer literacy and resume and job search assistance. The AJCC offers a wide range of AJCC-based services for employers both through an online platform or in-person, including referral of qualified candidates, hosting many small and large on and off-site recruitments and job fairs, pre-employment testing, and skill verification. Staff at the AJCC are highly trained and skilled in advising customers of their options, knowledgeable about local labor market information, are aware of available Partner services, and developing a universal referral process to ensure customers' needs are met. Due to the importance of labor market conditions, AJCC staff receive monthly reports electronically about local and state labor market conditions. In addition, the AJCC partners with vendors to provide training to customers for employment opportunities.

An area for improvement is that the AJCC staff needs to better understand the regional economy and incorporate this knowledge to assist the customer in obtaining high-demand occupations. The AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through QR Codes to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to collect satisfaction data from individuals who are using AJCC's services through customer surveys using

QR Codes. In addition, it is intended that each staff member will have the link on their email to ensure greater feedback from employers and customers. These surveys should be discussed quarterly at the Kern, Inyo and Mono Workforce Development Board's Executive Committee, so that there can be more detailed discussion about feedback from employers and customers seeking services from the AJCCs. The AJCC has been working with its Partners to minimize redundant employer contacts while maximizing access to system-wide, integrated business services; however, each Partner the specific goals and outcomes for its programs which sometimes conflicts with the overall strategy of the AJCC. The AJCC needs to reconvene local employers through an online platform to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop Partners, local educational providers, local businesses, local trade unions, and community-based organizations. In addition, the AJCC needs to perform more virtual business outreach, including bringing guest speakers to discuss meaningful topics that assist businesses in order to attract them to the AJCC. The Kern, Inyo and Mono Workforce Development Board has partnered with the California Employers Association to provide employers throughout Kern, Inyo and Mono Counties with a Human Resource Hotline (HR Hotline) which is dedicated to answering basic human resource questions for employers in English, Spanish and other languages when needed, particularly small business owners. The no-cost HR Hotline has HR subject matter experts that are available during normal business hours to assist employers in obtaining assistance in all areas of employer-employee relations. The AJCC has several posters advertising the HR Hotline. These types of business/employer outreach will assist in attracting additional businesses to the AJCC, so they can learn more about the many services that are offered.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to all 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 of how their particular function supports and contributes to the overall vision of the local board.
- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

Certification criteria will include an assessment of professional development and staff capacity building.

AJCC Certification Workgroup's Vision

- The AJCC has regular staff meetings with all AJCC staff (i.e., the staff of all co-located 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, develop in-demand skills and credentials, and find jobs.
- All AJCC staff has received training to effectively assist customers in registering with CalJOBS and 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 Partners manage referrals through cross-training of appropriate staff. The staff continues to receive cross-training on partner programs in order for them to possess the knowledge, skill and motivation to provide excellent customer service to job seekers, including those individuals with disabilities. However, much of the training about partner programs is passed along from Supervisors in informal settings. An area of continuous improvement is that the cross-trainings need to be recorded and be placed on the AJCC website to allow staff members the ability to review the trainings any time. Such recordings would allow for on-going training as staff changes occur and provide for confirmation of complete information transfer. Cross-training allows staff to understand their particular function at the AJCC and provides the overall vision of the Kern, Inyo and Mono Workforce Development Board. In addition, cross-training allows staff to build relationships with other AJCC Partners' staff (colocated and non-colocated) and allow for updates on AJCC activities. The AJCC Partners provide access to each required AJCC Partner's program through cross-referrals, such as: physically colocating at the AJCC, being available for appointments to job seekers, and having appropriate technologies at the AJCC. Currently, through a one-stop operator, Partners meet monthly to align, coordinate and integrate services to ensure that the one-stop delivery system is not duplicative. The AJCC Partners are committed to administering independently funded programs as a set of integrated streamlined services to job seekers and employers, by conducting partner meetings, producing marketing materials, coordinating job fairs, providing soft skills workshops, entering into a universal job posting systems, offering cross-promotion of services, cross-training of staff, and developing a referral process to ensure customers' needs are met. Staff at the AJCC are highly skilled in advising customers of their options, knowledgeable about local labor market information, and aware of available Partner services. In addition, bilingual staff at the AJCCs assist limited English-speaking customers to make certain that they receive equal access to services. Staff are well-trained on using CalJOBS and assist customers in how to navigate in CalJOBS to match the customer to available job opportunities. Staff have been trained to use Cal-E Grants and to submit quarterly reports to the State in the new format. Staff receives training on providing excellent customer service through customer-centered design techniques and methodologies, including serving customers with barriers to employment and individuals with disabilities. AJCC's management and staff meet regularly to ensure that customers receive excellent customer service. Due to the limited hours in a day and the workload of staff, it is sometimes overlooked the importance of having yearly staff meetings with all colocated partners' staff to build relationships, provide updates on AJCC activities, learn about the services each colocated partner is providing to the community, and discuss strategies for AJCC improvements. In addition, the AJCC needs to have additional training for all front-line staff, including, but not limited to, capacity building, professional development, how to use market information to assist customers to identify career pathways, sector strategies, career pathways, job quality and high road training partnerships. Kern County Employers' Training Resource (ETR), in partnership with the California Workforce Association and Sacramento State, College of Continuing Education enrolled 107 of its staff members participate in the Workforce Development Apprenticeship Program (WDAP). The WDAP was developed to create formalized training that supports regional, state

and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential.

All AJCC staff should receive additional virtual training on serving individuals with barriers to employment, including customers with disabilities. Although the AJCC did a great job in providing cross-training to its staff, the training needs to be performed virtually, annually and updated each year to ensure that all staff, including new employees are being provided the most up-to-date information about the services being provided by the WIOA Partners to ensure the training is accurate, relevant and meaningful. In addition, the AJCC should require all new AJCC staff to watch the online cross-training videos for each WIOA Partner posted on the AJCC website or Youtube and mandate that all existing staff must attend at least one cross-training session per year and watch the other Partners presentations via videos through Youtube within a designated timeframe. In addition, the front-line staff should have a Fact Sheet for every WIOA Partner which contains information about the partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The Fact Sheets should be updated annually by each AJCC partner and made available to all AJCC partners. The AJCC staff also needs to receive additional customer service and customer-centered designed training to ensure that the staff has the necessary professional customer service skills to provide impeccable customer satisfaction through listening to the customer and providing problem-solving approaches to the customer's problem.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- B. Develop and implement operational policies that reflect an integrated performance, communication, and case management system, and use technology to achieve integration and expanded service offerings.

California State Plan Vision and Strategies

Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.

AJCC Certification Workgroup's Vision

- 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 results justify the resources invested.
- 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's creates an integrated workforce development system that is business-led, market-responsive, and results-oriented. This enhanced system focuses on ensuring customer service excellence, seeking continuous improvement, and creating value by enhancing employment opportunities for all individuals including those with disabilities and significant employment barriers. To achieve this vision, a focused and deliberate collaboration has been developed between education, workforce development and economic development network partners to maximize the competitiveness of businesses and the productivity of the local workforce, to increase regional economic prosperity. To this end, the AJCC has developed and implemented operational policies that reflect an integrated system of performance, communication, and case management. The AJCC uses technology to achieve integration and expanded service offerings to allow customers with barriers to achieve employment opportunities, including those individuals with disabilities. The AJCC staff use CareerHub to provide virtual services to its customers. CareerHub permits staff to communicate more effectively and efficiently with customers by texting information to their smart devices, including tablets and smartphones. Staff provides technical assistance, coaching, virtual training, reminders, referrals to online and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with job opportunities via text, email and voicemail to the customers' smart devices regardless of their geographic location. The AJCC is constantly seeking ways to use technology to make the customer's experience better. An opportunity for continuous improvement would permit the AJCC to use a virtual chat feature for improved access to the AJCC during non-working hours and enhance customer service through the use of technology to improve access to services. The AJCC has a system in place to capture and respond to specific customer complaints and grievances. Although the AJCC offers the best customer service possible by attempting to resolve customer issues as quickly as possible, the AJCC has a Grievance Officer that follows certain procedures to ensure the complaint and/or grievance is handled professionally and fairly. The AJCC staff in coordination with the One-Stop Operator has monthly WIOA Partner meetings that discuss and develop specific plans for AJCC service improvements. The data entry staff at the AJCC are well-trained and understand the importance of data validation, data collection processes, accurate reporting and confidentiality. These staff members obtain continuous training throughout the year on these topics. However, data systems to track co-enrolled individuals are not shared, except between ETR and EDD partners, who use CalJOBS to track WIOA Title I(B) Adult, Dislocated Worker, and Youth Programs, and Wagner Peyser and WIOA services. All WIOA Partners collaborate and work collectively toward the successful achievement. The AJCC contributes to the achievement of WIOA performance goals for all core program partners. The AJCC's performance is transparent and accountable to the communities it serves. There is internal and external fiscal monitoring that occurs to ensure that the AJCC is effectively and efficiently using its resources to benefit the community and this information is shared with the KIM WDB. In addition, the AJCC regularly reports to the KIM WDB on the number of customers served, the types of services provided, and the outcomes of those services. This information allows Board members to see how impactful the AJCC is to the local community. Overall, the AJCC operates in a cost-efficient manner and

the resources invested are justified by the results it obtains for the enhancement of employment opportunities for all individuals, including those with disabilities and significant employment barriers. The AJCC is doing a better job at seeking feedback from customers and businesses on the delivery of services by providing surveys to analyze the data to determine their satisfaction. However, there is always need for improvement, so the AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through a QR Code to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to collect satisfaction data from individuals who are using AJCC's services through customer surveys using a QR Code. It is intended in the near future that each staff member in the AJCC will have the link on their email to ensure greater feedback from employers and customers. In the past, the AJCC used a compliment box to obtain feedback from customers to determine their satisfaction or dissatisfaction. Now, the AJCC is in the process of using QR Codes to provide feedback from customers and employers. The immediate customer feedback builds overall customer engagement while providing the staff with the tools needed to quickly respond, so the AJCC can win the customer's trust and loyalty. The AJCC also needs to regularly review and analyzes performance and service data. The AJCC needs to improve identifying areas of needed technical assistance to improve business results and tapping available resources to obtain needed assistance.

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

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 the Training and Employment Guidance Letter 04-15, 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 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 Workforce Development Boards (Local Board) must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: AJCC – Business Center (1129 Olive Drive, Suite C & D, Bakersfield, CA)

AJCC Type: Specialized

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 location, or by telephone or e-mail. 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 doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to communicate with 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.

California State Plan Vision and Strategies

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 Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who 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 human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, 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 people with disabilities can access virtual services in a manner that is comparable to those without a disability.

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:

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities: The AJCC reflects a welcoming environment to all customers, including those individuals with disabilities, cultural diversity and individuals with barriers to employment. The interior walls are painted with colors that transform the atmosphere of the rooms to create a happier and more uplifting space. In addition, staff are sensitive to the unique needs of individuals with disabilities and are prepared and equipped to provide the necessary accommodations through the use of assistive technology and is ADA compliant. The AJCC is designed so that it is easy for customers to have access to staff assistance, the resource room and other available services. The resource room in the AJCC has adequate workstations to exceed customer demand and the equipment is in working order. The resource room is user-friendly, including the floor plan, work spaces and the range of technology solutions available. The wheelchair accessible desk in the resource room is functioning properly and provides those in need of using the computer or assistive technology with the necessary tools to seek employment opportunities. There is space available in the AJCC to hold on-site employer recruitments using the Recruitment Center located in the same facility and other activities to benefit the community. In addition, the WIOA partners utilize the AJCC to align, coordinate and integrate their programs and services to its customers. The AJCC staff prides itself on being able to provide professional services to all individuals, regardless of cultural differences, disabilities, and other barriers to employment. The AJCC implements principles of universal and customer-centered design to ensure that all customers have access to a full range of services no matter the customers' abilities, mobility, age, language, learning style, intelligence, or educational level. Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The Equal Opportunity Officer (Jeremy Shumaker, Assistant Director) continually reviews the policies, procedures and practices, as well as the facility of the AJCC to ensure the AJCC is accessible to all customers while providing equal opportunity. In addition, the staff is given training to ensure that they comply with any and all equal opportunity policies and procedures, when needed. Bilingual staff at the AJCC are available to assist limited English-speaking customers and ensure that they have equal access to services. Staff refers limited English customers to local ESL programs for services to enhance their language skills. Veterans receive priority of services first as long as eligibility is met in the adult priority group. The policy explains in detail the order of participants to serve under priority. The priority adult participants will be served first for any classroom training programs that have a waiting list. The AJCC staff use CareerHub to provide virtual services to its customers. CareerHub permits staff to communicate more effectively and efficiently with customers by texting information to their smart devices, including tablets and smartphones. Staff are available to provide technical assistance, coaching, virtual training, reminders, referrals to online and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with job opportunities via text, email and voicemail to the customers' smart devices regardless of their geographic location. The AJCC and its WIOA Partners pride themselves in ensuring that each and every customer receives courteous, polite, responsive and helpful customer service,

without regard to the customer's disability, cultural diversity and/or barriers to employment. The AJCC is constantly seeking ways to use technology to make the customer's experience better. Customers are able to attend Orientation and Job Seeker Services virtually and in-person. Customers must complete their CalJOBS registration before attending the Orientation. Customers are also able to attend a variety of Workshops, including Computer Skills, Social Media Basics, and Resume & Interview Training. In addition, customers are able to virtually obtain the Community Resources Guide which provides a listing of all of the colocated and non-colocated partners, community partners and service providers in Kern, Inyo and Mono Counties. In addition, the AJCC should explore the implementation of have a virtual chat feature on the website box to answer questions posed by its customers to improve after hours services and enhance the customer experience by utilizing technology to improve access to services.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

Reflect on the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, co-located partnership that seamlessly incorporates the services of all the AJCC partners.

California State Plan Vision and Strategies

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 to facilitate skills attainment.

AJCC Certification Workgroup's Vision

- A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
- Both co-located and non-co-located partners believe that the AJCC adds value to their program and 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-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- An inventory and overview of all partner programs and services are available to all AJCC staff, and all AJCC staff has received an orientation to all partner programs and services.

- One-Stop system marketing materials that overview all partner programs and services for distribution to customers at the AJCC and at all non-co-located partner locations have been developed.
- 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:

The AJCC provides a system where both the colocated and non-colocated WIOA partners (collectively, Partners) work together as identified in the Memorandum of Understanding – Infrastructure Funding Agreement. Through the Partners ongoing participation in collaborative events, the majority of Partners believe that the AJCC adds value to each of their programs, services and customers. With the leadership of the One-Stop Operator, the majority of Partners meet on a monthly basis to discuss the following: One-Stop system; the AJCC's contribution to the system; operational matters relating to the AJCC; and and recommendations for continuous improvements. During these meetings, staff and management are able to discuss issues affecting the AJCC and implement solutions to issues which are agreed to by the Partners. In addition, the One-Stop Operator discusses strategic, tactical and operational developments for the AJCC. The AJCC actively performs community-wide outreach with Partners and provides access to all Partners' customers to participate in job and resource fairs, trainings, employment opportunities, and other workshops. Every month, alternating Partners provide an orientation to available AJCC and Partners' staff about the services their agency or community-based organization provide to the community. The cross-training is important to participating staff to ensure they are knowledgeable about each of the WIOA Partners' programs and activities. However, these cross-trainings need to be recorded as they were done previously and posted on the AJCC website or YouTube to allow staff members, particularly new staff the ability to review the trainings at any time. A continuous improvement opportunity is that the staff should attend cross-training sessions at a central location for ½ day over a period of several weeks with all WIOA partners providing a summary of their services and any new information that would assist with the referral process. In addition, an opportunity for improvement would provide each front-line staff with a detailed fact sheet on each WIOA and community Partners programs and services, and each partner would update the fact sheet yearly or as often as necessary. The one-stop system has a marketing department located in the Southeast Bakersfield - AJCC that prepares materials about the activities, recruitments, workshops, trainings, and outreach that is distributed to Partners and their customers. In addition, the marketing department designs, prepares and distributes the Community Resources Directory which is currently being updated and offers information about each Partner's programs that are available for use by customers at all of the comprehensive, specilaized and affiliate AJCC one-stop centers. The AJCC connects to the community through multiple community WIOA and non-WIOA partnerships and community access points. The colocated and non-colocated WIOA Partners are working on implementing a new referral system that meets the requirements imposed by the Memorandum of Understanding – Infrastructure Funding Agreement. Presently, the referral system allows WIOA and community Partners to email a referral form to the other partner which includes the information about the customer and services needed. However, this referral system is antiquated and needs a more robest universal referral tracking system in place to ensure customers are receiving the services they deserve from the AJCC. The One-Stop Operator has been working with the colocated and non-colocated Partners to formalize a universal referral tracking that is acceptable to all partners. Unfortunately, EDD and DOR are unable to utilize third party referral software, so a recommendation is to have all of the

non-state government partners utilize the third party software for their referrals, so customers can be tracked more easily and effectively. The AJCC's partner referral system that is outlined in the Memorandum of Understanding – Infrastructure Funding Agreement is a work in progress. The AJCC Partners, in cooperation with the One-Stop Operator are working on implementing the referral system that is user friendly and provides direct access to all of the AJCC partners (except EDD and DOR) through real-time technology. This referral system will allow the referral of individuals between the One-Stop partners for appropriate services and activities. It is imperative that the AJCC have a referral system in place for the benefit of its customers and community. The referral system will assist the AJCC partners determine the benefit to the non-located partners for purposes of the Infrastructure Funding Agreements contained in the MOU. Although there was an ambitious effort to use the VOS CalJOBS greeter program to record all referrals, the program does not record in CalJOBS the services that will be provided. The AJCC One-Stop Operator is working on an integrated colocated partnership that is seamlessly incorporating the services of all of the AJCC partners, but this is also a work in progress. Another area of improvement is to have an internal referral system that is utilized only by Kern County Employers' Training Resource. The internal referral system would ensure customers seeking WIOA Title I and Migrant Seasonal Farmworker assistance, obtain the necessary and appropriate services or training needed. In addition, the AJCC needs to reconvene local employers to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop WIOA Partners, local educational providers, local businesses, local trade unions, and community-based organizations.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 each program's purpose, scope, and requirements.

- 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. They can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate, given the authorized scope of the program.
- C. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow 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.

California State Plan Vision and Strategies

- A. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- B. Customer-Centered Service Design: use of customer-centered design to involve frontline staff and customers in the development, prototyping, and evaluation of AJCC services, resources, tools, and systems.

AJCC Certification Workgroup's Vision

- 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 co-located partners have identified the Career Services that apply to their program, and the AJCC has developed methods to align/integrate the delivery of those services.
- The AJCC has established 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 incorporates an integrated service approach to the intake process. This AJCC functions as a well-oiled machine in that each and every customer is pleasantly greeted by a receptionist who in turns identifies the reason for their visit and need, and connects them to the appropriate service as quickly and efficiently as possible. As part of the Memorandum of Understanding – Infrastructure Funding Agreement, the AJCC developed an integrated customer flowchart which represents the procedures that respond to customer needs and moves between AJCC entry and service delivery. Each of the colocated Partners has a role in the process to ensure the customer obtains the best services in order for them to be successful in their job search and eventual employment. The staff designs services for their customers by using principles of Human Centered Design. Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The AJCC has established the roles and responsibilities of management and staff for all Partner agencies in the center and has created an integrated functional organizational chart to reflect the same. In addition, the AJCC has protocols to co-enroll customers in more than one partner program when there is value and need to the customer. Staff at the AJCC have received customer service and customer-centered design training. When appropriate and authorized by statute, staff coordinates efforts in capacity building and training to ensure that there is minimal redundancy. The AJCC focuses on serving all customers by providing a full-range of services, training and programs. The AJCC is staffed by qualified and cross-trained individuals that are knowledgeable about Partners' programs and services. ETR, in partnership with the California Workforce Association and Sacramento State, College of Continuing Education has had 107 of its staff members enroll and participate in the Workforce Development Apprenticeship Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential. In addition, the AJCC maintains an integrated case management system and allows customer information be stored in CalJOBS which is properly secured in accordance with personally identifiable information guidelines, and facilitated with an MOU which contains the necessary confidentiality provisions and data sharing agreement. The AJCC continues to work on reducing the number of staff that communicate with customers to ensure that they move more seamlessly between the AJCC entry and service delivery. In order to accomplish this goal, the AJCC staff needs to receive customer service and customer-centered designed training biennially. In addition, the front-line staff should have a quick reference guide which contains fact sheets of each and every AJCC partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The fact sheets should be updated annually by each AJCC partner and made available to all AJCC partners.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Improve the skills of job seekers 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.

California State Plan Vision and Strategies

- A. Career Pathways: enabling progressive skills development through education and training programs, using multiple entry and exit 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: a subsidized program that allows individuals to gain work experience while getting paid. Individuals receive training and education that combine applied learning opportunities while participating in the labor market.
- C. Supportive Services: providing supportive 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 providing "demand-driven skills attainment." From this perspective, AJCCs operate 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. Still, there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need them.

AJCC Certification Workgroup's Vision

- All AJCC staff (i.e., the staff of all co-located 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 staff assist customers in accessing and enrolling in robust training 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 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 that meet the needs of targeted regional sectors and pathways.

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

The AJCC creates opportunities for individuals at all skill levels and levels of experience by providing customers with up-to-date labor market analysis and job-driven information to assist them to successfully compete in today's economy. The AJCC offers access to education and training leading to industry-recognized credentials through the use of career pathways, internships and apprenticeships. The AJCC has entry steps that make it easy to access education and training that leads to industry-recognized credentials. The AJCC staff works diligently to increase the number of AJCC customers receiving skill development and training services resulting in industry recognized credentials. The full array of WIOA employment and training activities are available in the local area through the AJCC and partner on ramps. Training is accessed through qualified vendors on the Eligible Training Provider List (ETPL) using Individual Training Accounts (ITA's). Other training is available through contracted classes with providers who meet the WIOA exceptions. Training is offered for in-demand occupations that meet the needs of local and regional employers. Emphasis is on programs offering industry-recognized credentials, career ladders and work-based learning. Partner agencies are committed to systems alignment and service delivery coordination. The AJCC offers earn and learn opportunities to employers for adult customers, including On-the-Job Training contracts and Paid Work Experience to provide workplace post-training for their new or existing employees. Supportive Services are provided to eligible customers that present a financial need which affects their ability to obtain or maintain employment. Current services include, but are not limited to transportation, hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books and background checks. The AJCC coordinates with Partners and other community based organizations to provide services not afforded by the AJCC. In the interest of improving customer service, Partners have developed a formal referral process between themselves that will direct referrals to a referral coordinator at each agency. The coordinator serves as a point of contact for the customer and is responsible to report the outcome of services. This prevents duplication of services, enhances braiding of resources, and prevents the customer from being lost in red tape. The AJCC also maintains a Community Resource Guide which provides a directory of services available through other agencies and community-based organizations. The Resource Guide provides contact information for organizations providing transportation, utility assistance, legal services, childcare services, food, clothing, shelter, tax assistance, substance abuse counseling, and assistance for battered women, and youth in crises. The AJCC continues to develop partnerships and provide programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan: (i) Foster demand-driven skills attainment; (ii) Enable upward mobility for all Californians; and (iii) Align, coordinate, and integrate programs and services. The AJCC Partners are committed to administering the independently funded programs as a set of integrated streamlined services to job seekers and employers, by helping businesses find skilled workers and access other supports services, including education and training, for their current workforce; providing an array of employment and business services and connecting customers to work-

related training and education; continuing to align investments in workforce, education and economic development to regional in-demand jobs; and reinforcing partnerships and strategies to provide job seekers and workers with high quality career services, education and training, and supportive services needed to gain and retain employment.

The AJCC is working toward identifying sector pathways in coordination with the Regional Planning Unit, through the Regional Plan to develop processes to be implemented to provide information and access for customers. The AJCC will actively participate in the process and convene regional partners to align programs with identified regional sector pathways. In addition, the AJCC has been working toward improving its service delivery model, including the use of collaborative efforts that include employers, industries, government, workforce, economic development and education stakeholders to identify career pathways and work to solve regional employment challenges. A majority of the AJCC staff of all of the colocated Partners value both skill development and employment outcomes, but there is a need for improvement. Staff needs to receive continuous education related to industry-recognized credentials to allow customers to navigate career pathways toward upward mobility. An opportunity for improvement is to educate staff on the regional target sectors, identifying regional sector career pathways or understanding what those mean in terms of providing services to its customers.

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.

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- 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.
- C. To support area employers and industry sectors most effectively, AJCC staff identify and clearly understand industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.
- D. To incorporate an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.
- E. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

California State Plan Vision and Strategies

- 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.
- B. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.
- C. Fostering demand-driven skills attainment: workforce and education programs must align program content with the state's industry sector needs to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced 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 it 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:

The AJCC Partners have structured career pathways and training for specific industries that are in high demand – Certified Nursing Assistant to Licensed Vocational Nurse to Registered Nurse programs; Truck Driving to Crane Operators; and career stacking for Welding certifications such as Plate, TIG, MIG, Pipe, and Arc. The AJCC has a long history of commitment to the healthcare sector, collaborating on regional healthcare initiatives with neighboring LWDA's since 2001, including the current Regional Equity and Recovery Partnership grant which Kern County Employers' Training Resource (ETR) has partnered with the local community colleges. Other collaborations include work with the Kern Community College District's Bakersfield College's Allied Health and Nursing Program 15% Governor's Discretionary Grant program. Local WDB funds have been used to pilot a Licensed Vocational Nurse (LVN) program at the Kern High School District's Bakersfield Adult School; which is now certified and has been operating since 2003. Additional funds were used to provide on-the-job training contracts for RN 18-week residency in acute care settings. Examples of health career ladder programs KIM WDB funds include classroom training for Certified Nursing Assistant (CNA), Licensed Vocational Nurse (LVN), Emergency Medical Technician (EMT), Pharmacy Technician, and Registered Nurse (RN). In addition, ETR has partnered with California State University, Bakersfield Extended Education and Global Outreach to enroll participants in their Drug and Alcohol Studies Certificate Program. The program provided professional and educational training in the treatment of addiction and fulfills the educational requirements for testing for the California Consortium of Addiction Programs and Professionals, known as C-CAPP Certification as a licensed Alcohol and Drug Addiction Counselor. The AJCC braids services between employers and dislocated job seekers and provides convenient access to professional business services such as business recruitments, forums, applicant screening, and small business development services. The AJCC braids resources and coordinating services specific to employers and dislocated job seekers. Services for dislocated workers include financial literacy, job loss coping skills, computer literacy and resume and job search assistance. The AJCC offers a wide range of AJCC-based services for employers both through an online platform or in-person, including referral of qualified candidates, hosting many small and large on and off-site recruitments and job fairs, pre-employment testing, and skill verification. Staff at the AJCC are highly trained and skilled in advising customers of their options, knowledgeable about local labor market information, are aware of available Partner services, and developing a universal referral process to ensure customers' needs are met. Due to the importance of labor market conditions, AJCC staff receive monthly reports electronically about local and state labor market conditions. In addition, the AJCC partners with vendors to provide training to customers for employment opportunities. An area for improvement is that the AJCC staff needs to better understand the regional economy and incorporate this knowledge to assist the customer in obtaining high-demand occupations. The AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through QR Codes to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to

collect satisfaction data from individuals who are using AJCC's services through customer surveys using QR Codes. In addition, it is intended that each staff member will have the link on their email to ensure greater feedback from employers and customers. These surveys should be discussed quarterly at the Kern, Inyo and Mono Workforce Development Board's Executive Committee, so that there can be more detailed discussion about feedback from employers and customers seeking services from the AJCCs. The AJCC has been working with its Partners to minimize redundant employer contacts while maximizing access to system-wide, integrated business services; however, each Partner has to meet the specific goals and outcomes for its programs which sometimes conflicts with the overall strategy of the AJCC. The AJCC needs to reconvene local employers through an online platform to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop Partners, local educational providers, local businesses, local trade unions, and community-based organizations. In addition, the AJCC needs to perform more virtual business outreach, including bringing guest speakers to discuss meaningful topics that assist businesses in order to attract them to the AJCC. Another opportunity for improvement is the AJCC needs to conduct outreach on a broader scale by partnering with the local chambers of commerce throughout Kern County. The Kern, Inyo and Mono Workforce Development Board has partnered with the California Employers Association to provide employers throughout Kern, Inyo and Mono Counties with a Human Resource Hotline (HR Hotline) which is dedicated to answering basic human resource questions for employers in English, Spanish and other languages when needed, particularly small business owners. The no-cost HR Hotline has HR subject matter experts that are available during normal business hours to assist employers in obtaining assistance in all areas of employer-employee relations. These types of business/employer outreach will assist in attracting additional businesses to the AJCC, so they can learn more about the many services that are offered.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to all 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 of how their particular function supports and contributes to the overall vision of the local board.
- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

Certification criteria will include an assessment of professional development and staff capacity building.

AJCC Certification Workgroup's Vision

- The AJCC has regular staff meetings with all AJCC staff (i.e., the staff of all co-located 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, develop in-demand skills and credentials, and find jobs.
- All AJCC staff has received training to effectively assist customers in registering with CalJOBS and 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 Partners manage referrals through cross-training of appropriate staff. The staff continues to receive cross-training on partner programs in order for them to possess the knowledge, skill and motivation to provide excellent customer service to job seekers, including those individuals with disabilities. However, much of the training about partner programs is passed along from Supervisors in informal settings. An area of continuous improvement is that the cross-trainings need to be recorded and be placed on the AJCC website to allow staff members the ability to review the trainings any time. Such recordings would allow for on-going training as staff changes occur and provide for confirmation of complete information transfer. Cross-training allows staff to understand their particular function at the AJCC and provides the overall vision of the Kern, Inyo and Mono Workforce Development Board. In addition, cross-training allows staff to build relationships with other AJCC Partners' staff (colocated and non-colocated) and allow for updates on AJCC activities. The AJCC Partners provide access to each required AJCC Partner's program through cross-referrals, such as: physically colocating at the AJCC, being available for appointments to job seekers, and having appropriate technologies at the AJCC. Currently, through a one-stop operator, Partners meet monthly to align, coordinate and integrate services to ensure that the one-stop delivery system is not duplicative. The AJCC Partners are committed to administering independently funded programs as a set of integrated streamlined services to job seekers and employers, by conducting partner meetings, producing marketing materials, coordinating job fairs, providing soft skills workshops, entering into a universal job posting systems, offering cross-promotion of services, cross-training of staff, and developing a referral process to ensure customers' needs are met. Staff at the AJCC are highly trained and skilled in advising customers of their options, knowledgeable about local labor market information, and are aware of available Partner services., and developing a referral process to ensure customers' needs are met. In addition, bilingual staff at the AJCCs assist limited English-speaking customers to make certain that they receive equal access to services. Staff are well-trained on using CalJOBS and assist customers in how to navigate in CalJOBS to match the customer to available job opportunities. Staff have been trained to use Cal-E Grants and to submit quarterly reports to the State in the new format. Staff receives training on providing excellent customer service through customer-centered design techniques and methodologies, including serving customers with barriers to employment and individuals with disabilities. AJCC's management and staff meet regularly to ensure that customers receive excellent customer service. Due to the limited hours in a day and the workload of staff, it is sometimes overlooked the importance of having yearly staff meetings with all colocated partners' staff to build relationships, provide updates on AJCC activities, learn about the services each collocated partner is providing to the community, and discuss strategies for AJCC improvements. In addition, the AJCC needs to have additional training for all front-line staff, including, but not limited to, capacity building, professional development, how to use market information to assist customers to identify career pathways, sector strategies, career pathways, job quality and high road training partnerships. Kern County Employers' Training Resource (ETR), in partnership with the California Workforce Association and Sacramento State, College of Continuing Education enrolled 107 of its staff members participate in the Workforce Development Apprenticeship

Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential.

All AJCC staff should receive additional virtual training on serving individuals with barriers to employment, including customers with disabilities. Although the AJCC did a great job in providing cross-training to its staff, the training needs to be performed virtually, annually and updated each year to ensure that all staff, including new employees are being provided the most up-to-date information about the services being provided by the WIOA Partners to ensure the training is accurate, relevant and meaningful. In addition, the AJCC should require all new AJCC staff to watch the online cross-training videos for each WIOA Partner posted on the AJCC website or Youtube and mandate that all existing staff must attend at least one cross-training session per year and watch the other Partners presentations via videos through Youtube within a designated timeframe. In addition, the front-line staff should have a Fact Sheet for every WIOA Partner which contains information about the partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The Fact Sheets should be updated annually by each AJCC partner and made available to all AJCC partners. The AJCC staff also needs to receive additional customer service and customer-centered designed training to ensure that the staff has the necessary professional customer service skills to provide impeccable customer satisfaction through listening to the customer and providing problem-solving approaches to the customer's problem.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- B. Develop and implement operational policies that reflect an integrated performance, communication, and case management system, and use technology to achieve integration and expanded service offerings.

California State Plan Vision and Strategies

Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.

AJCC Certification Workgroup's Vision

- 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 results justify the resources invested.
- 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's creates an integrated workforce development system that is business-led, market-responsive, and results-oriented. This enhanced system focuses on ensuring customer service excellence, seeking continuous improvement, and creating value by enhancing employment opportunities for all individuals including those with disabilities and significant employment barriers. To achieve this vision, a focused and deliberate collaboration has been developed between education, workforce development and economic development network partners to maximize the competitiveness of businesses and the productivity of the local workforce, to increase regional economic prosperity. To this end, the AJCC has developed and implemented operational policies that reflect an integrated system of performance, communication, and case management. The AJCC uses technology to achieve integration and expanded service offerings to allow customers with barriers to achieve employment opportunities, including those individuals with disabilities. The AJCC staff use CareerHub to provide virtual services to its customers. CareerHub permits staff to communicate more effectively and efficiently with customers by texting information to their smart devices, including tablets and smartphones. Staff provides technical assistance, coaching, virtual training, reminders, referrals to online and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with job opportunities via text, email and voicemail to the customers' smart devices regardless of their geographic location. The AJCC is constantly seeking ways to use technology to make the customer's experience better. An opportunity for continuous improvement would permit the AJCC to add a virtual chat feature to the website for improved access to the AJCC during non-working hours and enhance customer service through the use of technology to improve access to services. The AJCC has a system in place to capture and respond to specific customer complaints and grievances. Although the AJCC offers the best customer service possible by attempting to resolve customer issues as quickly as possible, the AJCC has a Grievance Officer that follows certain procedures to ensure the complaint and/or grievance is handled professionally and fairly. The AJCC staff in coordination with the One-Stop Operator has monthly WIOA Partner meetings that discuss and develop specific plans for AJCC service improvements. The data entry staff at the AJCC are well-trained and understand the importance of data validation, data collection processes, accurate reporting and confidentiality. These staff members obtain continuous training throughout the year on these topics. However, data systems to track co-enrolled individuals are not shared, except between ETR and EDD partners, who use CalJOBS to track WIOA Title I(B) Adult, Dislocated Worker, and Youth Programs, and Wagner Peyser and WIOA services. All WIOA Partners collaborate and work collectively toward the successful achievement. The AJCC contributes to the achievement of WIOA performance goals for all core program partners. The AJCC's performance is transparent and accountable to the communities it serves. There is internal and external fiscal monitoring that occurs to ensure that the AJCC is effectively and efficiently using its resources to benefit the community and this information is shared with the KIM WDB. In addition, the AJCC regularly reports to the KIM WDB on the number of customers served, the types of services provided, and the outcomes of those services. This information allows Board members to see how impactful the AJCC is to the local community. Overall, the AJCC operates in a cost-efficient

manner and the resources invested are justified by the results it obtains for the enhancement of employment opportunities for all individuals, including those with disabilities and significant employment barriers.

The AJCC is doing a better job at seeking feedback from customers and businesses on the delivery of services by providing surveys to analyze the data to determine their satisfaction. However, there is always opportunity for improvement, so the AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through a QR Code to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to collect satisfaction data from individuals who are using AJCC's services through customer surveys using a QR Code. It is intended in the near future that each staff member in the AJCC will have the link on their email to ensure greater feedback from employers and customers. In the past, the AJCC used a compliment box to obtain feedback from customers to determine their satisfaction or dissatisfaction. Now, the AJCC is in the process of using QR Codes to provide feedback from customers and employers. The immediate customer feedback builds overall customer engagement while providing the staff with the tools needed to quickly respond, so the AJCC can win the customer's trust and loyalty. The AJCC also needs to regularly review and analyzes performance and service data. The AJCC needs to improve identifying areas of needed technical assistance to improve business results and tapping available resources to obtain needed assistance.

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

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 the Training and Employment Guidance Letter 04-15, 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 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 Workforce Development Boards (Local Board) must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: AJCC – EPIC (2211 H Street, Bakersfield, CA)

AJCC Type: Specialized

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 location, or by telephone or e-mail. 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 doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to communicate with 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.

California State Plan Vision and Strategies

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 Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who 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 human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, 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 people with disabilities can access virtual services in a manner that is comparable to those without a disability.

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:

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities: The AJCC reflects a welcoming environment to all customers, including those individuals with disabilities, cultural diversity and individuals with barriers to employment. The interior walls are painted with colors that transform the atmosphere of the rooms to create a happier and more uplifting space. In addition, staff are sensitive to the unique needs of individuals with disabilities and are prepared and equipped to provide the necessary accommodations through the use of assistive technology and is ADA compliant. The AJCC is designed so that it is easy for customers to have access to staff assistance, the resource room and other available services. The resource room in the AJCC has adequate workstations to exceed customer demand and the equipment is in working order. The resource room is user-friendly, including the floor plan, work spaces and the range of technology solutions available. The wheelchair accessible desk in the resource room is functioning properly and provides those in need of using the computer or assistive technology with the necessary tools to seek employment opportunities. There is space available in the AJCC to hold small on-site employer recruitments and other activities to benefit the community. In addition, the WIOA partners utilize the AJCC to align, coordinate and integrate their programs and services to its customers. The AJCC staff prides itself on being able to provide professional services to all individuals, regardless of cultural differences, disabilities, and other barriers to employment. The AJCC implements principles of universal and customer-centered design to ensure that all customers have access to a full range of services no matter the customers' abilities, mobility, age, language, learning style, intelligence, or educational level. Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The Equal Opportunity Officer (Jeremy Shumaker, Assistant Director) continually reviews the policies, procedures and practices, as well as the facility of the AJCC to ensure the AJCC is accessible to all customers while providing equal opportunity. In addition, the staff is given training to ensure that they comply with any and all equal opportunity policies and procedures, when needed. Bilingual staff at the AJCC are available to assist limited English-speaking customers and ensure that they have equal access to services. Staff refers limited English customers to local ESL programs for services to enhance their language skills. In addition, **Rosetta Stone software programs are available for use in the AJCC Resource Room.** Veterans receive priority of services first as long as eligibility is met in the adult priority group. The policy explains in detail the order of participants to serve under priority. The priority adult participants will be served first for any classroom training programs that have a waiting list. The AJCC staff use CareerHub to provide virtual services to its customers. CareerHub permits staff to communicate more effectively and efficiently with customers by texting information to their smart devices, including tablets and smartphones. Staff are available to provide technical assistance, coaching, virtual training, reminders, referrals to online and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with job opportunities via text, email and voicemail to the customers' smart devices regardless of their geographic location. The AJCC and its WIOA Partners pride themselves in ensuring that each and every customer receives courteous, polite,

responsive and helpful customer service, without regard to the customer's disability, cultural diversity and/or barriers to employment. The AJCC is constantly seeking ways to use technology to make the customer's experience better. Customers are able to attend Orientation and Job Seeker Services virtually and in-person. Customers must complete their CalJOBS registration before attending the Orientation. Customers are also able to attend a variety of Workshops, including Computer Skills, Social Media Basics, and Resume & Interview Training. In addition, Customers are able to virtually obtain the Community Resources Guide which provides a listing of all of the colocated and non-colocated partners, community partners and service providers in Kern, Inyo and Mono Counties. Although the AJCC is open at 8:00 am and closes at 5:00 pm Monday through Friday, the business hours may need to be expanded to accommodate all customers. A pilot program should be considered to explore expanded hours of service to ensure that customers in need of employment services outside of the traditional business hours of operation have adequate access. In addition, the AJCC should explore the implementation of a virtual chat feature on the website to answer questions posed by customers to improve after hours services and enhance the customer experience by utilizing technology to improve access to services. There are two entrance gates that provide ingress and egress into the parking lot of the AJCC. One of the automatic gate openers is not functioning because it is missing the motor and needs to be fixed to ensure easy access to the AJCC parking area in case of an emergency.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

Reflect on the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, co-located partnership that seamlessly incorporates the services of all the AJCC partners.

California State Plan Vision and Strategies

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 to facilitate skills attainment.

AJCC Certification Workgroup's Vision

- A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
- Both co-located and non-co-located partners believe that the AJCC adds value to their program and 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-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- An inventory and overview of all partner programs and services are available to all AJCC staff, and all AJCC staff has received an orientation to all partner programs and services.
- One-Stop system marketing materials that overview all partner programs and services for distribution to customers at the AJCC and at all non-co-located partner locations have been developed.
- 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:

The AJCC provides a system where both the colocated and non-colocated WIOA partners (collectively, Partners) work together as identified in the Memorandum of Understanding – Infrastructure Funding Agreement. Through the Partners ongoing participation in collaborative events, the majority of Partners believe that the AJCC adds value to each of their programs, services and customers. With the leadership of the One-Stop Operator, the majority of Partners meet on a monthly basis to discuss the following: One-Stop system; the AJCC's contribution to the system; operational matters relating to the AJCC; and and recommendations for continuous improvements. During these meetings, staff and management are able to discuss issues affecting the AJCC and implement solutions to issues which are agreed to by the Partners. In addition, the One-Stop Operator discusses strategic, tactical and operational developments for the AJCC. The AJCC actively performs community-wide outreach with Partners and provides access to all Partners' customers to participate in job and resource fairs, trainings, employment opportunities, and other workshops. Every month, alternating Partners provide an orientation to available AJCC and Partners' staff about the services their agency or community-based organization provide to the community. The cross-training is important to participating staff to ensure they are knowledgeable about each of the WIOA Partners' programs and activities. However, these cross-trainings need to be recorded as they were done previously and posted on the AJCC website or YouTube to allow staff members, particularly new staff the ability to review the trainings at any time. A continuous improvement opportunity is that the staff should attend cross-training sessions at a central location for ½ day over a period of several weeks with all WIOA partners providing a summary of their services and any new information that would assist with the referral process. In addition, an opportunity for improvement would provide each front-line staff with a detailed fact sheet on each WIOA and community Partners programs and services, and each partner would update the fact sheet yearly or as often as necessary. The one-stop system has a marketing department located in the Southeast Bakersfield - AJCC that prepares materials about the activities, recruitments, workshops, trainings, and outreach that is distributed to Partners and their customers. In addition, the marketing department designs, prepares and distributes the Community Resources Directory which is currently being updated and offers information about each Partner's programs that are available for use by customers at all of the comprehensive, specilaized and affiliate AJCC one-stop centers. The AJCC connects to the community through multiple community WIOA and non-WIOA partnerships and community access points. The colocated and non-colocated WIOA Partners are working on implementing a new referral system that meets the requirements imposed by the Memorandum of Understanding – Infrastructure Funding Agreement. Presently, the referral system allows WIOA and community Partners to email a referral form to the other partner which includes the information about the customer and services needed. However, this referral system is antiquated and needs a more robest universal referral tracking system in place to ensure customers are receiving the services they deserve from the AJCC. The One-Stop Operator has been working with the colocated and non-colocated Partners to formalize a universal referral tracking that is acceptable to all partners. Unfortunately, EDD and DOR are unable to utilize third party referral software, so a recommendation is to have all of the

non-state government partners utilize the third party software for their referrals, so customers can be tracked more easily and effectively. The AJCC's partner referral system that is outlined in the Memorandum of Understanding – Infrastructure Funding Agreement is a work in progress. The AJCC Partners, in cooperation with the One-Stop Operator are working on implementing the referral system that is user friendly and provides direct access to all of the AJCC partners (except EDD and DOR) through real-time technology. This referral system will allow the referral of individuals between the One-Stop partners for appropriate services and activities. It is imperative that the AJCC have a referral system in place for the benefit of its customers and community. The referral system will assist the AJCC partners determine the benefit to the non-located partners for purposes of the Infrastructure Funding Agreements contained in the MOU. Although there was an ambitious effort to use the VOS CalJOBS greeter program to record all referrals, the program does not record in CalJOBS the services that will be provided. The AJCC One-Stop Operator is working on an integrated colocated partnership that is seamlessly incorporating the services of all of the AJCC partners, but this is also a work in progress. Another area of improvement is to have an internal referral system that is utilized only by Kern County Employers' Training Resource. The internal referral system would ensure customers seeking WIOA Title I and Migrant Seasonal Farmworker assistance, obtain the necessary and appropriate services or training needed. In addition, the AJCC needs to reconvene local employers to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop WIOA Partners, local educational providers, local businesses, local trade unions, and community-based organizations.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 each program's purpose, scope, and requirements.

- 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. They can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate, given the authorized scope of the program.
- C. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow 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.

California State Plan Vision and Strategies

- A. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- B. Customer-Centered Service Design: use of customer-centered design to involve frontline staff and customers in the development, prototyping, and evaluation of AJCC services, resources, tools, and systems.

AJCC Certification Workgroup's Vision

- 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 co-located partners have identified the Career Services that apply to their program, and the AJCC has developed methods to align/integrate the delivery of those services.
- The AJCC has established 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 incorporates an integrated service approach to the intake process. This AJCC functions as a well-oiled machine in that each and every customer is pleasantly greeted by a receptionist who in turns identifies the reason for their visit and need, and connects them to the appropriate service as quickly and efficiently as possible. As part of the Memorandum of Understanding – Infrastructure Funding Agreement, the AJCC developed an integrated customer flowchart which represents the procedures that respond to customer needs and moves between AJCC entry and service delivery. Each of the colocated Partners has a role in the process to ensure the customer obtains the best services in order for them to be successful in their job search and eventual employment. The staff designs services for their customers by using principles of Human Centered Design. Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The AJCC has established the roles and responsibilities of management and staff for all Partner agencies in the center and has created an integrated functional organizational chart to reflect the same. In addition, the AJCC has protocols to co-enroll customers in more than one partner program when there is value and need to the customer. Staff at the AJCC have received customer service and customer-centered design training. When appropriate and authorized by statute, staff coordinates efforts in capacity building and training to ensure that there is minimal redundancy. The AJCC focuses on serving all customers by providing a full-range of services, training and programs. The AJCC is staffed by qualified and cross-trained individuals that are knowledgeable about Partners' programs and services. ETR, in partnership with the California Workforce Association and Sacramento State, College of Continuing Education has had 107 of its staff members enroll and participate in the Workforce Development Apprenticeship Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential. In addition, the AJCC maintains an integrated case management system and allows customer information be stored in CalJOBS which is properly secured in accordance with personally identifiable information guidelines, and facilitated with an MOU which contains the necessary confidentiality provisions and data sharing agreement. The AJCC continues to work on reducing the number of staff that communicate with customers to ensure that they move more seamlessly between the AJCC entry and service delivery. In order to accomplish this goal, the AJCC staff needs to receive customer service and customer-centered designed training biennially. In addition, the front-line staff should have a quick reference guide which contains fact sheets of each and every AJCC partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The fact sheets should be updated annually by each AJCC partner and made available to all AJCC partners.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Improve the skills of job seekers 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.

California State Plan Vision and Strategies

- A. Career Pathways: enabling progressive skills development through education and training programs, using multiple entry and exit 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: a subsidized program that allows individuals to gain work experience while getting paid. Individuals receive training and education that combine applied learning opportunities while participating in the labor market.
- C. Supportive Services: providing supportive 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 providing "demand-driven skills attainment." From this perspective, AJCCs operate 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. Still, there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need them.

AJCC Certification Workgroup's Vision

- All AJCC staff (i.e., the staff of all co-located 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 staff assist customers in accessing and enrolling in robust training 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 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 that meet the needs of targeted regional sectors and pathways.

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

The AJCC creates opportunities for individuals at all skill levels and levels of experience by providing customers with up-to-date labor market analysis and job-driven information to assist them to successfully compete in today's economy. The AJCC offers access to education and training leading to industry-recognized credentials through the use of career pathways, internships and apprenticeships. The AJCC has entry steps that make it easy to access education and training that leads to industry-recognized credentials. The AJCC staff works diligently to increase the number of AJCC customers receiving skill development and training services resulting in industry recognized credentials. The full array of WIOA employment and training activities are available in the local area through the AJCC and partner on ramps. Training is accessed through qualified vendors on the Eligible Training Provider List (ETPL) using Individual Training Accounts (ITA's). Other training is available through contracted classes with providers who meet the WIOA exceptions. Training is offered for in-demand occupations that meet the needs of local and regional employers. Emphasis is on programs offering industry-recognized credentials, career ladders and work-based learning. Partner agencies are committed to systems alignment and service delivery coordination. The AJCC offers earn and learn opportunities to employers for adult customers, including On-the-Job Training contracts and Paid Work Experience to provide workplace post-training for their new or existing employees. Supportive Services are provided to eligible customers that present a financial need which affects their ability to obtain or maintain employment. Current services include, but are not limited to transportation, hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books and background checks. The AJCC coordinates with Partners and other community based organizations to provide services not afforded by the AJCC. In the interest of improving customer service, Partners have developed a formal referral process between themselves that will direct referrals to a referral coordinator at each agency. The coordinator serves as a point of contact for the customer and is responsible to report the outcome of services. This prevents duplication of services, enhances braiding of resources, and prevents the customer from being lost in red tape. The AJCC also maintains a Community Resource Guide which provides a directory of services available through other agencies and community-based organizations. The Resource Guide provides contact information for organizations providing transportation, utility assistance, legal services, childcare services, food, clothing, shelter, tax assistance, substance abuse counseling, and assistance for battered women, and youth in crises. The AJCC continues to develop partnerships and provide programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan: (i) Foster demand-driven skills attainment; (ii) Enable upward mobility for all Californians; and (iii) Align, coordinate, and integrate programs and services. The AJCC Partners are committed to administering the independently funded programs as a set of integrated streamlined services to job seekers and employers, by helping businesses find skilled workers and access other supports services, including education and training, for their current workforce; providing an array of employment and business services and connecting customers to work-

related training and education; continuing to align investments in workforce, education and economic development to regional in-demand jobs; and reinforcing partnerships and strategies to provide job seekers and workers with high quality career services, education and training, and supportive services needed to gain and retain employment.

The AJCC is working toward identifying sector pathways in coordination with the Regional Planning Unit, through the Regional Plan to develop processes to be implemented to provide information and access for customers. The AJCC will actively participate in the process and convene regional partners to align programs with identified regional sector pathways. In addition, the AJCC has been working toward improving its service delivery model, including the use of collaborative efforts that include employers, industries, government, workforce, economic development and education stakeholders to identify career pathways and work to solve regional employment challenges. A majority of the AJCC staff of all of the colocated Partners value both skill development and employment outcomes, but there is a need for improvement. Staff needs to receive continuous education related to industry-recognized credentials to allow customers to navigate career pathways toward upward mobility. An opportunity for improvement is to educate all staff on the regional target sectors, identifying regional sector career pathways or understanding what those mean in terms of providing services to its customers.

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.

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- 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.
- C. To support area employers and industry sectors most effectively, AJCC staff identify and clearly understand industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.
- D. To incorporate an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.
- E. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

California State Plan Vision and Strategies

- 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.
- B. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.
- C. Fostering demand-driven skills attainment: workforce and education programs must align program content with the state's industry sector needs to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced 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 it 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:

The AJCC Partners have structured career pathways and training for specific industries that are in high demand – Certified Nursing Assistant to Licensed Vocational Nurse to Registered Nurse programs; Truck Driving to Crane Operators; and career stacking for Welding certifications such as Plate, TIG, MIG, Pipe, and Arc. The AJCC has a long history of commitment to the healthcare sector, collaborating on regional healthcare initiatives with neighboring LWDA's since 2001, including the current Regional Equity and Recovery Partnership grant which Kern County Employers' Training Resource (ETR) has partnered with the local community colleges. Other collaborations include work with the Kern Community College District's Bakersfield College's Allied Health and Nursing Program 15% Governor's Discretionary Grant program. Local WDB funds have been used to pilot a Licensed Vocational Nurse (LVN) program at the Kern High School District's Bakersfield Adult School; which is now certified and has been operating since 2003. Additional funds were used to provide on-the-job training contracts for RN 18-week residency in acute care settings. Examples of health career ladder programs KIM WDB funds include classroom training for Certified Nursing Assistant (CNA), Licensed Vocational Nurse (LVN), Emergency Medical Technician (EMT), Pharmacy Technician, and Registered Nurse (RN). In addition, ETR partnered with California State University, Bakersfield Extended Education and Global Outreach to enroll participants in their Drug and Alcohol Studies Certificate Program. The program provided professional and educational training in the treatment of addiction and fulfills the educational requirements for testing for the California Consortium of Addiction Programs and Professionals, known as C-CAPP Certification as a licensed Alcohol and Drug Addiction Counselor. As part of the Local and Regional Planning Forums, the AJCC has conducted hybrid (virtual and in-person) industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. These industry forums engaged all one-stop Partners, local educational providers, local businesses, local trade unions, and community based organizations. The forums included employers who have a history of offering high-demand, high-wage job opportunities to historically disadvantaged populations. The AJCC braids services between employers and dislocated job seekers and provides convenient access to professional business services such as business recruitments, forums, applicant screening, and small business development services. The AJCC braids services between employers and dislocated job seekers and provides convenient access to professional business services such as business recruitments, forums, applicant screening, and small business development services. The AJCC braids resources and coordinating services specific to employers and dislocated job seekers. Services for dislocated workers include financial literacy, job loss coping skills, computer literacy and resume and job search assistance. The AJCC offers a wide range of AJCC-based services for employers both through an online platform or in-person, including referral of qualified candidates, hosting many small and large on and off-site recruitments and job fairs, pre-employment testing, and skill verification. Staff at the AJCC are highly trained and skilled in advising customers of their options, knowledgeable about local labor market information, are aware of available Partner services, and developing a universal referral process to ensure customers' needs are met. Due

to the importance of labor market conditions, AJCC staff are distributed monthly reports electronically about local and state labor market conditions. In addition, the AJCC partners with vendors to provide training to customers for employment opportunities.

An area for improvement is that the AJCC staff needs to better understand the regional economy and incorporate this knowledge to assist the customer in obtaining high-demand occupations. The AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through QR Codes to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to collect satisfaction data from individuals who are using AJCC's services through customer surveys using QR Codes. In addition, it is intended that each staff member will have the link on their email to ensure greater feedback from employers and customers. These surveys should be discussed quarterly at the Kern, Inyo and Mono Workforce Development Board's Executive Committee, so that there can be more detailed discussion about feedback from employers and customers seeking services from the AJCCs. The AJCC has been working with its Partners to minimize redundant employer contacts while maximizing access to system-wide, integrated business services; however, each Partner has to meet specific goals and outcomes for its programs which sometimes conflicts with the overall strategy of the AJCC. The AJCC needs to reconvene local employers through an online platform to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop Partners, local educational providers, local businesses, local trade unions, and community-based organizations. In addition, the AJCC needs to perform more virtual business outreach, including bringing guest speakers to discuss meaningful topics that assist businesses in order to attract them to the AJCC. This type of virtual business outreach will assist in attracting businesses to the AJCC, so they can learn more about the many services that are offered.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to all 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 of how their particular function supports and contributes to the overall vision of the local board.
- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

Certification criteria will include an assessment of professional development and staff capacity building.

AJCC Certification Workgroup's Vision

- The AJCC has regular staff meetings with all AJCC staff (i.e., the staff of all co-located 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, develop in-demand skills and credentials, and find jobs.
- All AJCC staff has received training to effectively assist customers in registering with CalJOBS and 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 Partners manage referrals through cross-training of appropriate staff. The staff continues to receive cross-training on partner programs in order for them to possess the knowledge, skill and motivation to provide excellent customer service to job seekers, including those individuals with disabilities. However, much of the training about partner programs is passed along from Supervisors in informal settings. An area of continuous improvement is that the cross-trainings need to be recorded and be placed on the AJCC website to allow staff members the ability to review the trainings any time. Such recordings would allow for on-going training as staff changes occur and provide for confirmation of complete information transfer. Cross-training allows staff to understand their particular function at the AJCC and provides the overall vision of the Kern, Inyo and Mono Workforce Development Board. In addition, cross-training allows staff to build relationships with other AJCC Partners' staff (colocated and non-colocated) and allow for updates on AJCC activities. The AJCC Partners provide access to each required AJCC Partner's program through cross-referrals, such as: physically colocating at the AJCC, being available for appointments to job seekers, and having appropriate technologies at the AJCC. Currently, through a one-stop operator, Partners meet monthly to align, coordinate and integrate services to ensure that the one-stop delivery system is not duplicative. The AJCC Partners are committed to administering independently funded programs as a set of integrated streamlined services to job seekers and employers, by conducting partner meetings, producing marketing materials, coordinating job fairs, providing soft skills workshops, entering into a universal job posting systems, offering cross-promotion of services, cross-training of staff, and developing a referral process to ensure customers' needs are met. Staff at the AJCC are highly skilled in advising customers of their options, knowledgeable about local labor market information, and aware of available Partner services. In addition, bilingual staff at the AJCCs assist limited English-speaking customers to make certain that they receive equal access to services. Staff are well-trained on using CalJOBS and assist customers in how to navigate in CalJOBS to match the customer to available job opportunities. Staff have also been trained to use Cal-E Grants and to submit quarterly reports to the State in the new format. Staff receives training on providing excellent customer service through customer-centered design techniques and methodologies, including serving customers with barriers to employment and individuals with disabilities. AJCC's management and staff meet regularly to ensure that customers receive excellent customer service.

Due to the limited hours in a day and the workload of staff, it is sometimes overlooked the importance of having yearly staff meetings with all colocated partners' staff to build relationships, provide updates on AJCC activities, learn about the services each collocated partner is providing to the community, and discuss strategies for AJCC improvements. In addition, the AJCC needs to have additional training for all front-line staff, including, but not limited to, capacity building, professional development, how to use market information to assist customers to identify career pathways, sector strategies, career pathways, job quality and high road training partnerships. Kern County Employers' Training Resource (ETR), in partnership with the California Workforce Association and Sacramento State, College of Continuing Education enrolled 107 of its staff members participate in the Workforce Development Apprentice

Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential.

All AJCC staff should receive additional virtual training on serving individuals with barriers to employment, including customers with disabilities. Although the AJCC did a great job in providing cross-training to its staff, the training needs to be performed virtually, annually and updated each year to ensure that all staff, including new employees are being provided the most up-to-date information about the services being provided by the WIOA Partners to ensure the training is accurate, relevant and meaningful. In addition, the AJCC should require all new AJCC staff to watch the online cross-training videos for each WIOA Partner posted on the AJCC website or Youtube and mandate that all existing staff must attend at least one cross-training session per year and watch the other Partners presentations via videos through Youtube within a designated timeframe. In addition, the front-line staff should have a Fact Sheet for every WIOA Partner which contains information about the partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The Fact Sheets should be updated annually by each AJCC partner and made available to all AJCC partners. The AJCC staff also needs to receive additional customer service and customer-centered designed training to ensure that the staff has the necessary professional customer service skills to provide impeccable customer satisfaction through listening to the customer and providing problem-solving approaches to the customer's problem.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- B. Develop and implement operational policies that reflect an integrated performance, communication, and case management system, and use technology to achieve integration and expanded service offerings.

California State Plan Vision and Strategies

Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.

AJCC Certification Workgroup's Vision

- 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 results justify the resources invested.
- 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's creates an integrated workforce development system that is business-led, market-responsive, and results-oriented. This enhanced system focuses on ensuring customer service excellence, seeking continuous improvement, and creating value by enhancing employment opportunities for all individuals including those with disabilities and significant employment barriers. To achieve this vision, a focused and deliberate collaboration has been developed between education, workforce development and economic development network partners to maximize the competitiveness of businesses and the productivity of the local workforce, to increase regional economic prosperity. To this end, the AJCC has developed and implemented operational policies that reflect an integrated system of performance, communication, and case management. The AJCC uses technology to achieve integration and expanded service offerings to allow customers with barriers to achieve employment opportunities, including those individuals with disabilities. The AJCC staff use CareerHub to provide virtual services to its customers. CareerHub permits staff to communicate more effectively and efficiently with customers by texting information to their smart devices, including tablets and smartphones. Staff provides technical assistance, coaching, virtual training, reminders, referrals to online and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with job opportunities via text, email and voicemail to the customers' smart devices regardless of their geographic location. The AJCC is constantly seeking ways to use technology to make the customer's experience better. An opportunity for continuous improvement would permit the AJCC to add a virtual chat feature to the website for improved access to the AJCC during non-working hours and enhance customer service through the use of technology to improve access to services. The AJCC has a system in place to capture and respond to specific customer complaints and grievances. Although the AJCC offers the best customer service possible by attempting to resolve customer issues as quickly as possible, the AJCC has a Grievance Officer that follows certain procedures to ensure the complaint and/or grievance is handled professionally and fairly. The AJCC staff in coordination with the One-Stop Operator has monthly WIOA Partner meetings that discuss and develop specific plans for AJCC service improvements. The data entry staff at the AJCC are well-trained and understand the importance of data validation, data collection processes, accurate reporting and confidentiality. These staff members obtain continuous training throughout the year on these topics. However, data systems to track co-enrolled individuals are not shared, except between ETR and EDD partners, who use CalJOBS to track WIOA Title I(B) Adult, Dislocated Worker, and Youth Programs, and Wagner Peyser and WIOA services. All WIOA Partners collaborate and work collectively toward the successful achievement. The AJCC contributes to the achievement of WIOA performance goals for all core program partners. The AJCC's performance is transparent and accountable to the communities it serves. There is internal and external fiscal monitoring that occurs to ensure that the AJCC is effectively and efficiently using its resources to benefit the community and this information is shared with the KIM WDB. In addition, the AJCC regularly reports to the KIM WDB on the number of customers served, the types of services provided, and the outcomes of those services. This information allows Board members to see how impactful the AJCC is to the local community. Overall, the AJCC operates in a cost-efficient

manner and the resources invested are justified by the results it obtains for the enhancement of employment opportunities for all individuals, including those with disabilities and significant employment barriers.

The AJCC is doing a better job at seeking feedback from customers and businesses on the delivery of services by providing surveys to analyze the data to determine their satisfaction. However, there is always opportunity for improvement, so the AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through a QR Code to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to collect satisfaction data from individuals who are using AJCC's services through customer surveys using a QR Code. It is intended in the near future that each staff member in the AJCC will have the link on their email to ensure greater feedback from employers and customers. In the past, the AJCC used a compliment box to obtain feedback from customers to determine their satisfaction or dissatisfaction. Now, the AJCC is in the process of using QR Codes to provide feedback from customers and employers. The immediate customer feedback builds overall customer engagement while providing the staff with the tools needed to quickly respond, so the AJCC can win the customer's trust and loyalty. The AJCC also needs to regularly review and analyzes performance and service data. The AJCC needs to improve identifying areas of needed technical assistance to improve business results and tapping available resources to obtain needed assistance.

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

Affiliate and Specialized AJCC Baseline Certification Matrix

The baseline criteria to certify an America's Job Center of CaliforniaSM (AJCC) are intended to ensure that every affiliate and specialized AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements.

Local Workforce Development Boards (Local Board) must submit a completed matrix to their Regional Advisor for each affiliate and specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: Inyo – AJCC, 1160 N. Main Street, Bishop, CA 93514

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

| Meets all regulatory requirements to be an <u>affiliated</u> AJCC (WIOA Joint Final Rule Section 678.310) | Yes | No | N/A |
|---|-------------------------------------|--------------------------|--------------------------|
| Network of affiliated sites provides one or more of the programs, services, and activities. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AJCC has at least one Title I staff person physically present. (Note: The frequency of program staff's physical presence in the affiliated site will be determined at the local level.) | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Property is used in an efficient and effective way to ensure consolidation of employment services. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| Meets all regulatory requirements to be a <u>specialized</u> AJCC (WIOA Joint Final Rule Section 678.300(d)(3) and 678.320) | Yes | No | N/A |
|---|-------------------------------------|--------------------------|--------------------------|
| Addresses specific needs, including those of dislocated workers, youth, or key industry sectors, or clusters. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| Ensures Equal Opportunity for Individuals With Disabilities | Yes | No |
|--|-------------------------------------|-------------------------------------|
| <p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51) • <i>Disabled Persons Act</i> (California Civil Code Section 54) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135-11139 <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Allow service animals to be permitted, even if there is a “no pets” policy. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefit of the program, or activity. • Providing for the physical accessibility of the AJCC to individuals with disabilities. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Was WIOA Section 188 compliance monitoring completed for PY 2021-22? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <p>Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?</p> <p>If yes, briefly describe the findings. Click here to enter text.</p> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

| Ensures Equal Opportunity for Individuals With Disabilities | Yes | No |
|--|--------------------------|--------------------------|
| Was a corrective action plan submitted? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings open? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings closed? If closed, as of what date? Click here to enter text. | <input type="checkbox"/> | <input type="checkbox"/> |

| The AJCC meets all Baseline Criteria for Baseline AJCC Certification | Yes | No |
|---|-------------------------------------|--------------------------|
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

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 the Training and Employment Guidance Letter 04-15, 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 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 Workforce Development Boards (Local Board) must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: AJCC – Bishop (1360 N. Main Street, Bishop)

AJCC Type: Affiliate

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 location, or by telephone or e-mail. 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 doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to communicate with 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.

California State Plan Vision and Strategies

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 Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who 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 human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, 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 people with disabilities can access virtual services in a manner that is comparable to those without a disability.

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:

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities: The AJCC reflects a welcoming environment to all customers, including those individuals with disabilities, cultural diversity and individuals with barriers to employment. The staff are sensitive to the unique needs of individuals with disabilities and the AJCC is equipped to provide the necessary accommodations through the use of assistive technology and is ADA compliant, except for the Resource Room. During the relocation of the AJCC, the equipment to serve the needs of individuals with disabilities located in the Resource Room were misplaced. An opportunity for improvement is for Inyo County to order new equipment to ensure the Resource Room is fully equipped with the necessary accommodations to serve people with disabilities, including a wheelchair accessible desk, assistive technology software, a sight impaired keyboard and Sorenson Accessible Technology -Video Relay Services. The AJCC is designed so that it is easy for customers to have access to staff assistance, the resource room and other available services. The resource room in the AJCC has limited workstations and the equipment is in working order. An opportunity for improvement would be to have monitoring software added to allow AJCC staff to view the Resource Room's computer(s) when it is in use by a customer. The software will help ensure customers are utilizing the computer for legitimate purposes. There is space available in the AJCC to hold on-site employer recruitments and other activities to benefit the community. In addition, the WIOA partners utilize the AJCC to align, coordinate and integrate their programs and services to its customers. The AJCC staff prides itself on being able to provide professional services to all individuals, regardless of cultural differences, disabilities (once the equipment is reordered), and other barriers to employment. The AJCC implements principles of universal and customer-centered design to ensure that all customers have access to a full range of services no matter the customers' abilities, mobility, age, language, learning style, intelligence, or educational level. The Civil Rights Coordinators (Leslie Gaunt, Staff Service Analyst III and Cathy Young, Staff Service Analyst Supervisor) continually review the policies, procedures and practices, as well as the facility of the AJCC to ensure the AJCC is accessible to all customers while providing equal opportunity. In addition, the staff is given training to ensure that they comply with any and all equal opportunity policies and procedures, when needed. Bilingual staff at the AJCC are available to assist limited English-speaking customers and ensure that they have equal access to services. Staff refers limited English customers to local ESL programs for services to enhance their language skills. Veterans receive priority of services first as long as eligibility is met in the adult priority group. The policy explains in detail the order of participants to serve under priority. The priority adult participants will be served first for any classroom training programs that have a waiting list. The AJCC and its WIOA Partners pride themselves in ensuring that each and every customer receives courteous, polite, responsive and helpful customer service, without regard to the customer's disability, cultural diversity and/or barriers to employment. The AJCC is constantly seeking ways to use technology to make the customer's experience better. Customers are able to attend Orientation and Job Seeker Services virtually and in-person. Customers must complete their CalJOBS registration before attending the Orientation. Customers are also able to attend a variety of Workshops, including Computer Skills, Social Media Basics, and Resume & Interview Training. In addition, Customers are able to virtually

obtain the Community Resources Guide which provides a listing of all of the colocated and non-colocated partners, community partners and service providers in Kern, Inyo and Mono Counties. The AJCC has a waiting area for customers which includes a small play area for children which incorporates a coloring station, wooden activity play cube and other beneficial activities for young children.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

Reflect on the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, co-located partnership that seamlessly incorporates the services of all the AJCC partners.

California State Plan Vision and Strategies

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 to facilitate skills attainment.

AJCC Certification Workgroup's Vision

- A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
- Both co-located and non-co-located partners believe that the AJCC adds value to their program and 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-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- An inventory and overview of all partner programs and services are available to all AJCC staff, and all AJCC staff has received an orientation to all partner programs and services.
- One-Stop system marketing materials that overview all partner programs and services for distribution to customers at the AJCC and at all non-co-located partner locations have been developed.
- 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:

The AJCC provides a system where both the colocated and non-colocated WIOA partners (collectively, Partners) work together as identified in the Memorandum of Understanding – Infrastructure Funding Agreement. Through the Partners ongoing participation in collaborative events, the majority of Partners believe that the AJCC adds value to each of their programs, services and customers. With the leadership of the One-Stop Operator, the majority of Partners meet on a monthly basis to discuss the following: One-Stop system; the AJCC's contribution to the system; operational matters relating to the AJCC; and and recommendations for continuous improvements. During these meetings, staff and management are able to discuss issues affecting the AJCC and implement solutions to issues which are agreed to by the Partners. In addition, the One-Stop Operator discusses strategic, tactical and operational developments for the AJCC. The AJCC actively performs community-wide outreach with Partners and provides access to all Partners' customers to participate in job and resource fairs, trainings, employment opportunities, and other workshops. Every month, alternating Partners provide an orientation to available AJCC and Partners' staff about the services their agency or community-based organization provide to the community. The cross-training is important to participating staff to ensure they are knowledgeable about each of the WIOA Partners' programs and activities. However, these cross-trainings need to be recorded as they were done previously and posted on the AJCC website or YouTube to allow staff members, particularly new staff the ability to review the trainings at any time. A continuous improvement opportunity is that the staff should attend cross-training sessions at a central location for ½ day over a period of several weeks with all WIOA partners providing a summary of their services and any new information that would assist with the referral process. In addition, an opportunity for improvement would provide each front-line staff with a detailed fact sheet on each WIOA and community Partners programs and services, and each partner would update the fact sheet yearly or as often as necessary. The one-stop system has a marketing department located in the Southeast Bakersfield - AJCC that prepares materials about the activities, recruitments, workshops, trainings, and outreach that is distributed to Partners and their customers. In addition, the marketing department designs, prepares and distributes the Community Resources Directory which is currently being updated and offers information about each Partner's programs that are available for use by customers at all of the comprehensive, specialized and affiliate AJCC one-stop centers. The AJCC connects to the community through multiple community WIOA and non-WIOA partnerships and community access points. The colocated and non-colocated WIOA Partners are working on implementing a new referral system that meets the requirements imposed by the Memorandum of Understanding – Infrastructure Funding Agreement. Presently, the referral system allows WIOA and

community Partners to email a referral form to the other partner which includes the information about the customer and services needed. However, this referral system is antiquated and needs a more robust universal referral tracking system in place to ensure customers are receiving the services they deserve from the AJCC. The One-Stop Operator has been working with the colocated and non-colocated Partners to formalize a universal referral tracking that is acceptable to all partners. Unfortunately, EDD and DOR are unable to utilize third party referral software, so a recommendation is to have all of the non-state government partners utilize the third party software for their referrals, so customers can be tracked more easily and effectively. The AJCC's partner referral system that is outlined in the Memorandum of Understanding – Infrastructure Funding Agreement is a work in progress. The AJCC Partners, in cooperation with the One-Stop Operator are working on implementing the referral system that is user friendly and provides direct access to all of the AJCC partners (except EDD and DOR) through real-time technology. This referral system will allow the referral of individuals between the One-Stop partners for appropriate services and activities. It is imperative that the AJCC have a referral system in place for the benefit of its customers and community. The referral system will assist the AJCC partners determine the benefit to the non-colocated partners for purposes of the Infrastructure Funding Agreements contained in the MOU. Although there was an ambitious effort to use the VOS CalJOBS greeter program to record all referrals, the program does not record in CalJOBS the services that will be provided. The AJCC One-Stop Operator is working on an integrated colocated partnership that is seamlessly incorporating the services of all of the AJCC partners, but this is also a work in progress.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 each program's purpose, scope, and requirements.
- 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. They can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate, given the authorized scope of the program.

- C. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow 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.

California State Plan Vision and Strategies

- A. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- B. Customer-Centered Service Design: use of customer-centered design to involve frontline staff and customers in the development, prototyping, and evaluation of AJCC services, resources, tools, and systems.

AJCC Certification Workgroup's Vision

- 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 co-located partners have identified the Career Services that apply to their program, and the AJCC has developed methods to align/integrate the delivery of those services.
- The AJCC has established 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 incorporates an integrated service approach to the intake process. This AJCC functions as a well-oiled machine in that each and every customer is pleasantly greeted by a receptionist who in turns identifies the reason for their visit and need, and connects them to the appropriate service as quickly and efficiently as possible. As part of the Memorandum of Understanding – Infrastructure Funding Agreement, the AJCC developed an integrated customer flowchart which represents the procedures that respond to customer needs and moves between AJCC entry and service delivery. Each of the colocated Partners has a role in the process to ensure the customer obtains the best services in order for them to be successful in their job search and eventual employment. The staff designs services for their customers by using principles of Human Centered Design. Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The AJCC has established the roles and responsibilities of management and staff for all Partner agencies in the center and has created an integrated functional organizational chart to reflect the same. In addition, the AJCC has protocols to co-enroll customers in more than one partner program when there is value and need to the customer. Staff at the AJCC have received customer service and customer-centered design training. When appropriate and authorized by statute, staff coordinates efforts in capacity building and training to ensure that there is minimal redundancy. The AJCC focuses on serving all customers by providing a full-range of services, training and programs. The AJCC is staffed by qualified and cross-trained individuals that are knowledgeable about Partners' programs and services. ETR, in partnership with the California Workforce Association and Sacramento State, College of Continuing Education has had 107 of its staff members enroll and participate in the Workforce Development Apprenticeship Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential. Inyo and Mono Counties have expressed an interest in enrolling their WIOA staff in the next WDAP apprenticeship training. In addition, the AJCC maintains an integrated case management system and allows customer information be stored in CalJOBS which is properly secured in accordance with personally identifiable information guidelines, and facilitated with an MOU which contains the necessary confidentiality provisions and data sharing agreement.

The AJCC continues to work on reducing the number of staff that communicate with customers to ensure that they move more seamlessly between the AJCC entry and service delivery. In order to accomplish this goal, the AJCC staff needs to receive customer service and customer-centered designed training biennially. In addition, the front-line staff should have a quick reference guide which contains fact sheets of each and every AJCC partner's programs, trainings and services being offered to ensure

that AJCC customers are being provided with the most up-to-date information available. The fact sheets should be updated annually by each AJCC partner and made available to all AJCC partners.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Improve the skills of job seekers 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.

California State Plan Vision and Strategies

- A. Career Pathways: enabling progressive skills development through education and training programs, using multiple entry and exit 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: a subsidized program that allows individuals to gain work experience while getting paid. Individuals receive training and education that combine applied learning opportunities while participating in the labor market.
- C. Supportive Services: providing supportive 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 providing "demand-driven skills attainment." From this perspective, AJCCs operate 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. Still, there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need them.

AJCC Certification Workgroup's Vision

- All AJCC staff (i.e., the staff of all co-located 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 staff assist customers in accessing and enrolling in robust training 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 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 that meet the needs of targeted regional sectors and pathways.

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

The AJCC creates opportunities for individuals at all skill levels and levels of experience by providing customers with up-to-date labor market analysis and job-driven information to assist them to successfully compete in today's economy. The AJCC offers access to education and training leading to industry-recognized credentials through the use of career pathways, internships and apprenticeships. The AJCC has entry steps that make it easy to access education and training that leads to industry-recognized credentials. The AJCC staff works diligently to increase the number of AJCC customers receiving skill development and training services resulting in industry recognized credentials. The full array of WIOA employment and training activities are available in the local area through the AJCC and partner on ramps. Training is accessed through qualified vendors on the Eligible Training Provider List (ETPL) using Individual Training Accounts (ITA's). Other training is available through contracted classes with providers who meet the WIOA exceptions. Training is offered for in-demand occupations that meet the needs of local and regional employers. Emphasis is on programs offering industry-recognized credentials, career ladders and work-based learning. Partner agencies are committed to systems alignment and service delivery coordination. The AJCC offers earn and learn opportunities to employers for adult customers, including On-the-Job Training contracts and Paid Work Experience to provide workplace post-training for their new or existing employees. Supportive Services are provided to eligible customers that present a financial need which affects their ability to obtain or maintain employment. Current services include, but are not limited to transportation, hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books and background checks. The AJCC coordinates with Partners and other community based organizations to provide services not afforded by the AJCC. In the interest of improving customer service, Partners have developed a formal referral process between themselves that will direct referrals to a referral coordinator at each agency. The coordinator serves as a point of contact for the customer and is responsible to report the outcome of services. This prevents duplication of services, enhances braiding of resources, and prevents the customer from being lost in red tape. The AJCC also maintains a Community Resource Guide which provides a directory of services available through other agencies and community-based organizations. The Resource Guide provides contact information for organizations providing transportation, utility assistance, legal services, childcare services, food, clothing, shelter, tax assistance, substance abuse counseling, and assistance for battered women, and youth in crises. The AJCC continues to develop partnerships and provide programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan: (i) Foster demand-driven skills attainment; (ii) Enable upward mobility for all Californians; and (iii) Align, coordinate, and integrate programs and services. The AJCC Partners are committed to administering the independently funded programs as a set of integrated streamlined services to job seekers and employers, by helping businesses find skilled workers and access other supports services, including education and training, for their current workforce; providing an array of employment and business services and connecting customers to work-

related training and education; continuing to align investments in workforce, education and economic development to regional in-demand jobs; and reinforcing partnerships and strategies to provide job seekers and workers with high quality career services, education and training, and supportive services needed to gain and retain employment.

The AJCC is working toward identifying sector pathways in coordination with the Regional Planning Unit, through the Regional Plan to develop processes to be implemented to provide information and access for customers. The AJCC will actively participate in the process and convene regional partners to align programs with identified regional sector pathways. In addition, the AJCC has been working toward improving its service delivery model, including the use of collaborative efforts that include employers, industries, government, workforce, economic development and education stakeholders to identify career pathways and work to solve regional employment challenges. A majority of the AJCC staff of all of the colocated Partners value both skill development and employment outcomes, but there is a need for improvement. Staff needs to receive continuous education related to industry-recognized credentials to allow customers to navigate career pathways toward upward mobility. An opportunity for improvement is to educate all staff on the regional target sectors, identifying regional sector career pathways or understanding what those mean in terms of providing services to its customers.

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.

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- 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.
- C. To support area employers and industry sectors most effectively, AJCC staff identify and clearly understand industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.
- D. To incorporate an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.
- E. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

California State Plan Vision and Strategies

- 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.
- B. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.
- C. Fostering demand-driven skills attainment: workforce and education programs must align program content with the state's industry sector needs to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced 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 it 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:

The AJCC Partners have structured career pathways and training for specific industries that are in high demand – Certified Nursing Assistant to Licensed Vocational Nurse to Registered Nurse programs; Truck Driving to Crane Operators; and career stacking for Welding certifications such as Plate, TIG, MIG, Pipe, and Arc. The AJCC has a long history of commitment to the healthcare sector, collaborating on regional healthcare initiatives with neighboring LWDA's since 2001, including the current Regional Equity and Recovery Partnership grant which Kern County Employers' Training Resource (ETR) has partnered with the local community colleges. Other collaborations include work with the Kern Community College District's Bakersfield College's Allied Health and Nursing Program 15% Governor's Discretionary Grant program. Local WDB funds have been used to pilot a Licensed Vocational Nurse (LVN) program at the Kern High School District's Bakersfield Adult School; which is now certified and has been operating since 2003. Additional funds were used to provide on-the-job training contracts for RN 18-week residency in acute care settings. Examples of health career ladder programs KIM WDB funds include classroom training for Certified Nursing Assistant (CNA), Licensed Vocational Nurse (LVN), Emergency Medical Technician (EMT), Pharmacy Technician, and Registered Nurse (RN). In addition, ETR has partnered with California State University, Bakersfield Extended Education and Global Outreach to enroll participants in their Drug and Alcohol Studies Certificate Program. The program provided professional and educational training in the treatment of addiction and fulfills the educational requirements for testing for the California Consortium of Addiction Programs and Professionals, known as C-CAPP Certification as a licensed Alcohol and Drug Addiction Counselor. The AJCC braids services between employers and dislocated job seekers and provides convenient access to professional business services such as business recruitments, forums, applicant screening, and small business development services. The AJCC braids resources and coordinating services specific to employers and dislocated job seekers. Services for dislocated workers include financial literacy, job loss coping skills, computer literacy and resume and job search assistance. The AJCC offers a wide range of AJCC-based services for employers both through an online platform or in-person, including referral of qualified candidates, hosting many small and large on and off-site recruitments and job fairs, pre-employment testing, and skill verification. Staff at the AJCC are highly trained and skilled in advising customers of their options, knowledgeable about local labor market information, are aware of available Partner services, and developing a universal referral process to ensure customers' needs are met. Due to the importance of labor market conditions, AJCC staff are distributed monthly reports electronically about local and state labor market conditions. In addition, the AJCC partners with vendors to provide training to customers for employment opportunities. An area for improvement is that the AJCC staff needs to better understand the regional economy and incorporate this knowledge to assist the customer in obtaining high-demand occupations. The AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through QR Codes to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to

collect satisfaction data from individuals who are using AJCC's services through customer surveys using QR Codes. In addition, it is intended that each staff member will have the link on their email to ensure greater feedback from employers and customers. These surveys should be discussed quarterly at the Kern, Inyo and Mono Workforce Development Board's Executive Committee, so that there can be more detailed discussion about feedback from employers and customers seeking services from the AJCCs. The AJCC has been working with its Partners to minimize redundant employer contacts while maximizing access to system-wide, integrated business services; however, each Partner has to meet the specific goals and outcomes for its programs which sometimes conflicts with the overall strategy of the AJCC. The AJCC needs to reconvene local employers through an online platform to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop Partners, local educational providers, local businesses, local trade unions, and community-based organizations. In addition, the AJCC needs to perform more virtual business outreach, including bringing guest speakers to discuss meaningful topics that assist businesses in order to attract them to the AJCC. This type of virtual business outreach will assist in attracting businesses to the AJCC, so they can learn more about the many services that are offered.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to all 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 of how their particular function supports and contributes to the overall vision of the local board.
- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

Certification criteria will include an assessment of professional development and staff capacity building.

AJCC Certification Workgroup's Vision

- The AJCC has regular staff meetings with all AJCC staff (i.e., the staff of all co-located 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, develop in-demand skills and credentials, and find jobs.
- All AJCC staff has received training to effectively assist customers in registering with CalJOBS and 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 Partners manage referrals through cross-training of appropriate staff during the AJCC Partner monthly meetings. The staff continues to receive cross-training on partner programs in order for them to possess the knowledge, skill and motivation to provide excellent customer service to job seekers, including those individuals with disabilities. However, much of the training about partner programs is passed along from Supervisors in informal settings. An area of continuous improvement is that the cross-trainings need to be recorded and be placed on the AJCC website to allow staff members the ability to review the trainings any time. Such recordings would allow for on-going trainings as staff changes occur and provide for confirmation of complete information transfer. Cross-training allows staff to understand their particular function at the AJCC and provides the overall vision of the Kern, Inyo and Mono Workforce Development Board. In addition, cross-training allows staff to build relationships with other AJCC Partners' staff (colocated and non-colocated) and allow for updates on AJCC activities. The AJCC Partners provide access to each required AJCC Partner's program through cross-referrals, such as: physically colocating at the AJCC, being available for appointments to job seekers, and having appropriate technologies at the AJCC. Currently, through a one-stop operator, Partners meet monthly to align, coordinate and integrate services to ensure that the one-stop delivery system is not duplicative. The AJCC Partners are committed to administering independently funded programs as a set of integrated streamlined services to job seekers and employers, by conducting partner meetings, producing marketing materials, coordinating job fairs, providing soft skills workshops, entering into a universal job posting systems, offering cross-promotion of services, cross-training of staff, and developing a referral process to ensure customers' needs are met. Staff at the AJCC are highly skilled in advising customers of their options, knowledgeable about local labor market information, are aware of available Partner services. In addition, bilingual staff at the AJCCs assist limited English-speaking customers to make certain that they receive equal access to services. Staff are well-trained on using CalJOBS and assist customers in how to navigate in CalJOBS to match the customer to available job opportunities. Staff have also been trained to use Cal-E Grants and to submit quarterly reports to the State in the new format. Staff receives training on providing excellent customer service through customer-centered design techniques and methodologies, including serving customers with barriers to employment and individuals with disabilities. AJCC's management and staff meet regularly to ensure that customers receive excellent customer service.

Due to the limited hours in a day and the workload of staff, it is sometimes overlooked the importance of having yearly staff meetings with all colocated partners' staff to build relationships, provide updates on AJCC activities, learn about the services each collocated partner is providing to the community, and discuss strategies for AJCC improvements. In addition, the AJCC needs to have additional training for all front-line staff, including, but not limited to, capacity building, professional development, how to use market information to assist customers to identify career pathways, sector strategies, career pathways, job quality and high road training partnerships. Kern County Employers' Training Resource (ETR), in partnership with the California Workforce Association and Sacramento State, College of Continuing Education enrolled 107 of its staff members participate in the Workforce Development Apprenticeship

Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential. Inyo and Mono Counties have expressed an interest in enrolling their WIOA staff in the next WDAP apprenticeship training.

All AJCC staff should receive additional virtual training on serving individuals with barriers to employment, including customers with disabilities. Although the AJCC did a great job in providing cross-training to its staff, the training needs to be performed virtually, annually and updated each year to ensure that all staff, including new employees are being provided the most up-to-date information about the services being provided by the WIOA Partners to ensure the training is accurate, relevant and meaningful. In addition, the AJCC should require all new AJCC staff to watch the online cross-training videos for each WIOA Partner posted on the AJCC website or Youtube and mandate that all existing staff must attend at least one cross-training session per year and watch the other Partners presentations via videos through Youtube within a designated timeframe. In addition, the front-line staff should have a Fact Sheet for every WIOA Partner which contains information about the partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The Fact Sheets should be updated annually by each AJCC partner and made available to all AJCC partners. The AJCC staff also needs to receive additional customer service and customer-centered designed training to ensure that the staff has the necessary professional customer service skills to provide impeccable customer satisfaction through listening to the customer and providing problem-solving approaches to the customer's problem.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- B. Develop and implement operational policies that reflect an integrated performance, communication, and case management system, and use technology to achieve integration and expanded service offerings.

California State Plan Vision and Strategies

Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.

AJCC Certification Workgroup's Vision

- 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 results justify the resources invested.
- 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's creates an integrated workforce development system that is business-led, market-responsive, and results-oriented. This enhanced system focuses on ensuring customer service excellence, seeking continuous improvement, and creating value by enhancing employment opportunities for all individuals including those with disabilities and significant employment barriers. To achieve this vision, a focused and deliberate collaboration has been developed between education, workforce development and economic development network partners to maximize the competitiveness of businesses and the productivity of the local workforce, to increase regional economic prosperity. To this end, the AJCC has developed and implemented operational policies that reflect an integrated system of performance, communication, and case management. The AJCC uses technology to achieve integration and expanded service offerings to allow customers with barriers to achieve employment opportunities, including those individuals with disabilities. The AJCC is constantly seeking ways to use technology to make the customer's experience better. An opportunity for continuous improvement would permit the AJCC to add a virtual chat feature to the website for improved access to the AJCC during non-working hours and enhance customer service through the use of technology to improve access to services. The AJCC has a system in place to capture and respond to specific customer complaints and grievances. Although the AJCC offers the best customer service possible by attempting to resolve customer issues as quickly as possible, the AJCC has a Grievance Officer that follows certain procedures to ensure the complaint and/or grievance is handled professionally and fairly. The AJCC staff in coordination with the One-Stop Operator has monthly WIOA Partner meetings that discuss and develop specific plans for AJCC service improvements. The data entry staff at the AJCC are well-trained and understand the importance of data validation, data collection processes, accurate reporting and confidentiality. These staff members obtain continuous training throughout the year on these topics. However, data systems to track co-enrolled individuals are not shared, except between ETR and EDD partners, who use CalJOBS to track WIOA Title I(B) Adult, Dislocated Worker, and Youth Programs, and Wagner Peyser and WIOA services. All WIOA Partners collaborate and work collectively toward the successful achievement. The AJCC contributes to the achievement of WIOA performance goals for all core program partners. The AJCC's performance is transparent and accountable to the communities it serves. There is internal and external fiscal monitoring that occurs to ensure that the AJCC is effectively and efficiently using its resources to benefit the community and this information is shared with the KIM WDB. In addition, the AJCC regularly reports to the KIM WDB on the number of customers served, the types of services provided, and the outcomes of those services. This information allows Board members to see how impactful the AJCC is to the local community. Overall, the AJCC operates in a cost-efficient manner and the resources invested are justified by the results it obtains for the enhancement of employment opportunities for all individuals, including those with disabilities and significant employment barriers.

The AJCC is doing a better job at seeking feedback from customers and businesses on the delivery of services by providing surveys to analyze the data to determine their satisfaction. However, there is always opportunity for improvement, so the AJCC is working with the One-Stop Operator to seek

feedback from businesses on the delivery of business services by providing surveys through a QR Code to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to collect satisfaction data from individuals who are using AJCC's services through customer surveys using a QR Code. It is intended in the near future that each staff member in the AJCC will have the link on their email to ensure greater feedback from employers and customers. In the past, the AJCC used a compliment box to obtain feedback from customers to determine their satisfaction or dissatisfaction. Now, the AJCC is in the process of using QR Codes to provide feedback from customers and employers. The immediate customer feedback builds overall customer engagement while providing the staff with the tools needed to quickly respond, so the AJCC can win the customer's trust and loyalty. The AJCC also needs to regularly review and analyzes performance and service data. The AJCC needs to improve identifying areas of needed technical assistance to improve business results and tapping available resources to obtain needed assistance.

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

Affiliate and Specialized AJCC Baseline Certification Matrix

The baseline criteria to certify an America's Job Center of CaliforniaSM (AJCC) are intended to ensure that every affiliate and specialized AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements.

Local Workforce Development Boards (Local Board) must submit a completed matrix to their Regional Advisor for each affiliate and specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: Lake Isabella – AJCC, 5540 Lake Isabella Blvd., Suite E-3, Lake Isabella, CA 93240

| Implements the signed Memorandums of Understanding (MOU) | Yes | No | |
|---|-------------------------------------|--------------------------|--------------------------|
| An MOU (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| The signed MOU identifies the AJCC as a specialized/affiliate center. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| The AJCC is implementing the MOU specifications applicable to specialized/affiliate centers. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Meets all regulatory requirements to be an <u>affiliated</u> AJCC (WIOA Joint Final Rule Section 678.310) | Yes | No | N/A |
| Network of affiliated sites provides one or more of the programs, services, and activities. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AJCC has at least one Title I staff person physically present. (Note: The frequency of program staff's physical presence in the affiliated site will be determined at the local level.) | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Property is used in an efficient and effective way to ensure consolidation of employment services. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Meets all regulatory requirements to be a <u>specialized</u> AJCC (WIOA Joint Final Rule Section 678.300(d)(3) and 678.320) | Yes | No | N/A |
| Addresses specific needs, including those of dislocated workers, youth, or key industry sectors, or clusters. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| Ensures Equal Opportunity for Individuals With Disabilities | Yes | No |
|--|-------------------------------------|-------------------------------------|
| <p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51) • <i>Disabled Persons Act</i> (California Civil Code Section 54) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135-11139 <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Allow service animals to be permitted, even if there is a “no pets” policy. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefit of the program, or activity. • Providing for the physical accessibility of the AJCC to individuals with disabilities. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <p>Was WIOA Section 188 compliance monitoring completed for PY 2021-22?</p> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <p>Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?</p> <p>If yes, briefly describe the findings. Click here to enter text.</p> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

| Ensures Equal Opportunity for Individuals With Disabilities | Yes | No |
|--|--------------------------|--------------------------|
| Was a corrective action plan submitted? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings open? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings closed? If closed, as of what date? Click here to enter text. | <input type="checkbox"/> | <input type="checkbox"/> |

| The AJCC meets all Baseline Criteria for Baseline AJCC Certification | Yes | No |
|---|-------------------------------------|--------------------------|
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

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 the Training and Employment Guidance Letter 04-15, 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 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 Workforce Development Boards (Local Board) must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: AJCC – Lake Isabella (5540 Lake Isabella Blvd., Suite E-3, Lake Isabella)

AJCC Type: Affiliate

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 location, or by telephone or e-mail. 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 doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to communicate with 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.

California State Plan Vision and Strategies

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 Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who 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 human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, 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 people with disabilities can access virtual services in a manner that is comparable to those without a disability.

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 reflects a welcoming environment to all customers, including those individuals with disabilities, cultural diversity and individuals with barriers to employment. In addition, staff are sensitive to the unique needs of individuals with disabilities and are prepared and equipped to provide the necessary accommodations through the use of assistive technology. The AJCC staff prides itself on being able to provide professional services to all individuals, regardless of cultural differences, disabilities, and other barriers to employment. The AJCC implements principles of universal and customer-centered design to ensure that all customers have access to a full range of services no matter the customers' abilities, mobility, age, language, learning style, intelligence, or educational level. Employers' Training Resource, the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The Equal Opportunity Officer (Jeremy Shumaker, Administrative Services Officer-Administrative Division) continually reviews the policies, procedures and practices, as well as the facility of the AJCC to ensure the AJCC is accessible to all customers while providing equal opportunity. In addition, the staff is given training to ensure that they comply with any and all equal opportunity policies and procedures, when needed. Bilingual staff at the AJCC are available to assist limited English-speaking customers and ensure that they have equal access to services. Staff refers limited English customers to local ESL programs for services to enhance their language skills. In addition, Rosetta Stone software programs are available for use in the AJCC Resource Room. Veterans receive priority of services first as long as eligibility is met in the adult priority group. The policy explains in detail the order of participants to serve under priority. The priority adult participants will be served first for any classroom training programs that have a waiting list. The AJCC staff use CareerHub to provide virtual services to its customers. CareerHub permits staff to communicate more effectively and efficiently with customers by texting information to their smart devices, including tablets and smartphones. Staff are available to provide technical assistance, coaching, virtual training, reminders, referrals to online and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with job opportunities via text, email and voicemail to the customers' smart devices regardless of their geographic location. The AJCC and its Partners pride themselves in ensuring that each and every customer receives courteous, polite, responsive and helpful customer service, without regard to the customer's disability, cultural diversity and/or barriers to employment. The AJCC is constantly seeking ways to use technology to make the customer's experience better. Customers are able to virtually attend Orientation to Job Seeker Services. Customers must complete their CalJOBS registration before attending the Orientation. Customers are also able to attend a variety of Workshops, including Computer Skills, Social Media Basics, and Resume & Interview Training. In addition, Customers are able to virtually obtain the Community Resources Guide which provides a listing of all of the colocated and non-colocated partners and service providers in Kern, Inyo and Mono Counties. Although the AJCC is open at 8:00 am and closes at 5:00 pm Monday through Friday, the business hours may need to be expanded to accommodate all customers. A pilot program should be considered to explore expanded hours of service to ensure that customers in need of employment

services outside of the traditional business hours of operation have adequate access. In addition, the AJCC should explore the implementation of a virtual chat feature on the website to answer questions posed by customers to improve after hours services and enhance the customer experience by utilizing technology to improve access to services. Each AJCC should have a waiting area for customers which includes designated area for children which incorporates a coloring station, wooden activity play cube and other beneficial activities for young children. Although customers are discouraged from bringing children into the AJCC, parents may not have access to daycare and must bring their child with them to the AJCC to utilize their services.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

Reflect on the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, co-located partnership that seamlessly incorporates the services of all the AJCC partners.

California State Plan Vision and Strategies

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 to facilitate skills attainment.

AJCC Certification Workgroup's Vision

- A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
- Both co-located and non-co-located partners believe that the AJCC adds value to their program and 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-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- An inventory and overview of all partner programs and services are available to all AJCC staff, and all AJCC staff has received an orientation to all partner programs and services.
- One-Stop system marketing materials that overview all partner programs and services for distribution to customers at the AJCC and at all non-co-located partner locations have been developed.

- 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:

The AJCC provides a system where both the colocated and non-colocated WIOA partners (collectively, Partners) work together as identified in the Memorandum of Understanding. Through the Partners ongoing participation in collaborative events, the majority of Partners believe that the AJCC adds value to each of their programs, services and customers. With the leadership of the One-Stop Operator, the majority of Partners meet on a monthly basis to discuss the following: One-Stop system; the AJCC's contribution to the system; operational matters relating to the AJCC; and and recommendations for continuous improvements. During these meetings, staff and management are able to discuss issues affecting the AJCC and implement solutions to issues which agreed to by the Partners. In addition, the One-Stop Operator discusses strategic, tactical and operational development for the AJCC. The AJCC actively performs community-wide outreach with Partners and provides access to all Partners' customers to participate in job and resource fairs, trainings, employment opportunities, and other workshops. Every quarter, alternating Partners provide an orientation to available AJCC and Partners' staff about the services their agency or community based organization provide to the community. The cross-training is important to participating staff to ensure they are knowledgeable about each of the Partners' programs and activities. These cross-trainings are performed virtually and are recorded. The cross-trainings are posted on the AJCC website to allow staff members the ability to review the trainings at any time. The one-stop system has a marketing department situated in the Southeast AJCC located in Bakersfield that prepares materials about the activities, recruitments, workshops, trainings, and outreach that is distributed to Partners and their customers. In addition, the marketing department designs, prepares and distributes the Community Resources Directory which offers information about each Partner's programs which are available for use by customers at all of the comprehensive and affiliate AJCC one-stop centers. The AJCC connects to the community through multiple community WIOA and non-WIOA partnerships and community access points. The colocated Partners continue to work on implementing the electronic referral system that meets the requirements imposed by the Memorandum of Understanding, but there is no real universal tracking system in place at this time. The One-Stop Operator is working with the colocated and non-colocated Partners to formalize a universal referral tracking that is acceptable to all partners. Unfortunately, EDD and DOR have limitations as to the type of software they are permitted to use which has caused delays in locating an acceptable universal tracking system. The AJCC's partner referral system that is outlined in the Memorandum of Understanding is a work in progress and there is no real tracking system in place. The AJCC Partners, in cooperation with the One-Stop Operator are working on implementing the referral system, but the process has been slow and DOR and EDD are not eager to participate. The AJCC needs to have a referral system in place that is user friendly and provides direct access to all of the AJCC partners through real-time technology. This referral system will allow the referral of individuals between the One-Stop partners for appropriate services and activities. It is imperative that the AJCC have a referral system in place for the benefit of its customers and community. The referral system will assist the AJCC partners determine the benefit to the non-colocated partners for purposes of the Infrastructure Funding Agreements contained in the MOU. A majority of the comprehensive, affiliate and specialized one-stop

AJCCs use the VOS CalJOBS greeter program to record all referrals, and the program does record the services that will be provided to clients in CalJOBS. The AJCC One-Stop Operator is working on an integrated colocated partnership that is seamlessly incorporating the services of all of the AJCC partners, but this continues to be a work in progress. In addition, the AJCC is working on reconvening local employers to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop Partners, local educational providers, local businesses, local trade unions, and community-based organizations. The Kern, Inyo and Mono Workforce Development Board has partnered with the California Employers Association to provide employers throughout Kern, Inyo and Mono Counties with a Human Resource Hotline (HR Hotline) which is dedicated to answering basic human resource questions for employers in English, Spanish and other languages when needed, particularly small business owners. The no-cost HR Hotline has HR subject matter experts that are available during normal business hours to assist employers in obtaining assistance in all areas of employer-employee relations. The AJCC has several posters advertising the HR Hotline. These types of business/employer outreach will assist in attracting additional businesses to the AJCC, so they can learn more about the many services that are offered. In addition, the AJCC should have brochures from each AJCC and community partner displayed on a display rack or carousel and made available for customers to take and use at their leisure. The brochures should include the services and programs being offered by all of the AJCC Partners.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 each program's purpose, scope, and requirements.

- 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. They can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate, given the authorized scope of the program.
- C. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow 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.

California State Plan Vision and Strategies

- A. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- B. Customer-Centered Service Design: use of customer-centered design to involve frontline staff and customers in the development, prototyping, and evaluation of AJCC services, resources, tools, and systems.

AJCC Certification Workgroup's Vision

- 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 co-located partners have identified the Career Services that apply to their program, and the AJCC has developed methods to align/integrate the delivery of those services.
- The AJCC has established 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 incorporates an integrated service approach to the intake process. This AJCC functions as a well-oiled machine in that each and every customer is pleasantly greeted by a receptionist who in turn identifies the reason for his/her visit and need, and connects him/her to the appropriate service as quickly and efficiently as possible. As part of the Memorandum of Understanding, the AJCC developed an integrated customer flowchart which represents the procedures that respond to customer needs and moves between AJCC entry and service delivery. Each of the colocated Partners has a role in the process to ensure the customer obtains the best services in order for them to be successful in their job search and eventual employment. The staff designs services for their customers by using principles of Human Centered Design. Employers' Training Resource, the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The AJCC has established the roles and responsibilities of management and staff for all Partner agencies in the center and has created an integrated functional organizational chart to reflect the same. In addition, the AJCC has protocols to co-enroll customers in more than one partner program when there is value and need to the customer. Staff at the AJCC have received customer service and customer-centered design training. When appropriate and authorized by statute, staff coordinates efforts in capacity building and training to ensure that there is minimal redundancy. The AJCC focuses on serving all customers by providing a full-range of services, training and programs. The AJCC is staffed by qualified and cross-trained individuals that are knowledgeable about Partners' programs and services. Employers' Training Resource, in partnership with the California Workforce Association and Sacramento State, College of Continuing Education enrolled a majority of its staff members to participate in the Workforce Development Apprenticeship Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential. In addition, the AJCC maintains an integrated case management system and allows customer information be stored in CalJOBS which is properly secured in accordance with personally identifiable information guidelines, and facilitated with an MOU which contains the necessary confidentiality provisions and data sharing agreement.

The AJCC continues to work on reducing the number of staff that communicate with customers to ensure that they move more seamlessly between the AJCC entry and service delivery. In order to accomplish this goal, the AJCC staff needs to receive customer service and customer-centered designed training biennially. In addition, the front-line staff should have a quick reference guide which contains fact sheets of each and every AJCC partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The reference guide should be updated annually by each AJCC partner and made available to all AJCC partners.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Improve the skills of job seekers 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.

California State Plan Vision and Strategies

- A. Career Pathways: enabling progressive skills development through education and training programs, using multiple entry and exit 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: a subsidized program that allows individuals to gain work experience while getting paid. Individuals receive training and education that combine applied learning opportunities while participating in the labor market.
- C. Supportive Services: providing supportive 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 providing "demand-driven skills attainment." From this perspective, AJCCs operate 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. Still, there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need them.

AJCC Certification Workgroup's Vision

- All AJCC staff (i.e., the staff of all co-located 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 staff assist customers in accessing and enrolling in robust training 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 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 that meet the needs of targeted regional sectors and pathways.

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

The AJCC creates opportunities for individuals at all skill levels and levels of experience by providing customers with up-to-date labor market analysis and job-driven information to assist them to successfully compete in today's economy. The AJCC offers access to education and training leading to industry-recognized credentials through the use of career pathways, internships and apprenticeships. The AJCC has entry steps that make it easy to access education and training that leads to industry-recognized credentials. The AJCC staff works diligently to increase the number of AJCC customers receiving skill development and training services resulting in industry recognized credentials. The full array of WIOA employment and training activities are available in the local area through the AJCC and partner on-ramps. Training is accessed through qualified vendors on the Eligible Training Provider List (ETPL) using Individual Training Accounts (ITA's). Other training is available through contracted classes with providers who meet the WIOA exceptions. Training is offered for in-demand occupations that meet the needs of local and regional employers. Emphasis is on programs offering industry-recognized credentials, career ladders and work-based learning. Partner agencies are committed to systems alignment and service delivery coordination. The AJCC offers earn and learn opportunities to employers for adult customers, including On-the-Job Training contracts and Paid Work Experience to provide post-training for their new or existing employees. Supportive Services are provided to eligible customers that present a financial need which affects their ability to obtain or maintain employment. Current services include, but are not limited to transportation, hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books and background checks. The AJCC coordinates with Partners and other community based organizations to provide services not afforded by the AJCC. In the interest of improving customer service, Partners have developed a formal referral process between themselves that will direct referrals to a referral coordinator at each agency. The coordinator serves as a point of contact for the customer and is responsible to report the outcome of services. This prevents duplication of services, enhances braiding of resources, and prevents the customer from being lost in red tape. The AJCC also maintains a resource directory of services available through other agencies and community-based organizations. The directory provides contact information for organizations providing transportation, utility assistance, legal services, childcare services, food, clothing, shelter, tax assistance, substance abuse counseling, and assistance for battered women, and youth in crises. The AJCC continues to develop partnerships and provide programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan: (i) Foster demand-driven skills attainment; (ii) Enable upward mobility for all Californians; and (iii) Align, coordinate, and integrate programs and services.

The AJCC Partners are committed to administering the independently funded programs as a set of integrated streamlined services to job seekers and employers, by helping businesses find skilled workers and access other supports services, including education and training, for their current workforce; providing an array of employment and business services and connecting customers to work-related

training and education; continuing to align investments in workforce, education and economic development to regional in-demand jobs; and reinforcing partnerships and strategies to provide job seekers and workers with high quality career services, education and training, and supportive services needed to gain and retain employment.

The AJCC is working toward identifying sector pathways in coordination with the Regional Planning Unit, through the Regional Plan to develop processes to be implemented to provide information and access for customers. The AJCC will actively participate in the process and convene regional partners to align programs with identified regional sector pathways. In addition, the AJCC has been working toward improving its service delivery model, including the use of collaborative efforts that include employers, industries, government, workforce, economic development and education stakeholders to identify career pathways and work to solve regional employment challenges. A majority of the AJCC staff of all of the colocated Partners value both skill development and employment outcomes, but there is a need for improvement. Staff needs to receive continuous education related to industry-recognized credentials to allow customers to navigate career pathways toward upward mobility. Another opportunity for area of improvement is to educate all that not all staff on the knows the regional target sectors, can identifying regional sector career pathways or can understanding what those mean in terms of providing services to its customers.

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.

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- 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.
- C. To support area employers and industry sectors most effectively, AJCC staff identify and clearly understand industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.
- D. To incorporate an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.
- E. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

California State Plan Vision and Strategies

- 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.
- B. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.
- C. Fostering demand-driven skills attainment: workforce and education programs must align program content with the state's industry sector needs to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced 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 it 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:

The AJCC Partners have structured career pathways and training for specific industries that are in high demand – Certified Nursing Assistant to Licensed Vocational Nurse to Registered Nurse programs; Truck Driving to Crane Operators; and career stacking for Welding certifications such as Plate, TIG, MIG, Pipe, and Arc. The AJCC has a long history of commitment to the healthcare sector, collaborating on a regional healthcare initiative with the Community Colleges in the LWDA. Including Bakersfield College, Cerro Coso Community College and Taft College. Other collaborations include working with the Kern Community College District's Bakersfield College's Allied Health and Nursing Program 15% Governor's Discretionary Grant program. Local WDB funds have been used to pilot a Licensed Vocational Nurse (LVN) program at the Kern High School District's Bakersfield Adult School; which is now certified and has been operating since 2003. Examples of health career ladder programs KIM WDB funds include classroom training for Certified Nursing Assistant (CNA), Licensed Vocational Nurse (LVN), Emergency Medical Technician (EMT), and Registered Nurse (RN). As part of the Local and Regional Planning Forums, the AJCC has conducted hybrid (virtual and in-person) industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. These industry forums engaged all one-stop Partners, local educational providers, local businesses, local trade unions, and community based organizations. The forums included employers who have a history of offering high-demand, high-wage job opportunities to historically disadvantaged populations. The AJCC braids services between employers and dislocated job seekers and provides convenient access to professional business services such as business recruitments, forums, applicant screening, and small business development services. The AJCC braids services between employers and dislocated job seekers and provides convenient access to professional business services such as business recruitments, forums, applicant screening, and small business development services. The AJCC braids resources and coordinating services specific to employers and dislocated job seekers. Services for dislocated workers include financial literacy, job loss coping skills, computer literacy and resume and job search assistance. The AJCC offers a wide range of AJCC-based services for employers both through an online platform or in-person, including referral of qualified candidates, hosting many small and large on and off-site recruitments and job fairs, pre-employment testing, and skill verification. Staff at the AJCC are highly trained and skilled in advising customers of their options, knowledgeable about local labor market information, are aware of available Partner services, and developing a referral process to ensure customers' needs are met. Due to the importance of labor market conditions, AJCC staff are distributed monthly reports electronically about local and state labor market conditions. In addition, the AJCC partners with vendors to provide training to customers for employment opportunities.

An area for improvement is that the AJCC staff needs to better understand the regional economy and incorporate this knowledge to assist the customer in obtaining high-demand occupations. The AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through QR Codes to analyze the data to determine their satisfaction. In

addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to collect satisfaction data from individuals who are using AJCC's services through customer surveys using QR Codes. In addition, it is intended that each staff member will have the link on their email to ensure greater feedback from employers and customers. The AJCC has been working with its Partners to minimize redundant employer contacts while maximizing access to system-wide, integrated business services; however, each Partner has to meet the specific goals and outcomes for its programs which sometimes conflicts with the overall strategy of the AJCC. The AJCC needs to reconvene local employers through an online platform to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop Partners, local educational providers, local businesses, local trade unions, and community-based organizations. In addition, the AJCC needs to perform more virtual business outreach, including bringing guest speakers to discuss meaningful topics that assist businesses in order to attract them to the AJCC. This type of virtual business outreach will assist in attracting businesses to the AJCC, so they can learn more about the many services that are offered. In addition, the AJCC has utilized canvas prints in this One-Stop center that reflect businesses and success stories. However, the current canvas prints do not reflect local businesses and/or employees in the greater Lake Isabella area. An area of improvement would be to change the canvas prints to illustrate businesses and the success stories of employees located in the areas served by the AJCC.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to all 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 of how their particular function supports and contributes to the overall vision of the local board.
- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

Certification criteria will include an assessment of professional development and staff capacity building.

AJCC Certification Workgroup's Vision

- The AJCC has regular staff meetings with all AJCC staff (i.e., the staff of all co-located 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, develop in-demand skills and credentials, and find jobs.
- All AJCC staff has received training to effectively assist customers in registering with CalJOBS and 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 Partners manage referrals through cross-training of appropriate staff. The staff continues to receive cross-training on partner programs in order for them to possess the knowledge, skill and motivation to provide excellent customer service to job seekers, including those individuals with disabilities. However, much of the training about partner programs is passed along from Supervisors in informal settings. An area of continuous improvement is that the cross-trainings need to be recorded and be placed on the AJCC website to allow staff members the ability to review the trainings any time. Such recordings would allow for on-going training as staff changes occur and provide for confirmation of complete information transfer. Cross-training allows staff to understand their particular function at the AJCC and provides the overall vision of the Kern, Inyo and Mono Workforce Development Board. In addition, cross-training allows staff to build relationships with other AJCC Partners' staff (colocated and non-colocated) and allow for updates on AJCC activities. The AJCC Partners provide access to each required AJCC Partner's program through cross-referrals, such as: physically colocating at the AJCC, being available for appointments to job seekers, and having appropriate technologies at the AJCC. Currently, through a one-stop operator, Partners meet regularly to align, coordinate and integrate services to ensure that the one-stop delivery system is not duplicative. The AJCC Partners are committed to administering independently funded programs as a set of integrated streamlined services to job seekers and employers, by conducting partner meetings, producing marketing materials, coordinating job fairs, providing soft skills workshops, entering into a universal job posting systems, offering cross-promotion of services, cross-training of staff, and developing a referral process to ensure customers' needs are met. Staff at the AJCC are highly skilled in advising customers of their options, knowledgeable about local labor market information, and aware of available Partner services. In addition, bilingual staff at the AJCCs assist limited English-speaking customers to make certain that they receive equal access to services. Staff are well-trained on using CalJOBS and assist customers in how to navigate in CalJOBS to match the customer to available job opportunities. Staff receives training on providing excellent customer service through customer-centered design techniques and methodologies, including serving customers with barriers to employment and individuals with disabilities. AJCC's management and staff meet regularly to ensure that customers receive excellent customer service.

Due to the limited hours in a day and the workload of staff, it is sometimes overlooked the importance of having regular staff meetings with all colocated partners' staff to build relationships, provide updates on AJCC activities and discuss strategies for AJCC improvements. As a result, there needs to be quarterly meetings for all colocated AJCC management to attend to discuss the center's activities and strategic improvements for the AJCC. In addition, the AJCC needs to have additional training for all front-line staff, including, but not limited to, capacity building, professional development, how to use market information to assist customers to identify career pathways, sector strategies, career pathways, job quality and high road training partnerships. Employers' Training Resource (ETR), in partnership with the California Workforce Association and Sacramento State, College of Continuing Education enrolled 30 of its staff members participate in the Workforce Development Apprentice Program (WDAP). The WDAP

was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential.

All AJCC staff should receive additional virtual training on serving individuals with barriers to employment, including customers with disabilities. Although the AJCC did a great job in providing cross-training to its staff, the training needs to be performed virtually, annually and updated each year to ensure that all staff, including new employees are being provided the most up-to-date information about the services being provided by the WIOA Partners to ensure the training is accurate, relevant and meaningful. In addition, the AJCC should require all new AJCC staff to watch the on-line cross-training videos for each WIOA Partner on Youtube and mandate that all existing staff must attend at least one cross-training session per year and watch the other Partners presentations via videos through Youtube within a designated timeframe. In addition, the front-line staff should have a quick reference guide which contains fact sheets of each and every AJCC partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The reference guide should be updated annually by each AJCC partner and made available to all AJCC partners. The AJCC staff also needs to receive additional customer service and customer-centered designed training to ensure that the staff has the necessary professional customer service skills to provide impeccable customer satisfaction through listening to the customer and providing problem-solving approaches to the customer's problem.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- B. Develop and implement operational policies that reflect an integrated performance, communication, and case management system, and use technology to achieve integration and expanded service offerings.

California State Plan Vision and Strategies

Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.

AJCC Certification Workgroup's Vision

- 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 results justify the resources invested.
- 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's creates an integrated workforce development system that is business-led, market-responsive, and results-oriented. This enhanced system focuses on ensuring customer service excellence, seeking continuous improvement, and creating value by enhancing employment opportunities for all individuals including those with disabilities and significant employment barriers. To achieve this vision, a focused and deliberate collaboration has been developed between education, workforce development and economic development network partners to maximize the competitiveness of businesses and the productivity of the local workforce, to increase regional economic prosperity. To this end, the AJCC has developed and implemented operational policies that reflect an integrated system of performance, communication, and case management. The AJCC uses technology to achieve integration and expanded service offerings to allow customers with barriers to achieve employment opportunities, including those individuals with disabilities. The AJCC staff use CareerHub to provide virtual services to its customers. CareerHub permits staff to communicate more effectively and efficiently with customers by texting information to their smart devices, including tablets and smartphones. Staff provides technical assistance, coaching, virtual training, reminders, referrals to online and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with job opportunities via text, email and voicemail to the customers' smart devices regardless of their geographic location. The AJCC is constantly seeking ways to use technology to make the customer's experience better. An opportunity for continuous improvement would permit the AJCC to add a virtual chat feature to the website for improved access to the AJCC during non-working hours and enhanced customer service through the use of technology to improve access to services. The AJCC has a system in place to capture and respond to specific customer complaints and grievances. Although the AJCC offers the best customer service possible by attempting to resolve customer issues as quickly as possible, the AJCC has a Grievance Officer that follows certain procedures to ensure the complaint and/or grievance is handled professionally and fairly. The AJCC has an Operational Committee which meets monthly with colocated Partners that develops specific plans for AJCC service improvements. However, data systems to track co-enrolled individuals are not shared, except between Employers' Training Resource and EDD partners, who use CalJOBS to track WIOA Title I(B) Adult, Dislocated Worker, and Youth Programs, and Wagner Peyser and WIOA services. The data entry staff at the AJCC are well-trained and understand the importance of data validation, data collection processes, accurate reporting and confidentiality. These staff members obtain continuous training throughout the year on these topics. All WIOA Partners collaborate and work collectively toward the successful achievement. The AJCC contributes to the achievement of WIOA performance goals for all core program partners. The AJCC's performance is transparent and accountable to the communities it serves. There is internal and external fiscal monitoring that occurs to ensure that the AJCC is effectively and efficiently using its resources to benefit the community and this information is shared with the KIM WDB. In addition, the AJCC regularly reports to the KIM WDB on the number of customers served, the types of services provided, and the outcomes of those services. This information allows Board members to see how impactful the AJCC is to the local community. Overall, the AJCC

operates in a cost-efficient manner and the resources invested are justified by the results it obtains for the enhancement of employment opportunities for all individuals, including those with disabilities and significant employment barriers.

The AJCC is doing a better job at seeking feedback from customers and businesses on the delivery of services by providing surveys to analyze the data to determine their satisfaction. However, there is always opportunity for improvement, so the AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through a QR Code to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to collect satisfaction data from individuals who are using AJCC's services through customer surveys using a QR Code. In addition, it is intended that each staff member will have the link on their email to ensure greater feedback from employers and customers. In the past, the AJCC used a compliment box to obtain feedback from customers to determine their satisfaction or dissatisfaction. Now, the AJCC is in the process of using QR Codes to provide feedback from customers and employers. The immediate customer feedback builds overall customer engagement while providing the staff with the tools needed to quickly respond, so the AJCC can win the customer's trust and loyalty. The AJCC also needs to regularly review and analyzes performance and service data. The AJCC needs to improve identifying areas of needed technical assistance to improve business results and tapping available resources to obtain needed assistance.

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

Affiliate and Specialized AJCC Baseline Certification Matrix

The baseline criteria to certify an America’s Job Center of CaliforniaSM (AJCC) are intended to ensure that every affiliate and specialized AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements.

Local Workforce Development Boards (Local Board) must submit a completed matrix to their Regional Advisor for each affiliate and specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: Mono – AJCC, 1190 Tavern Road, Suite 229, Mammoth Lakes, CA 93546

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

| Meets all regulatory requirements to be an <u>affiliated</u> AJCC (WIOA Joint Final Rule Section 678.310) | Yes | No | N/A |
|---|-------------------------------------|--------------------------|--------------------------|
| Network of affiliated sites provides one or more of the programs, services, and activities. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AJCC has at least one Title I staff person physically present. (Note: The frequency of program staff's physical presence in the affiliated site will be determined at the local level.) | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Property is used in an efficient and effective way to ensure consolidation of employment services. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| Meets all regulatory requirements to be a <u>specialized</u> AJCC (WIOA Joint Final Rule Section 678.300(d)(3) and 678.320) | Yes | No | N/A |
|---|-------------------------------------|--------------------------|--------------------------|
| Addresses specific needs, including those of dislocated workers, youth, or key industry sectors, or clusters. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| Ensures Equal Opportunity for Individuals With Disabilities | Yes | No |
|--|-------------------------------------|-------------------------------------|
| <p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51) • <i>Disabled Persons Act</i> (California Civil Code Section 54) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135-11139 <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Allow service animals to be permitted, even if there is a “no pets” policy. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefit of the program, or activity. • Providing for the physical accessibility of the AJCC to individuals with disabilities. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <p>Was WIOA Section 188 compliance monitoring completed for PY 2021-22?</p> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <p>Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?</p> <p>If yes, briefly describe the findings. Click here to enter text.</p> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

| Ensures Equal Opportunity for Individuals With Disabilities | Yes | No |
|--|--------------------------|--------------------------|
| Was a corrective action plan submitted? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings open? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings closed? If closed, as of what date? Click here to enter text. | <input type="checkbox"/> | <input type="checkbox"/> |

| The AJCC meets all Baseline Criteria for Baseline AJCC Certification | Yes | No |
|---|-------------------------------------|--------------------------|
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

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 the Training and Employment Guidance Letter 04-15, 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 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 Workforce Development Boards (Local Board) must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: AJCC – Mammoth Lakes (1290 Tavern Road, Suite 228, Mammoth Lakes)

AJCC Type: Affiliate

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 location, or by telephone or e-mail. 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 doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to communicate with 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.

California State Plan Vision and Strategies

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 Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who 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 human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, 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 people with disabilities can access virtual services in a manner that is comparable to those without a disability.

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:

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities: The AJCC reflects a welcoming environment to all customers, including those individuals with disabilities, cultural diversity and individuals with barriers to employment. The staff are sensitive to the unique needs of individuals with disabilities and the AJCC is equipped to provide the necessary accommodations through the use of assistive technology and is ADA compliant. During the relocation of the AJCC, the sight impaired keyboard to the computer in the Resource Room was misplaced. An opportunity for improvement is for Mono County to order a sight impaired keyboard to ensure the Resource Room is fully equipped with the necessary accommodations to serve people with disabilities. The AJCC is designed so that it is easy for customers to have access to staff assistance, the resource room and other available services. The resource room in the AJCC has limited workstations and the equipment is in working order. An opportunity for improvement would be to have monitoring software added to allow AJCC staff to view the Resource Room's computer(s) when it is in use by a customer. The software will help ensure customers are utilizing the computer for legitimate purposes. There is space available in the AJCC to hold on-site employer recruitments and other activities to benefit the community. In addition, the WIOA partners utilize the AJCC to align, coordinate and integrate their programs and services to its customers. The AJCC staff prides itself on being able to provide professional services to all individuals, regardless of cultural differences, disabilities (once the equipment is reordered), and other barriers to employment. The AJCC implements principles of universal and customer-centered design to ensure that all customers have access to a full range of services no matter the customers' abilities, mobility, age, language, learning style, intelligence, or educational level. The Civil Rights Coordinator (Stephanie Tanksley) continually review the policies, procedures and practices, as well as the facility of the AJCC to ensure the AJCC is accessible to all customers while providing equal opportunity. In addition, the staff is given training to ensure that they comply with any and all equal opportunity policies and procedures, when needed. Bilingual staff at the AJCC are available to assist limited English-speaking customers and ensure that they have equal access to services. Staff refers limited English customers to local ESL programs for services to enhance their language skills. Veterans receive priority of services first as long as eligibility is met in the adult priority group. The policy explains in detail the order of participants to serve under priority. The priority adult participants will be served first for any classroom training programs that have a waiting list. The AJCC and its WIOA Partners pride themselves in ensuring that each and every customer receives courteous, polite, responsive and helpful customer service, without regard to the customer's disability, cultural diversity and/or barriers to employment. The AJCC is constantly seeking ways to use technology to make the customer's experience better. Customers are able to attend Orientation and Job Seeker Services virtually and in-person. Customers must complete their CalJOBS registration before attending the Orientation. Customers are also able to attend a variety of Workshops, including Computer Skills, Social Media Basics, and Resume & Interview Training. In addition, Customers are able to virtually obtain the Community Resources Guide which provides a listing of all of the colocated and non-colocated partners, community partners and service providers in Kern, Inyo and Mono Counties. The AJCC has a waiting area for customers which includes a small play area for

children which incorporates a coloring station, wooden activity play cube and other beneficial activities for young children.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

Reflect on the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, co-located partnership that seamlessly incorporates the services of all the AJCC partners.

California State Plan Vision and Strategies

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 to facilitate skills attainment.

AJCC Certification Workgroup's Vision

- A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
- Both co-located and non-co-located partners believe that the AJCC adds value to their program and 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-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- An inventory and overview of all partner programs and services are available to all AJCC staff, and all AJCC staff has received an orientation to all partner programs and services.
- One-Stop system marketing materials that overview all partner programs and services for distribution to customers at the AJCC and at all non-co-located partner locations have been developed.
- 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:

The AJCC provides a system where both the colocated and non-colocated WIOA partners (collectively, Partners) work together as identified in the Memorandum of Understanding – Infrastructure Funding Agreement. Through the Partners ongoing participation in collaborative events, the majority of Partners believe that the AJCC adds value to each of their programs, services and customers. With the leadership of the One-Stop Operator, the majority of Partners meet on a monthly basis to discuss the following: One-Stop system; the AJCC's contribution to the system; operational matters relating to the AJCC; and and recommendations for continuous improvements. During these meetings, staff and management are able to discuss issues affecting the AJCC and implement solutions to issues which are agreed to by the Partners. In addition, the One-Stop Operator discusses strategic, tactical and operational developments for the AJCC. The AJCC actively performs community-wide outreach with Partners and provides access to all Partners' customers to participate in job and resource fairs, trainings, employment opportunities, and other workshops. Every month, alternating Partners provide an orientation to available AJCC and Partners' staff about the services their agency or community-based organization provide to the community. The cross-training is important to participating staff to ensure they are knowledgeable about each of the WIOA Partners' programs and activities. However, these cross-trainings need to be recorded as they were done previously and posted on the AJCC website or YouTube to allow staff members, particularly new staff the ability to review the trainings at any time. A continuous improvement opportunity is that the staff should attend cross-training sessions at a central location for ½ day over a period of several weeks with all WIOA partners providing a summary of their services and any new information that would assist with the referral process. In addition, an opportunity for improvement would provide each front-line staff with a detailed fact sheet on each WIOA and community Partners programs and services, and each partner would update the fact sheet yearly or as often as necessary. The one-stop system has a marketing department located in the Southeast Bakersfield - AJCC that prepares materials about the activities, recruitments, workshops, trainings, and outreach that is distributed to Partners and their customers. In addition, the marketing department designs, prepares and distributes the Community Resources Directory which is currently being updated and offers information about each Partner's programs that are available for use by customers at all of the comprehensive, specialized and affiliate AJCC one-stop centers. The AJCC connects to the community through multiple community WIOA and non-WIOA partnerships and community access points. The colocated and non-colocated WIOA Partners are working on implementing a new referral system that meets the requirements imposed by the Memorandum of Understanding – Infrastructure Funding Agreement. Presently, the referral system allows WIOA and community Partners to email a referral form to the other partner which includes the information about the customer and services needed. However, this referral system is antiquated and needs a more

robust universal referral tracking system in place to ensure customers are receiving the services they deserve from the AJCC. The One-Stop Operator has been working with the colocated and non-colocated Partners to formalize a universal referral tracking that is acceptable to all partners. Unfortunately, EDD and DOR are unable to utilize third party referral software, so a recommendation is to have all of the non-state government partners utilize the third party software for their referrals, so customers can be tracked more easily and effectively. The AJCC's partner referral system that is outlined in the Memorandum of Understanding – Infrastructure Funding Agreement is a work in progress. The AJCC Partners, in cooperation with the One-Stop Operator are working on implementing the referral system that is user friendly and provides direct access to all of the AJCC partners (except EDD and DOR) through real-time technology. This referral system will allow the referral of individuals between the One-Stop partners for appropriate services and activities. It is imperative that the AJCC have a referral system in place for the benefit of its customers and community. The referral system will assist the AJCC partners determine the benefit to the non-colocated partners for purposes of the Infrastructure Funding Agreements contained in the MOU. Although there was an ambitious effort to use the VOS CalJOBS greeter program to record all referrals, the program does not record in CalJOBS the services that will be provided. The AJCC One-Stop Operator is working on an integrated colocated partnership that is seamlessly incorporating the services of all of the AJCC partners, but this is also a work in progress.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 each program's purpose, scope, and requirements.
- 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. They can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate, given the authorized scope of the program.
- C. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow 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.

California State Plan Vision and Strategies

- A. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- B. Customer-Centered Service Design: use of customer-centered design to involve frontline staff and customers in the development, prototyping, and evaluation of AJCC services, resources, tools, and systems.

AJCC Certification Workgroup's Vision

- 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 co-located partners have identified the Career Services that apply to their program, and the AJCC has developed methods to align/integrate the delivery of those services.
- The AJCC has established 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 incorporates an integrated service approach to the intake process. This AJCC functions as a well-oiled machine in that each and every customer is pleasantly greeted by a receptionist who in turns identifies the reason for their visit and need, and connects them to the appropriate service as quickly and efficiently as possible. As part of the Memorandum of Understanding – Infrastructure Funding Agreement, the AJCC developed an integrated customer flowchart which represents the procedures that respond to customer needs and moves between AJCC entry and service delivery. Each of the colocated Partners has a role in the process to ensure the customer obtains the best services in order for them to be successful in their job search and eventual employment. The staff designs services for their customers by using principles of Human Centered Design. Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The AJCC has established the roles and responsibilities of management and staff for all Partner agencies in the center and has created an integrated functional organizational chart to reflect the same. In addition, the AJCC has protocols to co-enroll customers in more than one partner program when there is value and need to the customer. Staff at the AJCC have received customer service and customer-centered design training. When appropriate and authorized by statute, staff coordinates efforts in capacity building and training to ensure that there is minimal redundancy. The AJCC focuses on serving all customers by providing a full-range of services, training and programs. The AJCC is staffed by qualified and cross-trained individuals that are knowledgeable about Partners' programs and services. ETR, in partnership with the California Workforce Association and Sacramento State, College of Continuing Education has had 107 of its staff members enroll and participate in the Workforce Development Apprenticeship Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential. Inyo and Mono Counties have expressed an interest in enrolling their WIOA staff in the next WDAP apprenticeship training. In addition, the AJCC maintains an integrated case management system and allows customer information be stored in CalJOBS which is properly secured in accordance with personally identifiable information guidelines, and facilitated with an MOU which contains the necessary confidentiality provisions and data sharing agreement.

The AJCC continues to work on reducing the number of staff that communicate with customers to ensure that they move more seamlessly between the AJCC entry and service delivery. In order to accomplish this goal, the AJCC staff needs to receive customer service and customer-centered designed training biennially. In addition, the front-line staff should have a quick reference guide which contains fact sheets of each and every AJCC partner's programs, trainings and services being offered to ensure

that AJCC customers are being provided with the most up-to-date information available. The fact sheets should be updated annually by each AJCC partner and made available to all AJCC partners.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Improve the skills of job seekers 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.

California State Plan Vision and Strategies

- A. Career Pathways: enabling progressive skills development through education and training programs, using multiple entry and exit 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: a subsidized program that allows individuals to gain work experience while getting paid. Individuals receive training and education that combine applied learning opportunities while participating in the labor market.
- C. Supportive Services: providing supportive 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 providing "demand-driven skills attainment." From this perspective, AJCCs operate 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. Still, there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need them.

AJCC Certification Workgroup's Vision

- All AJCC staff (i.e., the staff of all co-located 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 staff assist customers in accessing and enrolling in robust training 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 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 that meet the needs of targeted regional sectors and pathways.

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

The AJCC creates opportunities for individuals at all skill levels and levels of experience by providing customers with up-to-date labor market analysis and job-driven information to assist them to successfully compete in today's economy. The AJCC offers access to education and training leading to industry-recognized credentials through the use of career pathways, internships and apprenticeships. The AJCC has entry steps that make it easy to access education and training that leads to industry-recognized credentials. The AJCC staff works diligently to increase the number of AJCC customers receiving skill development and training services resulting in industry recognized credentials. The full array of WIOA employment and training activities are available in the local area through the AJCC and partner on ramps. Training is accessed through qualified vendors on the Eligible Training Provider List (ETPL) using Individual Training Accounts (ITA's). Other training is available through contracted classes with providers who meet the WIOA exceptions. Training is offered for in-demand occupations that meet the needs of local and regional employers. Emphasis is on programs offering industry-recognized credentials, career ladders and work-based learning. Partner agencies are committed to systems alignment and service delivery coordination. The AJCC offers earn and learn opportunities to employers for adult customers, including On-the-Job Training contracts and Paid Work Experience to provide workplace post-training for their new or existing employees. Supportive Services are provided to eligible customers that present a financial need which affects their ability to obtain or maintain employment. Current services include, but are not limited to transportation, hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books and background checks. The AJCC coordinates with Partners and other community based organizations to provide services not afforded by the AJCC. In the interest of improving customer service, Partners have developed a formal referral process between themselves that will direct referrals to a referral coordinator at each agency. The coordinator serves as a point of contact for the customer and is responsible to report the outcome of services. This prevents duplication of services, enhances braiding of resources, and prevents the customer from being lost in red tape. The AJCC also maintains a Community Resource Guide which provides a directory of services available through other agencies and community-based organizations. The Resource Guide provides contact information for organizations providing transportation, utility assistance, legal services, childcare services, food, clothing, shelter, tax assistance, substance abuse counseling, and assistance for battered women, and youth in crises. The AJCC continues to develop partnerships and provide programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan: (i) Foster demand-driven skills attainment; (ii) Enable upward mobility for all Californians; and (iii) Align, coordinate, and integrate programs and services. The AJCC Partners are committed to administering the independently funded programs as a set of integrated streamlined services to job seekers and employers, by helping businesses find skilled workers and access other supports services, including education and training, for their current workforce; providing an array of employment and business services and connecting customers to work-

related training and education; continuing to align investments in workforce, education and economic development to regional in-demand jobs; and reinforcing partnerships and strategies to provide job seekers and workers with high quality career services, education and training, and supportive services needed to gain and retain employment.

The AJCC is working toward identifying sector pathways in coordination with the Regional Planning Unit, through the Regional Plan to develop processes to be implemented to provide information and access for customers. The AJCC will actively participate in the process and convene regional partners to align programs with identified regional sector pathways. In addition, the AJCC has been working toward improving its service delivery model, including the use of collaborative efforts that include employers, industries, government, workforce, economic development and education stakeholders to identify career pathways and work to solve regional employment challenges. A majority of the AJCC staff of all of the colocated Partners value both skill development and employment outcomes, but there is a need for improvement. Staff needs to receive continuous education related to industry-recognized credentials to allow customers to navigate career pathways toward upward mobility. An opportunity for improvement is to educate all staff on the regional target sectors, identifying regional sector career pathways or understanding what those mean in terms of providing services to its customers.

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.

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- 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.
- C. To support area employers and industry sectors most effectively, AJCC staff identify and clearly understand industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.
- D. To incorporate an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.
- E. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

California State Plan Vision and Strategies

- 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.
- B. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.
- C. Fostering demand-driven skills attainment: workforce and education programs must align program content with the state's industry sector needs to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced 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 it 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:

The AJCC Partners have structured career pathways and training for specific industries that are in high demand – Certified Nursing Assistant to Licensed Vocational Nurse to Registered Nurse programs; Truck Driving to Crane Operators; and career stacking for Welding certifications such as Plate, TIG, MIG, Pipe, and Arc. The AJCC has a long history of commitment to the healthcare sector, collaborating on regional healthcare initiatives with neighboring LWDA's since 2001, including the current Regional Equity and Recovery Partnership grant which Kern County Employers' Training Resource (ETR) has partnered with the local community colleges. Other collaborations include work with the Kern Community College District's Bakersfield College's Allied Health and Nursing Program 15% Governor's Discretionary Grant program. Local WDB funds have been used to pilot a Licensed Vocational Nurse (LVN) program at the Kern High School District's Bakersfield Adult School; which is now certified and has been operating since 2003. Additional funds were used to provide on-the-job training contracts for RN 18-week residency in acute care settings. Examples of health career ladder programs KIM WDB funds include classroom training for Certified Nursing Assistant (CNA), Licensed Vocational Nurse (LVN), Emergency Medical Technician (EMT), Pharmacy Technician, and Registered Nurse (RN). In addition, ETR has partnered with California State University, Bakersfield Extended Education and Global Outreach to enroll participants in their Drug and Alcohol Studies Certificate Program. The program provided professional and educational training in the treatment of addiction and fulfills the educational requirements for testing for the California Consortium of Addiction Programs and Professionals, known as C-CAPP Certification as a licensed Alcohol and Drug Addiction Counselor. The AJCC braids services between employers and dislocated job seekers and provides convenient access to professional business services such as business recruitments, forums, applicant screening, and small business development services. The AJCC braids resources and coordinating services specific to employers and dislocated job seekers. Services for dislocated workers include financial literacy, job loss coping skills, computer literacy and resume and job search assistance. The AJCC offers a wide range of AJCC-based services for employers both through an online platform or in-person, including referral of qualified candidates, hosting many small and large on and off-site recruitments and job fairs, pre-employment testing, and skill verification. Staff at the AJCC are highly trained and skilled in advising customers of their options, knowledgeable about local labor market information, are aware of available Partner services, and developing a universal referral process to ensure customers' needs are met. Due to the importance of labor market conditions, AJCC staff are distributed monthly reports electronically about local and state labor market conditions. In addition, the AJCC partners with vendors to provide training to customers for employment opportunities. An area for improvement is that the AJCC staff needs to better understand the regional economy and incorporate this knowledge to assist the customer in obtaining high-demand occupations. The AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through QR Codes to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to

collect satisfaction data from individuals who are using AJCC's services through customer surveys using QR Codes. In addition, it is intended that each staff member will have the link on their email to ensure greater feedback from employers and customers. These surveys should be discussed quarterly at the Kern, Inyo and Mono Workforce Development Board's Executive Committee, so that there can be more detailed discussion about feedback from employers and customers seeking services from the AJCCs. The AJCC has been working with its Partners to minimize redundant employer contacts while maximizing access to system-wide, integrated business services; however, each Partner has to meet the specific goals and outcomes for its programs which sometimes conflicts with the overall strategy of the AJCC. The AJCC needs to reconvene local employers through an online platform to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop Partners, local educational providers, local businesses, local trade unions, and community-based organizations. In addition, the AJCC needs to perform more virtual business outreach, including bringing guest speakers to discuss meaningful topics that assist businesses in order to attract them to the AJCC. This type of virtual business outreach will assist in attracting businesses to the AJCC, so they can learn more about the many services that are offered.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to all 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 of how their particular function supports and contributes to the overall vision of the local board.
- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

Certification criteria will include an assessment of professional development and staff capacity building.

AJCC Certification Workgroup's Vision

- The AJCC has regular staff meetings with all AJCC staff (i.e., the staff of all co-located 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, develop in-demand skills and credentials, and find jobs.
- All AJCC staff has received training to effectively assist customers in registering with CalJOBS and 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 Partners manage referrals through cross-training of appropriate staff during the AJCC Partner monthly meetings. The staff continues to receive cross-training on partner programs in order for them to possess the knowledge, skill and motivation to provide excellent customer service to job seekers, including those individuals with disabilities. However, much of the training about partner programs is passed along from Supervisors in informal settings. An area of continuous improvement is that the cross-trainings need to be recorded and be placed on the AJCC website to allow staff members the ability to review the trainings any time. Such recordings would allow for on-going trainings as staff changes occur and provide for confirmation of complete information transfer. Cross-training allows staff to understand their particular function at the AJCC and provides the overall vision of the Kern, Inyo and Mono Workforce Development Board. In addition, cross-training allows staff to build relationships with other AJCC Partners' staff (colocated and non-colocated) and allow for updates on AJCC activities. The AJCC Partners provide access to each required AJCC Partner's program through cross-referrals, such as: physically colocating at the AJCC, being available for appointments to job seekers, and having appropriate technologies at the AJCC. Currently, through a one-stop operator, Partners meet monthly to align, coordinate and integrate services to ensure that the one-stop delivery system is not duplicative. The AJCC Partners are committed to administering independently funded programs as a set of integrated streamlined services to job seekers and employers, by conducting partner meetings, producing marketing materials, coordinating job fairs, providing soft skills workshops, entering into a universal job posting systems, offering cross-promotion of services, cross-training of staff, and developing a referral process to ensure customers' needs are met. Staff at the AJCC are highly skilled in advising customers of their options, knowledgeable about local labor market information, are aware of available Partner services. In addition, bilingual staff at the AJCCs assist limited English-speaking customers to make certain that they receive equal access to services. Staff are well-trained on using CalJOBS and assist customers in how to navigate in CalJOBS to match the customer to available job opportunities. Staff have also been trained to use Cal-E Grants and to submit quarterly reports to the State in the new format. Staff receives training on providing excellent customer service through customer-centered design techniques and methodologies, including serving customers with barriers to employment and individuals with disabilities. AJCC's management and staff meet regularly to ensure that customers receive excellent customer service.

Due to the limited hours in a day and the workload of staff, it is sometimes overlooked the importance of having yearly staff meetings with all colocated partners' staff to build relationships, provide updates on AJCC activities, learn about the services each collocated partner is providing to the community, and discuss strategies for AJCC improvements. In addition, the AJCC needs to have additional training for all front-line staff, including, but not limited to, capacity building, professional development, how to use market information to assist customers to identify career pathways, sector strategies, career pathways, job quality and high road training partnerships. Kern County Employers' Training Resource (ETR), in partnership with the California Workforce Association and Sacramento State, College of Continuing Education enrolled 107 of its staff members participate in the Workforce Development Apprenticeship

Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential. Inyo and Mono Counties have expressed an interest in enrolling their WIOA staff in the next WDAP apprenticeship training.

All AJCC staff should receive additional virtual training on serving individuals with barriers to employment, including customers with disabilities. Although the AJCC did a great job in providing cross-training to its staff, the training needs to be performed virtually, annually and updated each year to ensure that all staff, including new employees are being provided the most up-to-date information about the services being provided by the WIOA Partners to ensure the training is accurate, relevant and meaningful. In addition, the AJCC should require all new AJCC staff to watch the online cross-training videos for each WIOA Partner posted on the AJCC website or Youtube and mandate that all existing staff must attend at least one cross-training session per year and watch the other Partners presentations via videos through Youtube within a designated timeframe. In addition, the front-line staff should have a Fact Sheet for every WIOA Partner which contains information about the partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The Fact Sheets should be updated annually by each AJCC partner and made available to all AJCC partners. The AJCC staff also needs to receive additional customer service and customer-centered designed training to ensure that the staff has the necessary professional customer service skills to provide impeccable customer satisfaction through listening to the customer and providing problem-solving approaches to the customer's problem.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- B. Develop and implement operational policies that reflect an integrated performance, communication, and case management system, and use technology to achieve integration and expanded service offerings.

California State Plan Vision and Strategies

Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.

AJCC Certification Workgroup's Vision

- 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 results justify the resources invested.
- 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's creates an integrated workforce development system that is business-led, market-responsive, and results-oriented. This enhanced system focuses on ensuring customer service excellence, seeking continuous improvement, and creating value by enhancing employment opportunities for all individuals including those with disabilities and significant employment barriers. To achieve this vision, a focused and deliberate collaboration has been developed between education, workforce development and economic development network partners to maximize the competitiveness of businesses and the productivity of the local workforce, to increase regional economic prosperity. To this end, the AJCC has developed and implemented operational policies that reflect an integrated system of performance, communication, and case management. The AJCC uses technology to achieve integration and expanded service offerings to allow customers with barriers to achieve employment opportunities, including those individuals with disabilities. The AJCC is constantly seeking ways to use technology to make the customer's experience better. An opportunity for continuous improvement would permit the AJCC to add a virtual chat feature to the website for improved access to the AJCC during non-working hours and enhance customer service through the use of technology to improve access to services. The AJCC has a system in place to capture and respond to specific customer complaints and grievances. Although the AJCC offers the best customer service possible by attempting to resolve customer issues as quickly as possible, the AJCC has a Grievance Officer that follows certain procedures to ensure the complaint and/or grievance is handled professionally and fairly. The AJCC staff in coordination with the One-Stop Operator has monthly WIOA Partner meetings that discuss and develop specific plans for AJCC service improvements. The data entry staff at the AJCC are well-trained and understand the importance of data validation, data collection processes, accurate reporting and confidentiality. These staff members obtain continuous training throughout the year on these topics. However, data systems to track co-enrolled individuals are not shared, except between ETR and EDD partners, who use CalJOBS to track WIOA Title I(B) Adult, Dislocated Worker, and Youth Programs, and Wagner Peyser and WIOA services. All WIOA Partners collaborate and work collectively toward the successful achievement. The AJCC contributes to the achievement of WIOA performance goals for all core program partners. The AJCC's performance is transparent and accountable to the communities it serves. There is internal and external fiscal monitoring that occurs to ensure that the AJCC is effectively and efficiently using its resources to benefit the community and this information is shared with the KIM WDB. In addition, the AJCC regularly reports to the KIM WDB on the number of customers served, the types of services provided, and the outcomes of those services. This information allows Board members to see how impactful the AJCC is to the local community. Overall, the AJCC operates in a cost-efficient manner and the resources invested are justified by the results it obtains for the enhancement of employment opportunities for all individuals, including those with disabilities and significant employment barriers.

The AJCC is doing a better job at seeking feedback from customers and businesses on the delivery of services by providing surveys to analyze the data to determine their satisfaction. However, there is always opportunity for improvement, so the AJCC is working with the One-Stop Operator to seek

feedback from businesses on the delivery of business services by providing surveys through a QR Code to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to collect satisfaction data from individuals who are using AJCC's services through customer surveys using a QR Code. It is intended in the near future that each staff member in the AJCC will have the link on their email to ensure greater feedback from employers and customers. In the past, the AJCC used a compliment box to obtain feedback from customers to determine their satisfaction or dissatisfaction. Now, the AJCC is in the process of using QR Codes to provide feedback from customers and employers. The immediate customer feedback builds overall customer engagement while providing the staff with the tools needed to quickly respond, so the AJCC can win the customer's trust and loyalty. The AJCC also needs to regularly review and analyzes performance and service data. The AJCC needs to improve identifying areas of needed technical assistance to improve business results and tapping available resources to obtain needed assistance.

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

Affiliate and Specialized AJCC Baseline Certification Matrix

The baseline criteria to certify an America’s Job Center of CaliforniaSM (AJCC) are intended to ensure that every affiliate and specialized AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements.

Local Workforce Development Boards (Local Board) must submit a completed matrix to their Regional Advisor for each affiliate and specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: Oildale – AJCC, 1129 Olive Drive, Suite H, Bakersfield, CA 93308

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

| Meets all regulatory requirements to be an <u>affiliated</u> AJCC (WIOA Joint Final Rule Section 678.310) | Yes | No | N/A |
|---|-------------------------------------|--------------------------|--------------------------|
| Network of affiliated sites provides one or more of the programs, services, and activities. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AJCC has at least one Title I staff person physically present. (Note: The frequency of program staff's physical presence in the affiliated site will be determined at the local level.) | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Property is used in an efficient and effective way to ensure consolidation of employment services. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| Meets all regulatory requirements to be a <u>specialized</u> AJCC (WIOA Joint Final Rule Section 678.300(d)(3) and 678.320) | Yes | No | N/A |
|---|-------------------------------------|--------------------------|--------------------------|
| Addresses specific needs, including those of dislocated workers, youth, or key industry sectors, or clusters. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| Ensures Equal Opportunity for Individuals With Disabilities | Yes | No |
|--|-------------------------------------|-------------------------------------|
| <p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51) • <i>Disabled Persons Act</i> (California Civil Code Section 54) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135-11139 <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Allow service animals to be permitted, even if there is a “no pets” policy. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefit of the program, or activity. • Providing for the physical accessibility of the AJCC to individuals with disabilities. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Was WIOA Section 188 compliance monitoring completed for PY 2021-22? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <p>Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?</p> <p>If yes, briefly describe the findings. Click here to enter text.</p> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

| Ensures Equal Opportunity for Individuals With Disabilities | Yes | No |
|--|--------------------------|--------------------------|
| Was a corrective action plan submitted? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings open? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings closed? If closed, as of what date? Click here to enter text. | <input type="checkbox"/> | <input type="checkbox"/> |

| The AJCC meets all Baseline Criteria for Baseline AJCC Certification | Yes | No |
|---|-------------------------------------|--------------------------|
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

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 the Training and Employment Guidance Letter 04-15, 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 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 Workforce Development Boards (Local Board) must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: AJCC – Oildale (1129 Olive Drive, Suite H, Bakersfield, CA)

AJCC Type: Affiliate

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 location, or by telephone or e-mail. 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 doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to communicate with 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.

California State Plan Vision and Strategies

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 Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who 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 human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, 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 people with disabilities can access virtual services in a manner that is comparable to those without a disability.

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:

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities: The AJCC reflects a welcoming environment to all customers, including those individuals with disabilities, cultural diversity and individuals with barriers to employment. The interior walls are painted with colors that transform the atmosphere of the rooms to create a happier and more uplifting space. In addition, staff are sensitive to the unique needs of individuals with disabilities and are prepared and equipped to provide the necessary accommodations through the use of assistive technology and is ADA compliant. The AJCC is designed so that it is easy for customers to have access to staff assistance, the resource room and other available services. The resource room in the AJCC has adequate workstations to exceed customer demand and the equipment is in working order. The resource room is user-friendly, including the floor plan, work spaces and the range of technology solutions available. The wheelchair accessible desk in the resource room is functioning properly and provides those in need of using the computer or assistive technology with the necessary tools to seek employment opportunities. There is space available in the AJCC to hold large on-site employer recruitments and other activities to benefit the community. In addition, the WIOA partners utilize the AJCC to align, coordinate and integrate their programs and services to its customers. There has been a concerted effort to ensure that both safety and emergency procedures are in place and staff in the AJCC are knowledgeable about the necessary actions that may be needed in these unforeseen circumstances. There is a safety manual at each staff member's desk. In addition, there are panic buttons placed throughout the AJCC. The panic button alerts security and upper management of a pending emergency. The AJCC has practiced unannounced safety and emergency drills. During an emergency situation, there is designated staff to assist the needs of individuals with disabilities. The AJCC staff prides itself on being able to provide professional services to all individuals, regardless of cultural differences, disabilities, and other barriers to employment. The AJCC implements principles of universal and customer-centered design to ensure that all customers have access to a full range of services no matter the customers' abilities, mobility, age, language, learning style, intelligence, or educational level. Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The Equal Opportunity Officer (Jeremy Shumaker, Assistant Director) continually reviews the policies, procedures and practices, as well as the facility of the AJCC to ensure the AJCC is accessible to all customers while providing equal opportunity. In addition, the staff is given training to ensure that they comply with any and all equal opportunity policies and procedures, when needed. Bilingual staff at the AJCC are available to assist limited English-speaking customers and ensure that they have equal access to services. Staff refers limited English customers to local ESL programs for services to enhance their language skills. In addition, Rosetta Stone software programs are available for use in the AJCC Resource Room. Veterans receive priority of services first as long as eligibility is met in the adult priority group. The policy explains in detail the order of participants to serve under priority. The priority adult participants will be served first for any classroom training programs that have a waiting list. The AJCC staff use CareerHub to provide virtual services to its customers. CareerHub permits staff to

communicate more effectively and efficiently with customers by texting information to their smart devices, including tablets and smartphones. Staff are available to provide technical assistance, coaching, virtual training, reminders, referrals to online and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with job opportunities via text, email and voicemail to the customers' smart devices regardless of their geographic location. The AJCC and its WIOA Partners pride themselves in ensuring that each and every customer receives courteous, polite, responsive and helpful customer service, without regard to the customer's disability, cultural diversity and/or barriers to employment. The AJCC is constantly seeking ways to use technology to make the customer's experience better. Customers are able to attend Orientation and Job Seeker Services virtually and in-person. Customers must complete their CalJOBS registration before attending the Orientation. Customers are also able to attend a variety of Workshops, including Computer Skills, Social Media Basics, and Resume & Interview Training. In addition, customers are able to virtually obtain the Community Resources Guide which provides a listing of all of the colocated and non-colocated partners, community partners and service providers in Kern, Inyo and Mono Counties. Although the AJCC is opened at 8:00 am and closes at 5:00 pm Monday through Friday, the business hours may need to be expanded to accommodate all customers. A pilot program should be considered to explore expanded hours of service to ensure that customers in need of employment services outside of the traditional business hours of operation have adequate access.. In addition, the AJCC should explore the implementation of have a virtual chat feature on the website to answer questions posed by customers to improve after hours services and enhance the customer experience by utilizing technology to improve access to services. Each AJCC should have a waiting area for customers which includes designated area for a children which incorporates a coloring station, wooden activity play cube and other beneficial activities for young children. Although customers are discouraged from bringing children into the AJCC, parents may not have access to daycare and must bring their child with them to the AJCC to utilize their services.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

Reflect on the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, co-located partnership that seamlessly incorporates the services of all the AJCC partners.

California State Plan Vision and Strategies

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 to facilitate skills attainment.

AJCC Certification Workgroup's Vision

- A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
- Both co-located and non-co-located partners believe that the AJCC adds value to their program and 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-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- An inventory and overview of all partner programs and services are available to all AJCC staff, and all AJCC staff has received an orientation to all partner programs and services.
- One-Stop system marketing materials that overview all partner programs and services for distribution to customers at the AJCC and at all non-co-located partner locations have been developed.
- 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:

The AJCC provides a system where both the colocated and non-colocated WIOA partners (collectively, Partners) work together as identified in the Memorandum of Understanding – Infrastructure Funding Agreement. Through the Partners ongoing participation in collaborative events, the majority of Partners believe that the AJCC adds value to each of their programs, services and customers. With the leadership of the One-Stop Operator, the majority of Partners meet on a monthly basis to discuss the following: One-Stop system; the AJCC's contribution to the system; operational matters relating to the AJCC; and and recommendations for continuous improvements. During these meetings, staff and management are able to discuss issues affecting the AJCC and implement solutions to issues which are agreed to by the Partners. In addition, the One-Stop Operator discusses strategic, tactical and operational developments for the AJCC. The AJCC actively performs community-wide outreach with Partners and provides access to all Partners' customers to participate in job and resource fairs, trainings, employment opportunities, and other workshops. Every month, alternating Partners provide an orientation to available AJCC and Partners' staff about the services their agency or community-based organization provide to the community. The cross-training is important to participating staff to ensure they are knowledgeable about each of the WIOA Partners' programs and activities. However, these cross-trainings need to be recorded as they were done previously and posted on the AJCC website or YouTube to allow staff members, particularly new staff the ability to review the trainings at any time. A continuous improvement opportunity is that the staff should attend cross-training sessions at a central location for ½ day over a period of several weeks with all WIOA partners providing a summary of their services and any new information that would assist with the referral process. In addition, an opportunity for improvement would provide each front-line staff with a detailed fact sheet on each WIOA and community Partners programs and services, and each partner would update the fact sheet yearly or as often as necessary. The one-stop system has a marketing department located in the Southeast Bakersfield - AJCC that prepares materials about the activities, recruitments, workshops, trainings, and outreach that is distributed to Partners and their customers. In addition, the marketing department designs, prepares and distributes the Community Resources Directory which is currently being updated and offers information about each Partner's programs that are available for use by customers at all of the comprehensive, specilaized and affiliate AJCC one-stop centers. The AJCC connects to the community through multiple community WIOA and non-WIOA partnerships and community access points. The colocated and non-colocated WIOA Partners are working on implementing a new referral system that meets the requirements imposed by the Memorandum of Understanding – Infrastructure Funding Agreement. Presently, the referral system allows WIOA and community Partners to email a referral form to the other partner which includes the information about the customer and services needed. However, this referral system is antiquated and needs a more robest universal referral tracking system in place to ensure customers are receiving the services they deserve from the AJCC. The One-Stop Operator has been working with the colocated and non-colocated Partners to formalize a universal referral tracking that is acceptable to all partners. Unfortunately, EDD and DOR are unable to utilize third party referral software, so a recommendation is to have all of the

non-state government partners utilize the third party software for their referrals, so customers can be tracked more easily and effectively. The AJCC's partner referral system that is outlined in the Memorandum of Understanding – Infrastructure Funding Agreement is a work in progress. The AJCC Partners, in cooperation with the One-Stop Operator are working on implementing the referral system that is user friendly and provides direct access to all of the AJCC partners (except EDD and DOR) through real-time technology. This referral system will allow the referral of individuals between the One-Stop partners for appropriate services and activities. It is imperative that the AJCC have a referral system in place for the benefit of its customers and community. The referral system will assist the AJCC partners determine the benefit to the non-located partners for purposes of the Infrastructure Funding Agreements contained in the MOU. Although there was an ambitious effort to use the VOS CalJOBS greeter program to record all referrals, the program does not record in CalJOBS the services that will be provided. The AJCC One-Stop Operator is working on an integrated colocated partnership that is seamlessly incorporating the services of all of the AJCC partners, but this is also a work in progress. Another area of improvement is to have an internal referral system that is utilized only by Kern County Employers' Training Resource. The internal referral system would ensure customers seeking WIOA Title I and Migrant Seasonal Farmworker assistance, obtain the necessary and appropriate services or training needed. In addition, the AJCC needs to reconvene local employers to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop WIOA Partners, local educational providers, local businesses, local trade unions, and community-based organizations.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 each program's purpose, scope, and requirements.

- 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. They can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate, given the authorized scope of the program.
- C. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow 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.

California State Plan Vision and Strategies

- A. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- B. Customer-Centered Service Design: use of customer-centered design to involve frontline staff and customers in the development, prototyping, and evaluation of AJCC services, resources, tools, and systems.

AJCC Certification Workgroup's Vision

- 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 co-located partners have identified the Career Services that apply to their program, and the AJCC has developed methods to align/integrate the delivery of those services.
- The AJCC has established 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 incorporates an integrated service approach to the intake process. This AJCC functions as a well-oiled machine in that each and every customer is pleasantly greeted by a receptionist who in turns identifies the reason for their visit and need, and connects them to the appropriate service as quickly and efficiently as possible. As part of the Memorandum of Understanding – Infrastructure Funding Agreement, the AJCC developed an integrated customer flowchart which represents the procedures that respond to customer needs and moves between AJCC entry and service delivery. Each of the colocated Partners has a role in the process to ensure the customer obtains the best services in order for them to be successful in their job search and eventual employment. The staff designs services for their customers by using principles of Human Centered Design. Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The AJCC has established the roles and responsibilities of management and staff for all Partner agencies in the center and has created an integrated functional organizational chart to reflect the same. In addition, the AJCC has protocols to co-enroll customers in more than one partner program when there is value and need to the customer. Staff at the AJCC have received customer service and customer-centered design training. When appropriate and authorized by statute, staff coordinates efforts in capacity building and training to ensure that there is minimal redundancy. The AJCC focuses on serving all customers by providing a full-range of services, training and programs. The AJCC is staffed by qualified and cross-trained individuals that are knowledgeable about Partners' programs and services. ETR, in partnership with the California Workforce Association and Sacramento State, College of Continuing Education has had 107 of its staff members enroll and participate in the Workforce Development Apprenticeship Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential. In addition, the AJCC maintains an integrated case management system and allows customer information be stored in CalJOBS which is properly secured in accordance with personally identifiable information guidelines, and facilitated with an MOU which contains the necessary confidentiality provisions and data sharing agreement. The AJCC continues to work on reducing the number of staff that communicate with customers to ensure that they move more seamlessly between the AJCC entry and service delivery. In order to accomplish this goal, the AJCC staff needs to receive customer service and customer-centered designed training biennially. In addition, the front-line staff should have a quick reference guide which contains fact sheets of each and every AJCC partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The fact sheets should be updated annually by each AJCC partner and made available to all AJCC partners.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Improve the skills of job seekers 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.

California State Plan Vision and Strategies

- A. Career Pathways: enabling progressive skills development through education and training programs, using multiple entry and exit 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: a subsidized program that allows individuals to gain work experience while getting paid. Individuals receive training and education that combine applied learning opportunities while participating in the labor market.
- C. Supportive Services: providing supportive 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 providing "demand-driven skills attainment." From this perspective, AJCCs operate 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. Still, there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need them.

AJCC Certification Workgroup's Vision

- All AJCC staff (i.e., the staff of all co-located 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 staff assist customers in accessing and enrolling in robust training 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 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 that meet the needs of targeted regional sectors and pathways.

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

The AJCC creates opportunities for individuals at all skill levels and levels of experience by providing customers with up-to-date labor market analysis and job-driven information to assist them to successfully compete in today's economy. The AJCC offers access to education and training leading to industry-recognized credentials through the use of career pathways, internships and apprenticeships. The AJCC has entry steps that make it easy to access education and training that leads to industry-recognized credentials. The AJCC staff works diligently to increase the number of AJCC customers receiving skill development and training services resulting in industry recognized credentials. The full array of WIOA employment and training activities are available in the local area through the AJCC and partner on ramps. Training is accessed through qualified vendors on the Eligible Training Provider List (ETPL) using Individual Training Accounts (ITA's). Other training is available through contracted classes with providers who meet the WIOA exceptions. Training is offered for in-demand occupations that meet the needs of local and regional employers. Emphasis is on programs offering industry-recognized credentials, career ladders and work-based learning. Partner agencies are committed to systems alignment and service delivery coordination. The AJCC offers earn and learn opportunities to employers for adult customers, including On-the-Job Training contracts and Paid Work Experience to provide workplace post-training for their new or existing employees. Supportive Services are provided to eligible customers that present a financial need which affects their ability to obtain or maintain employment. Current services include, but are not limited to transportation, hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books and background checks. The AJCC coordinates with Partners and other community based organizations to provide services not afforded by the AJCC. In the interest of improving customer service, Partners have developed a formal referral process between themselves that will direct referrals to a referral coordinator at each agency. The coordinator serves as a point of contact for the customer and is responsible to report the outcome of services. This prevents duplication of services, enhances braiding of resources, and prevents the customer from being lost in red tape. The AJCC also maintains a Community Resource Guide which provides a directory of services available through other agencies and community-based organizations. The Resource Guide provides contact information for organizations providing transportation, utility assistance, legal services, childcare services, food, clothing, shelter, tax assistance, substance abuse counseling, and assistance for battered women, and youth in crises. The AJCC continues to develop partnerships and provide programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan: (i) Foster demand-driven skills attainment; (ii) Enable upward mobility for all Californians; and (iii) Align, coordinate, and integrate programs and services. The AJCC Partners are committed to administering the independently funded programs as a set of integrated streamlined services to job seekers and employers, by helping businesses find skilled workers and access other supports services, including education and training, for their current workforce; providing an array of employment and business services and connecting customers to work-

related training and education; continuing to align investments in workforce, education and economic development to regional in-demand jobs; and reinforcing partnerships and strategies to provide job seekers and workers with high quality career services, education and training, and supportive services needed to gain and retain employment.

The AJCC is working toward identifying sector pathways in coordination with the Regional Planning Unit, through the Regional Plan to develop processes to be implemented to provide information and access for customers. The AJCC will actively participate in the process and convene regional partners to align programs with identified regional sector pathways. In addition, the AJCC has been working toward improving its service delivery model, including the use of collaborative efforts that include employers, industries, government, workforce, economic development and education stakeholders to identify career pathways and work to solve regional employment challenges. A majority of the AJCC staff of all of the colocated Partners value both skill development and employment outcomes, but there is a need for improvement. Staff needs to receive continuous education related to industry-recognized credentials to allow customers to navigate career pathways toward upward mobility. An opportunity for improvement is to educate all staff on the regional target sectors, identifying regional sector career pathways or understanding what those mean in terms of providing services to its customers.

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.

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- 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.
- C. To support area employers and industry sectors most effectively, AJCC staff identify and clearly understand industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.
- D. To incorporate an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.
- E. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

California State Plan Vision and Strategies

- 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.
- B. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.
- C. Fostering demand-driven skills attainment: workforce and education programs must align program content with the state's industry sector needs to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced 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 it 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:

The AJCC Partners have structured career pathways and training for specific industries that are in high demand – Certified Nursing Assistant to Licensed Vocational Nurse to Registered Nurse programs; Truck Driving to Crane Operators; and career stacking for Welding certifications such as Plate, TIG, MIG, Pipe, and Arc. The AJCC has a long history of commitment to the healthcare sector, collaborating on regional healthcare initiatives with neighboring LWDA's since 2001, including the current Regional Equity and Recovery Partnership grant which Kern County Employers' Training Resource (ETR) has partnered with the local community colleges. Other collaborations include work with the Kern Community College District's Bakersfield College's Allied Health and Nursing Program 15% Governor's Discretionary Grant program. Local WDB funds have been used to pilot a Licensed Vocational Nurse (LVN) program at the Kern High School District's Bakersfield Adult School; which is now certified and has been operating since 2003. Additional funds were used to provide on-the-job training contracts for RN 18-week residency in acute care settings. Examples of health career ladder programs KIM WDB funds include classroom training for Certified Nursing Assistant (CNA), Licensed Vocational Nurse (LVN), Emergency Medical Technician (EMT), Pharmacy Technician, and Registered Nurse (RN). In addition, ETR has partnered with California State University, Bakersfield Extended Education and Global Outreach to enroll participants in their Drug and Alcohol Studies Certificate Program. The program provided professional and educational training in the treatment of addiction and fulfills the educational requirements for testing for the California Consortium of Addiction Programs and Professionals, known as C-CAPP Certification as a licensed Alcohol and Drug Addiction Counselor. The AJCC braids services between employers and dislocated job seekers and provides convenient access to professional business services such as business recruitments, forums, applicant screening, and small business development services. The AJCC braids resources and coordinating services specific to employers and dislocated job seekers. Services for dislocated workers include financial literacy, job loss coping skills, computer literacy and resume and job search assistance. The AJCC offers a wide range of AJCC-based services for employers both through an online platform or in-person, including referral of qualified candidates, hosting many small and large on and off-site recruitments and job fairs, pre-employment testing, and skill verification. Staff at the AJCC are highly trained and skilled in advising customers of their options, knowledgeable about local labor market information, are aware of available Partner services, and developing a universal referral process to ensure customers' needs are met. Due to the importance of labor market conditions, AJCC staff receive monthly reports electronically about local and state labor market conditions. In addition, the AJCC partners with vendors to provide training to customers for employment opportunities. An area for improvement is that the AJCC staff needs to better understand the regional economy and incorporate this knowledge to assist the customer in obtaining high-demand occupations. The AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through QR Codes to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to

collect satisfaction data from individuals who are using AJCC's services through customer surveys using QR Codes. In addition, it is intended that each staff member will have the link on their email to ensure greater feedback from employers and customers. These surveys should be discussed quarterly at the Kern, Inyo and Mono Workforce Development Board's Executive Committee, so that there can be more detailed discussion about feedback from employers and customers seeking services from the AJCCs. The AJCC has been working with its Partners to minimize redundant employer contacts while maximizing access to system-wide, integrated business services; however, each Partner has to meet the specific goals and outcomes for its programs which sometimes conflicts with the overall strategy of the AJCC. The AJCC needs to reconvene local employers through an online platform to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop Partners, local educational providers, local businesses, local trade unions, and community-based organizations. In addition, the AJCC needs to perform more virtual business outreach, including bringing guest speakers to discuss meaningful topics that assist businesses in order to attract them to the AJCC. The Kern, Inyo and Mono Workforce Development Board has partnered with the California Employers Association to provide employers throughout Kern, Inyo and Mono Counties with a Human Resource Hotline (HR Hotline) which is dedicated to answering basic human resource questions for employers in English, Spanish and other languages when needed, particularly small business owners. The no-cost HR Hotline has HR subject matter experts that are available during normal business hours to assist employers in obtaining assistance in all areas of employer-employee relations. The AJCC has several posters advertising the HR Hotline. These types of business/employer outreach will assist in attracting additional businesses to the AJCC, so they can learn more about the many services that are offered.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to all 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 of how their particular function supports and contributes to the overall vision of the local board.
- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

Certification criteria will include an assessment of professional development and staff capacity building.

AJCC Certification Workgroup's Vision

- The AJCC has regular staff meetings with all AJCC staff (i.e., the staff of all co-located 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, develop in-demand skills and credentials, and find jobs.
- All AJCC staff has received training to effectively assist customers in registering with CalJOBS and 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 Partners manage referrals through cross-training of appropriate staff during the AJCC Partner monthly meetings. The staff continues to receive cross-training on partner programs in order for them to possess the knowledge, skill and motivation to provide excellent customer service to job seekers, including those individuals with disabilities. However, much of the training about partner programs is passed along from Supervisors in informal settings. An area of continuous improvement is that the cross-trainings need to be recorded and be placed on the AJCC website to allow staff members the ability to review the trainings any time. Such recordings would allow for on-going training as staff changes occur and provide for confirmation of complete information transfer. Cross-training allows staff to understand their particular function at the AJCC and provides the overall vision of the Kern, Inyo and Mono Workforce Development Board. In addition, cross-training allows staff to build relationships with other AJCC Partners' staff (colocated and non-colocated) and allow for updates on AJCC activities. The AJCC Partners provide access to each required AJCC Partner's program through cross-referrals, such as: physically colocating at the AJCC, being available for appointments to job seekers, and having appropriate technologies at the AJCC. Currently, through a one-stop operator, Partners meet monthly to align, coordinate and integrate services to ensure that the one-stop delivery system is not duplicative. The AJCC Partners are committed to administering independently funded programs as a set of integrated streamlined services to job seekers and employers, by conducting partner meetings, producing marketing materials, coordinating job fairs, providing soft skills workshops, entering into a universal job posting systems, offering cross-promotion of services, cross-training of staff, and developing a referral process to ensure customers' needs are met. Staff at the AJCC are highly skilled in advising customers of their options, knowledgeable about local labor market information, aware of available Partner services. In addition, bilingual staff at the AJCCs assist limited English-speaking customers to make certain that they receive equal access to services. Staff are well-trained on using CalJOBS and assist customers in how to navigate in CalJOBS to match the customer to available job opportunities. Staff have also been trained to use Cal-E Grants and to submit quarterly reports to the State in the new format. Staff receives training on providing excellent customer service through customer-centered design techniques and methodologies, including serving customers with barriers to employment and individuals with disabilities. AJCC's management and staff meet regularly to ensure that customers receive excellent customer service.

Due to the limited hours in a day and the workload of staff, it is sometimes overlooked the importance of having yearly staff meetings with all colocated partners' staff to build relationships, provide updates on AJCC activities, learn about the services each collocated partner is providing to the community, and discuss strategies for AJCC improvements. In addition, the AJCC needs to have additional training for all front-line staff, including, but not limited to, capacity building, professional development, how to use market information to assist customers to identify career pathways, sector strategies, career pathways, job quality and high road training partnerships. Kern County Employers' Training Resource (ETR), in partnership with the California Workforce Association and Sacramento State, College of Continuing Education enrolled 107 of its staff members participate in the Workforce Development Apprentice

Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential.

All AJCC staff should receive additional virtual training on serving individuals with barriers to employment, including customers with disabilities. Although the AJCC did a great job in providing cross-training to its staff, the training needs to be performed virtually, annually and updated each year to ensure that all staff, including new employees are being provided the most up-to-date information about the services being provided by the WIOA Partners to ensure the training is accurate, relevant and meaningful. In addition, the AJCC should require all new AJCC staff to watch the online cross-training videos for each WIOA Partner posted on the AJCC website or Youtube and mandate that all existing staff must attend at least one cross-training session per year and watch the other Partners presentations via videos through Youtube within a designated timeframe. In addition, the front-line staff should have a Fact Sheet for every WIOA Partner which contains information about the partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The Fact Sheets should be updated annually by each AJCC partner and made available to all AJCC partners. The AJCC staff also needs to receive additional customer service and customer-centered designed training to ensure that the staff has the necessary professional customer service skills to provide impeccable customer satisfaction through listening to the customer and providing problem-solving approaches to the customer's problem.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- B. Develop and implement operational policies that reflect an integrated performance, communication, and case management system, and use technology to achieve integration and expanded service offerings.

California State Plan Vision and Strategies

Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.

AJCC Certification Workgroup's Vision

- 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 results justify the resources invested.
- 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's creates an integrated workforce development system that is business-led, market-responsive, and results-oriented. This enhanced system focuses on ensuring customer service excellence, seeking continuous improvement, and creating value by enhancing employment opportunities for all individuals including those with disabilities and significant employment barriers. To achieve this vision, a focused and deliberate collaboration has been developed between education, workforce development and economic development network partners to maximize the competitiveness of businesses and the productivity of the local workforce, to increase regional economic prosperity. To this end, the AJCC has developed and implemented operational policies that reflect an integrated system of performance, communication, and case management. The AJCC uses technology to achieve integration and expanded service offerings to allow customers with barriers to achieve employment opportunities, including those individuals with disabilities. The AJCC staff use CareerHub to provide virtual services to its customers. CareerHub permits staff to communicate more effectively and efficiently with customers by texting information to their smart devices, including tablets and smartphones. Staff provides technical assistance, coaching, virtual training, reminders, referrals to online and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with job opportunities via text, email and voicemail to the customers' smart devices regardless of their geographic location. The AJCC is constantly seeking ways to use technology to make the customer's experience better. An opportunity for continuous improvement would permit the AJCC to add a virtual chat feature to the website for improved access to the AJCC during non-working hours and enhanced customer service through the use of technology to improve access to services. The AJCC has a system in place to capture and respond to specific customer complaints and grievances. Although the AJCC offers the best customer service possible by attempting to resolve customer issues as quickly as possible, the AJCC has a Grievance Officer that follows certain procedures to ensure the complaint and/or grievance is handled professionally and fairly. The AJCC staff in coordination with the One-Stop Operator has monthly WIOA Partner meetings that discuss and develop specific plans for AJCC service improvements. The data entry staff at the AJCC are well-trained and understand the importance of data validation, data collection processes, accurate reporting and confidentiality. These staff members obtain continuous training throughout the year on these topics. However, data systems to track co-enrolled individuals are not shared, except between ETR and EDD partners, who use CalJOBS to track WIOA Title I(B) Adult, Dislocated Worker, and Youth Programs, and Wagner Peyser and WIOA services. All WIOA Partners collaborate and work collectively toward the successful achievement. The AJCC contributes to the achievement of WIOA performance goals for all core program partners. The AJCC's performance is transparent and accountable to the communities it serves. There is internal and external fiscal monitoring that occurs to ensure that the AJCC is effectively and efficiently using its resources to benefit the community and this information is shared with the KIM WDB. In addition, the AJCC regularly reports to the KIM WDB on the number of customers served, the types of services provided, and the outcomes of those services. This information allows Board members to see how impactful the AJCC is to the local community. Overall, the AJCC operates in a cost-efficient

manner and the resources invested are justified by the results it obtains for the enhancement of employment opportunities for all individuals, including those with disabilities and significant employment barriers.

The AJCC is doing a better job at seeking feedback from customers and businesses on the delivery of services by providing surveys to analyze the data to determine their satisfaction. However, there is always opportunity for improvement, so the AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through a QR Code to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to collect satisfaction data from individuals who are using AJCC's services through customer surveys using a QR Code. It is intended in the near future that each staff member in the AJCC will have the link on their email to ensure greater feedback from employers and customers. In the past, the AJCC used a compliment box to obtain feedback from customers to determine their satisfaction or dissatisfaction. Now, the AJCC is in the process of using QR Codes to provide feedback from customers and employers. The immediate customer feedback builds overall customer engagement while providing the staff with the tools needed to quickly respond, so the AJCC can win the customer's trust and loyalty. The AJCC also needs to regularly review and analyzes performance and service data. The AJCC needs to improve identifying areas of needed technical assistance to improve business results and tapping available resources to obtain needed assistance.

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

Affiliate and Specialized AJCC Baseline Certification Matrix

The baseline criteria to certify an America’s Job Center of CaliforniaSM (AJCC) are intended to ensure that every affiliate and specialized AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements.

Local Workforce Development Boards (Local Board) must submit a completed matrix to their Regional Advisor for each affiliate and specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: Ridgecrest – AJCC, 540 Perdew Avenue, Suite B-2, Ridgecrest, CA 93555

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

| Meets all regulatory requirements to be an <u>affiliated</u> AJCC (WIOA Joint Final Rule Section 678.310) | Yes | No | N/A |
|---|-------------------------------------|--------------------------|--------------------------|
| Network of affiliated sites provides one or more of the programs, services, and activities. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AJCC has at least one Title I staff person physically present. (Note: The frequency of program staff's physical presence in the affiliated site will be determined at the local level.) | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Property is used in an efficient and effective way to ensure consolidation of employment services. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| Meets all regulatory requirements to be a <u>specialized</u> AJCC (WIOA Joint Final Rule Section 678.300(d)(3) and 678.320) | Yes | No | N/A |
|---|-------------------------------------|--------------------------|--------------------------|
| Addresses specific needs, including those of dislocated workers, youth, or key industry sectors, or clusters. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| Ensures Equal Opportunity for Individuals With Disabilities | Yes | No |
|--|-------------------------------------|-------------------------------------|
| <p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51) • <i>Disabled Persons Act</i> (California Civil Code Section 54) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135-11139 <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Allow service animals to be permitted, even if there is a “no pets” policy. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefit of the program, or activity. • Providing for the physical accessibility of the AJCC to individuals with disabilities. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Was WIOA Section 188 compliance monitoring completed for PY 2021-22? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <p>Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?</p> <p>If yes, briefly describe the findings. Click here to enter text.</p> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

| Ensures Equal Opportunity for Individuals With Disabilities | Yes | No |
|--|--------------------------|--------------------------|
| Was a corrective action plan submitted? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings open? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings closed? If closed, as of what date? Click here to enter text. | <input type="checkbox"/> | <input type="checkbox"/> |

| The AJCC meets all Baseline Criteria for Baseline AJCC Certification | Yes | No |
|---|-------------------------------------|--------------------------|
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

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 the Training and Employment Guidance Letter 04-15, 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 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 Workforce Development Boards (Local Board) must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: AJCC – Ridgecrest (540 Perdew Avenue, Ridgecrest, CA)

AJCC Type: Affiliate

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 location, or by telephone or e-mail. 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 doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to communicate with 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.

California State Plan Vision and Strategies

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 Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who 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 human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, 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 people with disabilities can access virtual services in a manner that is comparable to those without a disability.

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:

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities: The AJCC reflects a welcoming environment to all customers, including those individuals with disabilities, cultural diversity and individuals with barriers to employment. However, the interior walls should be painted with colors that are able to transform the atmosphere of the rooms to create a happier and more uplifting space, so it does not feel like a government office building. In addition, staff are sensitive to the unique needs of individuals with disabilities and are prepared and equipped to provide the necessary accommodations through the use of assistive technology and is ADA compliant. The AJCC is designed so that it is easy for customers to have access to staff assistance, the resource room and other available services. The resource room in the AJCC has adequate workstations to exceed customer demand and the equipment is in working order. The resource room is user-friendly, including the floor plan, work spaces and the range of technology solutions available. The wheelchair accessible desk in the resource room is functioning properly and provides those in need of using the computer or assistive technology with the necessary tools to seek employment opportunities. There is space available in the AJCC to hold on-site employer recruitments and other activities to benefit the community. In addition, the WIOA partners utilize the AJCC to align, coordinate and integrate their programs and services to its customers. The AJCC staff prides itself on being able to provide professional services to all individuals, regardless of cultural differences, disabilities, and other barriers to employment. The AJCC implements principles of universal and customer-centered design to ensure that all customers have access to a full range of services no matter the customers' abilities, mobility, age, language, learning style, intelligence, or educational level. Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The Equal Opportunity Officer (Jeremy Shumaker, Assistant Director) continually reviews the policies, procedures and practices, as well as the facility of the AJCC to ensure the AJCC is accessible to all customers while providing equal opportunity. In addition, the staff is given training to ensure that they comply with any and all equal opportunity policies and procedures, when needed. Bilingual staff at the AJCC are available to assist limited English-speaking customers and ensure that they have equal access to services. Staff refers limited English customers to local ESL programs for services to enhance their language skills. Veterans receive priority of services first as long as eligibility is met in the adult priority group. The policy explains in detail the order of participants to serve under priority. The priority adult participants will be served first for any classroom training programs that have a waiting list. The AJCC staff use CareerHub to provide virtual services to its customers. CareerHub permits staff to communicate more effectively and efficiently with customers by texting information to their smart devices, including tablets and smartphones. Staff are available to provide technical assistance, coaching, virtual training, reminders, referrals to online and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with job opportunities via text, email and voicemail to the customers' smart devices regardless of their geographic location. The AJCC and its WIOA Partners pride themselves in ensuring that each and every customer receives courteous, polite, responsive and

helpful customer service, without regard to the customer's disability, cultural diversity and/or barriers to employment. The AJCC is constantly seeking ways to use technology to make the customer's experience better. Customers are able to attend Orientation and Job Seeker Services virtually and in-person. Customers must complete their CalJOBS registration before attending the Orientation. Customers are also able to attend a variety of Workshops, including Computer Skills, Social Media Basics, and Resume & Interview Training. In addition, Customers are able to virtually obtain the Community Resources Guide which provides a listing of all of the colocated and non-colocated partners, community partners and service providers in Kern, Inyo and Mono Counties. Although the AJCC is open at 8:00 am and closes at 5:00 pm Monday through Friday, the business hours may need to be expanded to accommodate all customers. A pilot program should be considered to explore expanded hours of service to ensure that customers in need of employment services outside of the traditional business hours of operation have adequate access. In addition, the AJCC should explore the implementation of a virtual chat feature on the website to answer questions posed by its customers to improve after hours services and enhance the customer experience by utilizing technology to improve access to services. Each AJCC should have a waiting area for customers which includes designated area for a small play area for children which incorporates a coloring station, wooden activity play cube and other beneficial activities for young children. Although customers with young children are discouraged from bringing children into the AJCC, sometimes parents may not have access to daycare and must bring their child with them to the AJCC to utilize their services. A continuous improvement opportunity is that the back office is used for virtual interviews by customers and to ensure privacy, the computer and monitor should be placed in a cubicle, instead of on a table in an open area.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

Reflect on the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, co-located partnership that seamlessly incorporates the services of all the AJCC partners.

California State Plan Vision and Strategies

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 to facilitate skills attainment.

AJCC Certification Workgroup's Vision

- A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
- Both co-located and non-co-located partners believe that the AJCC adds value to their program and 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-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- An inventory and overview of all partner programs and services are available to all AJCC staff, and all AJCC staff has received an orientation to all partner programs and services.
- One-Stop system marketing materials that overview all partner programs and services for distribution to customers at the AJCC and at all non-co-located partner locations have been developed.
- 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:

The AJCC provides a system where both the colocated and non-colocated WIOA partners (collectively, Partners) work together as identified in the Memorandum of Understanding – Infrastructure Funding Agreement. Through the Partners ongoing participation in collaborative events, the majority of Partners believe that the AJCC adds value to each of their programs, services and customers. With the leadership of the One-Stop Operator, the majority of Partners meet on a monthly basis to discuss the following: One-Stop system; the AJCC's contribution to the system; operational matters relating to the AJCC; and and recommendations for continuous improvements. During these meetings, staff and management are able to discuss issues affecting the AJCC and implement solutions to issues which are agreed to by the Partners. In addition, the One-Stop Operator discusses strategic, tactical and operational developments for the AJCC. The AJCC actively performs community-wide outreach with Partners and provides access to all Partners' customers to participate in job and resource fairs, trainings, employment opportunities, and other workshops. Every month, alternating Partners provide an orientation to available AJCC and Partners' staff about the services their agency or community-based organization provide to the community. The cross-training is important to participating staff to ensure they are knowledgeable about each of the WIOA Partners' programs and activities. However, these cross-trainings need to be recorded as they were done previously and posted on the AJCC website or YouTube to allow staff members, particularly new staff the ability to review the trainings at any time. A continuous improvement opportunity is that the staff should attend cross-training sessions at a central location for ½ day over a period of several weeks with all WIOA partners providing a summary of their services and any new information that would assist with the referral process. In addition, an opportunity for improvement would provide each front-line staff with a detailed fact sheet on each WIOA and community Partners programs and services, and each partner would update the fact sheet yearly or as often as necessary. The one-stop system has a marketing department located in the Southeast Bakersfield - AJCC that prepares materials about the activities, recruitments, workshops, trainings, and outreach that is distributed to Partners and their customers. In addition, the marketing department designs, prepares and distributes the Community Resources Directory which is currently being updated and offers information about each Partner's programs that are available for use by customers at all of the comprehensive, specilaized and affiliate AJCC one-stop centers. The AJCC connects to the community through multiple community WIOA and non-WIOA partnerships and community access points. The colocated and non-colocated WIOA Partners are working on implementing a new referral system that meets the requirements imposed by the Memorandum of Understanding – Infrastructure Funding Agreement. Presently, the referral system allows WIOA and community Partners to email a referral form to the other partner which includes the information about the customer and services needed. However, this referral system is antiquated and needs a more robest universal referral tracking system in place to ensure customers are receiving the services they deserve from the AJCC. The One-Stop Operator has been working with the colocated and non-colocated Partners to formalize a universal referral tracking that is acceptable to all partners. Unfortunately, EDD and DOR are unable to utilize third party referral software, so a recommendation is to have all of the

non-state government partners utilize the third party software for their referrals, so customers can be tracked more easily and effectively. The AJCC's partner referral system that is outlined in the Memorandum of Understanding – Infrastructure Funding Agreement is a work in progress. The AJCC Partners, in cooperation with the One-Stop Operator are working on implementing the referral system that is user friendly and provides direct access to all of the AJCC partners (except EDD and DOR) through real-time technology. This referral system will allow the referral of individuals between the One-Stop partners for appropriate services and activities. It is imperative that the AJCC have a referral system in place for the benefit of its customers and community. The referral system will assist the AJCC partners determine the benefit to the non-located partners for purposes of the Infrastructure Funding Agreements contained in the MOU. Although there was an ambitious effort to use the VOS CalJOBS greeter program to record all referrals, the program does not record in CalJOBS the services that will be provided. The AJCC One-Stop Operator is working on an integrated colocated partnership that is seamlessly incorporating the services of all of the AJCC partners, but this is also a work in progress. Another area of improvement is to have an internal referral system that is utilized only by Kern County Employers' Training Resource. The internal referral system would ensure customers seeking WIOA Title I and Migrant Seasonal Farmworker assistance, obtain the necessary and appropriate services or training needed. In addition, the AJCC needs to reconvene local employers to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop WIOA Partners, local educational providers, local businesses, local trade unions, and community-based organizations.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 each program's purpose, scope, and requirements.

- 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. They can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate, given the authorized scope of the program.
- C. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow 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.

California State Plan Vision and Strategies

- A. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- B. Customer-Centered Service Design: use of customer-centered design to involve frontline staff and customers in the development, prototyping, and evaluation of AJCC services, resources, tools, and systems.

AJCC Certification Workgroup's Vision

- 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 co-located partners have identified the Career Services that apply to their program, and the AJCC has developed methods to align/integrate the delivery of those services.
- The AJCC has established 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 incorporates an integrated service approach to the intake process. This AJCC functions as a well-oiled machine in that each and every customer is pleasantly greeted by a receptionist who in turns identifies the reason for their visit and need, and connects them to the appropriate service as quickly and efficiently as possible. As part of the Memorandum of Understanding – Infrastructure Funding Agreement, the AJCC developed an integrated customer flowchart which represents the procedures that respond to customer needs and moves between AJCC entry and service delivery. Each of the colocated Partners has a role in the process to ensure the customer obtains the best services in order for them to be successful in their job search and eventual employment. The staff designs services for their customers by using principles of Human Centered Design. Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The AJCC has established the roles and responsibilities of management and staff for all Partner agencies in the center and has created an integrated functional organizational chart to reflect the same. In addition, the AJCC has protocols to co-enroll customers in more than one partner program when there is value and need to the customer. Staff at the AJCC have received customer service and customer-centered design training. When appropriate and authorized by statute, staff coordinates efforts in capacity building and training to ensure that there is minimal redundancy. The AJCC focuses on serving all customers by providing a full-range of services, training and programs. The AJCC is staffed by qualified and cross-trained individuals that are knowledgeable about Partners' programs and services. ETR, in partnership with the California Workforce Association and Sacramento State, College of Continuing Education has had 107 of its staff members enroll and participate in the Workforce Development Apprenticeship Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential. In addition, the AJCC maintains an integrated case management system and allows customer information be stored in CalJOBS which is properly secured in accordance with personally identifiable information guidelines, and facilitated with an MOU which contains the necessary confidentiality provisions and data sharing agreement. The AJCC continues to work on reducing the number of staff that communicate with customers to ensure that they move more seamlessly between the AJCC entry and service delivery. In order to accomplish this goal, the AJCC staff needs to receive customer service and customer-centered designed training biennially. In addition, the front-line staff should have a quick reference guide which contains fact sheets of each and every AJCC partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The fact sheets should be updated annually by each AJCC partner and made available to all AJCC partners.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Improve the skills of job seekers 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.

California State Plan Vision and Strategies

- A. Career Pathways: enabling progressive skills development through education and training programs, using multiple entry and exit 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: a subsidized program that allows individuals to gain work experience while getting paid. Individuals receive training and education that combine applied learning opportunities while participating in the labor market.
- C. Supportive Services: providing supportive 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 providing "demand-driven skills attainment." From this perspective, AJCCs operate 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. Still, there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need them.

AJCC Certification Workgroup's Vision

- All AJCC staff (i.e., the staff of all co-located 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 staff assist customers in accessing and enrolling in robust training 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 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 that meet the needs of targeted regional sectors and pathways.

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

The AJCC creates opportunities for individuals at all skill levels and levels of experience by providing customers with up-to-date labor market analysis and job-driven information to assist them to successfully compete in today's economy. The AJCC offers access to education and training leading to industry-recognized credentials through the use of career pathways, internships and apprenticeships. The AJCC has entry steps that make it easy to access education and training that leads to industry-recognized credentials. The AJCC staff works diligently to increase the number of AJCC customers receiving skill development and training services resulting in industry recognized credentials. The full array of WIOA employment and training activities are available in the local area through the AJCC and partner on ramps. Training is accessed through qualified vendors on the Eligible Training Provider List (ETPL) using Individual Training Accounts (ITA's). Other training is available through contracted classes with providers who meet the WIOA exceptions. Training is offered for in-demand occupations that meet the needs of local and regional employers. Emphasis is on programs offering industry-recognized credentials, career ladders and work-based learning. Partner agencies are committed to systems alignment and service delivery coordination. The AJCC offers earn and learn opportunities to employers for adult customers, including On-the-Job Training contracts and Paid Work Experience to provide workplace post-training for their new or existing employees. Supportive Services are provided to eligible customers that present a financial need which affects their ability to obtain or maintain employment. Current services include, but are not limited to transportation, hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books and background checks. The AJCC coordinates with Partners and other community based organizations to provide services not afforded by the AJCC. In the interest of improving customer service, Partners have developed a formal referral process between themselves that will direct referrals to a referral coordinator at each agency. The coordinator serves as a point of contact for the customer and is responsible to report the outcome of services. This prevents duplication of services, enhances braiding of resources, and prevents the customer from being lost in red tape. The AJCC also maintains a Community Resource Guide which provides a directory of services available through other agencies and community-based organizations. The Resource Guide provides contact information for organizations providing transportation, utility assistance, legal services, childcare services, food, clothing, shelter, tax assistance, substance abuse counseling, and assistance for battered women, and youth in crises. The AJCC continues to develop partnerships and provide programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan: (i) Foster demand-driven skills attainment; (ii) Enable upward mobility for all Californians; and (iii) Align, coordinate, and integrate programs and services. The AJCC Partners are committed to administering the independently funded programs as a set of integrated streamlined services to job seekers and employers, by helping businesses find skilled workers and access other supports services, including education and training, for their current workforce; providing an array of employment and business services and connecting customers to work-

related training and education; continuing to align investments in workforce, education and economic development to regional in-demand jobs; and reinforcing partnerships and strategies to provide job seekers and workers with high quality career services, education and training, and supportive services needed to gain and retain employment.

The AJCC is working toward identifying sector pathways in coordination with the Regional Planning Unit, through the Regional Plan to develop processes to be implemented to provide information and access for customers. The AJCC will actively participate in the process and convene regional partners to align programs with identified regional sector pathways. In addition, the AJCC has been working toward improving its service delivery model, including the use of collaborative efforts that include employers, industries, government, workforce, economic development and education stakeholders to identify career pathways and work to solve regional employment challenges. A majority of the AJCC staff of all of the colocated Partners value both skill development and employment outcomes, but there is a need for improvement. Staff needs to receive continuous education related to industry-recognized credentials to allow customers to navigate career pathways toward upward mobility. An opportunity for improvement is to educate all staff on the regional target sectors, identifying regional sector career pathways or understanding what those mean in terms of providing services to its customers.

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.

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- 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.
- C. To support area employers and industry sectors most effectively, AJCC staff identify and clearly understand industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.
- D. To incorporate an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.
- E. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

California State Plan Vision and Strategies

- 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.
- B. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.
- C. Fostering demand-driven skills attainment: workforce and education programs must align program content with the state's industry sector needs to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced 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 it 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:

The AJCC Partners have structured career pathways and training for specific industries that are in high demand – Certified Nursing Assistant to Licensed Vocational Nurse to Registered Nurse programs; Truck Driving to Crane Operators; and career stacking for Welding certifications such as Plate, TIG, MIG, Pipe, and Arc. The AJCC has a long history of commitment to the healthcare sector, collaborating on regional healthcare initiatives with neighboring LWDA's since 2001, including the current Regional Equity and Recovery Partnership grant which Kern County Employers' Training Resource (ETR) has partnered with the local community colleges. Other collaborations include work with the Kern Community College District's Bakersfield College's Allied Health and Nursing Program 15% Governor's Discretionary Grant program. Local WDB funds have been used to pilot a Licensed Vocational Nurse (LVN) program at the Kern High School District's Bakersfield Adult School; which is now certified and has been operating since 2003. Additional funds were used to provide on-the-job training contracts for RN 18-week residency in acute care settings. Examples of health career ladder programs KIM WDB funds include classroom training for Certified Nursing Assistant (CNA), Licensed Vocational Nurse (LVN), Emergency Medical Technician (EMT), Pharmacy Technician, and Registered Nurse (RN). In addition, ETR has partnered with California State University, Bakersfield Extended Education and Global Outreach to enroll participants in their Drug and Alcohol Studies Certificate Program. The program provided professional and educational training in the treatment of addiction and fulfills the educational requirements for testing for the California Consortium of Addiction Programs and Professionals, known as C-CAPP Certification as a licensed Alcohol and Drug Addiction Counselor. The AJCC braids services between employers and dislocated job seekers and provides convenient access to professional business services such as business recruitments, forums, applicant screening, and small business development services. The AJCC braids resources and coordinating services specific to employers and dislocated job seekers. Services for dislocated workers include financial literacy, job loss coping skills, computer literacy and resume and job search assistance. The AJCC offers a wide range of AJCC-based services for employers both through an online platform or in-person, including referral of qualified candidates, hosting many small and large on and off-site recruitments and job fairs, pre-employment testing, and skill verification. Staff at the AJCC are highly trained and skilled in advising customers of their options, knowledgeable about local labor market information, are aware of available Partner services, and developing a universal referral process to ensure customers' needs are met. Due to the importance of labor market conditions, AJCC staff are distributed monthly reports electronically about local and state labor market conditions. In addition, the AJCC partners with vendors to provide training to customers for employment opportunities. An area for improvement is that the AJCC staff needs to better understand the regional economy and incorporate this knowledge to assist the customer in obtaining high-demand occupations. The AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through QR Codes to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to

collect satisfaction data from individuals who are using AJCC's services through customer surveys using QR Codes. In addition, it is intended that each staff member will have the link on their email to ensure greater feedback from employers and customers. These surveys should be discussed quarterly at the Kern, Inyo and Mono Workforce Development Board's Executive Committee, so that there can be more detailed discussion about feedback from employers and customers seeking services from the AJCCs. The AJCC has been working with its Partners to minimize redundant employer contacts while maximizing access to system-wide, integrated business services; however, each Partner has to meet the specific goals and outcomes for its programs which sometimes conflicts with the overall strategy of the AJCC. The AJCC needs to reconvene local employers through an online platform to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop Partners, local educational providers, local businesses, local trade unions, and community-based organizations. In addition, the AJCC needs to perform more virtual business outreach, including bringing guest speakers to discuss meaningful topics that assist businesses in order to attract them to the AJCC. The Kern, Inyo and Mono Workforce Development Board has partnered with the California Employers Association to provide employers throughout Kern, Inyo and Mono Counties with a Human Resource Hotline (HR Hotline) which is dedicated to answering basic human resource questions for employers in English, Spanish and other languages when needed, particularly small business owners. The no-cost HR Hotline has HR subject matter experts that are available during normal business hours to assist employers in obtaining assistance in all areas of employer-employee relations. The AJCC has several posters advertising the HR Hotline. These types of business/employer outreach will assist in attracting additional businesses to the AJCC, so they can learn more about the many services that are offered. In addition, the AJCC has utilized canvas prints in this One-Stop center that reflect businesses and success stories. However, the current canvas prints do not reflect local businesses and/or employees in the greater Ridgecrest area. An area of improvement would be to change the canvas prints to illustrate businesses and success stories of employees located in the areas served by the AJCC.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to all 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 of how their particular function supports and contributes to the overall vision of the local board.
- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

Certification criteria will include an assessment of professional development and staff capacity building.

AJCC Certification Workgroup's Vision

- The AJCC has regular staff meetings with all AJCC staff (i.e., the staff of all co-located 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, develop in-demand skills and credentials, and find jobs.
- All AJCC staff has received training to effectively assist customers in registering with CalJOBS and 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 Partners manage referrals through cross-training of appropriate staff during the AJCC Partner monthly meetings. The staff continues to receive cross-training on partner programs in order for them to possess the knowledge, skill and motivation to provide excellent customer service to job seekers, including those individuals with disabilities. However, much of the training about partner programs is passed along from Supervisors in informal settings. An area of continuous improvement is that the cross-trainings need to be recorded and be placed on the AJCC website to allow staff members the ability to review the trainings any time. Such recordings would allow for on-going trainings as staff changes occur and provide for confirmation of complete information transfer. Cross-training allows staff to understand their particular function at the AJCC and provides the overall vision of the Kern, Inyo and Mono Workforce Development Board. In addition, cross-training allows staff to build relationships with other AJCC Partners' staff (colocated and non-colocated) and allow for updates on AJCC activities. The AJCC Partners provide access to each required AJCC Partner's program through cross-referrals, such as: physically colocating at the AJCC, being available for appointments to job seekers, and having appropriate technologies at the AJCC. Currently, through a one-stop operator, Partners meet monthly to align, coordinate and integrate services to ensure that the one-stop delivery system is not duplicative. The AJCC Partners are committed to administering independently funded programs as a set of integrated streamlined services to job seekers and employers, by conducting partner meetings, producing marketing materials, coordinating job fairs, providing soft skills workshops, entering into a universal job posting systems, offering cross-promotion of services, cross-training of staff, and developing a referral process to ensure customers' needs are met. Staff at the AJCC are highly skilled in advising customers of their options, knowledgeable about local labor market information, are aware of available Partner services. In addition, bilingual staff at the AJCCs assist limited English-speaking customers to make certain that they receive equal access to services. Staff are well-trained on using CalJOBS and assist customers in how to navigate in CalJOBS to match the customer to available job opportunities. Staff have also been trained to use Cal-E Grants and to submit quarterly reports to the State in the new format. Staff receives training on providing excellent customer service through customer-centered design techniques and methodologies, including serving customers with barriers to employment and individuals with disabilities. AJCC's management and staff meet regularly to ensure that customers receive excellent customer service.

Due to the limited hours in a day and the workload of staff, it is sometimes overlooked the importance of having yearly staff meetings with all colocated partners' staff to build relationships, provide updates on AJCC activities, learn about the services each collocated partner is providing to the community, and discuss strategies for AJCC improvements. In addition, the AJCC needs to have additional training for all front-line staff, including, but not limited to, capacity building, professional development, how to use market information to assist customers to identify career pathways, sector strategies, career pathways, job quality and high road training partnerships. Kern County Employers' Training Resource (ETR), in partnership with the California Workforce Association and Sacramento State, College of Continuing Education enrolled 107 of its staff members participate in the Workforce Development Apprentice

Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential.

All AJCC staff should receive additional virtual training on serving individuals with barriers to employment, including customers with disabilities. Although the AJCC did a great job in providing cross-training to its staff, the training needs to be performed virtually, annually and updated each year to ensure that all staff, including new employees are being provided the most up-to-date information about the services being provided by the WIOA Partners to ensure the training is accurate, relevant and meaningful. In addition, the AJCC should require all new AJCC staff to watch the online cross-training videos for each WIOA Partner posted on the AJCC website or Youtube and mandate that all existing staff must attend at least one cross-training session per year and watch the other Partners presentations via videos through Youtube within a designated timeframe. In addition, the front-line staff should have a Fact Sheet for every WIOA Partner which contains information about the partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The Fact Sheets should be updated annually by each AJCC partner and made available to all AJCC partners. The AJCC staff also needs to receive additional customer service and customer-centered designed training to ensure that the staff has the necessary professional customer service skills to provide impeccable customer satisfaction through listening to the customer and providing problem-solving approaches to the customer's problem.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- B. Develop and implement operational policies that reflect an integrated performance, communication, and case management system, and use technology to achieve integration and expanded service offerings.

California State Plan Vision and Strategies

Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.

AJCC Certification Workgroup's Vision

- 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 results justify the resources invested.
- 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's creates an integrated workforce development system that is business-led, market-responsive, and results-oriented. This enhanced system focuses on ensuring customer service excellence, seeking continuous improvement, and creating value by enhancing employment opportunities for all individuals including those with disabilities and significant employment barriers. To achieve this vision, a focused and deliberate collaboration has been developed between education, workforce development and economic development network partners to maximize the competitiveness of businesses and the productivity of the local workforce, to increase regional economic prosperity. To this end, the AJCC has developed and implemented operational policies that reflect an integrated system of performance, communication, and case management. The AJCC uses technology to achieve integration and expanded service offerings to allow customers with barriers to achieve employment opportunities, including those individuals with disabilities. The AJCC staff use CareerHub to provide virtual services to its customers. CareerHub permits staff to communicate more effectively and efficiently with customers by texting information to their smart devices, including tablets and smartphones. Staff provides technical assistance, coaching, virtual training, reminders, referrals to online and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with job opportunities via text, email and voicemail to the customers' smart devices regardless of their geographic location. The AJCC is constantly seeking ways to use technology to make the customer's experience better. An opportunity for continuous improvement would permit the AJCC to add a virtual chat feature to the website for improved access to the AJCC during non-working hours and enhance customer service through the use of technology to improve access to services. The AJCC has a system in place to capture and respond to specific customer complaints and grievances. Although the AJCC offers the best customer service possible by attempting to resolve customer issues as quickly as possible, the AJCC has a Grievance Officer that follows certain procedures to ensure the complaint and/or grievance is handled professionally and fairly. The AJCC staff in coordination with the One-Stop Operator has monthly WIOA Partner meetings that discuss and develop specific plans for AJCC service improvements. The data entry staff at the AJCC are well-trained and understand the importance of data validation, data collection processes, accurate reporting and confidentiality. These staff members obtain continuous training throughout the year on these topics. However, data systems to track co-enrolled individuals are not shared, except between ETR and EDD partners, who use CalJOBS to track WIOA Title I(B) Adult, Dislocated Worker, and Youth Programs, and Wagner Peyser and WIOA services. All WIOA Partners collaborate and work collectively toward the successful achievement. The AJCC contributes to the achievement of WIOA performance goals for all core program partners. The AJCC's performance is transparent and accountable to the communities it serves. There is internal and external fiscal monitoring that occurs to ensure that the AJCC is effectively and efficiently using its resources to benefit the community and this information is shared with the KIM WDB. In addition, the AJCC regularly reports to the KIM WDB on the number of customers served, the types of services provided, and the outcomes of those services. This information allows Board members to see how impactful the AJCC is to the local community. Overall, the AJCC operates in a cost-efficient

manner and the resources invested are justified by the results it obtains for the enhancement of employment opportunities for all individuals, including those with disabilities and significant employment barriers.

The AJCC is doing a better job at seeking feedback from customers and businesses on the delivery of services by providing surveys to analyze the data to determine their satisfaction. However, there is always opportunity for improvement, so the AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through a QR Code to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to collect satisfaction data from individuals who are using AJCC's services through customer surveys using a QR Code. It is intended in the near future that each staff member in the AJCC will have the link on their email to ensure greater feedback from employers and customers. In the past, the AJCC used a compliment box to obtain feedback from customers to determine their satisfaction or dissatisfaction. Now, the AJCC is in the process of using QR Codes to provide feedback from customers and employers. The immediate customer feedback builds overall customer engagement while providing the staff with the tools needed to quickly respond, so the AJCC can win the customer's trust and loyalty. The AJCC also needs to regularly review and analyzes performance and service data. The AJCC needs to improve identifying areas of needed technical assistance to improve business results and tapping available resources to obtain needed assistance.

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

Affiliate and Specialized AJCC Baseline Certification Matrix

The baseline criteria to certify an America's Job Center of CaliforniaSM (AJCC) are intended to ensure that every affiliate and specialized AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements.

Local Workforce Development Boards (Local Board) must submit a completed matrix to their Regional Advisor for each affiliate and specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: Walker – AJCC, 107384 South Highway, Walker, CA 96107

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

| Meets all regulatory requirements to be an <u>affiliated</u> AJCC (WIOA Joint Final Rule Section 678.310) | Yes | No | N/A |
|---|-------------------------------------|--------------------------|--------------------------|
| Network of affiliated sites provides one or more of the programs, services, and activities. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AJCC has at least one Title I staff person physically present. (Note: The frequency of program staff's physical presence in the affiliated site will be determined at the local level.) | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Property is used in an efficient and effective way to ensure consolidation of employment services. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| Meets all regulatory requirements to be a <u>specialized</u> AJCC (WIOA Joint Final Rule Section 678.300(d)(3) and 678.320) | Yes | No | N/A |
|---|-------------------------------------|--------------------------|--------------------------|
| Addresses specific needs, including those of dislocated workers, youth, or key industry sectors, or clusters. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| Ensures Equal Opportunity for Individuals With Disabilities | Yes | No |
|--|-------------------------------------|-------------------------------------|
| <p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51) • <i>Disabled Persons Act</i> (California Civil Code Section 54) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135-11139 <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Allow service animals to be permitted, even if there is a “no pets” policy. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefit of the program, or activity. • Providing for the physical accessibility of the AJCC to individuals with disabilities. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Was WIOA Section 188 compliance monitoring completed for PY 2021-22? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| <p>Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?</p> <p>If yes, briefly describe the findings. Click here to enter text.</p> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

| Ensures Equal Opportunity for Individuals With Disabilities | Yes | No |
|--|--------------------------|--------------------------|
| Was a corrective action plan submitted? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings open? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings closed? If closed, as of what date? Click here to enter text. | <input type="checkbox"/> | <input type="checkbox"/> |

| The AJCC meets all Baseline Criteria for Baseline AJCC Certification | Yes | No |
|---|-------------------------------------|--------------------------|
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date

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 the Training and Employment Guidance Letter 04-15, 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 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 Workforce Development Boards (Local Board) must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by **November 1, 2024**.

Name of Local Board: Kern, Inyo and Mono Workforce Development Board

Name of AJCC: AJCC – Walker (107384 South Highway 395, Walker)

AJCC Type: Affiliate

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 location, or by telephone or e-mail. 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 doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to communicate with 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.

California State Plan Vision and Strategies

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 Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who 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 human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, 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 people with disabilities can access virtual services in a manner that is comparable to those without a disability.

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:

Assessment of the AJCC's Strengths and Continuous Improvement Opportunities: The AJCC reflects a welcoming environment to all customers, including those individuals with disabilities, cultural diversity and individuals with barriers to employment. The staff are sensitive to the unique needs of individuals with disabilities and the AJCC is equipped to provide the necessary accommodations through the use of assistive technology and is ADA compliant. The Resource Room lacks a sight impaired keyboard to the computer. An opportunity for improvement is for Mono County to order a sight impaired keyboard to ensure the Resource Room is fully equipped with the necessary accommodations to serve people with disabilities. The AJCC is designed so that it is easy for customers to have access to staff assistance, the resource room and other available services. The resource room in the AJCC has limited workstations and the equipment is in working order. An opportunity for improvement would be to have monitoring software added to allow AJCC staff to view the Resource Room's computer(s) when it is in use by a customer. The software will help ensure customers are utilizing the computer for legitimate purposes. There is limited space available in the AJCC to hold on-site employer recruitments and other activities to benefit the community. In addition, the WIOA partners utilize the AJCC to align, coordinate and integrate their programs and services to its customers. The AJCC staff prides itself on being able to provide professional services to all individuals, regardless of cultural differences, disabilities (once the equipment is reordered), and other barriers to employment. The AJCC implements principles of universal and customer-centered design to ensure that all customers have access to a full range of services no matter the customers' abilities, mobility, age, language, learning style, intelligence, or educational level. The Civil Rights Coordinator (Stephanie Tanksley) continually review the policies, procedures and practices, as well as the facility of the AJCC to ensure the AJCC is accessible to all customers while providing equal opportunity. In addition, the staff is given training to ensure that they comply with any and all equal opportunity policies and procedures, when needed. Bilingual staff at the AJCC are available to assist limited English-speaking customers and ensure that they have equal access to services. Staff refers limited English customers to local ESL programs for services to enhance their language skills. Veterans receive priority of services first as long as eligibility is met in the adult priority group. The policy explains in detail the order of participants to serve under priority. The priority adult participants will be served first for any classroom training programs that have a waiting list. The AJCC and its WIOA Partners pride themselves in ensuring that each and every customer receives courteous, polite, responsive and helpful customer service, without regard to the customer's disability, cultural diversity and/or barriers to employment. The AJCC is constantly seeking ways to use technology to make the customer's experience better. Customers are able to attend Orientation and Job Seeker Services virtually and in-person. Customers must complete their CalJOBS registration before attending the Orientation. Customers are also able to attend a variety of Workshops, including Computer Skills, Social Media Basics, and Resume & Interview Training. In addition, Customers are able to virtually obtain the Community Resources Guide which provides a listing of all of the colocated and non-colocated partners, community partners and service providers in Kern, Inyo and Mono Counties. The

AJCC has a waiting area for customers which includes a small play area for children which incorporates a coloring station, wooden activity play cube and other beneficial activities for young children.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

Reflect on the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, co-located partnership that seamlessly incorporates the services of all the AJCC partners.

California State Plan Vision and Strategies

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 to facilitate skills attainment.

AJCC Certification Workgroup's Vision

- A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
- Both co-located and non-co-located partners believe that the AJCC adds value to their program and 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-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- An inventory and overview of all partner programs and services are available to all AJCC staff, and all AJCC staff has received an orientation to all partner programs and services.
- One-Stop system marketing materials that overview all partner programs and services for distribution to customers at the AJCC and at all non-co-located partner locations have been developed.
- 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:

The AJCC provides a system where both the colocated and non-colocated WIOA partners (collectively, Partners) work together as identified in the Memorandum of Understanding – Infrastructure Funding Agreement. Through the Partners ongoing participation in collaborative events, the majority of Partners believe that the AJCC adds value to each of their programs, services and customers. With the leadership of the One-Stop Operator, the majority of Partners meet on a monthly basis to discuss the following: One-Stop system; the AJCC's contribution to the system; operational matters relating to the AJCC; and and recommendations for continuous improvements. During these meetings, staff and management are able to discuss issues affecting the AJCC and implement solutions to issues which are agreed to by the Partners. In addition, the One-Stop Operator discusses strategic, tactical and operational developments for the AJCC. The AJCC actively performs community-wide outreach with Partners and provides access to all Partners' customers to participate in job and resource fairs, trainings, employment opportunities, and other workshops. Every month, alternating Partners provide an orientation to available AJCC and Partners' staff about the services their agency or community-based organization provide to the community. The cross-training is important to participating staff to ensure they are knowledgeable about each of the WIOA Partners' programs and activities. However, these cross-trainings need to be recorded as they were done previously and posted on the AJCC website or YouTube to allow staff members, particularly new staff the ability to review the trainings at any time. A continuous improvement opportunity is that the staff should attend cross-training sessions at a central location for ½ day over a period of several weeks with all WIOA partners providing a summary of their services and any new information that would assist with the referral process. In addition, an opportunity for improvement would provide each front-line staff with a detailed fact sheet on each WIOA and community Partners' programs and services, and each partner would update the fact sheet yearly or as often as necessary. The one-stop system has a marketing department located in the Southeast Bakersfield - AJCC that prepares materials about the activities, recruitments, workshops, trainings, and outreach that is distributed to Partners and their customers. In addition, the marketing department designs, prepares and distributes the Community Resources Directory which is currently being updated and offers information about each Partner's programs that are available for use by customers at all of the comprehensive, specialized and affiliate AJCC one-stop centers. The AJCC connects to the community through multiple community WIOA and non-WIOA partnerships and community access points. The colocated and non-colocated WIOA Partners are working on implementing a new referral system that meets the requirements imposed by the Memorandum of Understanding – Infrastructure Funding Agreement. Presently, the referral system allows WIOA and community Partners to email a referral form to the other partner which includes the information about the customer and services needed. However, this referral system is antiquated and needs a more

robust universal referral tracking system in place to ensure customers are receiving the services they deserve from the AJCC. The One-Stop Operator has been working with the colocated and non-colocated Partners to formalize a universal referral tracking that is acceptable to all partners. Unfortunately, EDD and DOR are unable to utilize third party referral software, so a recommendation is to have all of the non-state government partners utilize the third party software for their referrals, so customers can be tracked more easily and effectively. The AJCC's partner referral system that is outlined in the Memorandum of Understanding – Infrastructure Funding Agreement is a work in progress. The AJCC Partners, in cooperation with the One-Stop Operator are working on implementing the referral system that is user friendly and provides direct access to all of the AJCC partners (except EDD and DOR) through real-time technology. This referral system will allow the referral of individuals between the One-Stop partners for appropriate services and activities. It is imperative that the AJCC have a referral system in place for the benefit of its customers and community. The referral system will assist the AJCC partners determine the benefit to the non-colocated partners for purposes of the Infrastructure Funding Agreements contained in the MOU. Although there was an ambitious effort to use the VOS CalJOBS greeter program to record all referrals, the program does not record in CalJOBS the services that will be provided. The AJCC One-Stop Operator is working on an integrated colocated partnership that is seamlessly incorporating the services of all of the AJCC partners, but this is also a work in progress.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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 each program's purpose, scope, and requirements.
- 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. They can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate, given the authorized scope of the program.
- C. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow 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.

California State Plan Vision and Strategies

- A. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- B. Customer-Centered Service Design: use of customer-centered design to involve frontline staff and customers in the development, prototyping, and evaluation of AJCC services, resources, tools, and systems.

AJCC Certification Workgroup's Vision

- 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 co-located partners have identified the Career Services that apply to their program, and the AJCC has developed methods to align/integrate the delivery of those services.
- The AJCC has established 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 incorporates an integrated service approach to the intake process. This AJCC functions as a well-oiled machine in that each and every customer is pleasantly greeted by a receptionist who in turns identifies the reason for their visit and need, and connects them to the appropriate service as quickly and efficiently as possible. As part of the Memorandum of Understanding – Infrastructure Funding Agreement, the AJCC developed an integrated customer flowchart which represents the procedures that respond to customer needs and moves between AJCC entry and service delivery. Each of the colocated Partners has a role in the process to ensure the customer obtains the best services in order for them to be successful in their job search and eventual employment. The staff designs services for their customers by using principles of Human Centered Design. Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the Kern, Inyo and Mono Workforce Development Board, received recognition from the U.S. Department of Labor and Code for America for its Human Centered Design. The AJCC has established the roles and responsibilities of management and staff for all Partner agencies in the center and has created an integrated functional organizational chart to reflect the same. In addition, the AJCC has protocols to co-enroll customers in more than one partner program when there is value and need to the customer. Staff at the AJCC have received customer service and customer-centered design training. When appropriate and authorized by statute, staff coordinates efforts in capacity building and training to ensure that there is minimal redundancy. The AJCC focuses on serving all customers by providing a full-range of services, training and programs. The AJCC is staffed by qualified and cross-trained individuals that are knowledgeable about Partners' programs and services. ETR, in partnership with the California Workforce Association and Sacramento State, College of Continuing Education has had 107 of its staff members enroll and participate in the Workforce Development Apprenticeship Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential. Inyo and Mono Counties have expressed an interest in enrolling their WIOA staff in the next WDAP apprenticeship training. In addition, the AJCC maintains an integrated case management system and allows customer information be stored in CalJOBS which is properly secured in accordance with personally identifiable information guidelines, and facilitated with an MOU which contains the necessary confidentiality provisions and data sharing agreement.

The AJCC continues to work on reducing the number of staff that communicate with customers to ensure that they move more seamlessly between the AJCC entry and service delivery. In order to accomplish this goal, the AJCC staff needs to receive customer service and customer-centered designed training biennially. In addition, the front-line staff should have a quick reference guide which contains fact sheets of each and every AJCC partner's programs, trainings and services being offered to ensure

that AJCC customers are being provided with the most up-to-date information available. The fact sheets should be updated annually by each AJCC partner and made available to all AJCC partners.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Improve the skills of job seekers 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.

California State Plan Vision and Strategies

- A. Career Pathways: enabling progressive skills development through education and training programs, using multiple entry and exit 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: a subsidized program that allows individuals to gain work experience while getting paid. Individuals receive training and education that combine applied learning opportunities while participating in the labor market.
- C. Supportive Services: providing supportive 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 providing "demand-driven skills attainment." From this perspective, AJCCs operate 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. Still, there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need them.

AJCC Certification Workgroup's Vision

- All AJCC staff (i.e., the staff of all co-located 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 staff assist customers in accessing and enrolling in robust training 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 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 that meet the needs of targeted regional sectors and pathways.

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

The AJCC creates opportunities for individuals at all skill levels and levels of experience by providing customers with up-to-date labor market analysis and job-driven information to assist them to successfully compete in today's economy. The AJCC offers access to education and training leading to industry-recognized credentials through the use of career pathways, internships and apprenticeships. The AJCC has entry steps that make it easy to access education and training that leads to industry-recognized credentials. The AJCC staff works diligently to increase the number of AJCC customers receiving skill development and training services resulting in industry recognized credentials. The full array of WIOA employment and training activities are available in the local area through the AJCC and partner on ramps. Training is accessed through qualified vendors on the Eligible Training Provider List (ETPL) using Individual Training Accounts (ITA's). Other training is available through contracted classes with providers who meet the WIOA exceptions. Training is offered for in-demand occupations that meet the needs of local and regional employers. Emphasis is on programs offering industry-recognized credentials, career ladders and work-based learning. Partner agencies are committed to systems alignment and service delivery coordination. The AJCC offers earn and learn opportunities to employers for adult customers, including On-the-Job Training contracts and Paid Work Experience to provide workplace post-training for their new or existing employees. Supportive Services are provided to eligible customers that present a financial need which affects their ability to obtain or maintain employment. Current services include, but are not limited to transportation, hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books and background checks. The AJCC coordinates with Partners and other community based organizations to provide services not afforded by the AJCC. In the interest of improving customer service, Partners have developed a formal referral process between themselves that will direct referrals to a referral coordinator at each agency. The coordinator serves as a point of contact for the customer and is responsible to report the outcome of services. This prevents duplication of services, enhances braiding of resources, and prevents the customer from being lost in red tape. The AJCC also maintains a Community Resource Guide which provides a directory of services available through other agencies and community-based organizations. The Resource Guide provides contact information for organizations providing transportation, utility assistance, legal services, childcare services, food, clothing, shelter, tax assistance, substance abuse counseling, and assistance for battered women, and youth in crises. The AJCC continues to develop partnerships and provide programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan: (i) Foster demand-driven skills attainment; (ii) Enable upward mobility for all Californians; and (iii) Align, coordinate, and integrate programs and services. The AJCC Partners are committed to administering the independently funded programs as a set of integrated streamlined services to job seekers and employers, by helping businesses find skilled workers and access other supports services, including education and training, for their current workforce; providing an array of employment and business services and connecting customers to work-

related training and education; continuing to align investments in workforce, education and economic development to regional in-demand jobs; and reinforcing partnerships and strategies to provide job seekers and workers with high quality career services, education and training, and supportive services needed to gain and retain employment.

The AJCC is working toward identifying sector pathways in coordination with the Regional Planning Unit, through the Regional Plan to develop processes to be implemented to provide information and access for customers. The AJCC will actively participate in the process and convene regional partners to align programs with identified regional sector pathways. In addition, the AJCC has been working toward improving its service delivery model, including the use of collaborative efforts that include employers, industries, government, workforce, economic development and education stakeholders to identify career pathways and work to solve regional employment challenges. A majority of the AJCC staff of all of the colocated Partners value both skill development and employment outcomes, but there is a need for improvement. Staff needs to receive continuous education related to industry-recognized credentials to allow customers to navigate career pathways toward upward mobility. An opportunity for improvement is to educate all staff on the regional target sectors, identifying regional sector career pathways or understanding what those mean in terms of providing services to its customers.

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.

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- 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.
- C. To support area employers and industry sectors most effectively, AJCC staff identify and clearly understand industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.
- D. To incorporate an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.
- E. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

California State Plan Vision and Strategies

- 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.
- B. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.
- C. Fostering demand-driven skills attainment: workforce and education programs must align program content with the state's industry sector needs to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced 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 it 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:

The AJCC Partners have structured career pathways and training for specific industries that are in high demand – Certified Nursing Assistant to Licensed Vocational Nurse to Registered Nurse programs; Truck Driving to Crane Operators; and career stacking for Welding certifications such as Plate, TIG, MIG, Pipe, and Arc. The AJCC has a long history of commitment to the healthcare sector, collaborating on regional healthcare initiatives with neighboring LWDA's since 2001, including the current Regional Equity and Recovery Partnership grant which Kern County Employers' Training Resource (ETR) has partnered with the local community colleges. Other collaborations include work with the Kern Community College District's Bakersfield College's Allied Health and Nursing Program 15% Governor's Discretionary Grant program. Local WDB funds have been used to pilot a Licensed Vocational Nurse (LVN) program at the Kern High School District's Bakersfield Adult School; which is now certified and has been operating since 2003. Additional funds were used to provide on-the-job training contracts for RN 18-week residency in acute care settings. Examples of health career ladder programs KIM WDB funds include classroom training for Certified Nursing Assistant (CNA), Licensed Vocational Nurse (LVN), Emergency Medical Technician (EMT), Pharmacy Technician, and Registered Nurse (RN). In addition, ETR has partnered with California State University, Bakersfield Extended Education and Global Outreach to enroll participants in their Drug and Alcohol Studies Certificate Program. The program provided professional and educational training in the treatment of addiction and fulfills the educational requirements for testing for the California Consortium of Addiction Programs and Professionals, known as C-CAPP Certification as a licensed Alcohol and Drug Addiction Counselor. The AJCC braids services between employers and dislocated job seekers and provides convenient access to professional business services such as business recruitments, forums, applicant screening, and small business development services. The AJCC braids resources and coordinating services specific to employers and dislocated job seekers. Services for dislocated workers include financial literacy, job loss coping skills, computer literacy and resume and job search assistance. The AJCC offers a wide range of AJCC-based services for employers both through an online platform or in-person, including referral of qualified candidates, hosting many small and large on and off-site recruitments and job fairs, pre-employment testing, and skill verification. Staff at the AJCC are highly trained and skilled in advising customers of their options, knowledgeable about local labor market information, are aware of available Partner services, and developing a universal referral process to ensure customers' needs are met. Due to the importance of labor market conditions, AJCC staff are distributed monthly reports electronically about local and state labor market conditions. In addition, the AJCC partners with vendors to provide training to customers for employment opportunities. An area for improvement is that the AJCC staff needs to better understand the regional economy and incorporate this knowledge to assist the customer in obtaining high-demand occupations. The AJCC is working with the One-Stop Operator to seek feedback from businesses on the delivery of business services by providing surveys through QR Codes to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to

collect satisfaction data from individuals who are using AJCC's services through customer surveys using QR Codes. In addition, it is intended that each staff member will have the link on their email to ensure greater feedback from employers and customers. These surveys should be discussed quarterly at the Kern, Inyo and Mono Workforce Development Board's Executive Committee, so that there can be more detailed discussion about feedback from employers and customers seeking services from the AJCCs. The AJCC has been working with its Partners to minimize redundant employer contacts while maximizing access to system-wide, integrated business services; however, each Partner has to meet the specific goals and outcomes for its programs which sometimes conflicts with the overall strategy of the AJCC. The AJCC needs to reconvene local employers through an online platform to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. The industry forums should be led by members of the Kern, Inyo and Mono Workforce Development Board and engage all one-stop Partners, local educational providers, local businesses, local trade unions, and community-based organizations. In addition, the AJCC needs to perform more virtual business outreach, including bringing guest speakers to discuss meaningful topics that assist businesses in order to attract them to the AJCC. This type of virtual business outreach will assist in attracting businesses to the AJCC, so they can learn more about the many services that are offered.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- A. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to all 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 of how their particular function supports and contributes to the overall vision of the local board.
- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

Certification criteria will include an assessment of professional development and staff capacity building.

AJCC Certification Workgroup's Vision

- The AJCC has regular staff meetings with all AJCC staff (i.e., the staff of all co-located 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, develop in-demand skills and credentials, and find jobs.
- All AJCC staff has received training to effectively assist customers in registering with CalJOBS and 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 Partners manage referrals through cross-training of appropriate staff during the AJCC Partner monthly meetings. The staff continues to receive cross-training on partner programs in order for them to possess the knowledge, skill and motivation to provide excellent customer service to job seekers, including those individuals with disabilities. However, much of the training about partner programs is passed along from Supervisors in informal settings. An area of continuous improvement is that the cross-trainings need to be recorded and be placed on the AJCC website to allow staff members the ability to review the trainings any time. Such recordings would allow for on-going trainings as staff changes occur and provide for confirmation of complete information transfer. Cross-training allows staff to understand their particular function at the AJCC and provides the overall vision of the Kern, Inyo and Mono Workforce Development Board. In addition, cross-training allows staff to build relationships with other AJCC Partners' staff (colocated and non-colocated) and allow for updates on AJCC activities. The AJCC Partners provide access to each required AJCC Partner's program through cross-referrals, such as: physically colocating at the AJCC, being available for appointments to job seekers, and having appropriate technologies at the AJCC. Currently, through a one-stop operator, Partners meet monthly to align, coordinate and integrate services to ensure that the one-stop delivery system is not duplicative. The AJCC Partners are committed to administering independently funded programs as a set of integrated streamlined services to job seekers and employers, by conducting partner meetings, producing marketing materials, coordinating job fairs, providing soft skills workshops, entering into a universal job posting systems, offering cross-promotion of services, cross-training of staff, and developing a referral process to ensure customers' needs are met. Staff at the AJCC are highly skilled in advising customers of their options, knowledgeable about local labor market information, are aware of available Partner services. In addition, bilingual staff at the AJCCs assist limited English-speaking customers to make certain that they receive equal access to services. Staff are well-trained on using CalJOBS and assist customers in how to navigate in CalJOBS to match the customer to available job opportunities. Staff have also been trained to use Cal-E Grants and to submit quarterly reports to the State in the new format. Staff receives training on providing excellent customer service through customer-centered design techniques and methodologies, including serving customers with barriers to employment and individuals with disabilities. AJCC's management and staff meet regularly to ensure that customers receive excellent customer service.

Due to the limited hours in a day and the workload of staff, it is sometimes overlooked the importance of having yearly staff meetings with all colocated partners' staff to build relationships, provide updates on AJCC activities, learn about the services each collocated partner is providing to the community, and discuss strategies for AJCC improvements. In addition, the AJCC needs to have additional training for all front-line staff, including, but not limited to, capacity building, professional development, how to use market information to assist customers to identify career pathways, sector strategies, career pathways, job quality and high road training partnerships. Kern County Employers' Training Resource (ETR), in partnership with the California Workforce Association and Sacramento State, College of Continuing Education enrolled 107 of its staff members participate in the Workforce Development Apprenticeship

Program (WDAP). The WDAP was developed to create formalized training that supports regional, state and national agendas under the Workforce Innovation and Opportunity Act. The WDAP is aimed at strengthening skills of workforce professionals and providing opportunities of advancement within the Workforce System. The program involved 144 hours of classroom training and 2080 hours of On-the-Job Training which required to be completed within 24 months of the last day of class. Each ETR staff member that successfully completed the WDAP received the California State University, Sacramento Workforce Development Professional Certificate issued from the California Apprenticeship Council, which is an industry recognized credential. Inyo and Mono Counties have expressed an interest in enrolling their WIOA staff in the next WDAP apprenticeship training.

All AJCC staff should receive additional virtual training on serving individuals with barriers to employment, including customers with disabilities. Although the AJCC did a great job in providing cross-training to its staff, the training needs to be performed virtually, annually and updated each year to ensure that all staff, including new employees are being provided the most up-to-date information about the services being provided by the WIOA Partners to ensure the training is accurate, relevant and meaningful. In addition, the AJCC should require all new AJCC staff to watch the online cross-training videos for each WIOA Partner posted on the AJCC website or Youtube and mandate that all existing staff must attend at least one cross-training session per year and watch the other Partners presentations via videos through Youtube within a designated timeframe. In addition, the front-line staff should have a Fact Sheet for every WIOA Partner which contains information about the partner's programs, trainings and services being offered to ensure that AJCC customers are being provided with the most up-to-date information available. The Fact Sheets should be updated annually by each AJCC partner and made available to all AJCC partners. The AJCC staff also needs to receive additional customer service and customer-centered designed training to ensure that the staff has the necessary professional customer service skills to provide impeccable customer satisfaction through listening to the customer and providing problem-solving approaches to the customer's problem.

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

U.S. Department of Labor Characteristics of a High Quality AJCC

- 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.
- B. Develop and implement operational policies that reflect an integrated performance, communication, and case management system, and use technology to achieve integration and expanded service offerings.

California State Plan Vision and Strategies

Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.

AJCC Certification Workgroup's Vision

- 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 results justify the resources invested.
- 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's creates an integrated workforce development system that is business-led, market-responsive, and results-oriented. This enhanced system focuses on ensuring customer service excellence, seeking continuous improvement, and creating value by enhancing employment opportunities for all individuals including those with disabilities and significant employment barriers. To achieve this vision, a focused and deliberate collaboration has been developed between education, workforce development and economic development network partners to maximize the competitiveness of businesses and the productivity of the local workforce, to increase regional economic prosperity. To this end, the AJCC has developed and implemented operational policies that reflect an integrated system of performance, communication, and case management. The AJCC uses technology to achieve integration and expanded service offerings to allow customers with barriers to achieve employment opportunities, including those individuals with disabilities. The AJCC is constantly seeking ways to use technology to make the customer's experience better. An opportunity for continuous improvement would permit the AJCC to add a virtual chat feature to the website for improved access to the AJCC during non-working hours and enhance customer service through the use of technology to improve access to services. The AJCC has a system in place to capture and respond to specific customer complaints and grievances. Although the AJCC offers the best customer service possible by attempting to resolve customer issues as quickly as possible, the AJCC has a Grievance Officer that follows certain procedures to ensure the complaint and/or grievance is handled professionally and fairly. The AJCC staff in coordination with the One-Stop Operator has monthly WIOA Partner meetings that discuss and develop specific plans for AJCC service improvements. The data entry staff at the AJCC are well-trained and understand the importance of data validation, data collection processes, accurate reporting and confidentiality. These staff members obtain continuous training throughout the year on these topics. However, data systems to track co-enrolled individuals are not shared, except between ETR and EDD partners, who use CalJOBS to track WIOA Title I(B) Adult, Dislocated Worker, and Youth Programs, and Wagner Peyser and WIOA services. All WIOA Partners collaborate and work collectively toward the successful achievement. The AJCC contributes to the achievement of WIOA performance goals for all core program partners. The AJCC's performance is transparent and accountable to the communities it serves. There is internal and external fiscal monitoring that occurs to ensure that the AJCC is effectively and efficiently using its resources to benefit the community and this information is shared with the KIM WDB. In addition, the AJCC regularly reports to the KIM WDB on the number of customers served, the types of services provided, and the outcomes of those services. This information allows Board members to see how impactful the AJCC is to the local community. Overall, the AJCC operates in a cost-efficient manner and the resources invested are justified by the results it obtains for the enhancement of employment opportunities for all individuals, including those with disabilities and significant employment barriers.

The AJCC is doing a better job at seeking feedback from customers and businesses on the delivery of services by providing surveys to analyze the data to determine their satisfaction. However, there is always opportunity for improvement, so the AJCC is working with the One-Stop Operator to seek

feedback from businesses on the delivery of business services by providing surveys through a QR Code to analyze the data to determine their satisfaction. In addition, the AJCC is also working with the One-Stop Operator to implement a more thorough system to collect satisfaction data from individuals who are using AJCC's services through customer surveys using a QR Code. It is intended in the near future that each staff member in the AJCC will have the link on their email to ensure greater feedback from employers and customers. In the past, the AJCC used a compliment box to obtain feedback from customers to determine their satisfaction or dissatisfaction. Now, the AJCC is in the process of using QR Codes to provide feedback from customers and employers. The immediate customer feedback builds overall customer engagement while providing the staff with the tools needed to quickly respond, so the AJCC can win the customer's trust and loyalty. The AJCC also needs to regularly review and analyzes performance and service data. The AJCC needs to improve identifying areas of needed technical assistance to improve business results and tapping available resources to obtain needed assistance.

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

Signature

Ian Journey

Name

Chair - Kern, Inyo and Mono Workforce Development Board

Title

10/25/2024

Date



October 24, 2024

Executive Committee
Kern, Inyo, and Mono
Workforce Development Board
1600 E. Belle Terrace
Bakersfield, CA 93307

**REQUEST FOR APPROVAL TO APPLY FOR THE OPPORTUNITY YOUNG ADULT
CAREER PATHWAYS PROGRAM – PROGRAM YEAR 2024-25**

Dear Committee Member:

This letter is to inform your committee that Employers' Training Resource (ETR) intends to apply for grant funding from the Opportunity Young Adult Career Pathways Program on behalf of the Kern/Inyo/Mono Consortium. This program is being funded by the Workforce Innovation and Opportunity Act (WIOA) Governor's Discretionary funds through the California Employment Development Department (EDD). The purpose of the grant is to aid programs in expanding critical services for opportunity young adults (OYA) 18-28 years of age. This program will prepare and place OYAs in living-wage jobs by providing them with services and programs tailored to overcome barriers such as unemployment or underemployment, as well as backgrounds in foster care, homelessness, or the justice system.

Partnering with ETR for the provision of services for the grant include the Kern High School District – Bakersfield Adult School, Kern Community College District – Bakersfield College, Kern County Behavioral Health Services. The competitive proposal is due to the EDD on November 4, 2024, and the estimated project start date is January 2025. ETR will apply for \$2,000,000 to serve 200 OYAs. The grant does require a 20% funding match, so ETR plans to co-enroll participants with the WIOA Title I Adult (WIOA 201) and/or Youth (WIOA 301). The grant period of performance is 18-24 months.

Therefore, IT IS RECOMMENDED that your Executive Committee on behalf of the Workforce Development Board authorize the submission of the grant application, the execution of the required grant documents and amendments by the Chief Workforce Development Officer.

Sincerely,



Brandon J. Evans
Chief Workforce Development Officer

BJE:pg

**KERN, INYO AND MONO
WORKFORCE DEVELOPMENT BOARD AND
COMMITTEES' MEETING SCHEDULE
CALENDAR YEAR 2024**

Program and Business Services Committee

America's Job Center of California – Bakersfield,
1600 East Belle Terrace, Bakersfield, Second Floor

~~Thursday, January 18, 2024, 8 a.m. CANCELLED~~

Thursday, April 4, 2024, 8 a.m.

Thursday, August 22, 2024, 8 a.m.

Thursday, November 7, 2024, 8 a.m.

Youth Committee

America's Job Center of California – Oildale Affiliate,
1215 Olive Drive **Recruitment Center**

Wednesday, January 24, 2024, 3 p.m.

Wednesday, April 10, 2024, 3 p.m.

~~Wednesday, August 28, 2024, 3 p.m. CANCELLED~~

Wednesday, November 13, 2024, 3 p.m.

Executive Committee

America's Job Center of California – Bakersfield,
1600 East Belle Terrace, Bakersfield, Second Floor

Thursday, February 1, 2024, 3 p.m.

Thursday, April 18, 2024, 3 p.m.

~~Thursday, May 16, 2024, 3 p.m. SPECIAL SESSION~~

Thursday, September 12, 2024, 3 p.m.

~~Thursday, October 24, 2024, 3 p.m. SPECIAL SESSION~~

Thursday, November 21, 2024, 3 p.m.

Workforce Development Board

America's Job Center of California – Oildale Affiliate,
1215 Olive Drive **Recruitment Center**

Wednesday, February 7, 2024, 7 a.m.

Wednesday, May 1, 2024, 7 a.m.

Wednesday, September 25, 2024, 7 a.m.

Wednesday, December 11, 2024, 7 a.m.