

## WORKFORCE DEVELOPMENT BOARD GENERAL BOARD MEETING

WEDNESDAY, SEPTEMBER 22, 2021 AT 8:00 AM – 9:00 AM

***THIS MEETING WILL BE CONDUCTED PURSUANT TO THE PROVISIONS OF THE GOVERNOR'S EXECUTIVE ORDER N-29-20 DATED MARCH 17, 2020, WHICH SUSPENDS CERTAIN REQUIREMENTS OF THE RALPH M. BROWN ACT***

At this time, the Workforce Development Board (Board) is continuing to hold Board meetings to conduct essential business. Members of the public are encouraged to watch and participate electronically. Based on guidance from the California Department of Public Health, the Governor's Executive Order and Office, and the San Bernardino County Public Health Officer:

Topic: WDB General Board Meeting  
Time: Sep 22, 2021 08:00 AM Pacific Time (US and Canada)

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This agenda contains a brief description of each item of business to be considered at today's meeting. In accordance with the Brown Act, this meeting agenda is posted at least 72 hours prior to the regularly scheduled meeting on the Workforce Development Board website and on the official Workforce Development Board Bulletin Board outside of the Workforce Development Department Administration Office at 290 North D Street, 6<sup>th</sup> Floor, San Bernardino, CA 92415. The agenda, its supporting documents and all writings received by the Board related to these items are public records and available for review on the website or **by emailing the Executive Secretary to the Board at [Devra.Bell@wdd.sbcounty.gov](mailto:Devra.Bell@wdd.sbcounty.gov) prior to, or after, the meeting.**

The agenda and its supporting documents can be viewed online at [www.sbcounty.gov/workforce](http://www.sbcounty.gov/workforce) However, the online Agenda may not include all available supporting documents nor the most current version of documents. Items listed on the Consent Calendar are expected to be routine and non-controversial and, unless the Board directs that an item be held for further discussion, the entire Consent Calendar will be acted upon as the first item of business on the Discussion Calendar. Members of the public may address the Board on any item on the agenda and on any matter that is within the Board's jurisdiction. **To address the Board regarding an item that is on the agenda, please email the Executive Secretary to the Board prior to the meeting at [Devra.Bell@wdd.sbcounty.gov](mailto:Devra.Bell@wdd.sbcounty.gov). Up to three minutes of the comments will be read into the record by the Executive Secretary to the Board.**

### **Conflict of Interest Advisement**

WDB members please be advised: If an item on the Agenda relates to the provision of services by you, your immediate family, the entity you represent, or any person who has made \$250 in campaign contributions to you during the last twelve months, or if approval or disapproval of an Agenda item would have a foreseeable material effect on an economic interest of you, your immediate family, or the entity you represent, **then please follow these procedures:**

*"When the Agenda item is first introduced, please immediately announce that you are recusing yourself from participating in the agenda item, and then refrain from discussing, voting on, or otherwise influencing the Board's consideration of the Agenda item."*

**WORKFORCE DEVELOPMENT BOARD  
GENERAL BOARD MEETING**

**AGENDA**

WEDNESDAY, SEPTEMBER 22, 2021 AT 8:00 AM – 9:00 AM

**OPENING**

- 1) Chair Call Meeting to Order
- 2) Pledge of Allegiance
- 3) Introductions (Roll Call)

**PUBLIC COMMENT**

- 4) Comments from the General Public in Attendance

**CONSENT AGENDA (Roll Call Vote)**

- 5) Approval of Minutes from May 19, 2021 General Board Meeting
- 6) Approval of Minutes from July 15-16, 2021 General Board Meeting
- 7) Approve Funding for Business Services Outreach Support to the Chino Valley Chamber of Commerce, Fontana Chamber of Commerce, Greater High Desert Chamber of Commerce, Greater Ontario Business Council, IE CEEM, and Redlands Chamber of Commerce

**DISCUSSION (Roll Call Vote)**

- 8) Approval of America's Job Centers of California Certification
- 9) Approve Selection of Goodwill of Southern California as the One Stop Operator for San Bernardino County
- 10) Approve Selection of EMSI/Burning Glass to provide Labor Market and Intelligence Services

**ADJOURNMENT**

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In conformity with Government Code section 54957.5, any writing that is a public record, that relates to an item listed on the Agenda, and that will be distributed to all or a majority of the Board less than 72-hours prior to this meeting (or is distributed at this meeting), will be available for public inspection at the time the writing is distributed. This inspection may be made at the office of the Workforce Development Department, 290 North "D" Street, 6<sup>th</sup> Floor, San Bernardino, California 92415-0041, or during this meeting.

The Workforce Development Board meeting facility is accessible to persons with disabilities. If assistive listening devices or other auxiliary aids or services are needed in order to participate in the public meeting, requests should be made through the Board Secretary at least three (3) business days prior to the Board meeting. The Board Secretary's telephone number is (909) 387-9886 and the office is located at 290 North "D" Street, 6<sup>th</sup> Floor, San Bernardino, California 92415-0041. California Relay Service 711

This WIOA Title –I financially assisted program or activity is an equal opportunity employer/program. Auxiliary aides and services are available upon request to individuals with disabilities.

**San Bernardino County  
Workforce Development Board  
Agenda Item**

**MEETING DATE:** September 22, 2021

**ITEM:** (5)

**SUBJECT:** Minutes from May 19, 2021 Workforce Development Board  
General Meeting

**PRESENTED BY:** Marlena Sessions, Executive Director  
Workforce Development Department (WDD)

**CONSENT**   X                      **DISCUSSION** \_\_\_\_\_                    **INFORMATION** \_\_\_\_\_

**RECOMMENDATION:** Approve Minutes from May 19, 2021 Workforce Development Board  
General Meeting

**BACKGROUND:** See attached minutes

**WORKFORCE DEVELOPMENT BOARD  
GENERAL BOARD MEETING**

**THIS MEETING WAS CONDUCTED PURSUANT TO THE PROVISIONS OF THE GOVERNOR'S  
EXECUTIVE ORDER N-29-20 DATED MARCH 17, 2020, WHICH SUSPENDS CERTAIN  
REQUIREMENTS OF THE RALPH M. BROWN ACT.**

**WEDNESDAY, MAY 19, 2021, 8:00 AM - 9:00 AM**

**MEETING MINUTES**

**ATTENDANCE:**

<b>Members</b>				<b>Staff to WDB</b>	
	<b>Present</b>		<b>Present</b>		<b>Present</b>
Phil Cothran ( <i>Chair</i> )	X	Lowell King	X	Devra Bell	X
Will Sterling ( <i>Vice-Chair</i> )	X	Scott Kuethen		Sophie Akins	X
B.J. Patterson ( <i>Second Vice-Chair</i> )	X	Louie Lopez	X	Marlena Sessions	X
Orlando Acevedo		Robert Loeun	X	Brad Gates	X
Cinnamon Alvarez	X	Dale Marsden			
Ken Boshart	X	Lina Montes	X		
Ricardo Cisneros	X	Henry Shannon	X		
Jimmy Elrod	X	Shannon Shannon	X		
Mike Gallo	X	Jonathan Weldy	X		
Cherilyn Greenlee					

**OPENING**

- 1) **Chair Call Meeting to Order** at 8:01 AM
- 2) **Pledge of Allegiance** – Cinnamon Alvarez led the Pledge of Allegiance
- 3) **Introductions** – The Board Secretary took roll call attendance.

**PUBLIC COMMENT**

- 4) **Comments from the General Public in Attendance**  
There were no public comment cards presented.

## **CONSENT AGENDA (Roll Call Vote)**

### **5) Approval of Minutes from April 14, 2021 General Board Meeting**

The Chair provided asked for any discussion regarding the consent agenda. With no discussion, he requested a motion to approve the consent agenda. B.J. Patterson motioned; Lowell King seconded the motion.

Pursuant to Government Code section 54953 (b)(2), a roll call vote was called as follows:

Phil Cothran, Chair: Aye  
Orlando Acevedo: Absent  
Cinnamon Alvarez: Aye  
Kenneth Boshart: Aye  
Ricardo Cisneros: Absent  
Jimmy Elrod: Aye  
Mike Gallo: Absent  
Cherilyn Greenlee: Absent  
Lowell King: Aye  
Scott Kuethen: Absent  
Louie Lopez: Aye  
Robert Loebun: Aye  
Dale Marsden: Absent  
Lina Montes: Aye  
B.J. Patterson: Aye  
Henry Shannon: Aye  
Shannon Shannon: Aye  
Will Sterling: Aye  
Jonathan Weldy: Aye

Without further comment or objection, motion carried by unanimous vote.

## **DISCUSSION ITEMS**

### **6) Approve the following Workforce Innovation and Opportunity Act Youth Program Contracts, in the total aggregate amount not to exceed \$309,127, for a contract term of July 1, 2021, through June 30, 2022, with the option to renew up to two program cycles.**

- a) **Building A Generation**
- b) **First Institute Training and Management, Inc.**

Brad Gates provided an overview of the item. We received 4 proposals from providers looking to service the Needles area. A discussion ensued about the need to cover this area, as well as support of the San Bernardino area, which will require additional assistance, due to the area serviced. Also discussed was the need for a full procurement of all providers next year and Mr. Robert Sainz was hired to help determine the best way to expand our reach of Youth next year.

The Chair requested a motion to approve. Cinnamon Alvarez motioned; Lina Montes seconded the motion. The Board Secretary took a roll call vote.

Pursuant to Government Code section 54953 (b)(2), a roll call vote was called as follows:

Phil Cothran, Chair: Aye  
Orlando Acevedo: Absent  
Cinnamon Alvarez: Aye  
Kenneth Boshart: Aye  
Ricardo Cisneros: Absent  
Jimmy Elrod: Aye  
Mike Gallo: Absent  
Cherilyn Greenlee: Absent  
Lowell King: Aye  
Scott Kuethen: Absent  
Louie Lopez: Aye  
Robert Loeun: Aye  
Dale Marsden: Absent  
Lina Montes: Aye  
B.J. Patterson: Aye  
Henry Shannon: Aye  
Shannon Shannon: Aye  
Will Sterling: Aye  
Jonathan Weldy: Aye

Without further comment or objection, motion carried by unanimous vote.

**7) Approve Professional Communication and Media Coordination Services Contract with the 20/20 Network, LLC in an amount not to exceed \$360,000, for a term of three years beginning July 1, 2021, through June 30, 2024, with two (2) one-year options to extend.**

Brad Gates provided an overview of the item. A discussion ensued regarding the scope of work and if there will be flexibility to revise that scope, based on future needs and the direction of the Board, which was affirmative.

The Chair requested a motion to approve. Will Sterling motioned; B.J. Patterson seconded the motion. The Board Secretary took a roll call vote.

Pursuant to Government Code section 54953 (b)(2), a roll call vote was called as follows:

Phil Cothran, Chair: Aye  
Orlando Acevedo: Absent  
Cinnamon Alvarez: Aye  
Kenneth Boshart: Aye  
Ricardo Cisneros: Aye  
Jimmy Elrod: Aye  
Mike Gallo: Absent  
Cherilyn Greenlee: Absent  
Lowell King: Aye  
Scott Kuethen: Absent  
Louie Lopez: Aye  
Robert Loeun: Aye  
Dale Marsden: Absent  
Lina Montes: Aye  
B.J. Patterson: Aye

Henry Shannon: Aye  
Shannon Shannon: Aye  
Will Sterling: Aye  
Jonathan Weldy: Aye

Without further comment or objection, motion carried by unanimous vote.

## **ADJOURNMENT**

The Chair called for a motion to adjourn. B.J. Patterson motioned; Lina Montes seconded the motion. None opposed. Motion carried.

The meeting adjourned at 8:25 AM

The next meeting of the General Board is scheduled for July 25, 2021, 8:00 AM at the Lake Arrowhead Resort and Spa, 27984 CA-189, Lake Arrowhead, CA 92352.

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Devra Bell, WDB Secretary

**San Bernardino County  
Workforce Development Board  
Agenda Item**

**MEETING DATE:** September 22, 2021

**ITEM:** (6)

**SUBJECT:** Minutes from July 15-16, 2021 Workforce Development Board  
General Meeting

**PRESENTED BY:** Marlena Sessions, Executive Director  
Workforce Development Department (WDD)

**CONSENT**   X                      **DISCUSSION** \_\_\_\_\_                    **INFORMATION** \_\_\_\_\_

**RECOMMENDATION:** Approve Minutes from July 15-16, 2021 Workforce Development Board  
General Meeting

**BACKGROUND:** See attached minutes



**WORKFORCE DEVELOPMENT GENERAL BOARD MEETING  
STRATEGIC PLANNING SESSION**

Lake Arrowhead Resort and Spa  
27984 Highway 189  
Lake Arrowhead, CA 92352

**MEETING MINUTES**

**JULY 15-16, 2021**

**ATTENDANCE:**

<b>Members</b>				<b>Staff to WDB</b>	
	<b>Present</b>		<b>Present</b>		<b>Present</b>
Phil Cothran ( <i>Chair</i> )	X	Lowell King	X	Devra Bell	X
Will Sterling ( <i>Vice-Chair</i> )	X	Scott Kuethen	X	Brad Gates	X
B.J. Patterson ( <i>Second Vice-Chair</i> )	X	Louie Lopez	X	Marlena Sessions	X
Orlando Acevedo	X	Robert Loeun			
Cinnamon Alvarez	X	Dale Marsden	X		
Ken Boshart	X	Lina Montes	X		
Ricardo Cisneros	X	Henry Shannon	X		
Jimmy Elrod	X	Shannon Shannon	X		
Mike Gallo	X	Jonathan Weldy	X		
Cherilyn Greenlee	X				

**JULY 15, 2021**

**OPENING**

- 1) Chair Call Meeting to Order** at 1:18 PM

**PUBLIC COMMENT**

- 2) Comments from the General Public in Attendance**

There were no public comment cards presented.

## **ROUNDTABLE DISCUSSION**

### **3) High Road Jobs: Dr. Angelov Farooq, Chairman, CA Workforce Development Board**

The Chair introduced Dr. Angelov Farooq, who provided his background and education. He discussed the State Workforce Board and recent position appointments, which are made by the Governor of California. A discussion ensued about apprenticeships and how this has become a major focus, which includes the need to strengthen education and integrate workers in various jobs. Another topic of discussion was defining high road jobs, which included livable wages, quality benefits, worker voice, sustainability and job flexibility. Dr. Farooq noted that many individuals, particularly women, left the workforce due to childcare issues during the pandemic, which they hope will resolve itself as soon as children go back to school in person.

## **PRESENTATION/WORKSHOP**

### **4) Meeting the Talent Needs of Business – Where are the Workers?**

Marlena Sessions provided background for this segment. She introduced Steve and Deana Lambert, our communications team from the 20/20 Network and they discussed the labor force participation rate for San Bernardino County, which has been impacted by enhanced unemployment benefits, re-evaluation of personal & professional priorities and early retirements. They noted that since the early days of the pandemic, San Bernardino County has put people back to work at a faster pace than the state, as a whole. A discussion ensued regarding connecting businesses with employees and how to persuade people to go back to work. Ms. Sessions also provided an update on our efforts to get connection sites throughout the county, so our partners can work with our America's Job Centers and we can reach more applicants throughout the county.

Mr. Lambert led a discussion regarding how to best define a quality, which led to great suggestions from the Board members. These included, in part: wages, pathways, benefits, telework options, retirement, flexibility to determine work schedules and job stability. The next segment was a discussion regarding how we can improve the system. Suggestions, such as, connections; messaging, marketing to a non-traditional workforce and building trust, were discussed.

**CLOSE OF MEETING:** Meeting closed at 5:04 pm

**WORKFORCE DEVELOPMENT GENERAL BOARD MEETING  
STRATEGIC PLANNING SESSION**

Lake Arrowhead Resort and Spa  
27984 Highway 189  
Lake Arrowhead, CA 92352

**MEETING MINUTES**

**JULY 15-16, 2021**

**ATTENDANCE:**

<b>Members</b>				<b>Staff to WDB</b>	
	<b>Present</b>		<b>Present</b>		<b>Present</b>
Phil Cothran ( <i>Chair</i> )	X	Lowell King	X	Devra Bell	X
Will Sterling ( <i>Vice-Chair</i> )	X	Scott Kuethen	X	Brad Gates	X
B.J. Patterson ( <i>Second Vice-Chair</i> )	X	Louie Lopez	X	Marlena Sessions	X
Orlando Acevedo	X	Robert Loeun			
Cinnamon Alvarez	X	Dale Marsden	X		
Ken Boshart	X	Lina Montes	X		
Ricardo Cisneros	X	Henry Shannon	X		
Jimmy Elrod	X	Shannon Shannon	X		
Mike Gallo	X	Jonathan Weldy	X		
Cherilyn Greenlee	X				

**JULY 16, 2021**

**OPENING**

**1) Reconvene Meeting** - The Chair reconvened the meeting at 9:12 am

**PUBLIC COMMENT**

**2) Comments from the General Public in Attendance**

There were no public comment cards presented.

## **WORKSHOP**

### **3) Reconnecting the Youth of San Bernardino County**

Marlena Sessions reported on the Youth Services procurement that will occur next year and introduced B.J. Patterson, Chair of the Youth Committee. Mr. Patterson discussed the importance of increasing the number of youth that we service throughout the County, and in particular, Foster Youth. In taking a fresh look at how we are currently doing things, he introduced Robert Sainz, a consultant, who will assist with a Youth refresh.

Mr. Sainz provided his background and discussed the challenges in trying to serve some of youth, including foster youth and homeless youth. He reviewed the current process; statistics regarding youth in our county and using social media and texting to reach these youth. A discussion occurred regarding the challenges some youth face trying to get into the various trades, if they have not completed their high school education or obtained their GED. In addition, transportation and costs for tools were additional challenges they faced. Also discussed were some youth are already parents and are living at the poverty level. Mr. Sainz congratulated the leadership of this Board and requested their input on how to become advocates for the Youth and help solve some of these challenges. Mr. Patterson discussed the need for additional discretionary funds that could come from a 501(c)(3) non-profit. Some additional funding may be available from other county departments that can work with us.

## **REPORTS AND INFORMATION**

### **4) Services Resources Guide**

Brad Gates provided an update and noted that our services resources guide is live and available on our website and our communications team, 20/20 Network, will assist with an outreach effort, so individuals are made aware of the services we have available.

## **SPECIAL PRESENTATION**

### **5) Change is Inevitable; Suffering is Optional**

Brad Gates introduced Silver Rose, who is a stand-up comic and a happiness mindset speaker whose inspiring stories and tools are applicable to both personal and business. Her programs bring hope to those who are suffering from stress, pressure, and a general malaise of uneasiness.

## **ADJOURN**

The Chair requested a motion to adjourn the meeting. Lina Montes motioned; Orlando Acevedo seconded the motion. None opposed; motion carried.

The meeting adjourned at 12:48 pm.

The next WDB General Board meeting is scheduled for September 22, 2021 at 9:00 am, to be held via Zoom Conference.

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Devra Bell, WDB Secretary

**San Bernardino County  
Workforce Development Board  
Agenda Item**

**MEETING DATE:** September 22, 2021

**ITEM:** (7)

**SUBJECT:** **Approve Funding for Business Services Outreach Support to the Chino Valley Chamber of Commerce, Fontana Chamber of Commerce, Greater High Desert Chamber of Commerce, Greater Ontario Business Council, IE CEEM, and Redlands Chamber of Commerce**

**PRESENTED BY:** Marlena Sessions, Director  
Workforce Development Department

**CONSENT** \_\_\_\_\_ **DISCUSSION**  X  **INFORMATION** \_\_\_\_\_

**RECOMMENDATION:** Approve funding for the six vendors listed below for a total aggregate amount not to exceed \$600,000; each vendor award will not exceed \$100,000 per year. Approval will allow vendors to provide Business Services Outreach Support of economic recovery efforts throughout the County for a contract period of October 1, 2021, through September 30, 2022.

- Chino Valley Chamber of Commerce
- Fontana Chamber of Commerce
- Greater High Desert Chamber of Commerce
- Greater Ontario Business Council
- IE CEEM
- Redlands Chamber of Commerce

**BACKGROUND:** On March 2, 2021, staff issued a Request for Proposal (RFP) on behalf of the Workforce Development Board (WDB) to solicit potential vendors to provide Business Services Outreach Support to the San Bernardino County Workforce Development Department (WDD); subject to Title I of the Workforce Innovation and Opportunity Act (WIOA). These services are intended to supplement WDD's Business Services team within each of the County's Supervisorial Districts and assist in economic recovery from the COVID-19 pandemic by creating a more accessible, employer-driven, and advanced countywide workforce development system.

These services will function as a pilot program. The intent of the scope of services is to determine how local chambers of commerce can collaborate with Workforce Development Boards to advance job development. Based on the initial performance of this proof of concept, these services may be extended if successful.

Approved vendors will collaborate with WDD's existing Business Services team. Particular emphasis will be placed on direct placement services for our America's Job Center of California (AJCC) customers. The scope of service includes coordination with AJCC staff, employer partnerships, and placing specific customers in specific jobs identified through employer consultations.

On March 30, 2021, six proposals were received and all determined responsive to the RFP's minimum criteria. On April 28, 2021, an Evaluation Committee comprised of qualified neutral parties representing the WDB, WDD, and external partners met to evaluate the submissions in accordance with the evaluation process outlined in the RFP.

In addition, the Evaluation Committee reviewed the scores of the responsive proposals, each vendor's capacity to perform the required services, the vendor's experience, and the cost reasonableness of each

proposal. Based on the evaluation, the Chino Valley Chamber of Commerce, Fontana Chamber of Commerce, Greater Ontario Business Council, and IE CEEM were each selected for an award not to exceed \$100,000 per year to provide Business Services Outreach Support, for the period of October 1, 2021, through September 30, 2022.

Based on the unequal distribution of employers throughout the County's five supervisorial districts, it was determined to award one additional vendor for Districts 2 and 4 given the higher concentration of employers compared to elsewhere within the County. Furthermore, due to the lack of proposals for Districts 1 and 3, it was determined appropriate and permissible to award two additional sole source agreements to the Greater High Desert Chamber of Commerce and Redlands Chamber of Commerce to serve the First and Third Supervisorial Districts respectively.

On August 11, 2021, the Economic Development and Business Resource Committee discussed a recommendation for funding. On September 1, 2021 the Executive Board recommended funding six vendors for a total aggregate amount not to exceed \$600,000. Approval of funding will allow WDD staff to execute contractual agreements with the six recommended vendors for a term of 12 months. Each agreement shall not exceed \$100,000 per vendor and will begin October 1, 2021.

**San Bernardino County  
Workforce Development Board  
Agenda Item**

**MEETING DATE:** September 22, 2021  
**ITEM:** (8)  
**SUBJECT:** **Approval of America's Job Centers of California Certifications**  
**PRESENTED BY:** Bradley Gates, Assistant Director  
Workforce Development Department  
**CONSENT** \_\_\_\_\_ **DISCUSSION**  X  **INFORMATION** \_\_\_\_\_

**RECOMMENDATION:** Approve the America's Job Centers of California (AJCC) Comprehensive and Affiliate/Specialized Baseline Certifications Criteria and Certification Indicator Assessments, for the West Valley Comprehensive AJCC and East Valley & High Desert Affiliate/Specialized AJCCs.

**BACKGROUND:** The Workforce Innovation and Opportunity Act (WIOA) requires Local Boards to conduct an independent and objective evaluation of the Comprehensive and Affiliate AJCCs once every three years, and establishes a framework for maintaining a network of high quality, effective AJCCs. To assist with these efforts, the California Workforce Development Board (CWDB) developed an objective criteria and procedures for Local Boards to use when certifying AJCCs within the local area.

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

The AJCC Comprehensive and Affiliate/Specialized Baseline Certification Criteria and Certification Indicator Assessment are intended to ensure that every AJCC complies with WIOA regulations, and encourages continuous improvement by identifying areas where an AJCC may be exceeding quality indicators, as well as areas where improvement is needed.

On May 25 and 26, 2021, the Certification Taskforce evaluated the West Valley, East Valley and High Desert AJCCs, respectively, using the AJCC Certification Indicator Assessment, in accordance with Workforce Services Directive 20-08 issued by the State of California's Employment Development Department (EDD) on March 1, 2021. The assessments conducted by the Certification Taskforce resulted in the West Valley AJCC gaining Baseline Certification as the Comprehensive Center and the East Valley and High Desert AJCCs gaining Affiliate/Specialized Baseline AJCC Certification.

Approval of this item will allow Workforce Development Department staff to submit the Local Board Comprehensive and Affiliate/Specialized Baseline Certification Criteria Forms (scoring total and approval of certification), and the Certification Indicator Assessments (results of the assessment), for all AJCCs to the assigned EDD Regional Advisor by the required date of November 1, 2021.

Attachments:  
*East Valley AJCC Baseline Certification Criteria*  
*East Valley AJCC Certification Indicator Assessment*  
*High Desert AJCC Baseline Certification Criteria*  
*High Desert AJCC Certification Indicator Assessment*  
*West Valley AJCC Baseline Certification Criteria*  
*West Valley AJCC Certification Indicator Assessment*



## **San Bernardino County America's Job Centers of California AJCC Baseline Certification Report**

### **Background**

The America's Job Center of California (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 baseline AJCC Certification is intended to ensure that each AJCC is in compliance with key Workforce Innovation and Opportunity Act (WIOA) statutory and regulatory requirements.

Each AJCC is assessed and certified in the following indicators:

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

### **Conclusion**

A Certification Taskforce, consisting of Workforce Development Board (WDB) members and Workforce Development Department (WDD) administrative staff evaluated the West Valley, East Valley and High Desert AJCCs, respectively, using the AJCC Certification Indicator Assessment, in accordance with Workforce Services Directive 20-08 issued by the State of California's Employment Development Department (EDD,) on March 1, 2021. The assessments conducted by the Certification Taskforce resulted in all three AJCCs meeting the requirements of the seven indicators and being recommended for Certification.

With WDB's approval of the certification on September 22, 2021, the AJCC Certification Indicator Assessments will be submitted to the state of California. In the coming months, WDD staff will work with the WDB in the development of a continuous improvement plan, based on the areas of improvement identified in the certification, which is due to the state by December 31, 2021.



## Affiliate/Specialized AJCC Certification Matrix Baseline Criteria

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

Local Boards must submit a completed matrix to their Regional Advisor for each affiliate/specialized AJCC by November 1, 2021.

Name of Local Board San Bernardino County Workforce Development Board

Name of AJCC East Valley Affiliate AJCC

<b>Implements the signed Memorandums of Understanding (MOU)</b>	<b>Yes</b>	<b>No</b>
An MOU (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners.	<input 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"/>
<b>Ensures Equal Opportunity for Individuals With Disabilities</b>	<b>Yes</b>	<b>No</b>
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> <li>• <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996)</li> <li>• <i>Unruh Civil Rights Act</i> (California Civil Code Section 51-52)</li> <li>• <i>Disabled Persons Act</i> (California Civil Code Section 54-55)</li> <li>• <i>California Building Code</i> Title 24 Chapter 11B</li> <li>• <i>California Government Code</i> 7405</li> <li>• <i>California Government Code</i> 11135</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Such requirements include, but are limited to, the following: <ul style="list-style-type: none"> <li>• Providing reasonable accommodations for individuals with disabilities.</li> <li>• Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities.</li> <li>• Administering programs in the most integrated setting appropriate.</li> <li>• Communicating with persons with disabilities as effectively as with others.</li> <li>• Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.</li> <li>• Providing for the physical accessibility of the AJCC to individuals with disabilities.</li> </ul>		
Was WIOA Section 188 compliance monitoring completed for PY 19-20?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
If yes, briefly describe the findings:		
Was a corrective action plan submitted?	<input type="checkbox"/>	<input type="checkbox"/>
Is the status of the findings open or closed?: If closed, as of what date?:		
<b>The AJCC meets all Baseline Criteria for Baseline AJCC Certification</b>	<b>Yes</b> <input checked="" type="checkbox"/>	<b>No</b> <input type="checkbox"/>

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

\_\_\_\_\_

Signature

Phillip Cothran

\_\_\_\_\_

Name

San Bernardino County Workforce Development Board - Chair

\_\_\_\_\_

Title

# AJCC Certification Indicator Assessment

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

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

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

Local Boards must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by November 1, 2021.

Name of Local Board San Bernardino County Workforce Development Board

Name of AJCC East Valley Affiliate AJCC

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

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

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

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

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

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

**Strengths**

- The East Valley AJCC (EVAJCC) will move to a new, larger location in the summer of 2021. The new location is more convenient for customers especially those using public transportation as the EVAJCC negotiated a bus stop added directly in front of the location. In addition, the EVAJCC will be able to host job fairs inside the mall.
- The staff participates in staff training and development via the department intranet as well as Diversity Committee monthly meetings.
- The EVAJCC implements the veteran's preference and priority of service requirements.
- The resource room has assistive technology equipment for individuals with disabilities including dedicated computers with software for screen magnification, screen reading, text to speech, TTY/TDD and wheelchair accessible .
- Application processes were streamlined (less steps) to ensure clients are served and engaged with case managers sooner than prior to the Purple tier of the pandemic.
- The AJCCs are in the midst of launching "connection sites" where libraries or schools will be an external connection site or point of entry to the AJCC system.

**Continuous Improvement Opportunities**

- Ensure individuals with disabilities are able to access virtual services in a manner that is comparable to the access available to others.
- Ongoing staff training on Equal Employment policies and procedures and the Limited English Proficiency Plan.
- Ensure staff receive semi-annual training on assistive technology.

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

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

***Quality Indicators***

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

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

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

**Strengths**

- The EVAJCC has monthly All-Staff meetings with colocated partners and actively participates in quarterly MOU Partner meetings for all WIOA MOU Partners.
- EVAJCC connects with community partners such as the Glen Helen Rehabilitation Center where EVAJCC staff are colocated to serve inmates as they transition from incarceration to employment as well as the Department of Child Support Services.
- The partnership with Glen Helen is an example of a community access point.
- The partner referral process is being implemented with a focus on quality referrals that are likely to convert to service.
- The department internet as well as intranet include links to MOU partner websites and desk reference.
- The department recently began a staff onboarding orientation for new staff to explain the department, WIOA and MOU partners.

**Continuous Improvement Opportunities**

- Strengthen partnership of colocated partners to reflect the establishment of robust partnership of an integrated, colocated partnership that seamlessly incorporates the services of all the AJCC partners.
- There is an opportunity to provide regularly scheduled training for staff on the AJCC system to ensure all staff understand how to align, coordinate and integrate programs and services to economize limited resources while also providing the right services to customers based on individual needs.
- Continue staff cross-training on partner programs and services.
- Continue the new employee onboarding orientation.



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

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

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

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

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

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

##### **Strengths**

- Staff promptly greets all AJCC customers to identify the reason for their visit and their needs, and connect them to appropriate services as quickly as possible.
- During the Purple Tier of the pandemic, the EVAJCC moved to virtual services including application process and workshops to serve a wide range of individuals.
- Staff have received customer service and customer-centered design training.
- Staff have been trained in the use of the Partner Desk Reference which identify the career services and eligibility that are applicable to partner programs.
- All staff are measured on customer service skill in their annual performance evaluation.
- Several staff participated in a recent Human Centered Design training culminating with a capstone project. Upon completion, the capstone will be presented to the remainder of the staff.
- All Career Coaches recently attended a 10-week Career Coach training by the Spokane Workforce Council culminating with capstone presentations in the fall of 2021.
- Staff are encouraged to participate in CalJOBS trainings as often as possible.
- The AJCCs are in the midst of an AJCC “refresh” that will include improvements to increase efficiencies and effectiveness.

##### **Continuous Improvement Opportunities**

- Continue staff cross-training on partner programs and services so staff are fully knowledgeable on partner programs and identify with the AJCC System (not just their specific program).
- Ongoing Integrated Service Delivery (ISD) model training for staff.
- Co-enrollments may be increased by reviewing co-enrollment protocols and tracking co-enrollments.
- Complete integrated customer flow procedures that improve response to customer need and move customers seamlessly between AJCC entry and service delivery.
- Explore hybrid partner meetings – meetings offered both virtual and in-person.
- Ensure functional leadership roles are clearly identified in an integrated functional organizational chart.
- Continue AJCC “refresh” efforts to increase efficiencies, reduce paperwork and the time it takes to assist participants.

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

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

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

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

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

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

### **Strengths**

- The EVAJCC is an on-ramp for skill development and staff know the target sectors and identify regional sector career pathways and understand what those mean in terms of provident services to customers. Staff communicated that the largest percentage of training is for truck driving which is in high demand and offers family sustaining wages.
- MOU partners meet quarterly to strategize how to achieve the goal of employment for all.
- The EVAJCC partners with local adult schools, community colleges and other training providers to provide robust training services to meet the needs of local employers.
- Staff use career assessments to guide customers to identify aptitudes. Assessment of aptitudes and skills assist in determining need for trainings.
- There is no "sequence of service requirement" for training and cumbersome steps have been eliminated.

### **Continuous Improvement Opportunities**

- Continue improving the provision of robust training services where staff can assist customers in accessing and enrolling in training services, including career pathways integrated education and training workforce preparation, work-based learning and apprenticeship.
- Continue striving to increase the number and percentage of all AJCC customers receiving skill development and training services resulting in industry recognized credentials.
- Continue to ensure supportive services are available, as appropriate.

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

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

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

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



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

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

**Strengths**

- Local businesses interviewed are highly satisfied with the services offered by the Business Services team of the EVAJCC.
- Staff have completed Professional Edge training. This training includes an annual update.
- Job seekers are offered the opportunity to complete the Professional Edge training. Professional Edge focuses on the employer's expectations in resumes, interviewing, customer service skills, communication and self-leadership.
- The Business Services team meets with employers to gather real-time data on their hiring needs and then use that information to identify training needs.
- The AJCC System Partners have a thriving Business Services Working Group that collaborates to meet the needs of employers while minimizing redundant employer contacts and maximizing access to system-wide, integrated business services.

**Continuous Improvement Opportunities**

- Continue to use feedback from businesses to ensure the AJCC offers a wide range of AJCC-based business services such as referrals of qualified candidates, on-site recruitments, hiring events, pre-screening and training subsidies.

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

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

***AJCC Certification Indicators***

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

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

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

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

**Strengths**

- The EVAJCC has regular staff meetings that include All-Staff meetings for all colocated partners and individual partner staff meetings. The meetings provide updates on center activities, opportunities to collaborate and strengthen relationships.
- Partners use quarterly meetings as an opportunity for cross-training.
- EVAJCC management participate in quarterly MOU Partner meetings and ongoing partner cross-training.
- Staff participates in various trainings including: an all-day training focusing on poverty and assistive technology training.
- Staff participated in the MOU Partner Summit, an all-day conference designed to build and strengthen working relationships, inform and cross-train on partner programs and services.
- The County staff has begun using a referral platform, UniteUs, to connect participants to the appropriate services.
- The ITA processes and forms are being updated from paper to electronic and will include benchmarks to communicate with all parties.

**Continuous Improvement Opportunities**

- Continue regular staff and leadership training and professional development to work toward high-quality, well-informed and cross-trained management and staff.
- Monitor progress of staff and ensure competencies have been achieved upon completion of trainings for effective deployment of services.
- Continued cross-training on partner programs and services.
- Explore quarterly refresher trainings on topics such as LMI, career pathways, target sectors, etc.
- Increase the number of partners who are using the UniteUs referral platform.

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

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

***AJCC Certification Indicators***

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

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

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

**Strengths**

- The AJCCs report to the Local Board using a new dashboard reporting tool that was developed with input from the Local Board.
- The EVAJCC has a system in place to capture and respond to specific customer feedback, complaints and compliments. Reports are reviewed on a regular basis.
- The department MIS Administrator reviews performance measures with AJCC management and, going forward, will review with all staff.
- The department Administration team meets on a monthly basis with AJCC management to review progress toward achieving performance goals including meeting budget.

**Continuous Improvement Opportunities**

- Continue to improve the process for review and analysis of performance, customer satisfaction and service data with all staff to develop specific plans for continuous quality improvement.
- Ensure the EVAJCC regularly identifies areas where technical assistance is needed to improve business results and connect to resources to obtain needed assistance.
- Ensure once customer satisfaction survey is updated and implemented, there is a process to review and respond to customer feedback, compliments and complaints.
- Provide ongoing training on performance measures, CalJOBS activity codes, processes etc.

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

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Signature  
Phillip Cothran

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Name  
San Bernardino County Workforce Development Board - Chair

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Title

## Affiliate/Specialized AJCC Certification Matrix Baseline Criteria

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

Local Boards must submit a completed matrix to their Regional Advisor for each affiliate/specialized AJCC by November 1, 2021.

Name of Local Board San Bernardino County Workforce Development Board

Name of AJCC High Desert Affiliate AJCC

<b>Implements the signed Memorandums of Understanding (MOU)</b>	<b>Yes</b>	<b>No</b>
An MOU (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners.	<input 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"/>
<b>Ensures Equal Opportunity for Individuals With Disabilities</b>	<b>Yes</b>	<b>No</b>
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> <li>• <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996)</li> <li>• <i>Unruh Civil Rights Act</i> (California Civil Code Section 51-52)</li> <li>• <i>Disabled Persons Act</i> (California Civil Code Section 54-55)</li> <li>• <i>California Building Code</i> Title 24 Chapter 11B</li> <li>• <i>California Government Code</i> 7405</li> <li>• <i>California Government Code</i> 11135</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>



Such requirements include, but are limited to, the following: <ul style="list-style-type: none"> <li>• Providing reasonable accommodations for individuals with disabilities.</li> <li>• Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities.</li> <li>• Administering programs in the most integrated setting appropriate.</li> <li>• Communicating with persons with disabilities as effectively as with others.</li> <li>• Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity.</li> <li>• Providing for the physical accessibility of the AJCC to individuals with disabilities.</li> </ul>		
Was WIOA Section 188 compliance monitoring completed for PY 19-20?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
If yes, briefly describe the findings:		
Was a corrective action plan submitted?	<input type="checkbox"/>	<input type="checkbox"/>
Is the status of the findings open or closed?: If closed, as of what date?:		
<b>The AJCC meets all Baseline Criteria for Baseline AJCC Certification</b>	<b>Yes</b> <input checked="" type="checkbox"/>	<b>No</b> <input type="checkbox"/>

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

\_\_\_\_\_

Signature

\_\_\_\_\_

Phillip Cothran

Name

\_\_\_\_\_

San Bernardino County Workforce Development Board - Chair

Title

# AJCC Certification Indicator Assessment

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

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

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

Local Boards must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by November 1, 2021.

Name of Local Board San Bernardino County Workforce Development Board

Name of AJCC High Desert Affiliate AJCC

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

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

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

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

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

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

**Strengths**

- The High Desert AJCC (HDAJCC) takes pride in using the principles of customer-centered design. Some of the staff members were part of the team that were invited to Washington D.C. to present on customer-centered design.
- The staff participates in staff training and development via the department intranet as well as Diversity Committee monthly meetings.
- The resource room has assistive technology equipment for individuals with disabilities including dedicated computers with software for screen magnification, screen reading, text to speech, TTY/TDD and wheelchair accessible .
- Application processes were streamlined to ensure clients are served and engaged with case managers sooner than prior to the Purple tier of the pandemic.
- HDAJCC implements the veteran's preference and priority of service requirements.
- The AJCCs are in the midst of launching "connection sites" where libraries or schools will be an external connection site or point of entry to the AJCC system.

**Continuous Improvement Opportunities**

- Ensure individuals with disabilities are able to access virtual services in a manner that is comparable to the access available to others.
- Ongoing staff training on Equal Employment policies and procedures and the Limited English Proficiency Plan.
- Ensure staff receive semi-annual training on assistive technology.

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

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

***Quality Indicators***

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

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

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

**Strengths**

- The HDAJCC management participates in quarterly MOU Partner meetings to discuss the AJCC system.
- The center conducts monthly all-staff meetings for colocated partners as well as the individual staff meetings each partner schedules.
- The partner referral process is being implemented with a focus on quality referrals that are likely to convert to service.
- The HDAJCC has a good working relationship with the local adult schools as well as the community college to ensure access to the services of the AJCC system to customers throughout the local area.

**Continuous Improvement Opportunities**

- There is an opportunity to provide regularly scheduled training for staff on the AJCC system to ensure all staff understand how to align, coordinate and integrate programs and services to economize limited resources while also providing the right services to customers based on individual needs.
- Continue specific staff cross-training on partner programs and services.
- Continue efforts to fully deploy Integrated Service Delivery (ISD) including shared technology.
- Continue the new employee onboarding orientation.

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

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



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

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

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

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

##### **Strengths**

- Staff have received customer service and customer-centered design training.
- Staff have been trained in the use of the Partner Desk Reference which identify the career services and eligibility that are applicable to partner programs.
- Staff promptly greets all AJCC customers to identify the reason for their visit and their needs, and connect them to appropriate services as quickly as possible.
- During the Purple Tier of the pandemic, the HDAJCC moved to virtual services including application process and workshops to serve a wide range of individuals.
- All staff are measured on customer service skill in their annual performance evaluation.
- Several staff participated in a recent Human Centered Design training culminating with a capstone project. Upon completion, the capstone will be presented to the remainder of the staff.
- All Career Coaches recently attended a 10-week Career Coach training by the Spokane Workforce Council culminating with capstone presentations in the fall of 2021.
- Staff are encouraged to participate in CalJOBS trainings as often as possible.
- The AJCCs are in the midst of an AJCC “refresh” that will include improvements to increase efficiencies and effectiveness.

##### **Continuous Improvement Opportunities**

- Ongoing Integrated Service Delivery (ISD) model training for staff.
- Co-enrollments may be increased by reviewing co-enrollment protocols and tracking co-enrollments.
- Explore hybrid partner meetings – meetings offered both virtual and in-person.
- Continue staff cross-training on partner programs and services so staff are fully knowledgeable on partner programs and identify with the AJCC System (not just their specific program).
- Complete integrated customer flow procedures that improve response to customer need and move customers seamlessly between AJCC entry and service delivery.
- Ensure functional leadership roles are clearly identified in an integrated functional organizational chart.
- Continue AJCC “refresh” efforts to increase efficiencies, reduce paperwork and the time it takes to assist participants.

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

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

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

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

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

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

### **Strengths**

- The HDAJCC partners with local adult schools, community colleges and other training providers to provide robust training services to meet the needs of local employers.
- MOU partners meet quarterly to strategize how to achieve the goal of employment for all.
- Staff of the WVAJCC who were interviewed were knowledgeable of target sectors.
- The WVAJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted sectors and career pathways.
- Staff use career assessments to guide customers to identify aptitudes. Assessment of aptitudes and skills assist in determining need for trainings.
- There is no "sequence of service requirement" for training and cumbersome steps have been eliminated.
- The HDAJCC administered \$46,000 from a COVID supportive services grant to customers in need of immediate support.
- The current Security Guard is a former customer of the center who was assisted in finding employment by the staff of the HDAJCC

### **Continuous Improvement Opportunities**

- Continue improving the provision of robust training services where staff can assist customers in accessing and enrolling in training services, including career pathways, integrated education and training workforce preparation, work-based learning and apprenticeship.
- Continue striving to increase the number and percentage of all AJCC customers receiving skill development and training services resulting in industry recognized credentials.
- Continue to ensure supportive services are available, as appropriate.

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

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

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

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

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

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

**Strengths**

- Local businesses interviewed are highly satisfied with the services offered by the Business Services team of the HDAJCC.
- Staff have completed Professional Edge training. This training includes an annual update.
- Job seekers are offered the opportunity to complete the Professional Edge training. Professional Edge focuses on the employer's expectations in resumes, interviewing, customer service skills, communication and self-leadership.
- The Business Services team meets with employers to gather real-time data on their hiring needs and then use that information to identify training needs.
- The AJCC System Partners have a thriving Business Services Working Group that collaborates to meet the needs of employers while minimizing redundant employer contacts and maximizing access to system-wide, integrated business services.

**Continuous Improvement Opportunities**

- Continue to use feedback from businesses to ensure the AJCC offers a wide range of AJCC-based business services such as referrals of qualified candidates, on-site recruitments, hiring events, pre-screening and training subsidies.



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

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

***AJCC Certification Indicators***

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

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

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

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

**Strengths**

- The HDAJCC has regular staff meetings that include All-Staff meetings for all colocated partners and individual partner staff meetings. The meetings provide updates on center activities, opportunities to collaborate and strengthen relationships.
- Partners use quarterly meetings as an opportunity for cross-training.
- HDAJCC management participate in quarterly MOU Partner meetings and ongoing partner cross-training.
- Staff participates in various trainings including: an all-day training focusing on poverty and assistive technology training.
- Staff participated in the MOU Partner Summit, an all-day conference designed to build and strengthen working relationships, inform and cross-train on partner programs and services.
- The County staff has begun using a referral platform, UniteUs, to connect participants to the appropriate services.
- The ITA processes and forms are being updated from paper to electronic and will include benchmarks to communicate with all parties.

**Continuous Improvement Opportunities**

- Staff seemed to have difficulty articulating the trainings they have completed as well as the competencies gained from trainings. Explore strategies to ensure retention of knowledge and information gained in trainings.
- Continue regular staff training and professional development.
- Monitor progress of staff and ensure competencies have been achieved upon completion of trainings for effective deployment of services.
- Continued cross-training on partner programs and services.
- Explore quarterly refresher trainings on topics such as LMI, career pathways, target sectors, etc.
- Increase the number of partners who are using the UniteUs referral platform.

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

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

***AJCC Certification Indicators***

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

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

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

**Strengths**

- The AJCCs report to the Local Board using a new dashboard reporting tool that was developed with input from the Local Board.
- The HDAJCC has a system in place to capture and respond to specific customer feedback, complaints and compliments. Reports are reviewed on a regular basis.
- The department MIS Administrator reviews performance measures with AJCC management and, going forward, will review with all staff.
- The department Administration team meets on a monthly basis with AJCC management to review progress toward achieving performance goals including meeting budget.

**Continuous Improvement Opportunities**

- Performance and results may not be perceived as part of the staff culture since some staff who were interviewed were unable to articulate their performance indicators. Explore opportunities to regularly review and update staff on WIOA performance indicators as well as keep score.
- Improve process for review and analysis of performance, customer satisfaction and service data with all staff to develop specific plans for continuous quality improvement.
- Ensure the HDAJCC regularly identifies areas where technical assistance is needed to improve business results and connect to resources to obtain needed assistance.
- Ensure once customer satisfaction survey is updated and implemented, there is a process to review and respond to customer feedback, compliments and complaints.
- Provide ongoing training on performance measures, CalJOBS activity codes, processes etc.

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

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Signature  
Phillip Cothran

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Name  
San Bernardino County Workforce Development Board - Chair

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Title

## Comprehensive AJCC Certification Matrix Baseline Criteria

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

Local Boards must submit a completed matrix to their Regional Advisor for each comprehensive AJCC by November 1, 2021.

Name of Local Board San Bernardino County Workforce Development Board

Name of AJCC West Valley Comprehensive AJCC

Implements the signed Memorandums of Understanding (MOU)	Yes	No
A Memorandum of Understanding (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The signed MOU identifies the AJCC as a comprehensive.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to comprehensive centers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Implements the Local Board defined roles and responsibilities of the AJCC Operator and Career Services Provider	Yes	No
AJCC Operator selected in compliance with WSD19-13.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of AJCC Operator are clearly identified.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Career Services Provider selected in compliance with WSD19-13.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Roles and responsibilities of the Career Services Provider within the AJCC are clearly identified.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305)	Yes	No
AJCC has least one Title I staff person physically present. (Note: Consideration may be given for remote/virtual services implemented due to the COVID-19 pandemic)	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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



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

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

\_\_\_\_\_  
Signature

Phillip Cothran  
\_\_\_\_\_  
Name

San Bernardino County Workforce Development Board - Chair  
\_\_\_\_\_  
Title

# AJCC Certification Indicator Assessment

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

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

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

Local Boards must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by November 1, 2021.

Name of Local Board San Bernardino County Workforce Development Board

Name of AJCC West Valley Comprehensive AJCC

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

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

### ***Section 1.01 AJCC Certification Indicators***

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

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

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

**Strengths**

- The West Valley AJCC (WVAJCC) actively supports the San Bernardino County AJCC System by ensuring universal access with an emphasis on individuals with barriers to employment.
- The WVAJCC has a welcoming and professional environment.
- The staff participates in staff training and development via the department intranet as well as Diversity Committee monthly meetings.
- The lobby includes a Visitor Kiosk with the VOSGreeter module for virtual check-in.
- The resource room has assistive technology equipment for individuals with disabilities including dedicated computers with software for screen magnification, screen reading, text to speech, TTY/TDD and wheelchair accessible .
- While in the purple tier of the recent pandemic, the WVAJCC made improvements to both virtual and in-person services.
- The emphasis on individuals with barriers including veterans is seen by the identification of these customers upon entering the AJCC. Reception staff refers customers to the appropriate veteran serving staff.
- The WVAJCC implements the veteran's preference and priority of service requirements.
- The AJCCs are in the midst of launching "connection sites" where libraries or schools will be an external connection site or point of entry to the AJCC system.

**Continuous Improvement Opportunities**

- Ongoing staff training on Equal Employment policies and procedures and the Limited English Proficiency (LEP) Plan.
- Ensure staff receive semi-annual training on assistive technology.
- Ensure individuals with disabilities are able to access virtual services in a manner that is comparable to the access available to others.

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

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

**Section 1.02 Quality Indicators**

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

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

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

**Strengths**

- The WVAJCC has met and excelled in the area of partnerships and exhibit the spirit of WIOA through its model partnerships and service delivery.
- Partner cooperation, collaboration, alignment and coordination are clearly evidenced in both job seeker and business services.
- The partner referral process is being implemented with a focus on quality referrals that are likely to convert to service.
- The WVAJCC has monthly All-Staff meetings with colocated partners and actively participates in quarterly MOU Partner meetings for all WIOA MOU Partners.
- The WVAJCC connects with numerous WIOA required partners as well as non-required partners to ensure multiple community access points.
- The City of Ontario and the WVAJCC have partnered to assist residents of the City of Ontario access the AJCC system. A staff of the WVAJCC is colocated at the Ovitt Family Community Library to serve customers in-person and virtually. To date, the WVAJCC has met and exceed grant performance indicators. The staff at this location is also serving individuals with disabilities both virtually and in-person.
- The department internet as well as intranet include links to MOU partner websites and desk reference.
- The department recently began a staff onboarding orientation for new staff to explain the department, WIOA and MOU partners.

**Continuous Improvement Opportunities**

- There is an opportunity to improve marketing materials that overview all partner services for distribution to job seeker and business customers.
- Review and update the partner referral system to improve the recording/documentation of referrals and the follow-through.
- Continue efforts to fully deploy Integrated Service Delivery (ISD) including shared technology.
- Continue the new employee onboarding orientation.

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

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

**Section 1.03 AJCC Certification Indicators**



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

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

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

##### **Strengths**

- The WVAJCC staff and leadership includes those who have been trained in customer-centered design which promotes integrated service delivery.
- Staff receive ongoing customer service training.
- New enrollment procedure implemented for same day service and case manager appointment within two weeks.
- There have been at least seven regional trainings for staff of partner agencies.
- The WVAJCC trains staff on TAA co-enrollment to serve customers who qualify for Trade Adjustment Assistance program.
- Bi-weekly meetings and trainings for staff.
- All staff are measured on customer service skill in their annual performance evaluation.
- Several staff participated in a recent Human Centered Design training culminating with a capstone project. Upon completion, the capstone will be presented to the remainder of the staff.
- All Career Coaches recently attended a 10-week Career Coach training by the Spokane Workforce Council culminating with capstone presentations in the fall of 2021.
- Staff are encouraged to participate in CalJOBS trainings as often as possible.
- The AJCCs are in the midst of an AJCC “refresh” that will include improvements to increase efficiencies and effectiveness.

##### **Continuous Improvement Opportunities**

- Ongoing Integrated Service Delivery (ISD) model training for staff.
- Co-enrollments may be increased by reviewing co-enrollment protocols and tracking co-enrollments.
- Explore hybrid partner meetings – meetings offered both virtual and in-person.
- Continue staff cross-training on partner programs and services so staff are fully knowledgeable on partner programs and identify with the AJCC System (not just their specific program).
- Complete integrated customer flow procedures that improve response to customer need and move customers seamlessly between AJCC entry and service delivery.
- Ensure functional leadership roles are clearly identified in an integrated functional organizational chart.
- Continue AJCC “refresh” efforts to increase efficiencies, reduce paperwork and the time it takes to assist participants.

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

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

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

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

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

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

### **Strengths**

- Staff of the WVAJCC who were interviewed were knowledgeable of target sectors.
- MOU partners meet quarterly to strategize how to achieve the goal of employment for all.
- The WVAJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted sectors and career pathways.
- Staff use career assessments to guide customers to identify aptitudes. Assessment of aptitudes and skills assist in determining need for trainings.
- There is no "sequence of service requirement" for training and cumbersome steps have been eliminated.
- The goal of the WVAJCC is to "screen people in" instead of "screening people out".
- The WVAJCC is an access point for education and training. Local adult schools and community colleges are active partners to provide a variety of trainings to meet the needs of local employers.

### **Continuous Improvement Opportunities**

- Continue improving the provision of robust training services where staff can assist customers in accessing and enrolling in training services, including career pathways, integrated education and training workforce preparation, work-based learning and apprenticeship.
- Continue striving to increase the number and percentage of all AJCC customers receiving skill development and training services resulting in industry recognized credentials and employment.
- Continue to ensure supportive services are available, as appropriate.

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

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

#### ***Section 1.04 AJCC Certification Indicators***

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

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

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

**Strengths**

- Local businesses interviewed are highly satisfied with the services offered by the Business Services team of the WVAJCC.
- Staff have completed Professional Edge training. This training includes an annual update.
- Job seekers are offered the opportunity to complete the Professional Edge training. Professional Edge focuses on the employer's expectations in resumes, interviewing, customer service skills, communication and self-leadership.
- The Business Services team meets with employers to gather real-time data on their hiring needs and then use that information to identify training needs.
- There is a Labor Market Information (LMI) Consultant on site.
- The WVAJCC promotes partnerships to connect workers to high-quality jobs and/or entry-level work with career pathways.
- The AJCC System Partners have a thriving Business Services Working Group that collaborates to meet the needs of employers while minimizing redundant employer contacts and maximizing access to system-wide, integrated business services.

**Continuous Improvement Opportunities**

- Continue to use feedback from businesses to ensure the AJCC offers a wide range of AJCC-based business services such as referrals of qualified candidates, on-site recruitments, hiring events, pre-screening and training subsidies.



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

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

**Section 1.05 AJCC Certification Indicators**

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

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

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

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

**Strengths**

- The WVAJCC has regular staff meetings that include All-Staff meetings for all colocated partners and individual partner staff meetings. The meetings provide updates on center activities, opportunities to collaborate and strengthen relationships.
- Partners use quarterly meetings as an opportunity for cross-training.
- Staff participates in various trainings including: an all-day training focusing on poverty; assistive technology training; and ongoing MOU partner cross-training.
- A representative from GLAD (Greater Los Angeles Agency on Deafness) colocated at the WVAJCC to assist individuals who are deaf or hard of hearing.
- An LMI representative is colocated to assist with staff training on the use of labor market information to help customers identify career pathways and develop in- demand skills and credentials and find jobs.
- Staff participated in the MOU Partner Summit, an all-day conference designed to build and strengthen working relationships, inform and cross-train on partner programs and services.
- Management conducts spot reviews of staff cases and offers additional coaching where needed.
- Some staff and management have received training in customer-centered design.
- Management believes in training staff to deliver services “by the book and with heart”.
- The AJCC “refresh” includes professional development for staff.
- The County staff has begun using a referral platform, UniteUs, to connect participants to the appropriate services.
- The ITA processes and forms are being updated from paper to electronic and will include benchmarks to communicate with all parties.

**Continuous Improvement Opportunities**

- Continue regular (monthly) staff training and professional development including but not limited to, eligibility, partner services and referrals.
- Monitor progress of staff and ensure competencies have been achieved upon completion of trainings for effective deployment of services.
- Continued cross-training on partner programs and services.
- Explore quarterly refresher trainings on topics such as LMI, career pathways, target sectors, etc.
- Increase the number of partners who are using the UniteUs referral platform.

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

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

**Section 1.06 AJCC Certification Indicators**

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

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

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

**Strengths**

- The WVAJCC takes pride in contributing to the achievement of WIOA performance indicators for all core program partners.
- The AJCCs report to the Local Board using a new dashboard reporting tool that was developed with input from the Local Board.
- The WVAJCC has a system in place to capture and respond to specific customer feedback, complaints and compliments. Reports are reviewed on a regular basis.
- The department MIS Administrator reviews performance measures with AJCC management and, going forward, will review with all staff.
- The department Administration team meets on a monthly basis with AJCC management to review progress toward achieving performance goals including meeting budget.

**Continuous Improvement Opportunities**

- Continue to improve the process for review and analysis of performance, customer satisfaction and service data with all staff to develop specific plans for continuous quality improvement.
- Ensure the WVAJCC regularly identifies areas where technical assistance is needed to improve business results and connect to resources to obtain needed assistance.
- Ensure once customer satisfaction survey is updated and implemented, there is a process to review and respond to customer feedback, compliments and complaints.
- Provide ongoing training on performance measures, CalJOBS activity codes, processes etc.

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

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Signature  
Phillip Cothran

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Name  
San Bernardino County Workforce Development Board - Chair

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Title

**San Bernardino County  
Workforce Development Board  
Agenda Item**

**MEETING DATE:** September 22, 2021

**ITEM:** (9)

**SUBJECT:** Approve Selection of Goodwill of Southern California as the One-Stop Operator for San Bernardino County

**PRESENTED BY:** Bradley Gates, Assistant Director  
Workforce Development Department

**CONSENT** \_\_\_\_\_ **DISCUSSION**  X  **INFORMATION** \_\_\_\_\_

**RECOMMENDATION:** Approve the recommendation to select Goodwill Industries of Southern California (Goodwill) to provide services as the One-Stop Operator for San Bernardino County for the period of October 1, 2021, through September 30, 2022, where parties may extend the contract for three additional one-year terms contingent on the Contractor's performance. The Contractor shall receive an amount not to exceed \$65,000 annually.

**BACKGROUND:**

On May 17, 2017, the Workforce Development Board (WDB) approved Workforce Development Solutions, Inc., to be the One Stop Operator for the period of July 1, 2017, through June 30, 2021. The One-Stop Operator is chiefly tasked with ensuring the America's Job Centers of California (AJCC) partners are abiding by the agreements set forth in the Memorandum of Understanding approved by the WDB on August 19, 2020.

On December 16, 2020, staff issued a Request for Proposal (RFP) No. EDA121-EDA-4070 through the County Purchasing ePro website to identify suitable contractors to provide One-Stop Services capable of demonstrating and performing the following scope of work:

- Coordinating the service delivery of required One-Stop partners and service providers (20 CFR 678.620) in accordance with the AJCC System MOU
- Ensure the implementation of partner responsibilities agreed upon in the AJCC System MOU

The RFP released on December 16, 2020 was unsuccessful as it failed to yield a single proposal. As a consequence, another RFP No. EDA121-EDA-4108 was released on January 27, 2021, with the same scope of work to enable more time and opportunity for potential One-Stop Operator service providers to submit a proposal. Moreover, a public notice was published in The Sun newspaper to draw more attention to the RFP. On February 24, 2021, two proposals were received and both were determined to be responsive to the RFP minimum criteria. The proposals were evaluated by a committee of qualified neutral parties from a variety of County department partners and a private sector entity. Proposals were scored in accordance with the Proposal Review and Evaluation Process outlined in the RFP. Consequently, the evaluation committee did not recommend either proposal for award.

The Workforce Development Department (WDD), the administrative entity to the WDB, sought the guidance from the State after two failed RFPs and were granted approval to sole source to meet the Workforce Innovation and Opportunity Act requirements. As a result, WDD sought the services from Goodwill to be the One-Stop Operator. Goodwill has experience operating One-Stop Centers in Southern California and agreed to provide these services in San Bernardino County.

Approval of this recommendation will allow WDD to execute a contractual agreement with Goodwill to provide One-Stop Operator services from October 1, 2021, through September 30, 2022, for an annual amount of \$65,000, where parties may extend the contract for three additional one-year terms contingent on the Contractor's performance.

**San Bernardino County  
Workforce Development Board  
Agenda Item**

**MEETING DATE:** September 22, 2021

**ITEM:** (10)

**SUBJECT:** **Approve selection of EMSI/Burning Glass to provide Labor Market and Intelligence Services**

**PRESENTED BY:** Bradley Gates, Assistant Director  
Workforce Development Department

**CONSENT** \_\_\_\_\_ **DISCUSSION**  X  **INFORMATION** \_\_\_\_\_

**RECOMMENDATION:** Approve selection of EMSI/Burning Glass to provide Labor Market and Intelligence Services for a contract period of October 1, 2021, through September 30, 2024, for the annual amount not to exceed \$75,000 per year, with a total aggregate amount not to exceed \$225,000. The contract may be extended for two additional one-year terms at an amount not to exceed an additional \$75,000 per year.

**BACKGROUND:** The Workforce Development Board (WDB) commissions an annual analysis and report, assessing the County's labor market and access to relevant data. These services guide the WDB's policy decisions, planning and engagement of both the County's workforce and industry. On August 31, 2021, WDD staff distributed an informal Request for Proposal (RFP) on behalf of the WDB to solicit potential vendors to provide Labor Market and Intelligence services to the San Bernardino County Workforce Development Department (WDD). The RFP included the following Scope of Services:

- 1) *Conduct Countywide Workforce System Research through engagement with the WDB and WDD staff/contractors utilizing no less than 2 subregional draft report focus groups and submit a final written annual report and presentation including an analytical tool, summarizing all findings and recommendations.*
  - a) *Develop, coordinate and integrate employer surveys with WDD staff and contractors to gain better understanding of the local labor market and current business trends by district and region.*
  - b) *Deploy online analytics, mapping, and data resources to inform and serve the workforce needs of Countywide employers by district and region...*
- 2) *Prepare publishable datasets, providing datapoints to meet state requirements...*

On September 10, 2021, four proposals were received and all determined responsive to the RFP's minimum criteria. On September 14, 2021 WDD staff evaluated the proposals. Based on the evaluation, EMSI/Burning Glass was selected for an award not to exceed \$75,000 per year to provide Labor Market and Intelligence Services.

Approval of funding will allow WDD staff to execute an agreement with EMSI/Burning Glass for the contract period of October 1, 2021, through September 30, 2024, subject to two additional one-year extensions, where the agreement shall not exceed \$75,000 per year.