



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

## Workforce Development Board

December 1, 2021 @ 4:00 p.m.  
Council of Fresno County Governments  
2035 Tulare Street – 2<sup>nd</sup> Floor  
Sequoia Room  
Fresno, CA 93721

**This will be a hybrid meeting with participation available in person and via Zoom.**

**Per Executive Order N-29-20, which allows local and state legislative bodies to hold meetings via teleconference and to make meetings accessible electronically, this meeting will be held via Zoom.**

### Join Zoom Meeting

**<https://us02web.zoom.us/j/88511425755?pwd=NWhnWVBxZnUrY1RVNm9XQk1GZ2NXQT09>**

**Or Join By Phone: 669-900-6833**

**Meeting ID: 885 1142 5755**

**Passcode: 028734**

**The public may participate in the meeting  
as otherwise permitted under the Brown Act.**

---

**Mission Statement:** The Fresno Regional Workforce Development Board exists to oversee the optimal administration of Workforce Innovation and Opportunity Act funds in the Fresno region. In serving both the business community and the individual job seeker with the provision of human capital development services, we hope to foster the economic vitality of the Fresno region.

---

### **REMINDER: PLEASE TURN OFF CELL PHONES OR PUT ON VIBRATE**

1. ROLL CALL
2. COMMENTS BY FRWDB CHAIR AND/OR EXECUTIVE STAFF
3. AGENDA CHANGES: REMOVAL OF ITEMS OR EMERGENCY ADDITIONS
4. ABSTENTIONS/RECUSALS/DISCLOSURE OF POTENTIAL CONFLICTS OF INTEREST
5. PUBLIC COMMENT

Item #	Description	Presenter	Enclosure	Action	Page #
6.	Resolution to Allow for Electronic Board Meetings Pursuant to AB361 and Making Requisite Findings of State of Emergency Due to COVID-19	Konczal	Yes	Adopt	5

#### **ACCOMMODATIONS FOR PERSONS WITH DISABILITIES**

Disabled individuals and individuals who are limited English proficient who need special assistance to attend or participate in this meeting may request assistance by contacting the Fresno Regional Workforce Development Board, at 2125 Kern Street, Suite 208, Fresno, California, or by calling (559) 490-7100. Every effort will be made to reasonably accommodate individuals with disabilities or who are limited English proficient by making meeting materials available in alternative formats. Requests for assistance should be made at least three (3) working days in advance of the meeting.

Item #	Description	Presenter	Enclosure	Action	Page #
7.	Fresno Regional Workforce Development Board in the News	Espinosa	No	Information	--
8.	Committee Reports Adult Council – Chuck Riojas Executive Committee – Jeff Hensley Youth Council – Raine Bumatay		No	Information	--
9.	Approval of the September 1, 2021, Meeting Minutes	Konczal	Yes	Approve	9
10.	October 2021 Financial Report	Konczal	Yes	Accept	14
11.	New Location for Fresno City and County's America's Job Centers of California Dislocated Worker Site and Business Services Center	Konczal Stogbauer	Yes	Approve	21
12.	America's Job Centers of California Certification	Konczal	Yes	Approve	26

### **CONSENT ITEMS**

- |     |  |  |  |         |  |
|-----|--|--|--|---------|--|
| 13. | Approve Consent Item (A1 – B5). <i>Items pulled from consent will be handled with the other regular items at the end of the agenda, including any information items that are pulled.</i> |  |  | Approve |  |
|-----|--|--|--|---------|--|

### **CONSENT ITEMS SUBMITTED BY ADULT COUNCIL**

A1	Updated Procurement Policy	Stogbauer	Yes	Accept	163
A2	Fourth Quarter Workforce Innovation and Opportunity Act Adult Participant Training Report for Program Year 2020-2021	Escareno	Yes	Accept	198
A3	Local Performance Results Reports	Escareno	Yes	Accept	199
A4	Fourth Quarter Program Year 2020-2021 and First Quarter Program Year 2021-2022 Providers of Services' Monitoring Reports	DeWitt	Yes	Accept	212
A5	Fourth Quarter Program Year 2020-2021 and First Quarter Program Year 2021-2022 Providers of Services' Customer Complaint Reports	DeWitt	Yes	Accept	215
A6	Fourth Quarter Program Year 2020-2021 and First Quarter Program Year 2021-2022 Job Seeker Customer Satisfaction Reports	DeWitt	Yes	Accept	216

### **CONSENT ITEMS SUBMITTED BY YOUTH COUNCIL**

B1	Fourth Quarter Program Year 2020-2021 and First Quarter Program Year 2021-2022 Workforce Innovation and Opportunity Act Young Adult Participant Work Experience Reports	Stogbauer	Yes	Accept	222
----	---	-----------	-----	--------	-----



Item #	Description	Presenter	Enclosure	Action	Page #
B2	Local Performance Result Reports	Stogbauer	Yes	Accept	223
B3	Fourth Quarter Program Year 2020-2021 and First Quarter Program Year 2021-2022 Young Adult Satisfaction Reports	DeWitt	Yes	Accept	237
B4	Fourth Quarter Program Year 2020-2021 and First Quarter Program Year 2021-2022 Providers of Services' Monitoring Reports	DeWitt	Yes	Accept	240
B5	Fourth Quarter Program Year 2020-2021 and First Quarter Program Year 2021-2022 Provider of Services' Customer Complaint Reports	DeWitt	Yes	Accept	243

#### **NON-CONSENT ITEMS**

14.	Third Quarter Community Events	Konczal	Yes	Information	245
15.	Information Sharing	WDB Members	No	Discussion	--
16.	Agenda Items for March 2, 2022, Meeting	Konczal	No	Discussion	--
17.	Meeting Feedback	Konczal	No	Discussion	-

**FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD  
2021 ATTENDANCE RECORD**

<b>Directors</b>	<b>Special Meeting 1/20/2021</b>	<b>3/3/2021</b>	<b>6/2/2021</b>	<b>9/1/2021</b>	<b>12/1/2021</b>
Stephen Avila	--	P	P	P	
Lenora Lacy Barnes	A	P	A	A	
Paul Bauer	P	P	P	P	
Edgar Blunt	P	P	P	P	
Alysia Bonner	P	P	P	P	
Raine Bumatay	P	P	P	P	
Brian Chambers	P	P	P	P	
Fely Guzman	P	A	P	P	
Jeffrey Hensley	P	P	P	P	
Mike Karbassi	P	A	P	A	
Scott Miller	A	A	P	A	
Dennis Montalbano	P	A	P	P	
Sherry Neil	A	P	P	P	
Delfino Neira	P	P	P	P	
Tommie Nellon	A	A	A	--	--
Joe Olivares	P	P	P	P	
Sal Quintero	A	A	A	A	
Chuck Riojas	P	P	P	A	
Elizabeth Rivinius	A	P	--	--	--
Michael Silveira	P	P	P	P	
Vasili Sotiropulos	P	P	P	P	
Shelly Tarver	P	P	P	P	
Stuart VanHorn	P	A	A	--	--
Lydia Zabrycki	P	P	P	A	
Ken Price (Counsel)	P	P	P	P	

P = Present

A = Absent

-- = Not a Member at Time of Meeting

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	6
MEETING DATE:	December 1, 2021
ACTION:	ADOPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Fresno Regional Workforce Development Board

**FROM:** Blake Konczal, Executive Director

**SUBJECT:** Resolution to Allow for Electronic Board Meetings Pursuant to AB361 and Making Requisite Findings of State of Emergency Due to COVID-19

## **RECOMMENDATION:**

Adopt resolution authorizing the agency to allow the Fresno Regional Workforce Development Board "FRWDB") to participate via teleconference so long as such actions comply with newly adopted AB 361.

## **REASON FOR RECOMMENDATION:**

Governor Newsom's Executive Order No. N-29-20, which allows some or all Directors/Committee Members to participate in a public meeting via teleconference (phone or video) expired as of September 30, 2021.

On September 15, 2021, AB 361 was passed which includes the following:

Through December 31, 2023, AB 361 allows local agencies to continue to use COVID-19-era teleconferencing notice and meeting procedures as long as one (1) of the following specific types of emergency exists:

- A. The legislative body holds a meeting during a proclaimed state of emergency, and state or local officials have imposed or recommended measures to promote social distancing.
- B. The legislative body holds a meeting during a proclaimed state of emergency for the purpose of determining, by majority vote, whether as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.
- C. The legislative body holds a meeting during a proclaimed state of emergency and has determined, by majority vote, pursuant to subparagraph (B), that, as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.

The FRWDB must make specific findings every 30 days during the emergency when telephonic or virtual meetings are required. The Governor, through Order N-12-21, has extended the order declaring a State of Emergency due to the impacts of COVID-19 until the end of the year, so these findings must be made every 30 days beginning on October 1, 2021:

- A. The legislative body has reconsidered the circumstances of the state of emergency.
- B. Any of the following circumstances exist:
  - (i) The state of emergency continues to directly impact the ability of the members to meet safely in person; or
  - (ii) State or local officials continue to impose or recommend measures to promote social distancing.

The new law also prohibits local agencies from requiring public comments to be submitted prior to the meeting without *also* allowing real-time comment opportunities during the meeting. In addition, the new law allows third-party internet websites to collect names and other information from the public in order to participate in the meeting, but local agencies themselves are still prohibited from requiring the such information to participate. Finally, if there is an internet or telephonic service disruption that prevents the agency from broadcasting the meeting, the agency may take no action until the broadcast is restored. Normal posting timelines for agendas still apply, as well as the roll-call vote requirement.

Attached is a resolution authorizing meeting by teleconference. This resolution shall apply to the initial Board of Directors meeting and each standing committee meeting from December 1, 2021, through December 31, 2021.

**ATTACHMENT:**

A Resolution of the Members of the Fresno Regional Workforce Development Board



## Agenda Item #6 2021 DEC 1

A RESOLUTION OF THE MEMBERS OF THE FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD ("FRWDB") ACKNOWLEDGING A LOCAL EMERGENCY, RATIFYING THE PROCLAMATION OF A STATE OF EMERGENCY BY N-12-21 ISSUED ON AUGUST 16, 2021 AND AUTHORIZING REMOTE TELECONFERENCE MEETINGS OF THE FRWDB FOR THE PERIOD FROM DECEMBER 1, 2021 THROUGH DECEMBER 31, 2021 PURSUANT TO BROWN ACT PROVISIONS.

WHEREAS, the FRWDB is committed to preserving and nurturing public access and participation in meetings of the FRWDB; and

WHEREAS, all meetings of the FRWDB are open and public, as required by the Ralph M. Brown Act (Cal. Gov. Code 54950 – 54963), so that any member of the public may attend, participate, and watch the FRWDB conduct its business; and

WHEREAS, the Brown Act, Government Code section 54953(e), makes provisions for remote teleconferencing participation in meetings by members of a legislative body, without compliance with the requirements of Government Code section 54953(b)(3), subject to the existence of certain conditions; and

WHEREAS, a required condition is that a state of emergency is declared by the Governor pursuant to Government Code section 8625, proclaiming the existence of conditions of disaster or of extreme peril to the safety of persons and property within the state caused by conditions as described in Government Code section 8558; and

WHEREAS, a proclamation is made when there is an actual incident, threat of disaster, or extreme peril to the safety of persons and property within the jurisdictions that are within FRWDB's boundaries, caused by natural, technological, or human-caused disasters; and

WHEREAS, it is further required that state or local officials have imposed or recommended measures to promote social distancing, or, the legislative body meeting in person would present imminent risks to the health and safety of attendees; and

WHEREAS, such conditions now exist, specifically, by the Governor's Order N-12-21, the Governor has extended the order declaring a State of Emergency due to the impacts of COVID-19; and

WHEREAS, the County of Fresno has recommended continued social distancing to combat the imminent risk to the public health and safety due to COVID-19; and

WHEREAS, the FRWDB does hereby find that such conditions have caused, and will continue to cause, conditions of peril to the safety of persons within Fresno County that are likely to be beyond the control of agency services, personnel, equipment, and facilities, and desires to proclaim a local emergency and ratify the proclamation of state of emergency by the Governor of the State of California; and

WHEREAS, as a consequence of the local emergency, the FRWDB does hereby find that the legislative bodies of the District shall conduct their meetings without compliance with paragraph (3) of subdivision (b) of Government Code section 54953, as authorized by subdivision (e) of

section 54953, and that such legislative bodies shall comply with the requirements to provide the public with access to the meetings as prescribed in paragraph (2) of subdivision (e) of section 54953; and

WHEREAS, FRWDB shall ensure that the public has the opportunity to participate live in all electronic meetings of the FRWDB during all public comment periods.

NOW, THEREFORE, THE FRWDB DOES HEREBY RESOLVE AS FOLLOWS:

Section 1. Recitals. The Recitals set forth above are true and correct and are incorporated into this Resolution by this reference.

Section 2. Acknowledgment of Local Emergency. The FRWDB hereby acknowledges that a local emergency now exists throughout Fresno County, and full in-person meetings could cause an imminent risk to the FRWDB members, staff and public.

Section 3. Ratification of Governor's Proclamation of a State of Emergency. The FRWDB hereby ratifies the Governor of the State of California's Proclamation of State of Emergency, effective as of its issuance date of August 16, 2021.

Section 4. Remote Teleconference Meetings. The agency staff is hereby authorized and directed to take all actions necessary to carry out the intent and purpose of this Resolution including, conducting open and public meetings in accordance with Government Code section 54953(e) and other applicable provisions of the Brown Act.

Section 5. Effective Date of Resolution. This Resolution shall take effect on December 1, 2021, and shall be effective until the earlier of (i) December 31, 2021, or (ii) such time the FRWDB adopts a subsequent resolution in accordance with Government Code section 54953(e)(3) to extend the time during which the legislative bodies of the District may continue to teleconference without compliance with paragraph (3) of subdivision (b) of section 54953.

PASSED AND ADOPTED by the FRWDB this 1st day of December, 2021 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	9
MEETING DATE:	December 1, 2021
ACTION:	APPROVE

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • [www.frwddb.net](http://www.frwddb.net)

---

**TO:** Fresno Regional Workforce Development Board  
**FROM:** Blake Konczal, Executive Director  
**SUBJECT:** Approval of the September 1, 2021, Meeting Minutes

**RECOMMENDATION:**

Approve the minutes of the September 1, 2021, meeting of the Fresno Regional Workforce Development Board.

**ATTACHMENT:**

September 1, 2021, Meeting Minutes



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

Workforce Development Board  
September 1, 2021 @ 4:00 p.m.  
MEETING

## SUMMARY MINUTES

The meeting was called to order at 4:00 p.m. and was held via Zoom and in-person.

ROLL CALL: PRESENT – Stephen Avila, Paul Bauer, Edgar Blunt, Alysia Bonner, Raine Bumatay, Brian Chambers, Fely Guzman, Jeff Hensley, Dennis Montalbano, Sherry Neil, Delfino Neira, Joe Olivares, Michael Silveira, Vasili Sotiropulos, Shelly Tarver, and Legal Counsel Ken Price.

ABSENT – Lacy Barnes, Mike Karbassi, Scott Miller, Sal Quintero, Chuck Riojas, and Lydia Zabrycki.

COMMENTS BY FRWDB CHAIR  
AND/OR EXECUTIVE STAFF: None.

AGENDA CHANGES:  
REMOVAL OF ITEMS OR  
EMERGENCY ADDITIONS: None.

ABSTENTIONS/ DISCLOSURES OF  
POTENTIAL CONFLICTS  
OF INTEREST/RECUSALS: None.

PUBLIC COMMENTS: None.

### **Item Description/Action Taken**

#### **6. COVID-19 Update**

Phyllis Stogbauer, Senior Deputy Director, Fresno Regional Workforce Development Board (FRWDB), provided an update on current operations and services at Fresno's America's Job Centers of California (AJCCs) in light of the COVID-19 pandemic. She indicated that all offices were now open and providing services to clients in-person and virtually. She stated that all partner staff is also on site, with the exception of Employment Development Department staff, who are still assisting clients virtually. She indicated that in August 2021, there were 917 visits to the Resource Room (compared to 724 in August 2020) and that a majority of those individuals' visits were to ask questions about their Unemployment Insurance benefits. Ms. Stogbauer reported that new enrollments were low, but that those numbers should go up as the Rapid Response team works with laid off workers from the Internal Revenue Service and Rich's Foods. Also, the additional Unemployment Insurance payments will be ending in September, so that could also result in an increase in new enrollments at the AJCCs. She noted that the FRWDB is following state, CDC and Cal OSHA reopening guidelines, noting that unvaccinated individuals must still wear a mask while inside the AJCC, and that vaccinated individuals do not have to wear a mask and are allowed to self-attest to their vaccination status.

This was an information item.



**7. New Locations Update**

Augie Quiroz, General Services/IT Support Manager, FRWDB, provided an update on the new AJCC and Business Services locations. Mr. Quiroz reminded members that at its special meeting in January 2021, the FRWDB approved a lease for a new AJCC facility at Shaw and Marks. At that time, a timeline was presented that showed the estimated move-in date to be September or October 2021; however, due to some engineering changes to the HVA system and supply chain disruption, the new estimated move-in date has been pushed to the end of February 2022.

Director Montalbano asked when the current AJCC lease expires and Mr. Quiroz indicated August 31, 2021, and that the AJCC was now on a month-to-month schedule. Director Montalbano asked if there was a surcharge for the month-to-month and Mr. Quiroz said yes, it is ten percent (10%). Legal Counsel Price noted that this had been contemplated in the lease.

Mr. Quiroz also reported that the FRWDB was currently in negotiations for a location for a secondary urban AJCC to serve Dislocated Workers. The building is located at 1445 E. Shaw Avenue and is approximately 21,000 square feet. Blake Konczal, Executive Director, FRWDB, indicated that this is a great location for the Dislocated Workers AJCC and Business Services Center, adding that there is plenty of parking.

This was an information item.

**8. New Infrastructure Employment Study**

Mr. Konczal reminded the Board that in 2009, the state funded a sector research project and the FRWDB, along with its sister Workforce Boards in the valley, asked if the research firm would also evaluate public infrastructure construction projects as a separate industry sector. The report covered the period 2010 to 2020, and independent of the High Speed Rail project, over \$32 billion of approved public infrastructure construction projects were identified for the valley. As a result, the FRWDB was able to put concerted efforts on union pre-apprentice training, and the FRWDB has been doing that training ever since. This pre-apprentice training has become a model that has been replicated in other Workforce areas. The FRWDB recently contacted the same firm to conduct the same type of research for the years 2021 through 2031. Through this most recent research, \$47 billion in public infrastructure construction projects have been identified. FRWDB staff distributed an Executive Summary of the report to the Directors.

Mr. Konczal spoke about the importance of knowing what jobs will be available in the valley and then making available training for local residents so that they can be prepared to fill those jobs, thus benefitting the individuals and the community.

This was an information item.

**9. Committee Reports**

Executive Committee: Chair Hensley reported that the Executive Committee (Committee) met on July 21st, at which time they reviewed and approved the FRWDB's One-Stop Operator (OSO) Application. He explained that the AJCC OSO must be selected through a competitive procurement process, but no proposals were received when the FRWDB put this out for procurement. The FRWDB will be submitting its application to the state to act as OSO. The Executive Committee reviewed and approved the Wildfires National Dislocated Worker grant award allocation, as well as the High Roads Construction Careers – California Climate Investment grant award allocation.

The Committee accepted the May 2021 Financial Report and the May 2021 Agency Budget and Expenditures Report. They also reviewed and recommended that the FRWDB approve the proposed budget and personnel plan for Program Year 2021-2022. He noted that total funding, which included estimated carryover, formula funding from the state, and funding from grants, was almost \$34,900,000. Chair Hensley also stated that Mr. Konczal provided a brief overview of the projects he had focused on over the past quarter at the Executive Committee meeting.

Mr. Konczal stated that currently, the FRWDB was working through two (2) earmark requests for the budget revisions at the state level. One, through Assembly member Arambula's office, deals with the construction training program and would add a small monetary stipend while trainees are in their initial six (6) weeks of training, but also would create an eight (8) week paid Work Experience at the end of the training. The second request, through Senator Caballero's office, would expand the forestry training that the FRWDB is currently doing at Reedley College to the Oakhurst campus of Madera Community College and to Columbia College in Sonora. He noted that until an adequate supply of human capital is ready to take the contracts through private businesses to do the work, all the money being put out will not make a difference. He added that on July 21, 2021, the new CEO of Pacific Gas & Electric (PG&E) announced that PG&E will be putting a plan before the Public Utilities Commission to bury 10,000 miles of power lines in the state of California at an initial cost of somewhere between \$15 and \$30 billion over the next six (6) years. Mr. Konczal stated that the FRWDB will be asking PG&E to consider adopting a Targeted National Hiring Policy, similar to what the High-Speed Rail Authority adopted, so that local trained workers could have an opportunity to be hired for some percentage of those jobs.

Director Montalbano asked what was being done with the trees that are being cut down in the forests and was there any income from those felled trees. Mr. Konczal stated that there are several factors that determine whether a felled tree had value, or if it had become so dry that it was value-less.

Mr. Konczal again stated the need to have Californians trained and licensed to meet the need for qualified workers to cut down the trees. Chair Hensley asked if the FRWDB would have a role in helping with this effort, and Mr. Konczal indicated that once there is an actual Senate Bill number from the state, the FRWDB will be involved in approaching elected officials about this.

Director Silveira asked if there was any estimates or projections on new jobs or the number of workers that will be needed for these projects. Mr. Konczal indicated that that specific information was not available. Director Silveira also asked if the FRWDB provides information about these types of jobs and training to schools. Mr. Konczal indicated that the FRWDB had taken different approaches to outreaching to schools in the past, but has been more successful working with Community Based Organizations and the FRWDB's Youth providers to get this type of information to young adults. Mr. Konczal indicated that he would be available to discuss this further with Director Silveira.

This was an information item.

**10. Approval of the June 2, 2021, Meeting Minutes**

**BONNER/BAUER – APPROVED THE JUNE 2, 2021, MEETING MINUTES. VOTE: YES – 11; NO – 0 (UNANIMOUS)**

**11. July 2021 Financial Report**

Mr. Konczal presented the July 2021, Financial Report for the FRWDB's acceptance. He indicated that the report reflects information pertaining to the grants the FRWDB had received, including some modifications and minor increases to a couple of the grants. FRWDB staff had no concerns with the report and the Directors had no questions.

**OLIVARES/BLUNT – ACCEPTED THE JULY 2021 FINANCIAL REPORT. VOTE: YES – 12; NO – 0 (UNANIMOUS)**

12. **Consent Item (A1)**

OLIVARES/SILVEIRA – APPROVED CONSENT ITEM A1. VOTE: YES – 12; NO – 0 (UNANIMOUS)

13. **Second Quarter Community Events**

Mr. Konczal stated that there were no community events to report for the second quarter of Program Year 2021-2022.

This was an information item.

14. **Information Sharing**

There was no information shared.

15. **Agenda Items for December 1, 2021, Meeting**

There were no items recommended for the December 1, 2021, FRWDB meeting agenda.

16. **Meeting Feedback**

No meeting feedback was provided.

The meeting was adjourned at 4:50 p.m.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	10
MEETING DATE:	December 1, 2021
ACTION:	ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwddb.net

---

**TO:** Fresno Regional Workforce Development Board  
**FROM:** Blake Konczal, Executive Director  
**SUBJECT:** October 2021 Financial Report

## **RECOMMENDATION:**

Accept the Fresno Regional Workforce Development Board (FRWDB) October 2021 Financial Report.

## **REASON FOR RECOMMENDATION:**

The attached summary financial report and charts display year-to-date financial information through October 31, 2021.

- Prison to Employment (P2E) – San Joaquin County Implementation Direct Services/Supportive Services Earn and Learn: On July 27, 2021, the grant received a reduction of \$200,000 due to the pandemic affecting both the anticipated enrollment numbers and sub-contracting services. Staff has modified the funds to meet the current needs of participants. This grant ends on March 31, 2022, and it is currently 25.97% expended at \$126,159 of the modified grant amount of \$485,849.
- COVID-19 Employment Recovery National Dislocated Worker Grant (NDWG): This grant ends on March 31, 2022, and it is 18.77% expended at \$84,444 of the \$450,000. Staff is working with the State to complete a budget modification to address the under expenditures and to open training to additional occupations.
- Fatherhood – Health and Human Services: On June 28, 2021, we received an award of \$749,999 for a second-year option from September 30, 2021, through September 29, 2022. As of October 31, 2021, it is 23.81% expended at \$178,609.
- Staff has no concerns with grant expenditures at this time.

## **ATTACHMENT:**

October 2021 Financial Report



**FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD**  
**Summary Financial Report**  
**October 2021**

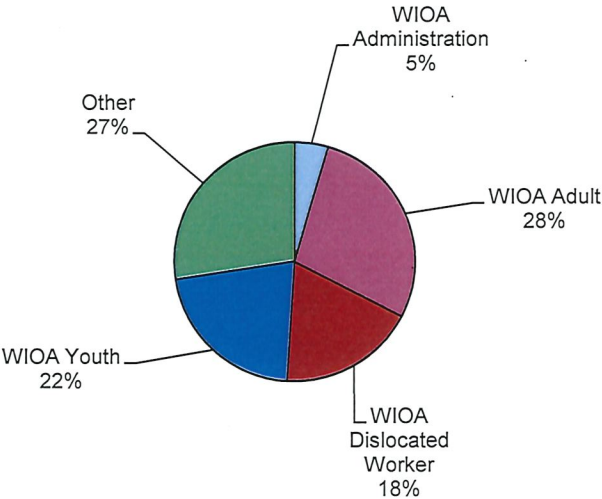
GRANT	TERM	Total Grant Amount	Prior Year(s) Expended	Current Year to Date Expenditures	Percent Expended	Unspent Committed Funds
WIOA ADMINISTRATION	07/01/2021 - 06/30/2022	1,583,801		364,351	23.00%	1,219,450
* WIOA ADULT	07/01/2021 - 06/30/2022	9,909,219		1,185,427	11.96%	8,723,792
* WIOA DISLOCATED WORKER	07/01/2021 - 06/30/2022	6,496,309		1,016,985	15.65%	5,479,324
* WIOA YOUTH	07/01/2021 - 06/30/2022	7,617,712		1,598,281	20.98%	6,019,431
*WIOA RAPID RESPONSE & Layoff Aversion	07/01/2021 - 06/30/2022	216,438		41,167	19.02%	175,271
TCC - Transformative Climate Communities	02/01/2020 - 03/31/2024	1,249,432	137,772	26,514	13.15%	1,085,146
CAL FIRE	03/01/2020 - 06/01/2022	1,675,200	372,893	115,371	29.15%	1,186,936
P2E - SJC IDS/SSEL	09/01/2019 - 03/31/2022	485,849	83,133	43,026	25.97%	359,690
COVID-19 Employment Recovery NDWG	04/01/2020 - 03/31/2022	450,000	36,237	48,207	18.77%	365,556
High Road Construction Careers (HRCC): SB1 Valley Build	11/01/2020 - 08/31/2022	1,499,818	200,373	214,084	27.63%	1,085,361
Fatherhood - HHS	09/30/2021 - 09/29/2022	749,999		178,609	23.81%	571,390
HRCC: Low Carbon Economy Workforce Program	06/01/2021 - 03/31/2023	1,194,400	899	9,154	0.84%	1,184,347
2020 September Wildfires - 1st Increment	01/01/2021 - 12/30/2022	975,000	9,348	11,442	2.13%	954,210
Pathway Home Grant - GRID Alternatives	07/01/2020 - 12/31/2023	73,630	419	345	1.04%	72,866
HRCC: Reimagine Workforce Preparation Grant (RWPG)	04/01/2021 - 03/31/2023	2,010,608	1,689	32,230	1.69%	1,976,689
<b>TOTAL FUNDING</b>		<b>36,187,415</b>	<b>842,763</b>	<b>4,885,194</b>	<b>15.83%</b>	<b>30,459,459</b>

\* Total Grant Amount includes ACTUAL carryover from Prior Plan Year 20 - 21  
Due to spreadsheet formula rounding calculations, totals may be off by \$1 or \$2

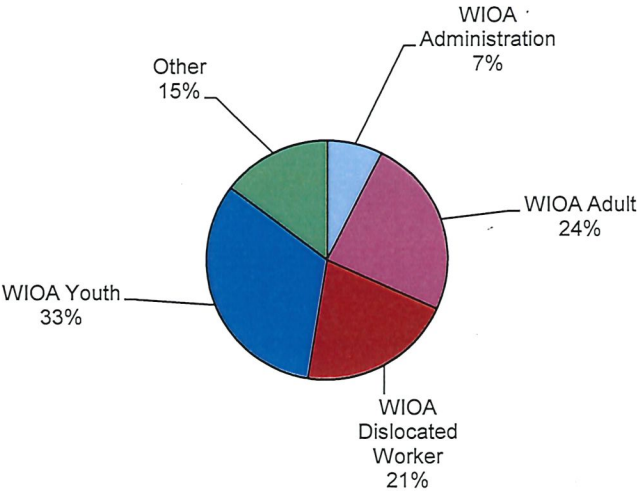
Prepared by: C. Beierschmitt

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD  
FINANCIAL REPORTS  
October 2021

**FRWDB Committed Funds  
Fiscal Year 2021-2022**

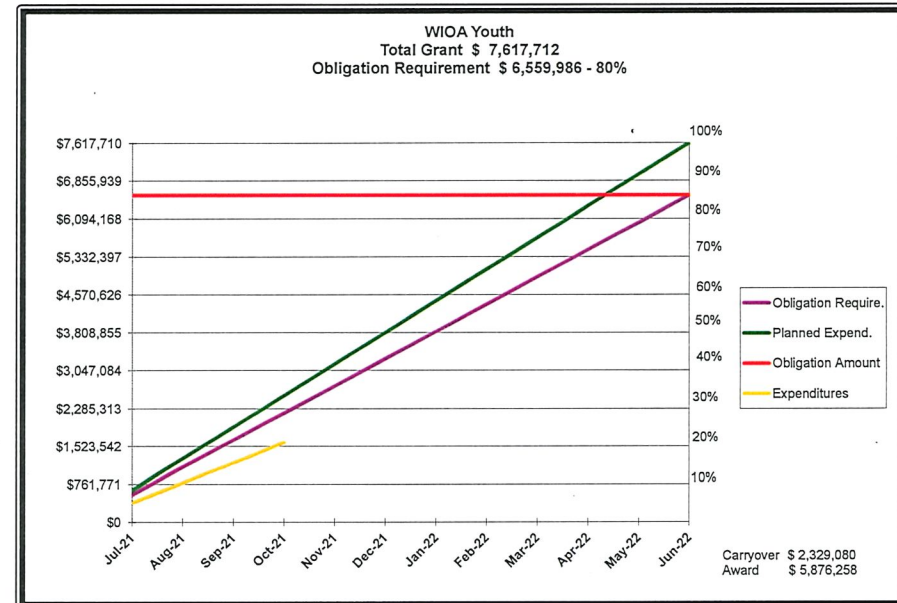
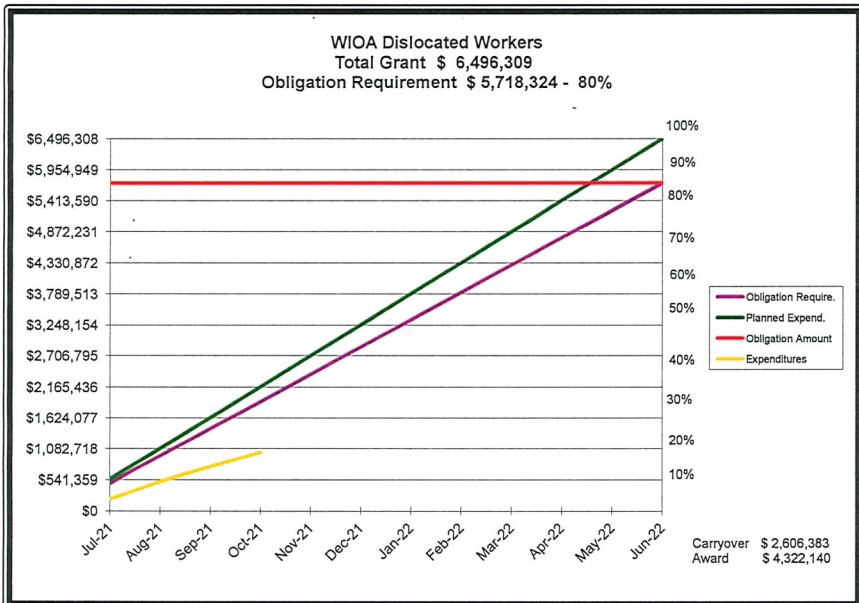
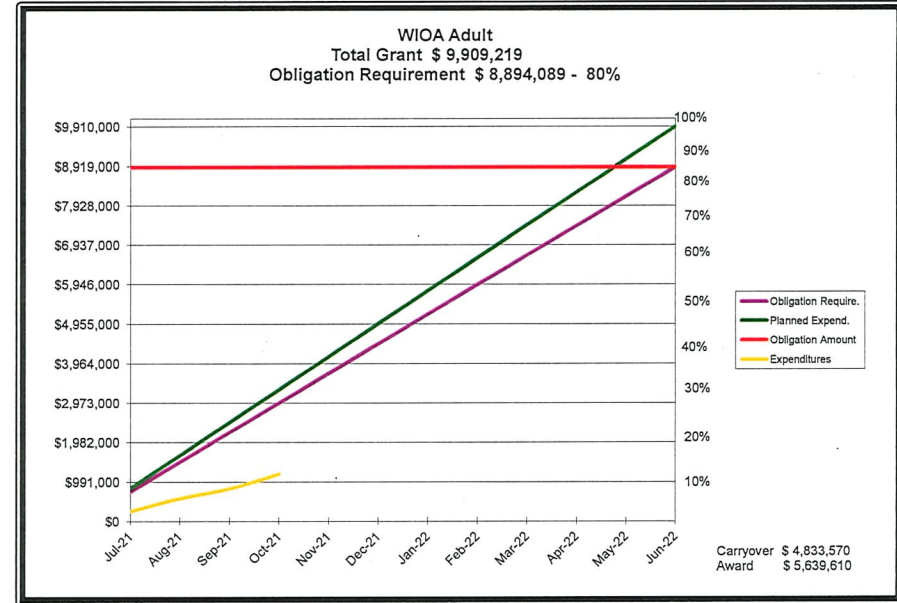
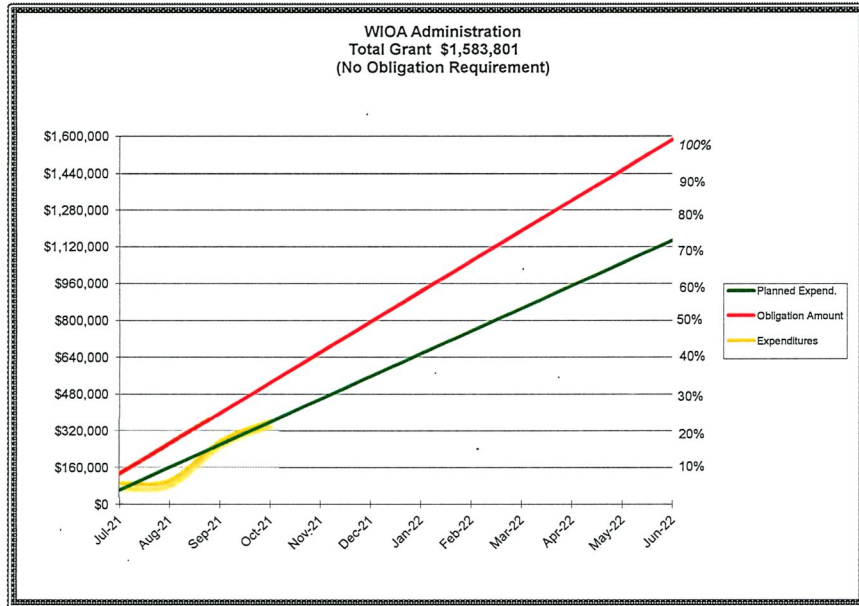


**FRWDB Expenditures  
Fiscal Year 2021-2022**



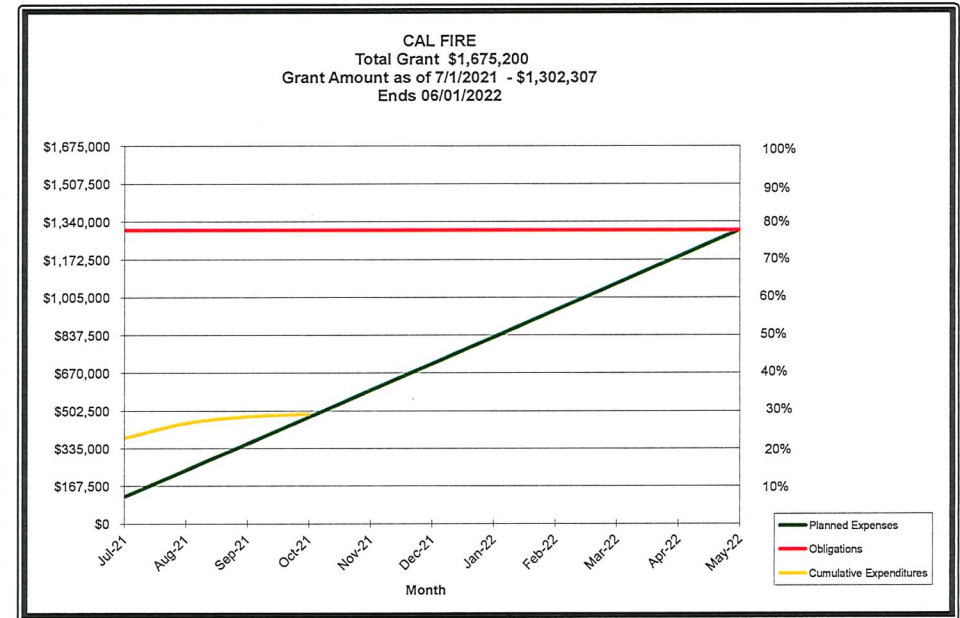
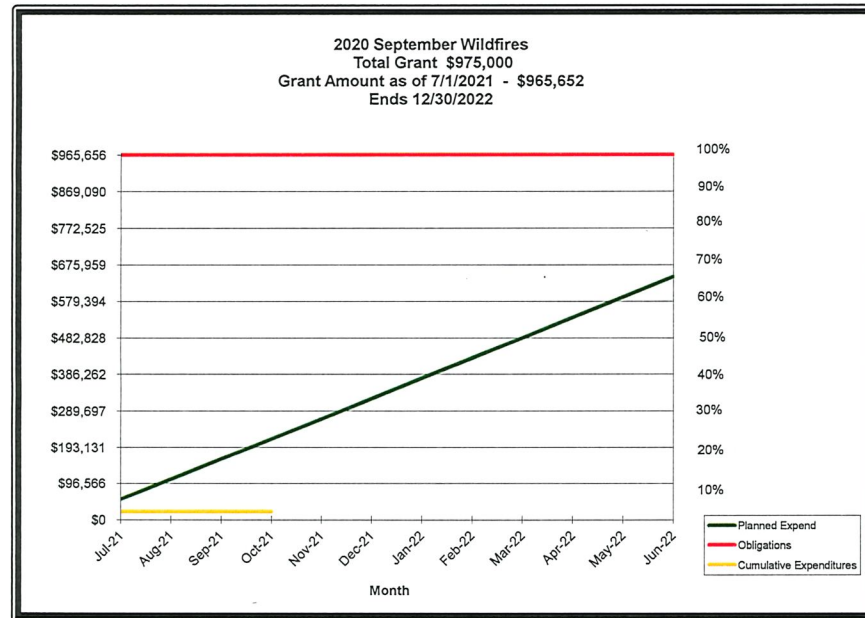
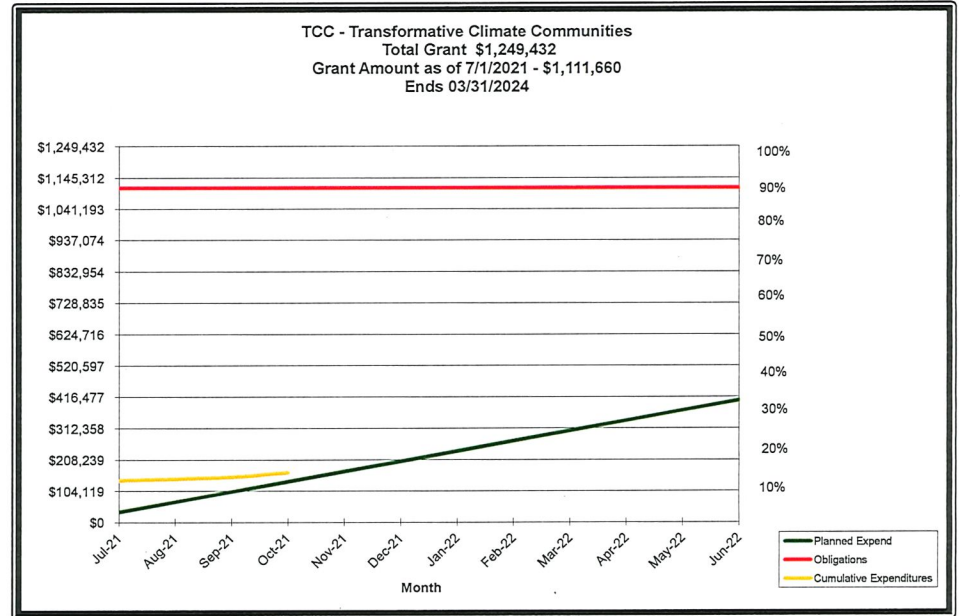
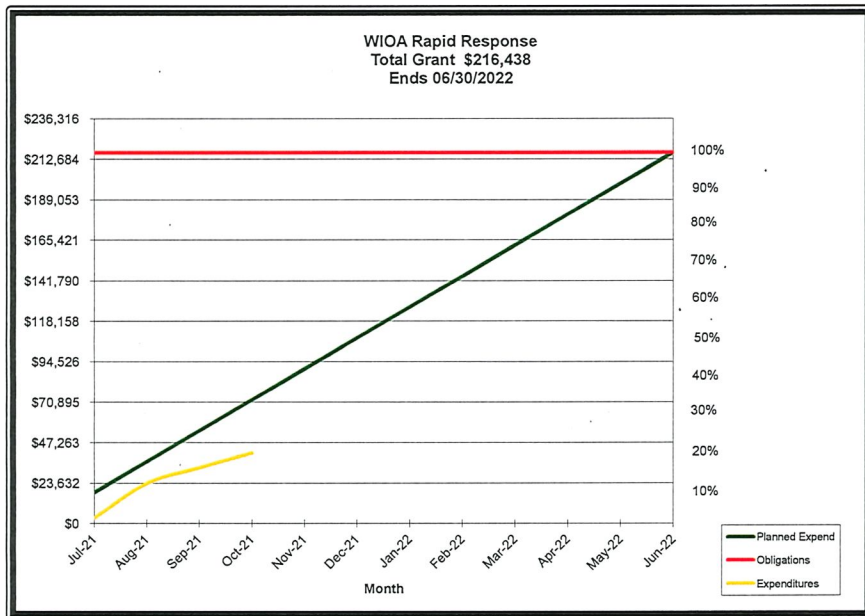
FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD FINANCIAL REPORTS

October 2021



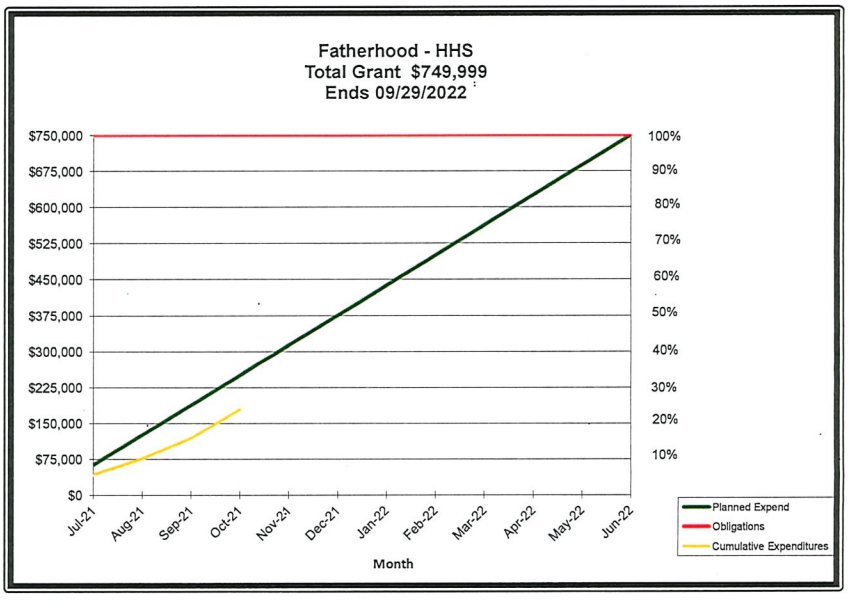
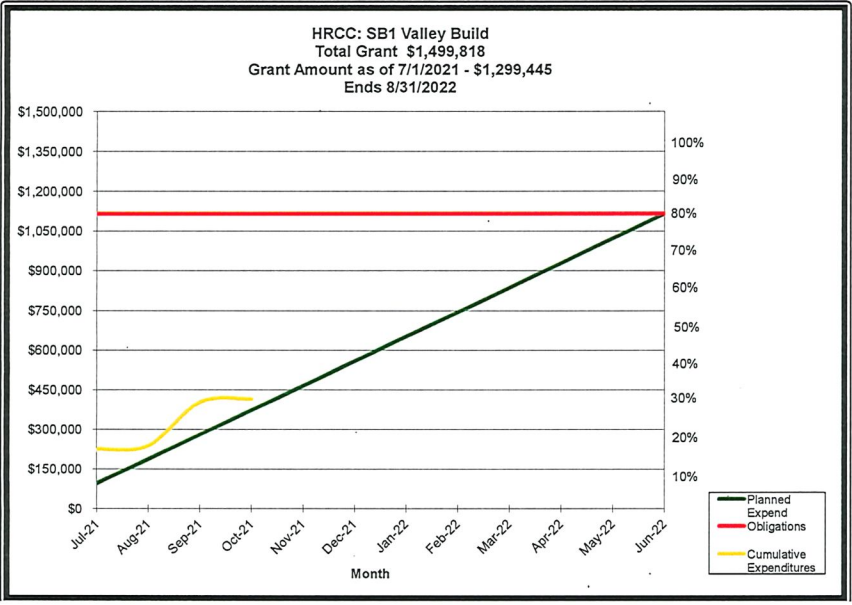
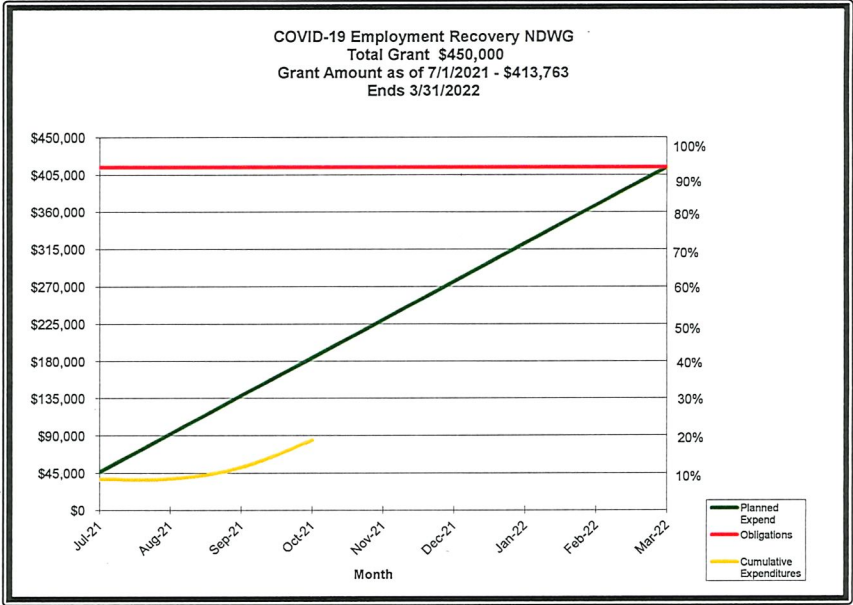
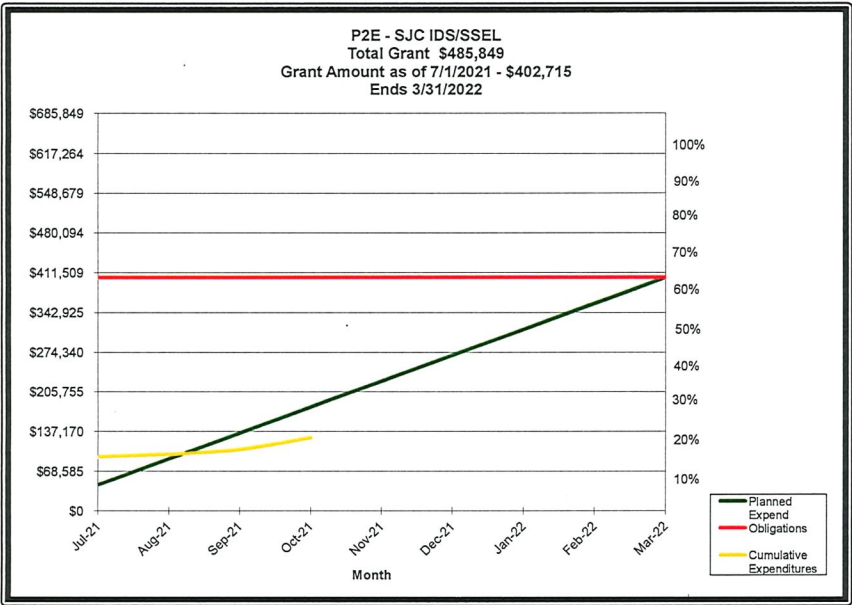
FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD FINANCIAL REPORTS

October 2021

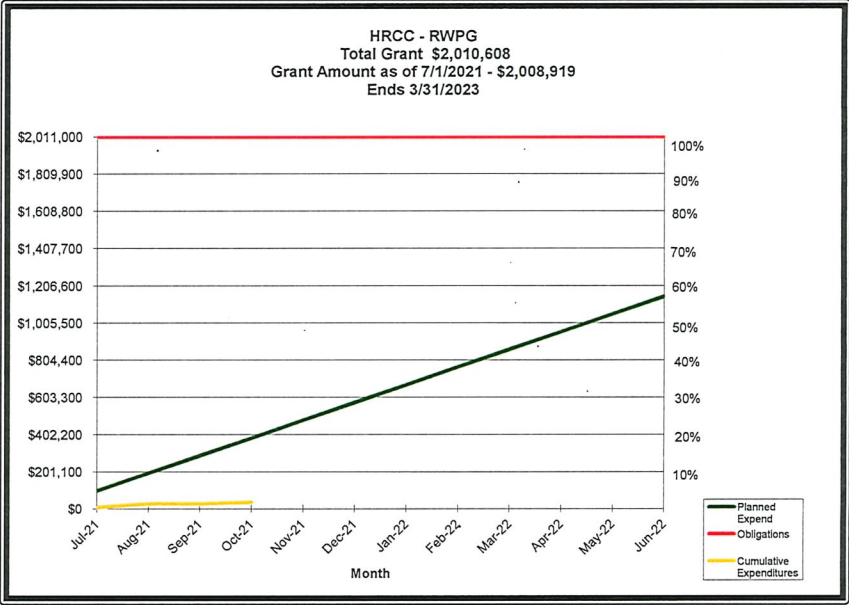
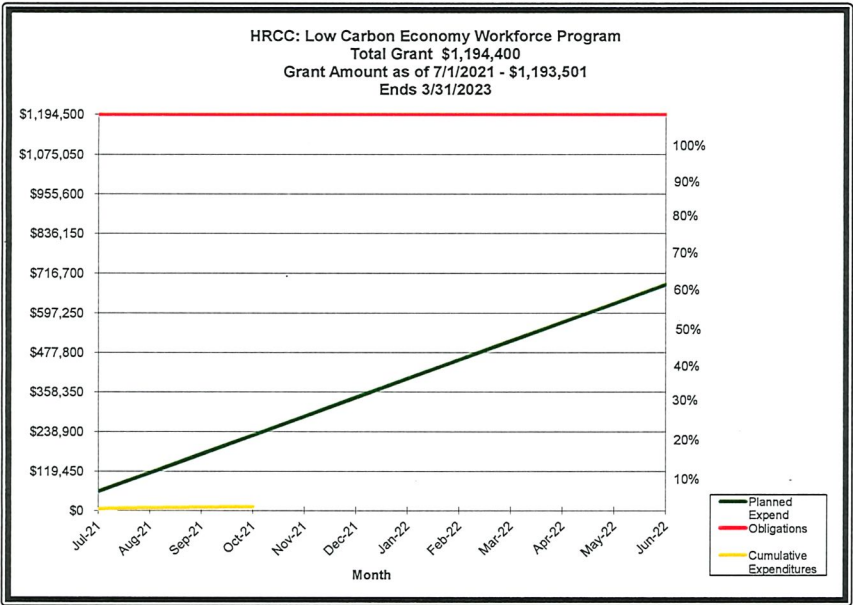




October 2021



October 2021



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	11
MEETING DATE:	December 1, 2021
ACTION:	APPROVE

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Fresno Regional Workforce Development Board

**FROM:** Blake Konczal, Executive Director

**SUBJECT:** New Location for Fresno City and County's America's Job Centers of California Dislocated Worker Site and Business Services Center

## **RECOMMENDATION:**

Approve new location for the City and County of Fresno's affiliate America's Job Center of California (AJCC) Dislocated Worker site and Business Services Center, at 1455 E. Shaw Avenue, Fresno, CA 93726.

## **REASON FOR RECOMMENDATION:**

In 2019, the Fresno Regional Workforce Development Board (FRWDB) adopted a new service delivery model for Adult and Dislocated Worker services, awarding two (2) separate contracts: one (1) for Adult and one (1) for Dislocated Worker to provide Workforce Innovation and Opportunity Act employment and training services throughout Fresno County. The new service model allows for services to be tailored to the specific population and ensures a consistent service delivery model is provided at all of the AJCCs for the City and County of Fresno.

In implementing the new service delivery model, it was determined to also shift from one (1) single AJCC center in Fresno, to two (2) separate specialized centers that focus on serving the Adult and Dislocated Worker populations. In order to maximize funding and consolidate services, the Dislocated Worker site will also house FRWDB Business Services Center staff and partner staff from the State of California Employment Development Department (EDD).

In September 2019, FRWDB staff developed the space requirements for the new affiliate AJCC with EDD. The collective work established a need of approximately 21,000 square feet of office space. After 18 months of site search, FRWDB staff was able to successfully negotiate terms with the owner of the new affiliate AJCC office in November 2021. A summary of the material lease terms is contained in Attachment I and the space layout in Attachment II. The target completion date for construction is November 2022.

The lease agreement for the new affiliate AJCC office will be between the Fresno Area Workforce Investment Corporation (FAWIC) and SLC-CO-Tenancy Group and will be presented for the FAWIC's review and approval on December 1, 2021.

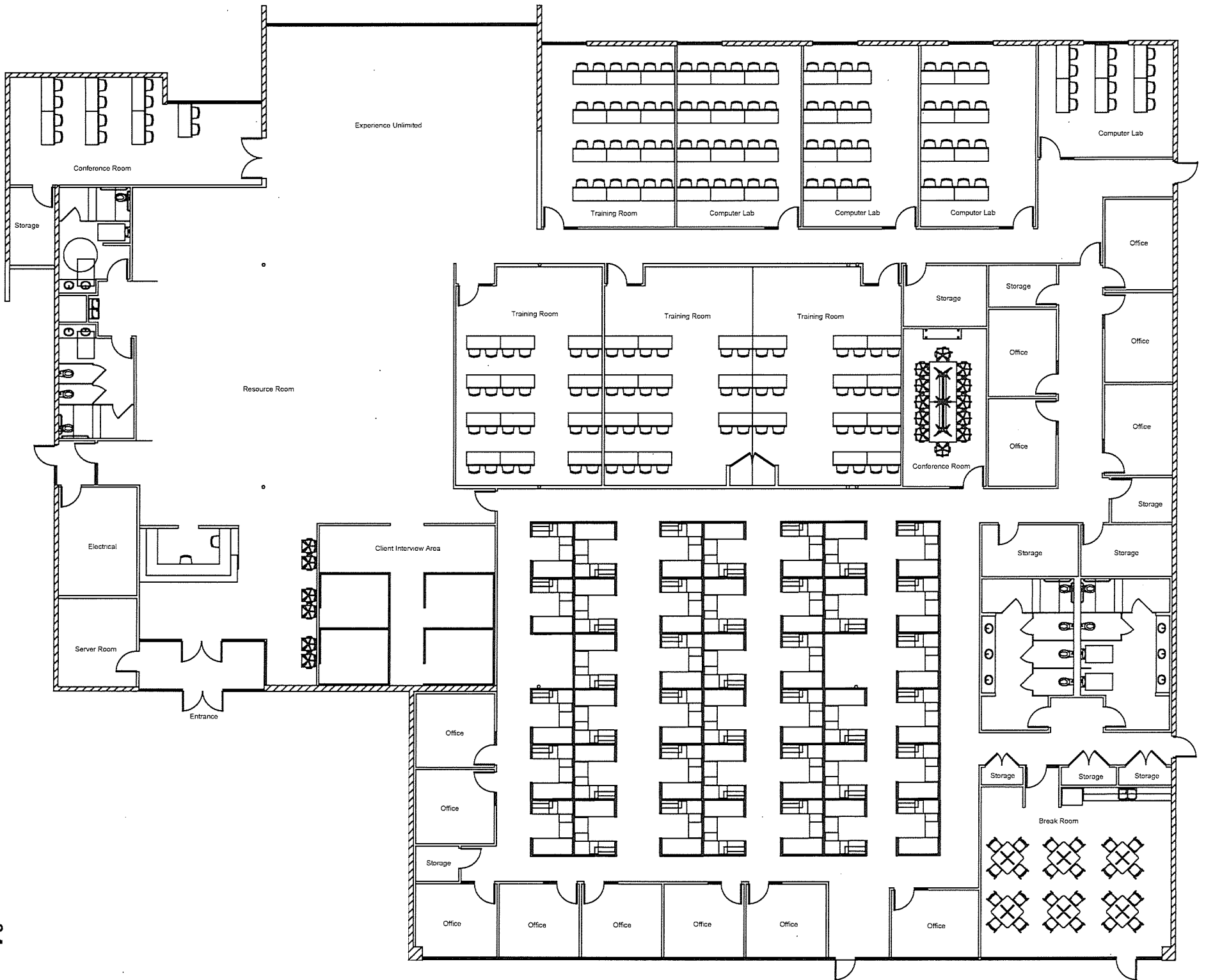
## **ATTACHMENTS:**

ATTACHMENT I – Summary of Lease Terms  
ATTACHMENT II – Space Layout, Site Plan, and Aerial Map

## Summary of Lease Terms

1) Building Information	Address: 1455 E. Shaw Avenue, CA 93726  Year Built: 1975  Lease Space: Approximately 20,301 rentable square feet																																	
2) Owner/Landlord	SLC-CO-Tenancy Group 1269 W. I Street Los Banos, CA, 93635																																	
3) Lease Terms	Initial Term: Ten (10) Years  Renewal Options (may be exercised by Workforce): Two (2) Five (5) Year Extensions  Lease Type: Modify Gross																																	
4) Lease Commencement and Delivery Date	Estimated to be December 1, 2022																																	
5) Rent	Initial Rent and Operating Expenses: \$1.43/rsf. monthly  Tenant Improvement Rent: Estimated at \$0.87/rsf. monthly (subject to change based on actual costs).  Annual rent increase: 2.5% <table><thead><tr><th></th><th>Rate /s.f.</th><th>Monthly</th></tr></thead><tbody><tr><td>Year 1</td><td>\$1.43</td><td>\$29,030.43</td></tr><tr><td>Year 2</td><td>\$1.47</td><td>\$29,756.19</td></tr><tr><td>Year 3</td><td>\$1.50</td><td>\$30,500.01</td></tr><tr><td>Year 4</td><td>\$1.54</td><td>\$31,262.60</td></tr><tr><td>Year 5</td><td>\$1.58</td><td>\$32,044.16</td></tr><tr><td>Year 6</td><td>\$1.62</td><td>\$32,845.27</td></tr><tr><td>Year 7</td><td>\$1.66</td><td>\$33,666.40</td></tr><tr><td>Year 8</td><td>\$1.70</td><td>\$34,508.06</td></tr><tr><td>Year 9</td><td>\$1.74</td><td>\$35,370.76</td></tr><tr><td>Year 10</td><td>\$1.89</td><td>\$36,255.03</td></tr></tbody></table>		Rate /s.f.	Monthly	Year 1	\$1.43	\$29,030.43	Year 2	\$1.47	\$29,756.19	Year 3	\$1.50	\$30,500.01	Year 4	\$1.54	\$31,262.60	Year 5	\$1.58	\$32,044.16	Year 6	\$1.62	\$32,845.27	Year 7	\$1.66	\$33,666.40	Year 8	\$1.70	\$34,508.06	Year 9	\$1.74	\$35,370.76	Year 10	\$1.89	\$36,255.03
	Rate /s.f.	Monthly																																
Year 1	\$1.43	\$29,030.43																																
Year 2	\$1.47	\$29,756.19																																
Year 3	\$1.50	\$30,500.01																																
Year 4	\$1.54	\$31,262.60																																
Year 5	\$1.58	\$32,044.16																																
Year 6	\$1.62	\$32,845.27																																
Year 7	\$1.66	\$33,666.40																																
Year 8	\$1.70	\$34,508.06																																
Year 9	\$1.74	\$35,370.76																																
Year 10	\$1.89	\$36,255.03																																
6) Utilities and Janitorial Services	Workforce responsible for PG&E and janitorial to the lease premise.																																	
7) Maintenance	Landlord responsible for all maintenance to the site, building, and premise.																																	

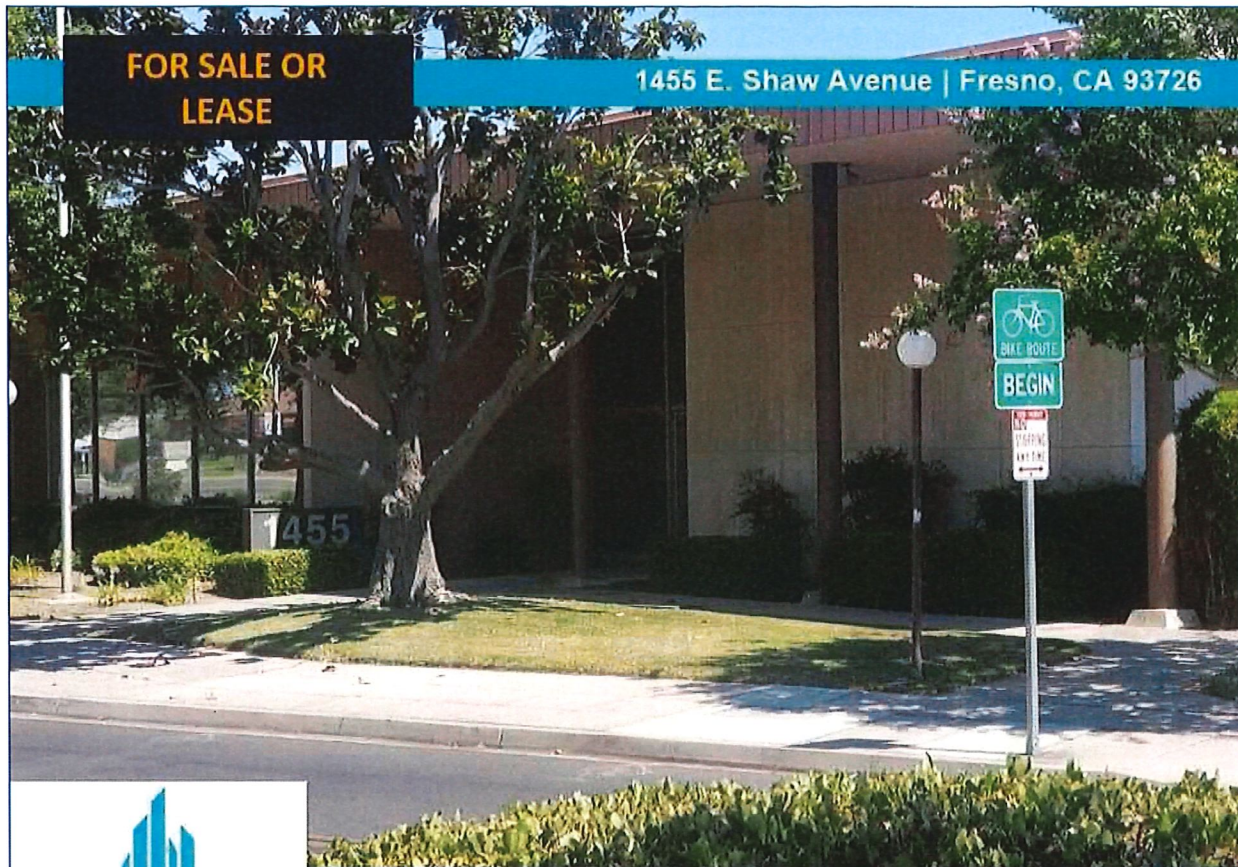
<b>8) Early Termination; Non-Appropriation</b>	<p>Workforce shall have the right to terminate the lease due to a reduction of funds or a complete non-appropriation from the Department of Labor for Workforce Innovation and Opportunity Act.</p> <p>Upon electing to terminate early, Workforce shall pay any unamortized portion of the Tenant Improvements Cost to the Landlord.</p>
<b>9) Subleasing and Assignment</b>	Workforce shall have the right to sublease all or a portion of the Premises to State, County, and local agencies that provide similar services.
<b>10) ADA Compliance</b>	Landlord will deliver an ADA compliant premise upon delivery of premise using the State of California's current standards.
<b>11) Parking: Public and Secured</b>	Landlord will provide sufficient parking for staff and guests at no additional cost.
<b>12) Signage</b>	Landlord will provide appropriate signage as part of the Tenant Improvements Costs.



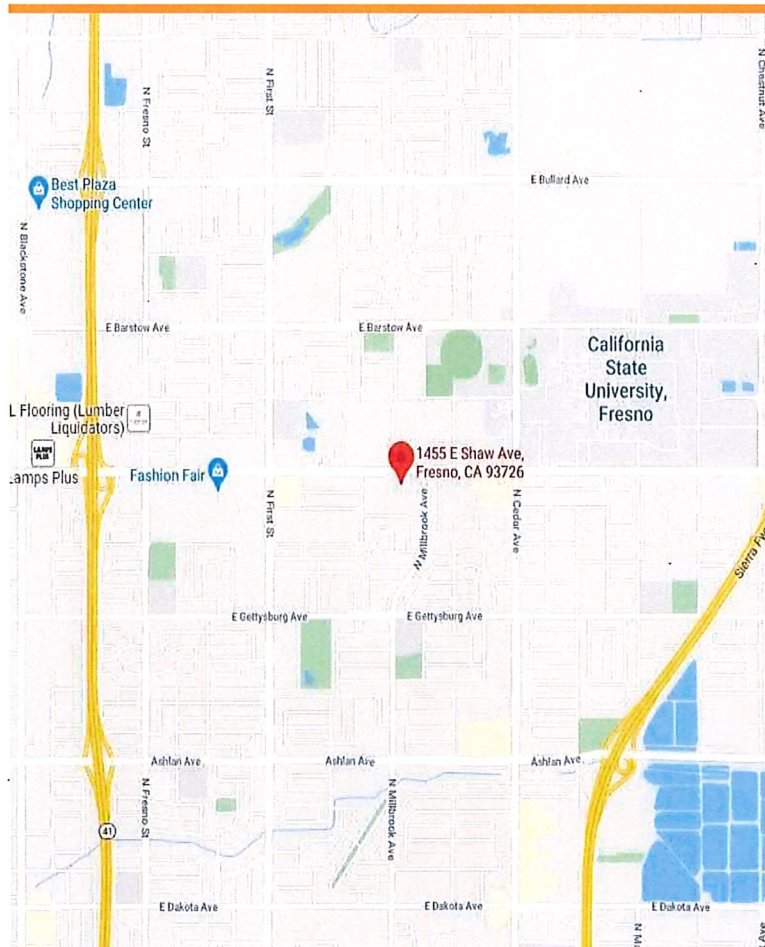


**FOR SALE OR  
LEASE**

**1455 E. Shaw Avenue | Fresno, CA 93726**



<https://thearcproperties.com/>
[info@thearcproperties.com](mailto:info@thearcproperties.com)
 559-705-2100
 5250 N. Palm Ave., Ste. 222  
 Fresno, CA 93704



**Exclusively Presented By  
Jeremy Reed**  
 CA BRE Lic. # 01203327

**ARC Properties, Inc**  
 5250 N. Palm Ave., Ste. 222  
 Fresno, CA 93704  
 (559) 705-2100  
[info@thearcproperties.com](mailto:info@thearcproperties.com)  
[www.thearcproperties.com](http://www.thearcproperties.com)



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	12
MEETING DATE:	December 1, 2021
ACTION:	APPROVE

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Fresno Regional Workforce Development Board  
**FROM:** Blake Konczal, Executive Director  
**SUBJECT:** America's Job Centers of California Certification

## **RECOMMENDATION:**

Approve the America's Job Centers of California (AJCC) Comprehensive and Affiliate AJCC Baseline and Certification Indicator Assessments.

## **REASON FOR RECOMMENDATION:**

In accordance with Workforce Innovation and Opportunity Act (WIOA) Section 121(g), Local Boards must conduct an independent and objective evaluation of the AJCCs in their local areas once every three (3) years using criteria and procedures established by the State Board.

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

The certification included a baseline assessment and an AJCC Certification for each AJCC comprehensive and affiliate location. The baseline assessment is intended to ensure that all AJCC comprehensive and affiliate sites are in compliance with key WIOA statutory and regulatory requirements. The AJCC Certification is intended to encourage continuous improvement by identifying areas where an AJCC may be exceeding quality expectations, as well as areas where improvement is needed.

As outlined in State Directive WDD20-08, the State Board identified seven (7) AJCC certification indicators as follows:

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

In accordance with guidelines established in the state directive, the evaluation was completed by an independent evaluator. The process used to evaluate the Fresno Regional Workforce Development Board's (FRWDB's) comprehensive and affiliate AJCCs involved the evaluator's on-site review of each AJCC, an in-person meeting with FRWDB leadership and WIOA provider staff and partner representatives,



review of supporting documentation, development of the draft assessments, on-site review of the draft assessment with FRWDB leadership, and finalization of the attached AJCC/affiliate baseline criteria matrix and certification indicator assessments. The content and intensity of the process ensured that all quality indicators were considered in the evaluation of the AJCCs.

The State Directive mandated that the AJCC certification process be completed and submitted to the State by November 1, 2021. In order to meet this deadline, the AJCC Baseline Matrix and Certification was submitted and accepted by the state pending signature of the Local Board. Upon approval of this item, FRWDB staff will obtain the required signatures and forward the signed documents to the state board as mandated. The AJCC certification will be in effect as of January 1, 2022.

**ATTACHMENTS:**

ATTACHMENT I: Fresno Comprehensive AJCC Certification Matrix Baseline Criteria

ATTACHMENT II: Reedley Affiliate AJCC Certification Matrix Baseline Criteria

ATTACHMENT III: Mendota Affiliate AJCC Certification Matrix Baseline Criteria

## Fresno 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 ~~Fresno Regional Workforce Development Board (FRWDB)~~ \_\_\_\_\_

Name of AJCC ~~Workforce Connection Manchester Comprehensive America's Job Center of California~~  
(AJCC)

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

due to the COVID-19 pandemic)		
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: N/A		
Was a corrective action plan submitted?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings open or closed?: N/A		
If closed, as of what date: N/A		
<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

\_\_\_\_\_  
Click here to enter text.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Chair, Fresno Regional Workforce Development Board

\_\_\_\_\_  
Title

## AJCC Certification Indicator Assessment

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

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

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

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

Name of Local Board Fresno Regional Workforce Development Board (FRWDB)

Name of AJCC Manchester – Fresno Comprehensive America's Job Center of California (AJCC)

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

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

**Introduction:** Both the Baseline and Indicator Assessment portions of the AJCC certification process were completed by an independent evaluator, who applied a two-phased approach to the review, including, first, a review of each of Fresno Regional Workforce Development Board's (FRWDB's) three America's Job Centers of California (AJCCs), and, second, a review of the centers from a system perspective. This approach enabled the evaluator to complete a site specific assessment of baseline compliance, while recognizing that most of the Indicator Assessment criteria can and should be addressed from a system perspective, based on the fact that, differences in size and on-site partners' presence notwithstanding, all centers operate under the same policy structure and deliver the same services. The other notable difference among the FRWDB-funded Workforce Connections centers is that they are operated by two distinct, competitively procured service providers. Equus Workforce Services (Equus) is the provider for the WIOA Title I Adult program, and the CLC Partnership is the provider for the WIOA Title I Dislocated Worker program. A comprehensive center is located in Fresno, the Manchester Workforce Connection Center. The network also includes two affiliate centers: Workforce Connection Mendota and Workforce Connection Reedley.

This Indicator Assessment narrative is for the comprehensive Manchester Workforce Connection center in Fresno. However, except where specifically noted, descriptions apply equally to all AJCCs in the FRWDB network.

**Overview:** The three AJCCs funded by FRWDB ensure universal access for customers and center staff is skilled and experienced at working with job seekers from diverse backgrounds, including individuals with barriers to employment.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to ensure the center and its services are universally accessible.

- A. *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.***

Workforce Connection staff and partner representatives assigned to the centers speak diverse languages and represent diverse cultures. As such, they both understand and appreciate diversity and work well with diverse customers. FRWDB and center leadership recognize that staff benefit from training to increase their understanding of individuals with various barriers to employment. Center staff has participated in training on diversity, equity, and inclusion and on cultural competency. Additional training that has been made available to staff who deals



with individuals with barriers to employment, including persons with disabilities and formerly-incarcerated/justice involved individuals.

- B. *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.***

A key function for FRWDB's Equal Opportunity Officer is to continuously review new guidance from the state and other sources to identify changes that will effect local policies and procedures and AJCC operations. FRWDB is responsible for ensuring compliance with all aspects of equal opportunity, including accessibility for individuals with disabilities. Policies and procedures serve as the basis for staff training.

- C. *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.***

As required by California WIOA policy, FRWDB has developed a Limited English Proficiency Plan that applies to all Workforce Connection centers. The plan acknowledges and builds upon the bilingual capabilities of many center staff and describes the various strategies and resources (including forms being available in Spanish) by the centers to assist individuals who are not fluent in English. Local adult education agencies are key partners in serving customers who are English language learners and they provide a wide range of educational programs for this priority population, including English-as-a-Second Language (ESL) courses.

- D. *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.***

As repeated in response to Indicator 3, item b and Indicator 6, item H, In 2020, FRWDB and AJCC staff participated in training on customer-centered design that was led by former U.S. DOL Regional Administrator Virginia Hamilton, who is an expert in the topic. Part of this training included using customer input to identify services and/or processes that could be improved through a customer perspective. Several improvements were made to AJCC processes. In addition, FRWDB and AJCC representatives who participated in this training are currently using these design techniques as they layout and configure space for a new comprehensive center and a new affiliate AJCC that will open in 2022.

- E. *The AJCC implements the veteran's preference and priority of service requirements.***

The WIB has developed a policy on veterans' preference and priority of service to mirror state policy and comply with all federal regulations The policy has been implemented by all Employment Connection centers.

***F. The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.***

All Workforce Connection centers are open from 8:00 a.m. to 5:00 p.m., Monday through Friday. Outside normal business hours, AJCC and FRWDB staff remains available to assist job seekers and business customers. Some services provided after traditional work hours include:

- Employer recruitments
- Job fairs, including those held on virtual platforms, used to recruit on behalf of multiple employers
- Community and civic events, which occur after hours or on weekends, which are used to promote the centers' programs, services, and activities and to recruit candidates
- Rapid response activities to assist employees from all shifts who have received a notice of layoff
- Workshops that are provided in the evening, include those offered online
- Center-based training may be offered in the evenings, including CNA training at the Manchester center
- Web-based services of the Workforce Connection system, including orientation, are available every day, at any time

Partners also point out the significant amount of afterhours services they provide. Most of the schools in the local adult education consortium offer virtual courses during the evening, including many in which Workforce Connection participants are enrolled.

***G. The AJCC delivers both AJCC-based and virtual services.***

All three Workforce Connection centers are open and providing basic and individualized career services in person. Given ongoing public health concerns, social distancing and sanitation protocols are being followed. To supplement in-person services, particularly for individuals not yet fully comfortable with activities within in door settings, an array of online services are now available. These include: orientations; application processes; CalJOBS registration; workshops; individual employment/career planning sessions with center staff; and one-to-one meetings with staff, among other services.

***H. 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.***

As most of the virtual services now offered by the Workforce Connections centers were developed during the pandemic, they are new. All services are still being reviewed for compliance with accessibility standards and this process is in itself a moving target, as technology is evolving even as it is being reviewed. For example, the closed captioning features of videoconferencing technology, such as Zoom,

are continuing to improve. FRWDB may secure outside support, such as assistance from our colleagues at DOR, to continue to assess accessibility of virtual services.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- Staff is adept and effective in working with customers with disabilities.
- A Limited English Proficiency Plan is in place and the centers are effective in working with English language learners.
- FRWDB and Workforce Connections managers and staff understand and are putting to use the principles of customer-centered design.
- Services are available outside traditional business hours.
- Virtual services are available to customers.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- FRWDB and AJCC Leadership should continue to assess the accessibility of virtual services and makes improvements until services for person with disabilities are equally accessible.

**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:

**Overview:** The effective partnerships enjoyed by the AJCCs in Fresno County are the result of many years of cooperation and collaboration not only related to operation and support for the centers, but more broadly by the partners working together to address critical workforce needs through a wide range of strategies and approaches. The local workforce partnership includes active participation by the WIOA-required partners, along with many other system allies, including economic development, local government agencies, organized labor, business associations, and non-profit ventures, among others.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to develop, maintain, and leverage effective relationships with WIOA core partners, other AJCC MOU partners, State Plan-mandated partner programs (e.g. Child Support Services, CalFresh Employment and Training), and local stakeholders, including community- and faith-based agencies.

**A. *A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.***

A formal system to determine partner satisfaction with the AJCCs and their services has not yet been developed. However, FRWDB has entered into a new AJCC Operator agreement and the contractor's statement of work specifies that it will develop and implement partner surveys. In spite of a formal system not yet having been implemented, as described below, partners are able to communicate their thoughts regarding the AJCC and there is ample evidence that the workforce system partners are satisfied with the Workforce Connection centers.

**B. *Both co-located and non-co-located partners believe that the AJCC adds value to their program and their customers.***

Several partners report that the regular meetings and access to center management make collaboration easy and that AJCC staff are always willing to lend their support. Partners also stated their appreciation for the training that FRWDB and the AJCCs make available to their staff. While there is every indication that the system partners believe that the AJCCs provide value to their programs and participants, implementation of the survey described above will serve to confirm and record partner satisfaction comments concerning the Workforce Connection system.

**C. *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 Operator leads monthly Program Operations Meetings. These sessions provide a forum for the exchange of information among the partners; cross-training and partner presentations on programs and services; discussions about opportunities for partner collaboration on programs and services; and review of customer satisfaction survey results and related feedback, along with discussions on opportunities for system, service, process, and performance improvements.

***D. The AJCC actively outreaches and provides access to non-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.***

AJCC leadership, staff, and partners cite various ways in which the centers communicate with partners and activities that partners' participants are encouraged to attend. Messaging to partners about center-based activities and community-based activities that are led by Workforce Connections takes place in monthly Program Operations meetings, through email blasts that go out to an array of partners and system stakeholders, and by direct communication by phone or email with non-co-located partners' management and staff. Among the AJCC-based and center-sponsored activities about which partners are notified are:

- Workshops and special presentations that are open to the public
- Guest speakers, including employers
- Job fairs featuring multiple businesses with job opportunities
- Specialized recruitment events for new or expanding businesses

***E. 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.***

Following the execution of the partner MOU nearly four years ago, the partners began to provide their counterparts with a structured orientation and training to their programs. This was occurring on a regular basis prior to the onset of the pandemic, at which time it was paused. Earlier this year, FRWDB engaged an AJCC Operator that is responsible for reimplementing these cross-training sessions among the partners. Given the implementation of new contracts in July 2021 and new staff having begun work at the AJCCs, it is a logical time to refresh and repeat partner orientations and cross-training. In conjunction with this process the AJCC Operator and the FRWDB will work together to update the inventory of Workforce Connection partners and programs.

Portions of this information is repeated in response to criteria addressed in Indicators 3 and 6.

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

The Workforce Connection centers and FRWDB actively promote partners' programs and services through making print materials about their programs available at the centers, hyperlinks from the website, and broadcasting information via social media. Many of the partners reciprocate by promoting services of the AJCCs and of other partners. Currently however, a system marketing message and materials have not yet been developed.

**G. *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.***

The partner MOU provides a basic outline of the referral process and a statement that the partners agree to provide referrals to the AJCC and other partners and to receive such referrals. Referrals from the AJCC may be made by the Self Reliance Team (SRT), a group of center and partner representatives that assesses participants' suitability and preparedness for WIOA Individual Career and training services in which they have expressed an interest. They may also be initiated by staff based on needs or interests expressed by customers. Staff attempt to provide a warm hand-off to the referring agency by making appointments with a specific partner representative at a given date, time and location.

**H. *Referrals are recorded and a system is in place for partners to follow-through and report progress on referrals made.***

Currently, when partners make referrals, this information is manually recorded and the referring agency follows-up to see if an actual connection was made. The quality and extent of information recorded by the partners varies significantly from agency to agency and even person to person within agencies. Other than programs that utilize CalJOBS, there has not been a single platform that all or most partners would agree to use. Recently, many of the partners have agreed to participate in an FRWDB-sponsored pilot of UNITE Us, which is an easy to use online system, where notes and basic information about referrals can be recorded.

**I. *The AJCC connects to the community through multiple community partnerships and community access points.***

In an effort to manage service delivery across an expansive service area, the network of FRWDB-funded AJCCs have effectively utilized community on-ramps for more than a decade. With funding for brick-and-mortar operations continuously decreasing, several years ago, FRWDB and its service providers began to work with system partners, public agencies, and community organizations across the county to encourage their cooperation in serving as access points or on-ramps to the workforce system. Typically, this simply involves:

- Promoting the Workforce Connection centers through posters, brochures, and/or including information about the AJCCs within new customer orientations.

- Including a link on the on-ramp agency's website to the Workforce Connection website.
- Making an internet-connected computer available to customers.
- Having staff assist new customers in accessing Workforce Connection's online services.
- Providing warm-hand offs by connecting a potential customer to a Workforce Connection staff person by phone.

Some system partner representatives who are very familiar with the centers and their services, such as staff of adult education agencies, may provide more information and assistance than what is described above.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- Workforce Connection partners meet on a regular basis to discuss the local workforce system and make recommendations for continuous improvement.
- The AJCCs outreaches and provides access to non-co-located partner customers to participate in AJCC-based services.
- The AJCCs connect to the community through multiple community partnerships and community access points.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- To supplement informal methods presently being used to determine partner satisfaction with the AJCC and its services, on behalf of FRWDB and the AJCCs, the Operator should develop and implement a satisfaction survey that could be periodically distributed to the MOU partners.
- FRWDB and AJCC leadership, along with the AJCC Operator should develop and implement a plan to refresh and repeat partner orientations and cross-training.
- AJCC leadership, working with FRWDB and system partners, should examine opportunities to develop a system marketing message and materials.
- The AJCC Operator and the FRWDB should work together to update the inventory of Workforce Connection partners and programs.



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

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

**Overview:** The Workforce Connection network of AJCCs has continued to evolve over more than two decades since they were first established. Today's centers are more integrated and offer a wider range of services and supports than ever before. They are also more customer-focused and staff have become more adept at working well with all customers, including individuals with significant and/or multiple barriers to employment. FRWDB is committed to supporting a highly customer-focused system by providing or securing ongoing training and technical assistance for AJCC staff.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to design and deliver services within integrated settings that are highly customer-focused.

- A. *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.***

WIOA Title I-funded service provider staff members have been working alongside staff from EDD, DOR, the Fresno County Department of Social Services, and other system partners for many years inside the Workforce Connection centers. On a regular basis, staff work together to serve customers, participate on committees together, collaborate on events, and ensure that overall operations are effective. A team culture has developed over time and the service providers who manage these centers, along with the AJCC Operator, strive to foster and strengthen this culture among all staff.

- B. *AJCC staff have received customer service and customer-centered design training.***

The AJCCs are focused on meeting the individual needs of all customers. Given this priority, the FRWDB and AJCC service providers make investments in customer-focused staff training a priority. AJCC staff has participated in both customer service training and specialized training and activities pertaining to the use of customer-centered design.

Customer Service Training: Larry Robbin has provided training on working with difficult customers. AJCC staff have also secured online training through Skillpath. Customer service-related topics have included *How to Handle Customers under Pressure* and *How to Be a Customer Service Superstar*.

Customer-Centered Design Training: In 2020, FRWDB and AJCC staff participated in training on customer-centered design that was led by former U.S. DOL Regional Administrator Virginia Hamilton, who is an expert in the topic. Part

of this training included using customer input to identify services and/or processes that could be improved through a customer perspective. Several improvements were made to AJCC processes. In addition, FRWDB and AJCC representatives who participated in this training are currently using these design techniques as they layout and configure space for a new comprehensive center and a new affiliate AJCC that will open in 2022.

AJCC service providers (the CLC Partnership and Equus) both report additional internal training on customer service-related topics that has been provided to their staff.

**C. *AJCC staff is cross-trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.***

Following the execution of the partner MOU nearly four years ago, the partners began to provide a structured orientation and training on their programs that addressed multiple topics, including eligibility. This was occurring on a regular basis prior to the onset of the pandemic, at which time it was paused. Earlier this year, FRWDB engaged an AJCC Operator who is responsible for reimplementing these cross-training sessions among the partners.

This information is repeated in response to indicator 6.

**D. *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.***

Pre-pandemic, EDD representatives were stationed in the AJCC resource rooms on a full-or part-time basis, depending on the site. Presently, they have not resumed onsite services. The current staffing configuration is relying, principally, on WIOA Title I-funded staff, with Equus responsible for Adult program services and the CLC Partnership responsible for Dislocated Worker program services. The two providers have developed compatible procedures and work effectively in the operation of the centers, trading off management responsibilities.

**E. *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***

One of the areas of center operations, where FRWDB and the AJCC service providers have put customer-centered design strategies to their best use is in the area of reception/greeting services, particularly for first time customers. Customers can now go to the Workforce Connection website, prior to traveling to a center, to view an orientation video; register in CalJOBS, and complete an application. For clients preferring to complete these processes in-person, services are also available within the center. When clients who have completed registration arrive, they are issued a center passport and given an orientation to the resource room, where they can begin to access resources. For individuals indicating that they may

be interested in pursuing additional services, such as training, an appointment is scheduled for them to meet with the SRT.

- F. *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.***

Customer flow procedures are in place. As described in response to the previous item, customers move quickly and efficiently through initial services. The only wait time is to meet with the SRT to determine suitability for Individual Career and training services. Typically, customers wait no longer than 2 days for an appointment with the SRT.

- G. *All AJCC co-located 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.***

All partners that are mandatory signatory parties to the AJCC MOU have formally assessed and identified the WIOA-defined career services that they provide. These are summarized within a chart, which comprises Attachment C to the MOU. The AJCC Operator has been tasked with periodically updating and revising the career services matrix.

- H. *The AJCC has established protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.***

FRWDB has an operational directive in place. However, the directive is being revised to correspond more closely to current state guidance, as expressed in the EDD/California Workforce Development Board (CWDB) directive on "Strategic Co-Enrollment." The AJCCs' co-enrollments of eligible individuals into two or more programs is not uncommon. Individualized assessment, service planning, and recommendations from the SRT often identify skills gaps and support needs that may best be addressed by more than one program.

Co-case management is facilitated by entering notes and updates into CalJOBS for those partners that use the system. For others, direct and frequent communications by phone and email are used. These processes, while somewhat cumbersome, are effective based on the good relationships that exist across the local workforce partnership.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- AJCC staff and partners have received customer service and customer-centered design training.

- Systems are in place to promptly greet AJCC customers, identify the reason for their visit and their needs, and quickly connect them to appropriate services
- Protocols for co-enrollment among partners are in place and are being updated to reflect priorities outlined in the state policy directive.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- Cross training among the system partners should resume and a schedule should be developed for presentations by all partners.

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

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

**Overview:** The Workforce Connection centers are widely recognized in Fresno County as resources not only for job search assistance, but for career exploration and planning, and connecting to training programs of all types that prepare people for careers.

**Key Characteristics and Features:** The following responses highlight the AJCC and the workforce system's efforts and capacity to serve as an effective on-ramp to skills development.

- A. *All AJCC staff (i.e., the staff of all co-located partners regardless of staff position or program) value both skill development and employment outcomes and know how they can promote and contribute to both.***

Staff understands that many job seekers using Workforce Connection services will need training before they are prepared to look for work and that other customers will arrive with marketable skills, but will seek assistance with services such as resume development, interview preparation and job leads. Center staff understands that customers are unique. Therefore, each job seeker is assessed to determine his/her skill levels, interests, circumstances, and priorities. Staff values customer choice and recognizes that some customers will complete training and earn credentials before going to work, while others will simply become employed through individualized career services. Both credential and employment outcomes are highly valued by Workforce Connection staff.

- B. *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 regional target sectors were adopted nearly five years ago as part of the Central Valley's PY 2017-20 Regional Plan. As such, there has been significant time for staff to become familiar with these industries. As new staff are hired, they are oriented to the target sectors on which the workforce system is focused in Fresno County. AJCC staff could benefit from additional training on how to use information about jobs and careers in high-growth/promising sectors to conduct effective individual employment and career planning with customers.

- C. *The AJCC has skill development and training opportunities for customers at all skill and experience levels.***

FRWDB and AJCC representatives agree that training opportunities continue to expand for Fresno County residents served by Workforce Connection. No matter what level of skills and experience a customer has when seeking services, training programs are available to bridge skill gaps. Opportunities range from basic skills

training programs to courses that help healthcare workers become Registered Nurses. Many customers come to the AJCCs with skill sets that are partially transferrable to other jobs. These individuals simply need focused, short-term training to bridge a gap. Training in software and technology skills is becoming increasingly popular, as opportunities for remote work in high tech field are growing in the Central Valley. In addition to ensuring that new training programs are approved and added to the eligible list, the local workforce system and the AJCCs make effective use of work-based learning strategies to prepare job seekers for work.

***D. 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.***

As outlined in response to the item above, training programs suited to individuals with all levels of skills and experience are available to AJCC customers. Community colleges, adult education programs, private trade and technical schools, community-based training programs, labor-led pre-apprenticeships, and distance learning programs are all on FRWDB's eligible training provider list. Making the local training system even more robust is the use of work-based models such as transitional jobs and on-the-job training, along with unique programs that have been developed by FRWDB and training partners to address urgent labor market needs. These include a construction a pre-apprenticeship program operated in partnership with the Building Trades Council and a Forest Academy program, that includes both didactic and work-based learning activities preparing workers for jobs in forest management.

***E. AJCC staff is committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.***

As indicated is response to item B (above), AJCC staff, generally, has a good understanding of the regional target sectors and courses/career pathway programs that are available. They could, however, benefit from additional training on how to use information about jobs and careers in high-growth/promising sectors to conduct effective individual employment and career planning with customers.

***F. 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.***

Workforce Connection centers do not implement a sequence of service requirement for customers to access training. For customers needing to develop skills and earn credentials to qualify for employment, Center staff attempts to facilitate their enrollment into training as quickly and efficiently as possible.

**G. *The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.***

AJCC management and staff understand the importance of supportive services for clients as they train and search for work. Funds are budgeted annually from the WIOA Title I Adult and Dislocated Worker programs for this purpose. The centers also make every attempt to leverage resources from other programs to cover the costs of supportive services, which, for some customers, may be significant, depending on the services they need and the length of time they are participating in training and job search. For clients who are enrolled in other programs, such as CalJOBS, staff attempt to secure funds for supportive services from those programs before accessing Title I budgets, which are limited. While clients' supportive services needs continue to center on transportation, childcare, and materials and supplies necessary for training and work, with restrictions to training arising from the pandemic, needs for technology tools have increased. With a special COVID assistance grant awarded to the FRWDB, the centers have been able to assist participants with acquiring laptops and hotspots.

**H. *The AJCC strives to increase the number and percentage of all AJCC customers receiving skill development and training services resulting in industry recognized credentials.***

As indicated in response to item A (above), AJCC and FRWDB managers and staff understand the importance of skill development and the advantages that certain credentials bring to job seekers when they are applying for jobs. System leadership is also aware of the aggressive goals that were established in the State Plan with regard to the number of credentials that California's workforce system is expected to produce over the course of a decade. While no plan has been established to meet a specific numerical goal for customers who participate in training and earn related credentials, the number of individuals in training is increasing as a natural result of many well paid jobs requiring specific skills and credentials. FRWDB will begin to identify and track year-to-year increases in training.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- AJCC staff values skill development and employment outcomes and effectively promotes and contributes to both.
- Staff understands the regional target sectors and is familiar with regional sector career pathways.
- Training services are robust and the AJCCs have skill development and training opportunities for customers at all skill and experience levels.
- Supportive services are available to facilitate customer's participation in training and other services.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- FRWDB and AJCC leadership should secure training for staff on using information about jobs and careers in high-growth/promising sectors to conduct effective individual employment and career planning with customers.
- Beginning in PY 2021-22, on behalf of all Workforce Connection centers, FRWDB should track year-to-year rates of participation in skills training and resulting rates of credential attainment.

**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
<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul> <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>	<ul style="list-style-type: none"> <li>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.</li> <li>b. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.</li> <li>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.</li> </ul>

### ***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:

**Overview:** FRWDB has adopted a bifurcated, but coordinated structure for delivery of business services. A Business Services unit is housed within FRWDB which is responsible for developing and maintaining relationships with businesses and in assisting them in accessing services that address a wide range of needs. Business Services staff work directly with their counterparts at the three AJCCs, providing them information on businesses' hiring needs and job opportunities. In turn, AJCC staff match job ready candidates to available positions and support business through specific services, such as work-based learning.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to effectively engage with businesses in key sectors, while concurrently collaborating with core, one-stop, and other partners in efforts to coordinate and integrate outreach to and communications with businesses in and around Fresno County.

**A. *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.***

FRWDB's Business Services Team is knowledgeable about the economy, the labor market, the regional priority sectors, and characteristics signaling that businesses are "high road" employers. As described, in response to Indicator 6, more training on these topics may be beneficial for AJCC staff.

**B. *The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers.***

The local workforce development system focuses on jobs within the regional priority sectors, which are thriving industries that have many good jobs offering stability and career advancement potential. The Business Services unit and the AJCCs focus on jobs that pay self-sustainability wages (or higher), are in-demand, have low turnover, offer benefits, and provide paths to wage increases and advancement.

**C. *The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.***

There are several ways in which FRWDB and AJCC staff leverages relationships to create opportunities for job seekers to connect to quality jobs. These include partnerships with employers, industry associations, sector partnerships, organized labor, and local education agencies. Examples of workforce system efforts to utilize these relationships to create more opportunities for job seekers, include:



- Working with the San Joaquin Valley Manufacturing Alliance, a business-led sector partnership, FRWDB and AJCC staff become aware of hiring and training opportunities that can benefit job seekers. The Alliance was a critical partner in working with the community colleges to develop a mechatronics industrial automation course to reflect a growing demand for automation technicians. The Alliance also led an internship project for youth, thereby, creating a potential path for well paid jobs in a key industry.
- FRWDB regularly collaborates with the Building Trades Council and member unions to recruit candidates for apprenticeships and for pre-apprenticeship training that positions participants for union membership and quality jobs.
- Working with the Central Valley Hospital Association, the Business Services Team identified a series of maintenance, repair, and custodial jobs that, in many cases, pay strong wages and offer benefits.
- Through the workforce system's connections with businesses, it has supported the development of curriculum and coursework for in-demand jobs. Examples include training for Drug and Alcohol Counselors based on information that came to light through staff communication with the County Department of Behavioral Health and logistics training developed by Fresno City College for Amazon and Gap fulfillment centers.

The Business Services Team, AJCC representatives, and other system leaders and staff are effective in building and maintaining relationships with businesses and other organizations that lead to job seekers gaining access to hiring and career opportunities.

***D. 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.***

FRWDB and its network of Workforce Connection centers provide many forms of information, assistance, and support to businesses in Fresno County. Over the course of delivering these services, companies may provide input or advice about services they need or how services could be designed to better align with the priorities of local businesses. In addition, there are organizations, groups, and events with which Business Services and AJCC staff are involved and that provide various forms of information to the local workforce system that could be used to inform the design of business-responsive services for job seekers. Among these interactions and communications are:

- Business Services Team representatives meet directly with companies to obtain information used to update the local area's demand occupation list, which includes information on the qualifications for these jobs.
- Discussions with representatives of California Manufacturing Technology Consulting reveals some information regarding the skills needed by local businesses in this industry
- Participation on employer roundtables when these discussions take place

While such interactions, in some cases, result in workforce system staff securing business advice about the design and delivery of services, they do not represent a defined strategy to regularly capture guidance that can be used to design and deliver services that reflect current and future needs of business. Business Services and AJCC staff should define a strategy to secure and utilize guidance from businesses in priority sectors.

- E. *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.***

FRWDB has created a structure under which a free-standing Business Services unit has the primary workforce development system responsibility for business contacts. This information is shared with the AJCCs where candidates are matched to job opportunities that are identified. The Business Services team works closely with both the Economic Development Corporation and the "Fresno4biz" partnership, a network of twelve local public/private organizations (e.g. Fresno State University, the Small Business Development Center (SBDC), the Governor's Office of Business and Economic Development) that meet various business needs. Through this collaboration, business outreach efforts are coordinated and multiple or redundant contacts to employers are minimized. These efforts could have an even greater positive impact if more information on employment opportunities were broadcast across the full workforce partnership.

- F. *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.***

Between the efforts of the Business Services unit, its network of partners, and the three Workforce Connection centers, an extensive array of services are available to business at the AJCCs, FRWDB's Business Services Center, the facilities of business services partners (e.g. the SBDC), businesses' own facilities, or at other community locations, such as the sites of job fairs and other hiring events. Services for businesses include, but are not limited to, recruitment, screening, pre-interviewing, skills verification, testing, training or retraining, assistance with human resources issues, layoff aversion, assistance to workers in response to business downsizing or closure, financing assistance, business startup strategies, and support for targeted industries.

- G. *The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies the learning for continuous improvement.***

FRWDB Business Services representatives and Workforce Connections staff that serve business customers rely, primarily, on informal processes to secure feedback from employers that have either been served directly by the AJCCs or

by that they have been assisted by the Business Service Center. Such feedback may be sought from company representatives who have participated in an event, such as a job fair or workshops. Both FRWDB and center leadership recognize that a structured system, similar to a survey that was used in the past, needs to be implemented and that, once available, the survey needs to be directed to a much broader array of businesses that are served by the workforce system. Customer feedback and satisfaction data are critical resources in determining where improvements to services, service delivery, and overall performance can be made.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- Staff have a strong knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- Staff effectively leverages relationships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- Service strategies are coordinated with multiple agencies in the county that also serve business and this coordination results in fewer redundant employer contacts.
- There is a wide range of AJCC-based services for employers.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- System leadership should examine opportunities to increase AJCC staff knowledge on the economy, the labor market, the regional priority sectors, and “high road” employers.
- Working with its AJCC service providers, the FRWDB should lead a process to examine options for securing business feedback, including the tool or tools that should be used to solicit feedback, the target audience for the survey or similar tool, methods and frequency for use, and processes for collecting, reviewing, analyzing and taking action on feedback received.
- System leadership should examine opportunities to make information on hiring and training opportunities that is obtained through the Business Services unit’s efforts available to the full range of system partners.
- Business Services and AJCC staff should define a strategy to secure and utilize guidance from businesses in priority sectors regarding the design and delivery of services for job seekers that reflect current and future needs of business

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

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

***AJCC Certification Indicators***

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

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

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

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

**Overview:** Overall the individuals that staff FRWDB's comprehensive and affiliate AJCCs are knowledgeable, skilled, and experienced workforce development professionals. However, with the new contracting structure that was implemented in July 2021, there have been changes and additions to Workforce Connections staff that signal the need to evaluate whether some past training should be rebooted. The system partners have provided a significant amount of cross-training, but this process too needs updating to reflect changes to all partners programs, services, and service delivery strategies.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to develop and sustain a well-trained and effective workforce, including AJCC service provider staff and employees of co-located and other system partners.

**A. *The AJCC has regular staff meetings with all AJCC staff (i.e. the staff of all co-located partners regardless of program) to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.***

As stated in response to Indicator 3, item C, the AJCC Operator leads monthly Program Operations meetings. These sessions provide a forum for the exchange of information among the partners; cross-training and partner presentations on programs and services; discussions about opportunities for partner collaboration on programs and services; and review of customer satisfaction survey results and related feedback, along with discussion on opportunities for system, service, process, and performance improvements.

**B. *Partners have agreed to provide training to all AJCC staff on a regular basis.***

As indicated in response to item D (below), the MOU among the partners describes their agreement to provide cross training to their colleagues. While such training was underway, it was curtailed by the pandemic, but is on the verge of being reinstituted.

**C. *There is a capacity building and/or professional development plan for staff and partners.***

The AJCC and system partners recognize that an annual training plan would be valuable. It has been suggested that a practical approach to developing such a plan would be in two tiers. The first, which would be more intensive and include a focus on center-based operations would be for co-located partners. The second, which would focus more broadly on overall workforce system operations, would be for remote partners.

- D. 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.**

Following the execution of the partner MOU nearly four years ago, the partners began to provide a structured orientation and training to their programs. This was occurring on a regular basis prior to the onset of the pandemic, at which time it was paused. Earlier this year, FRWDB engaged an AJCC Operator who is responsible for reimplementing these cross-training sessions among the partners. The referral process among partners is outlined in the MOU.

- E. 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.**

Some AJCC staff has received training on how to use labor market information to assist customers in choosing career pathways. Additional training is needed.

- F. All AJCC staff has received training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs.**

The ability to register clients into CalJOBS, utilize its job matching functions, and take advantage of its full range of features is central to the AJCCs' ability to effectively serve job seekers and operate programs. All staff has received training in CalJOBS. As training is needed for new staff, it is scheduled.

- G. All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.**

AJCC staff has participated in many training sessions over the last few years that address ways to work effectively with vulnerable populations and individuals with barriers to employment. Examples include training focused on serving persons with disabilities and best practices in effectively working with formerly incarcerated and justice-involved individuals. FRWDB plans to secure a commitment from local DOR representatives to provide Windmills training for AJCC staff.

As noted in the overview (above), as new staff have recently joined AJCC service providers' teams, FRWDB and AJCC service provider leadership should assess whether there are any training sessions from the past that should be repeated. It should also be noted that both AJCC service providers (the CLC Partnership and Equus) have internal training capabilities and may provide future training to their staffs that is in addition to what has been summarized above.

- H. All AJCC staff has received training on providing excellent customer service and customer-centered design.**

The AJCC is focused on meeting the individual needs of all customers. Given this priority, the FRWDB and AJCC service providers make investments in customer-

focused staff training a priority. AJCC staff has participated in both customer service training and specialized training and activities pertaining to the use of customer-centered design.

Customer Service Training: Larry Robbin has provided training on working with difficult customers. AJCC staff has also secured online training through Skillpath. Customer service-related topics have included *How to Handle Customers under Pressure* and *How to Be a Customer Service Superstar*.

Customer-Centered Design Training: In 2020, FRWDB and AJCC staff participated in training on customer-centered design that was led by former U.S. DOL Regional Administrator Virginia Hamilton, who is an expert in the topic. Part of this training included using customer input to identify services and/or processes that could be improved through a customer perspective. Several improvements were made to AJCC processes.

***I. All AJCC staff has received training on sector strategies, career pathways, job quality and high road training partnerships.***

As described in response to Indicator 5 and other sections of this assessment, narrative, the FRWDB Business Services unit's staff have primary responsibility for business outreach and the development and maintenance of relationships with businesses, particularly those within the region's targeted industries. As such, Business Services representatives are skilled with regard to sector strategies and career pathways and have broad, general knowledge of concepts pertaining to job quality and "high road" employers. However, while some AJCC staff have received training related to sector-focused workforce development, training for all AJCC staff would be beneficial, as it would enable them to provide more effective services to job seekers who are considering options related to careers in several high-growth/promising sectors.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- Regular meetings take place among staff and partners.
- Partners have agreed to provide training to all AJCC staff on a regular basis.
- AJCC staff has received training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs.
- Staff has received training on serving vulnerable individuals and those with barriers to employment.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.



- FRWDB, AJCC leadership, and the system partners should create an annual training/staff development plan.
- Additional training is needed to assist AJCC staff in the use of labor market information to assist customers in choosing career pathways.
- Cross training among the system partners should resume and a schedule should be developed for presentations by all partners.
- FRWDB and AJCC service provider leadership should assess whether there are any training sessions from the past that should be repeated.
- FRWDB and the AJCCs should provide training for all AJCC staff in sector strategies, career pathways, job quality and “high road” employment.

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

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

***AJCC Certification Indicators***

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

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

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

**Overview:** The AJCCs collect and review a variety of data on participants served, services provided, the outcomes of such services, and customer satisfaction with services. Data assists the local boards, FRWDB leadership, AJCC management, and partners to evaluate the effectiveness of services, how well the AJCC is performing against a wide range of goals, and whether the centers are operating in a cost efficient manner.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to meet system goals and bottom-line results through the use of data and information to continuously improve systems, processes, and services.

**A. *The AJCC contributes to the achievement of WIOA performance indicators for all core program partners.***

The AJCCs' core work is to operate programs funded by the WIOA Title I Adult and Dislocated Worker programs. Therefore, the AJCCs clearly contribute directly to achievement of the WIOA performance measures for Title I program. However, FRWDB and AJCC leadership indicate that, in many ways, the Workforce Connection centers are hubs for collaboration among the workforce system partners and that the work of centers and FRWDB's Business Services unit is critical to supporting job seekers and business throughout the county. Given this work, the AJCCs are potentially significant contributors to achievement of some or all of the performance measures by the WIOA Title II, III and IV programs. Specific ways in which the AJCCs support performance of the WIOA core partner programs include:

- Directly, through its marketing efforts, and indirectly, through its reputation with businesses and in the community, the AJCCs promote the entire workforce system across the county.
- Business outreach efforts produce job leads for which customers of multiple programs may compete.
- FRWDB and the Workforce Connection centers host job fairs and sponsor recruitment events to which core partner programs may refer their participants.
- The centers actively promote co-enrollment of customers into multiple programs, thereby creating the opportunities for the partners to meet performance goals.
- FRWDB and the AJCCs bring a wide range of training to the workforce system partners, thereby increasing partner staff's knowledge and enabling them to operate more effectively.

The AJCCs may be able to further contribute to core program partners' achievement of the WIOA performance measures by working with each of the partners to develop a specific performance improvement strategy.

- B. *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.***

Data on AJCC traffic, services, and performance is collected by FRWDB staff on a regular basis. This information is first reported on a quarterly basis to the Adult Committee, which oversees programs serving adults and dislocated workers. The information is subsequently reported to the full workforce development board during its quarterly meetings.

- C. *The AJCC operates in a cost-efficient manner and the resources invested are justified by the results.***

FRWDB has spent many years working toward the development of structures, strategies, and processes that will enable the AJCCs it oversees to operate with extreme efficiency and in a cost-effective manner. AJCC service providers and FRWDB carefully negotiate budgets to ensure that planned expenditures are reasonable. Attention is given to details such as the ratio of management to staff and funding available for support services, training, and other essential elements of strong and effective workforce programming. The AJCCs regularly achieve a relatively low cost per participant (approximately \$2,573 for the Adult program and \$2,373 for the Dislocated Worker Program) and, through an infrastructure funding agreement negotiated with the MOU partners, seek to secure contributions to maintaining and operating the centers. The Workforce Connection service providers also keep costs to the WIOA Title I program down by leveraging partner programs, co-enrolling eligible participants into two or more programs through which they can receive services supporting the objectives outlined in their individual training plans.

- D. *The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services.***

All Workforce Connection centers use a series of customer satisfaction surveys to secure feedback from job seekers at key points in the participation. These include surveys on the use of basic career services, participation in individualized career services, and the outcomes of training programs. This information is collected, reviewed, and analyzed by center leadership and staff and, as described below, becomes the basis for potential system improvements. Summaries are provided to the workforce development board on a quarterly basis.

As described in response to Indicator 5, item H, FRWDB and the AJCCs will work together to develop and implement a formal system to collect satisfaction data from business customers.

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

FRWDB has published a formal customer complaints procedure which is distributed to customers by AJCC staff. In addition, there are many informal processes through which customers communicate their opinions to Workforce Connection management and staff and many methods by which AJCC representatives respond to these comments. Comments of a positive nature, whether verbal or in writing, may be maintained at the discretion of center management. Concerns expressed by customers are directed to AJCC managers, who may respond to them directly or refer them to managers or supervisors who are better positioned to respond. FRWDB's Marketing Manager is responsible for monitoring all social media platforms and communicating any comments that express concerns via social media to the FRWDB Monitoring Manager. The FRWDB Monitoring Manager reviews all comments and follows local WIOA Title I Program Complaint Procedures to address any concerns.

***F. The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements.***

As described above, customer feedback is used to identify where systems, services, processes, and performance can be improved. Program operations meetings provide a forum for AJCC service providers, system partners, and FRWDB representatives to review ratings and comments. Over the years, dozens of improvements of all kinds and sizes have been made as the result of customer feedback. Many of the issues that were ultimately addressed through customer-centered design projects were identified from input by one or more job seekers that has participated in AJCC services.

***G. The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance.***

It is common for AJCC staff to identify the need for technical assistance in any number of areas. The primary resource for such assistance is frequently FRWDB, which may provide training, instruction, or guidance through its own staff resources or may arrange for technical assistance by securing outside expertise. Often technical assistance needs can be addressed through training. FRWDB can request training through the Regional Organizer, who coordinates training funds designated for staff development.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- The AJCCs contribute to the achievement of WIOA performance indicators for all core program partners.
- FRWDB staff and the AJCCs report 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 Workforce Connection centers operate in a cost-efficient manner and the resources invested are justified by the results.
- The AJCCs regularly review customer feedback and use this information as the basis for system and process improvements.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- FRWDB and AJCC leadership should work with the core program partners to determine strategies that could improve their performance on the WIOA performance measures.
- Working with its AJCC service providers, the FRWDB should lead a process to examine options for securing business feedback, including the tool or tools that should be used to solicit feedback, the target audience for the survey or similar tool, methods and frequency for use, and processes for collecting, reviewing, analyzing and taking action on feedback received.

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

---

Signature

Click here to enter text.

---

Name

Chair, Fresno Regional Workforce Development Board

---

Title





## Reedley 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 ~~Fresno Regional Workforce Development Board (FRWDB)~~ \_\_\_\_\_

Name of AJCC ~~Workforce Connection Reedley Affiliate America's Job Center of California (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: N/A		
Was a corrective action plan submitted?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings open or closed?: N/A If closed, as of what date?:N/A		
<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

\_\_\_\_\_  
Click here to enter text.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Chair, Fresno Regional Workforce Development Board

\_\_\_\_\_  
Title

## AJCC Certification Indicator Assessment

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

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

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

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

Name of Local Board Fresno Regional Workforce Development Board (FRWDB)

Name of AJCC Workforce Connection Reedley America's Job Center of California (AJCC)

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

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

**Introduction:** Both the Baseline and Indicator Assessment portions of the AJCC certification process were completed by an independent evaluator, who applied a two-phased approach to the review, including, first, a review of each of Fresno Regional Workforce Development Board's (FRWDB's) three America's Job Centers of California (AJCCs), and, second, a review of the centers from a system perspective. This approach enabled the evaluator to complete a site specific assessment of baseline compliance, while recognizing that most of the Indicator Assessment criteria can and should be addressed from a system perspective, based on the fact that, differences in size and on-site partners' presence notwithstanding, all centers operate under the same policy structure and deliver the same services. The other notable difference among the FRWDB-funded Workforce Connections centers is that they are operated by two distinct, competitively procured service providers. Equus Workforce Services (Equus) is the provider for the WIOA Title I Adult program, and the CLC Partnership is the provider for the WIOA Title I Dislocated Worker program. A comprehensive center is located in Fresno, the Manchester Workforce Connection center. The network also includes two affiliate centers: Workforce Connection Mendota and Workforce Connection Reedley.

This Indicator Assessment narrative is for the affiliate Employment Connection center in Reedley. However, except where specifically noted, descriptions apply equally to all AJCCs in the FRWDB network.

**Overview:** The three AJCCs funded by FRWDB ensure universal access for customers and center staff is skilled and experienced at working with job seekers from diverse backgrounds, including individuals with barriers to employment.

The Workforce Connection Reedley center serves several small cities and agricultural communities in the Eastern and Southern portions of Fresno County.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to ensure the center and its services are universally accessible.

- A. *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.***

Workforce Connection staff and partner representatives assigned to the centers speak diverse languages and represent diverse cultures. As such, they both understand and appreciate diversity and work well with diverse customers. FRWDB and center leadership recognize that staff benefit from training to increase their understanding of individuals with various barriers to employment. Center staff

has participated in training on diversity, equity, and inclusion and on cultural competency. Additional training that has been made available to staff deals with individuals with barriers to employment, including persons with disabilities and formerly-incarcerated/justice involved individuals.

- B. *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.***

A key function for FRWDB's Equal Opportunity Officer is to continuously review new guidance from the state and other sources to identify changes that will effect local policies and procedures and AJCC operations. FRWDB is responsible for ensuring compliance with all aspects of equal opportunity, including accessibility for individuals with disabilities. Policies and procedures serve as the basis for staff training.

- C. *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.***

As required by California WIOA policy, FRWDB has developed a Limited English Proficiency Plan that applies to all Workforce Connection centers. The plan acknowledges and builds upon the bilingual capabilities of many center staff and describes the various strategies and resources (including forms being available in Spanish) by the centers to assist individuals who are not fluent in English. Local adult education agencies are key partners in serving customers who are English language learners and they provide a wide range of educational programs for this priority population, including English-as-a-Second Language (ESL) courses.

- D. *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.***

As repeated in response to Indicator 3, item b and Indicator 6, item H, In 2020, FRWDB and AJCC staff participated in training on customer-centered design that was led by former U.S. DOL Regional Administrator Virginia Hamilton, who is an expert in the topic. Part of this training included using customer input to identify services and/or processes that could be improved through a customer perspective. Several improvements were made to AJCC processes. In addition, FRWDB and AJCC representatives who participated in this training are currently using these design techniques as they layout and configure space for a new comprehensive center and a new affiliate AJCC that will open in 2022.

- E. *The AJCC implements the veteran's preference and priority of service requirements.***

The WIB has developed a policy on veterans' preference and priority of service to mirror state policy and comply with all federal regulations. The policy has been implemented by all Workforce Connection centers.

**F. *The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.***

All Workforce Connection centers are open from 8:00 a.m. to 5:00 p.m., Monday through Friday. Outside normal business hours, AJCC and FRWDB staff remains available to assist job seekers and business customers. Some services provided after traditional work hours include:

- Employer recruitments
- Job fairs, including those held on virtual platforms, used to recruit on behalf of multiple employers
- Community and civic events, which occur after hours or on weekends, which are used to promote the centers' programs, services, and activities and to recruit candidates
- Rapid response activities to assist employees from all shifts who have received a notice of layoff
- Workshops that are provided in the evening, include those offered online
- Center-based training may be offered in the evenings, including CNA training at the Manchester center
- Web-based services of the Workforce Connection system, including orientation, are available every day, at any time

Partners also point out the significant amount of afterhours services they provide. Most of the schools in the local adult education consortium offer virtual courses during the evening, including many in which Workforce Connection participants are enrolled.

**G. *The AJCC delivers both AJCC-based and virtual services.***

All three Workforce Connection centers are open and providing basic and individualized career services in person. Given ongoing public health concerns, social distancing and sanitation protocols are being followed. To supplement in-person services, particularly for individuals not yet fully comfortable with activities within in door settings, an array of online services are now available. These include: orientations; application processes; CalJOBS registration; workshops; individual employment/career planning sessions with center staff; and one-to-one meetings with staff, among other services.

**H. *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.***

As most of the virtual services now offered by the Workforce Connection centers were developed during the pandemic, they are new. All services are still being reviewed for compliance with accessibility standards and this process is in itself a



moving target, as technology is evolving even as it is being reviewed. For example, the closed captioning features of videoconferencing technology, such as Zoom, are continuing to improve. FRWDB may secure outside support, such as assistance from our colleagues at DOR, to continue to assess accessibility of virtual services.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- Staff is adept and effective in working with customers with disabilities.
- A Limited English Proficiency Plan is in place and the centers are effective in working with English language learners.
- FRWDB and Workforce Connections managers and staff understand and are putting to use the principles of customer-centered design.
- Services are available outside traditional business hours.
- Virtual services are available to customers.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- FRWDB and AJCC Leadership should continue to assess the accessibility of virtual services and makes improvements until services for person with disabilities are equally accessible.

**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:

**Overview:** The effective partnerships enjoyed by the AJCCs in Fresno County are the result of many years of cooperation and collaboration not only related to operation and support for the centers, but more broadly by the partners working together to address critical workforce needs through a wide range of strategies and approaches. The local workforce partnership includes active participation by the WIOA-required partners, along with many other system allies, including economic development, local government agencies, organized labor, business associations, and non-profit ventures, among others.

In addition to all the system partners that support all FRWDB operations, local and community-based partners and programs with which staff at the Reedley AJCC collaborate include: Greater Reedley Chamber of Commerce; Kings Canyon Adult School; Orange Cove Community Center, Kingsburg High School; Fresno County Public Libraries (including its Literacy Center and Without Walls initiative); and Reedley College.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to develop, maintain, and leverage effective relationships with WIOA core partners, other AJCC MOU partners, State Plan-mandated partner programs (e.g. Child Support Services, CalFresh Employment and Training), and local stakeholders, including community- and faith-based agencies

**A. *A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.***

A formal system to determine partner satisfaction with the AJCCs and their services has not yet been developed. However, FRWDB has entered into a new AJCC Operator agreement and the contractor's statement of work specifies that it will develop and implement partner surveys. In spite of a formal system not yet having been implemented, as described below, partners are able to communicate their thoughts regarding the AJCC and there is ample evidence that the workforce system partners are satisfied with the Workforce Connection centers.

**B. *Both co-located and non-co-located partners believe that the AJCC adds value to their program and their customers.***

Several partners report that the regular meetings and access to center management make collaboration easy and that AJCC staff are always willing to lend their support. Partners also stated their appreciation for the training that FRWDB and the AJCCs make available to their staff. While there is every indication that the system partners believe that the AJCCs provide value to their programs and participants, implementation of the survey described above will serve to confirm and record partner satisfaction with and comments concerning the Workforce Connection system.

- C. *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 Operator leads monthly Program Operations Meetings. These sessions provide a forum for the exchange of information among the partners; cross-training and partner presentations on programs and services; discussions about opportunities for partner collaboration on programs and services; and review of customer satisfaction survey results and related feedback, along with discussions on opportunities for system, service, process, and performance improvements.

- D. *The AJCC actively outreaches and provides access to non-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.***

AJCC leadership, staff, and partners cite various ways in which the centers communicate with partners and activities that partners' participants are encouraged to attend. Messaging to partners about center-based activities and community-based activities that are led by Workforce Connections takes place in monthly Program Operations meetings, through email blasts that go out to an array of partners and system stakeholders, and by direct communication by phone or email with non-co-located partners' management and staff. Among the AJCC-based and center-sponsored activities about which partners are notified are:

- Workshops and special presentations that are open to the public
- Guest speakers, including employers
- Job fairs featuring multiple businesses with job opportunities
- Specialized recruitment events for new or expanding businesses.

- E. *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.***

Following the execution of the partner MOU nearly four years ago, the partners began to provide their counterparts with a structured orientation and training to their programs. This was occurring on a regular basis prior to the onset of the pandemic, at which time it was paused. Earlier this year, FRWDB engaged an AJCC Operator that is responsible for reimplementing these cross-training sessions among the partners. Given the implementation of new contracts in July 2021 and new staff having begun work at the AJCCs, it is a logical time to refresh and repeat partner orientations and cross-training. In conjunction with this process the AJCC Operator and the FRWDB will work together to update the inventory of Workforce Connection partner and programs.

Portions of this information is repeated in response to criteria addressed in Indicators 3 and 6.

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

The Workforce Connection centers and FRWDB actively promote partners' programs and services through making print materials about their programs available at the centers, hyperlinks from the website, and broadcasting information via social media. Many of the partners reciprocate by promoting services of the AJCCs and of other partners. Currently however, a system marketing message and materials have not yet been developed.

- G. 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.***

The partner MOU provides a basic outline of the referral process and a statement that the partners agree to provide referrals to the AJCC and other partners and to receive such referrals. Referrals from the AJCC may be made by the Self Reliance Team (SRT), a group of center and partner representatives that assesses participants' suitability and preparedness for WIOA Individual Career and training services in which they have expressed an interest. They may also be initiated by staff based on needs or interests expressed by customers. Staff attempt to provide a warm hand-off to the referring agency by making appointments with a specific partner representative at a given date, time and location.

- H. Referrals are recorded and a system is in place for partners to follow-through and report progress on referrals made.***

Currently, when partners make referrals, this information is manually recorded and the referring agency follows-up to see if an actual connection was made. The quality and extent of information recorded by the partners varies significantly from agency to agency and even person to person within agencies. Other than programs that utilize CalJOBS, there has not been a single platform that all or most partners would agree to use. Recently, many of the partners have agreed to participate in an FRWDB-sponsored pilot of UNITE Us, which is an easy to use online system, where notes and basic information about referrals can be recorded.

- I. The AJCC connects to the community through multiple community partnerships and community access points.***

In an effort to manage service delivery across an expansive service area, the network of FRWDB-funded AJCCs have effectively utilized community on-ramps for more than a decade. With funding for brick-and-mortar operations continuously decreasing, several years ago, FRWDB and its service providers began to work with system partners, public agencies, and community organizations across the county to encourage their cooperation in serving as access points or on-ramps to the workforce system. Typically, this simply involves:

- Promoting the Workforce Connection centers through posters, brochures, and/or including information about the AJCCs within new customer orientations.
- Including a link on the on-ramp agency's website to the Workforce Connection website.
- Making an internet-connected computer available to customers.
- Having staff assist new customers in accessing Workforce Connection's online services.
- Providing warm-hand offs by connecting a potential customer to a Workforce Connection staff person by phone.

Some system partner representatives who are very familiar with the centers and their services, such as staff of adult education agencies, may provide more information and assistance than what is described above.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- Workforce Connection partners meet on a regular basis to discuss the local workforce system and make recommendations for continuous improvement.
- The AJCCs outreaches and provides access to non-co-located partner customers to participate in AJCC-based services.
- The AJCCs connect to the community through multiple community partnerships and community access points.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- To supplement informal methods presently being used to determine partner satisfaction with the AJCC and its services, on behalf of FRWDB and the AJCCs, the Operator should develop and implement a satisfaction survey that could be periodically distributed to the MOU partners.
- FRWDB and AJCC leadership, along with the AJCC Operator should develop and implement a plan to refresh and repeat partner orientations and cross-training.
- AJCC leadership, working with FRWDB and system partners, should examine opportunities to develop a system marketing message and materials.
- The AJCC Operator and the FRWDB should work together to update the inventory of Workforce Connection partners and programs.

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

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

**Overview:** The Workforce Connection network of AJCCs has continued to evolve over more than two decades since they were first established. Today's centers are more integrated and offer a wider range of services and supports than ever before. They are also more customer-focused and staff have become more adept at working well with all customers, including individuals with significant and/or multiple barriers to employment. FRWDB is committed to supporting a highly customer-focused system by providing or securing ongoing training and technical assistance for AJCC staff.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to design and deliver services within integrated settings that are highly customer-focused.

- A. *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.***

WIOA Title I-funded service provider staff members have been working alongside staff from EDD, DOR, the Fresno County Department of Social Services, and other system partners for many years inside the Workforce Connection centers. On a regular basis, staff work together to serve customers, participate on committees together, collaborate on events, and ensure that overall operations are effective. A team culture has developed over time and the service providers who manage these centers, along with the AJCC Operator, strive to foster and strengthen this culture among all staff.

- B. *AJCC staff have received customer service and customer-centered design training.***

The AJCCs are focused on meeting the individual needs of all customers. Given this priority, the FRWDB and AJCC service providers make investments in customer-focused staff training a priority. AJCC staff has participated in both customer service training and specialized training and activities pertaining to the use of customer-centered design.

Customer Service Training: Larry Robbin has provided training on working with difficult customers. AJCC staff have also secured online training through Skillpath. Customer service-related topics have included *How to Handle Customers under Pressure* and *How to Be a Customer Service Superstar*.

Customer-Centered Design Training: In 2020, FRWDB and AJCC staff participated in training on customer-centered design that was led by former U.S. DOL Regional Administrator Virginia Hamilton, who is an expert in the topic. Part of this training included using customer input to identify services and/or processes

that could be improved through a customer perspective. Several improvements were made to AJCC processes. In addition, FRWDB and AJCC representatives who participated in this training are currently using these design techniques as they layout and configure space for a new comprehensive center and a new affiliate AJCC that will open in 2022.

AJCC service providers (the CLC Partnership and Equus) both report additional internal training on customer service-related topics that has been provided to their staff.

**C. *AJCC staff is cross-trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.***

Following the execution of the partner MOU nearly four years ago, the partners began to provide a structured orientation and training on their programs that addressed multiple topics, including eligibility. This was occurring on a regular basis prior to the onset of the pandemic, at which time it was paused. Earlier this year, FRWDB engaged an AJCC Operator who is responsible for reimplementing these cross-training sessions among the partners.

This information is repeated in response to indicator 6.

**D. *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.***

Pre-pandemic, EDD representatives were stationed in the AJCC resource rooms on a full-or part-time basis, depending on the site. Presently, they have not resumed onsite services. The current staffing configuration is relying, principally, on WIOA Title I-funded staff, with Equus responsible for Adult program services and the CLC Partnership responsible for Dislocated Worker program services. The two providers have developed compatible procedures and work effectively in the operation of the centers, trading off management responsibilities.

**E. *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***

One of the areas of center operations, where FRWDB and the AJCC service providers have put customer-centered design strategies to their best use is in the area of reception/greeting services, particularly for first time customers. Customers can now go to the Workforce Connection website, prior to traveling to a center, to view an orientation video; register in CalJOBS, and complete an application. For clients preferring to complete these processes in-person, services are also available within the center. When clients who have completed registration arrive, they are issued a center passport and given an orientation to the resource room, where they can begin to access resources. For individuals indicating that they may be interested in pursuing additional services, such as training, an appointment is scheduled for them to meet with the SRT.

- F. 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.***

Customer flow procedures are in place. As described in response to the previous item, customers move quickly and efficiently through initial services. The only wait time is to meet with the SRT to determine suitability for Individual Career and training services. Typically, customers wait no longer than 2 days for an appointment with the SRT.

- G. All AJCC co-located 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.***

All partners that are mandatory signatory parties to the AJCC MOU have formally assessed and identified the WIOA-defined career services that they provide. These are summarized within a chart, which comprises Attachment C to the MOU. The AJCC Operator has been tasked with periodically updating and revising the career services matrix.

- H. The AJCC has established protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.***

FRWDB has an operational directive in place. However, the directive is being revised to correspond more closely to current state guidance, as expressed in the EDD/California Workforce Development Board (CWDB) directive on "Strategic Co-Enrollment." The AJCCs' co-enrollments of eligible individuals into two or more programs is not uncommon. Individualized assessment, service planning, and recommendations from the SRT often identify skills gaps and support needs that may best be addressed by more than one program.

Co-case management is facilitated by entering notes and updates into CalJOBS for those partners that use the system. For others, direct and frequent communications by phone and email are used. These processes, while somewhat cumbersome, are effective based on the good relationships that exist across the local workforce partnership.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- AJCC staff and partners have received customer service and customer-centered design training.
- Systems are in place to promptly greet AJCC customers, identify the reason for their visit and their needs, and quickly connect them to appropriate services

- Protocols for co-enrollment among partners are in place and are being updated to reflect priorities outlined in the state policy directive.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- Cross training among the system partners should resume and a schedule should be developed for presentations by all partners.

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

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

**Overview:** The Workforce Connection centers are widely recognized in Fresno County as resources not only for job search assistance, but for career exploration and planning, and connecting to training programs of all types that prepare people for careers.

**Key Characteristics and Features:** The following responses highlight the AJCC and the workforce system's efforts and capacity to serve as an effective on-ramp to skills development.

- A. *All AJCC staff (i.e., the staff of all co-located partners regardless of staff position or program) value both skill development and employment outcomes and know how they can promote and contribute to both.***

Staff understands that many job seekers using Workforce Connection services will need training before they are prepared to look for work and that other customers will arrive with marketable skills, but will seek assistance with services such as resume development, interview preparation and job leads. Center staff understands that customers are unique. Therefore, each job seeker is assessed to determine his/her skill levels, interests, circumstances, and priorities. Staff values customer choice and recognizes that some customers will complete training and earn credentials before going to work, while others will simply become employed through individualized career services. Both credential and employment outcomes are highly valued by Workforce Connection staff.

- B. *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 regional target sectors were adopted nearly five years ago as part of the Central Valley's PY 2017-20 Regional Plan. As such, there has been significant time for staff to become familiar with these industries. As new staff are hired, they are oriented to the target sectors on which the workforce system is focused in Fresno County. AJCC staff could benefit from additional training on how to use information about jobs and careers in high-growth/promising sectors to conduct effective individual employment and career planning with customers.

- C. *The AJCC has skill development and training opportunities for customers at all skill and experience levels.***

FRWDB and AJCC representatives agree that training opportunities continue to expand for Fresno County residents served by Workforce Connection. No matter what level of skills and experience a customer has when seeking services, training programs are available to bridge skill gaps. Opportunities range from basic skills training programs to courses that help healthcare workers become Registered

Nurses. Many customers come to the AJCCs with skill sets that are partially transferrable to other jobs. These individuals simply need focused, short-term training to bridge a gap. Training in software and technology skills is becoming increasingly popular, as opportunities for remote work in high tech field are growing in the Central Valley. In addition to ensuring that new training programs are approved and added to the eligible list, the local workforce system and the AJCCs make effective use of work-based learning strategies to prepare job seekers for work.

- D. *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.***

As outlined in response to the item above, training programs suited to individuals with all levels of skills and experience are available to AJCC customers. Community colleges, adult education programs, private trade and technical schools, community-based training programs, labor-led pre-apprenticeships, and distance learning programs are all on FRWDB's eligible training provider list. Making the local training system even more robust is the use of work-based models such as transitional jobs and on-the-job training, along with unique programs that have been developed by FRWDB and training partners to address urgent labor market needs. These include a construction pre-apprenticeship program operated in partnership with the Building Trades Council and a Forest Academy program, that includes both didactic and work-based learning activities preparing workers for jobs in forest management.

- E. *AJCC staff is committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.***

As indicated in response to item B (above), AJCC staff, generally, has a good understanding of the regional target sectors and courses/career pathway programs that are available. They could, however, benefit from additional training on how to use information about jobs and careers in high-growth/promising sectors to conduct effective individual employment and career planning with customers.

- F. *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.***

Workforce Connection centers do not implement a sequence of service requirement for customers to access training. For customers needing to develop skills and earn credentials to qualify for employment, Center staff attempts to facilitate their enrollment into training as quickly and efficiently as possible.

- G. *The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.***



AJCC management and staff understand the importance of supportive services for clients as they train and search for work. Funds are budgeted annually from the WIOA Title I Adult and Dislocated Worker programs for this purpose. The centers also make every attempt to leverage resources from other programs to cover the costs of supportive services, which, for some customers, may be significant, depending on the services they need and the length of time they are participating in training and job search. For clients who are enrolled in other programs, such as CalJOBS, staff attempt to secure funds for supportive services from those programs before accessing Title I budgets, which are limited. While clients' supportive services needs continue to center on transportation, childcare, and materials and supplies necessary for training and work, with restrictions to training arising from the pandemic, needs for technology tools have increased. With a special COVID assistance grant awarded to the FRWDB, the centers have been able to assist participants with acquiring laptops and hotspots.

**H. *The AJCC strives to increase the number and percentage of all AJCC customers receiving skill development and training services resulting in industry recognized credentials.***

As indicated in response to item A (above), AJCC and FRWDB managers and staff understand the importance of skill development and the advantages that certain credentials bring to job seekers when they are applying for jobs. System leadership is also aware of the aggressive goals that were established in the State Plan with regard to the number of credentials that California's workforce system is expected to produce over the course of a decade. While no plan has been established to meet a specific numerical goal for customers who participate in training and earn related credentials, the number of individuals in training is increasing as a natural result of many well-paid jobs requiring specific skills and credentials. FRWDB will begin to identify and track year-to-year increases in training.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- AJCC staff values skill development and employment outcomes and effectively promotes and contributes to both.
- Staff understands the regional target sectors and is familiar with regional sector career pathways.
- Training services are robust and the AJCCs have skill development and training opportunities for customers at all skill and experience levels.
- Supportive services are available to facilitate customer's participation in training and other services.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- FRWDB and AJCC leadership should secure training for staff on using information about jobs and careers in high-growth/promising sectors to conduct effective individual employment and career planning with customers.
- Beginning in PY 2021-22, on behalf of all Workforce Connection centers, FRWDB should track year-to-year rates of participation in skills training and resulting rates of credential attainment.

**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
<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul> <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>	<ul style="list-style-type: none"> <li>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.</li> <li>b. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.</li> <li>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.</li> </ul>

### ***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:

**Overview:** FRWDB has adopted a bifurcated, but coordinated structure for delivery of business services. A Business Services unit is housed within FRWDB which is responsible for developing and maintaining relationships with businesses and in assisting them in accessing services that address a wide range of needs. Business Services staff work directly with their counterparts at the three AJCCs, providing them information on businesses' hiring needs and job opportunities. In turn, AJCC staff match job ready candidates to available positions and support business through specific services, such as work-based learning.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to effectively engage with businesses in key sectors, while concurrently collaborating with core, one-stop, and other partners in efforts to coordinate and integrate outreach to and communications with businesses in and around Fresno County.

- A. *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.***

FRWDB's Business Services Team is knowledgeable about the economy, the labor market, the regional priority sectors, and characteristics signaling that businesses are "high road" employers. As described, in response to Indicator 6, more training on these topics may be beneficial for AJCC staff.

- B. *The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers.***

The local workforce development system focuses on jobs within the regional priority sectors, which are thriving industries that have many good jobs offering stability and career advancement potential. The Business Services unit and the AJCCs focus on jobs that pay self-sustainability wages (or higher), are in-demand, have low turnover, offer benefits, and provide paths to wage increases and advancement.

- C. *The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.***

There are several ways in which FRWDB and AJCC staff leverages relationships to create opportunities for job seekers to connect to quality jobs. These include partnerships with employers, industry associations, sector partnerships, organized labor, and local education agencies. Examples of workforce system efforts to utilize these relationships to create more opportunities for job seekers, include:

- Working with the San Joaquin Valley Manufacturing Alliance, a business-led sector partnership, FRWDB and AJCC staff become aware of hiring and training opportunities that can benefit job seekers. The Alliance was a critical partner in working with the community colleges to develop a mechatronics industrial automation course to reflect a growing demand for automation technicians. The Alliance also led an internship project for youth, thereby, creating a potential path for well paid jobs in a key industry.
- FRWDB regularly collaborates with the Building Trades Council and member unions to recruit candidates for apprenticeships and for pre-apprenticeship training that positions participants for union membership and quality jobs.
- Working with the Central Valley Hospital Association, the Business Services Team identified a series of maintenance, repair, and custodial jobs that, in many cases, pay strong wages and offer benefits.
- Through the workforce system's connections with businesses, it has supported the development of curriculum and coursework for in-demand jobs. Examples include training for Drug and Alcohol Counselors based on information that came to light through staff communication with the County Department of Behavioral Health and logistics training developed by Fresno City College for Amazon and Gap fulfillment centers.

The Business Services Team, AJCC representatives, and other system leaders and staff are effective in building and maintaining relationships with businesses and other organizations that lead to job seekers gaining access to hiring and career opportunities.

***D. 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.***

FRWDB and its network of Workforce Connection centers provide many forms of information, assistance, and support to businesses in Fresno County. Over the course of delivering these services, companies may provide input or advice about services they need or how services could be designed to better align with the priorities of local businesses. In addition, there are organizations, groups, and events with which Business Services and AJCC staff are involved and that provide various forms of information to the local workforce system that could be used to inform the design of business-responsive services for job seekers. Among these interactions and communications are:

- Business Services Team representatives meet directly with companies to obtain information used to update the local area's demand occupation list, which includes information on the qualifications for these jobs.
- Discussions with representatives of California Manufacturing Technology Consulting reveals some information regarding the skills needed by local businesses in this industry
- Participation on employer roundtables when these discussions take place

While such interactions, in some cases, result in workforce system staff securing business advice about the design and delivery of services, they do not represent a defined strategy to regularly capture guidance that can be used to design and deliver services that reflect current and future needs of business. Business Services and AJCC staff should define a strategy to secure and utilize guidance from businesses in priority sectors.

- E. 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.***

FRWDB has created a structure under which a free-standing Business Services unit has the primary workforce development system responsibility for business contacts. This information is shared with the AJCCs where candidates are matched to job opportunities that are identified. The Business Services team works closely with both the Economic Development Corporation and the "Fresno4biz" partnership, a network of twelve local public/private organizations (e.g. Fresno State University, the Small Business Development Center (SBDC), the Governor's Office of Business and Economic Development) that meet various business needs. Through this collaboration, business outreach efforts are coordinated and multiple or redundant contacts to employers are minimized. These efforts could have an even greater positive impact if more information on employment opportunities were broadcast across the full workforce partnership.

- F. 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.***

Between the efforts of the Business Services unit, its network of partners, and the three Workforce Connection centers, an extensive array of services are available to business at the AJCCs, FRWDB's Business Services Center, the facilities of business services partners (e.g. the SBDC), businesses' own facilities, or at other community locations, such as the sites of job fairs and other hiring events. Services for businesses include, but are not limited to, recruitment, screening, pre-interviewing, skills verification, testing, training or retraining, assistance with human resources issues, layoff aversion, assistance to workers in response to business downsizing or closure, financing assistance, business startup strategies, and support for targeted industries.

- G. The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies the learning for continuous improvement.***

FRWDB Business Services representatives and Workforce Connections staff that serve business customers rely, primarily, on informal processes to secure feedback from employers that have either been served directly by the AJCCs or by that they have been assisted by the Business Service Center. Such feedback may be sought from company representatives who have participated in an event,

such as a job fair or workshops. Both FRWDB and center leadership recognize that a structured system, similar to a survey that was used in the past, needs to be implemented and that, once available, the survey needs to be directed to a much broader array of businesses that are served by the workforce system. Customer feedback and satisfaction data are critical resources in determining where improvements to services, service delivery, and overall performance can be made.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- Staff have a strong knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- Staff effectively leverages relationships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- Service strategies are coordinated with multiple agencies in the county that also serve business and this coordination results in fewer redundant employer contacts.
- There is a wide range of AJCC-based services for employers.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- System leadership should examine opportunities to increase AJCC staff knowledge on the economy, the labor market, the regional priority sectors, and “high road” employers.
- Working with its AJCC service providers, the FRWDB should lead a process to examine options for securing business feedback, including the tool or tools that should be used to solicit feedback, the target audience for the survey or similar tool, methods and frequency for use, and processes for collecting, reviewing, analyzing and taking action on feedback received.
- System leadership should examine opportunities to make information on hiring and training opportunities that is obtained through the Business Services unit’s efforts available to the full range of system partners.
- Business Services and AJCC staff should define a strategy to secure and utilize guidance from businesses in priority sectors regarding the design and delivery of services for job seekers that reflect current and future needs of business



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

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

***AJCC Certification Indicators***

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

- All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.
- All AJCC staff has received training on providing excellent customer service and customer-centered design.
- All AJCC staff has received training on sector strategies, career pathways, job quality and high road training partnerships.

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

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

**Overview:** Overall the individuals that staff FRWDB's comprehensive and affiliate AJCCs are knowledgeable, skilled, and experienced workforce development professionals. However, with the new contracting structure that was implemented in July 2021, there have been changes and additions to Workforce Connections staff that signal the need to evaluate whether some past training should be rebooted. The system partners have provided a significant amount of cross-training, but this process too needs updating to reflect changes to all partners programs, services, and service delivery strategies.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to develop and sustain a well-trained and effective workforce, including AJCC service provider staff and employees of co-located and other system partners.

- A. *The AJCC has regular staff meetings with all AJCC staff (i.e. the staff of all co-located partners regardless of program) to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.***

As stated in response to Indicator 3, item C, the AJCC Operator leads monthly Program Operations meetings. These sessions provide a forum for the exchange of information among the partners; cross-training and partner presentations on programs and services; discussions about opportunities for partner collaboration on programs and services; and review of customer satisfaction survey results and related feedback, along with discussion on opportunities for system, service, process, and performance improvements.

- B. *Partners have agreed to provide training to all AJCC staff on a regular basis.***

As indicated in response to item D (below), the MOU among the partners describes their agreement to provide cross training to their colleagues. While such training was underway, it was curtailed by the pandemic, but is on the verge of being reinitiated.

- C. *There is a capacity building and/or professional development plan for staff and partners.***

The AJCC and system partners recognize that an annual training plan would be valuable. It has been suggested that a practical approach to developing such a plan would be in two tiers. The first, which would be more intensive and include a focus on center-based operations would be for co-located partners. The second, which would focus more broadly on overall workforce system operations, would be for remote partners.

- D. 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.**

Following the execution of the partner MOU nearly four years ago, the partners began to provide a structured orientation and training to their programs. This was occurring on a regular basis prior to the onset of the pandemic, at which time it was paused. Earlier this year, FRWDB engaged an AJCC Operator who is responsible for reimplementing these cross-training sessions among the partners. The referral process among partners is outlined in the MOU.

- E. 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.**

Some AJCC staff has received training on how to use labor market information to assist customers in choosing career pathways. Additional training is needed.

- F. All AJCC staff has received training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs.**

The ability to register clients into CalJOBS, utilize its job matching functions, and take advantage of its full range of features is central to the AJCCs' ability to effectively serve job seekers and operate programs. All staff has received training in CalJOBS. As training is needed for new staff, it is scheduled.

- G. All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.**

AJCC staff has participated in many training sessions over the last few years that address ways to work effectively with vulnerable populations and individuals with barriers to employment. Examples include training focused on serving persons with disabilities and best practices in effectively working with formerly incarcerated and justice-involved individuals. FRWDB plans to secure a commitment from local DOR representatives to provide Windmills training for AJCC staff.

As noted in the overview (above), as new staff have recently joined AJCC service providers' teams, FRWDB and AJCC service provider leadership should assess whether there are any training sessions from the past that should be repeated. It should also be noted that both AJCC service providers (the CLC Partnership and Equus) have internal training capabilities and may provide future training to their staffs that is in addition to what has been summarized above.

- H. All AJCC staff has received training on providing excellent customer service and customer-centered design.**

The AJCC is focused on meeting the individual needs of all customers. Given this priority, the FRWDB and AJCC service providers make investments in customer-focused staff training a priority. AJCC staff has participated in both customer

service training and specialized training and activities pertaining to the use of customer-centered design.

Customer Service Training: Larry Robbin has provided training on working with difficult customers. AJCC staff has also secured online training through Skillpath. Customer service-related topics have included *How to Handle Customers under Pressure* and *How to Be a Customer Service Superstar*.

Customer-Centered Design Training: In 2020, FRWDB and AJCC staff participated in training on customer-centered design that was led by former U.S. DOL Regional Administrator Virginia Hamilton, who is an expert in the topic. Part of this training included using customer input to identify services and/or processes that could be improved through a customer perspective. Several improvements were made to AJCC processes.

***I. All AJCC staff has received training on sector strategies, career pathways, job quality and high road training partnerships.***

As described in response to Indicator 5 and other sections of this assessment, narrative, the FRWDB Business Services unit's staff have primary responsibility for business outreach and the development and maintenance of relationships with businesses, particularly those within the region's targeted industries. As such, Business Services representatives are skilled with regard to sector strategies and career pathways and have broad, general knowledge of concepts pertaining to job quality and "high road" employers. However, while some AJCC staff have received training related to sector-focused workforce development, training for all AJCC staff would be beneficial, as it would enable them to provide more effective services to job seekers who are considering options related to careers in several high-growth/promising sectors.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- Regular meetings take place among staff and partners.
- Partners have agreed to provide training to all AJCC staff on a regular basis.
- AJCC staff has received training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs.
- Staff has received training on serving vulnerable individuals and those with barriers to employment.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- FRWDB, AJCC leadership, and the system partners should create an annual training/staff development plan.

- Additional training is needed to assist AJCC staff in the use of labor market information to assist customers in choosing career pathways.
- Cross training among the system partners should resume and a schedule should be developed for presentations by all partners.
- FRWDB and AJCC service provider leadership should assess whether there are any training sessions from the past that should be repeated.
- FRWDB and the AJCCs should provide training for all AJCC staff in sector strategies, career pathways, job quality and “high road” employment.

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

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

***AJCC Certification Indicators***

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

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

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

**Overview:** The AJCCs collect and review a variety of data on participants served, services provided, the outcomes of such services, and customer satisfaction with services. Data assists the local boards, FRWDB leadership, AJCC management, and partners to evaluate the effectiveness of services, how well the AJCC is performing against a wide range of goals, and whether the centers are operating in a cost-efficient manner.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to meet system goals and bottom-line results through the use of data and information to continuously improve systems, processes, and services.

**A. *The AJCC contributes to the achievement of WIOA performance indicators for all core program partners.***

The AJCCs' core work is to operate programs funded by the WIOA Title I Adult and Dislocated Worker programs. Therefore, the AJCCs clearly contribute directly to achievement of the WIOA performance measures for Title I program. However, FRWDB and AJCC leadership indicate that, in many ways, the Workforce Connection centers are hubs for collaboration among the workforce system partners and that the work of centers and FRWDB's Business Services unit is critical to supporting job seekers and business throughout the county. Given this work, the AJCCs are potentially significant contributors to achievement of some or all of the performance measures by the WIOA Title II, III and IV programs. Specific ways in which the AJCCs support performance of the WIOA core partner programs include:

- Directly, through its marketing efforts, and indirectly, through its reputation with businesses and in the community, the AJCCs promote the entire workforce system across the county.
- Business outreach efforts produce job leads for which customers of multiple programs may compete.
- FRWDB and the Workforce Connection centers host job fairs and sponsor recruitment events to which core partner programs may refer their participants.
- The centers actively promote co-enrollment of customers into multiple programs, thereby creating the opportunities for the partners to meet performance goals.
- FRWDB and the AJCCs bring a wide range of training to the workforce system partners, thereby increasing partner staff's knowledge and enabling them to operate more effectively.

The AJCCs may be able to further contribute to core program partners' achievement of the WIOA performance measures by working with each of the partners to develop a specific performance improvement strategy.



- B. *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.***

Data on AJCC traffic, services, and performance is collected by FRWDB staff on a regular basis. This information is first reported on a quarterly basis to the Adult Committee, which oversees programs serving adults and dislocated workers. The information is subsequently reported to the full workforce development board during its quarterly meetings.

- C. *The AJCC operates in a cost-efficient manner and the resources invested are justified by the results.***

FRWDB has spent many years working toward the development of structures, strategies, and processes that will enable the AJCCs it oversees to operate with extreme efficiency and in a cost-effective manner. AJCC service providers and FRWDB carefully negotiate budgets to ensure that planned expenditures are reasonable. Attention is given to details such as the ratio of management to staff and funding available for support services, training, and other essential elements of strong and effective workforce programming. The AJCCs regularly achieve a relatively low cost per participant (approximately \$2,573 for the Adult program and \$2,373 for the Dislocated Worker Program) and, through an infrastructure funding agreement negotiated with the MOU partners, seek to secure contributions to maintaining and operating the centers. The Workforce Connection service providers also keep costs to the WIOA Title I program down by leveraging partner programs, co-enrolling eligible participants into two or more programs through which they can receive services supporting the objectives outlined in their individual training plans.

- D. *The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services.***

All Workforce Connection centers use a series of customer satisfaction surveys to secure feedback from job seekers at key points in the participation. These include surveys on the use of basic career services, participation in individualized career services, and the outcomes of training programs. This information is collected, reviewed, and analyzed by center leadership and staff and, as described below, becomes the basis for potential system improvements. Summaries are provided to the workforce development board on a quarterly basis.

As described in response to Indicator 5, item H, FRWDB and the AJCCs will work together to develop and implement a formal system to collect satisfaction data from business customers.

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

FRWDB has published a formal customer complaints procedure which is distributed to customers by AJCC staff. In addition, there are many informal

processes through which customers communicate their opinions to Workforce Connection management and staff and many methods by which AJCC representatives respond to these comments. Comments of a positive nature, whether verbal or in writing, may be maintained at the discretion of center management. Concerns expressed by customers are directed to AJCC managers, who may respond to them directly or refer them to managers or supervisors who are better positioned to respond. FRWDB's Marketing Manager is responsible for monitoring all social media platforms and communicating any comments that express concerns via social media to the FRWDB Monitoring Manager. The FRWDB Monitoring Manager reviews all comments and follows local WIOA Title I Program Complaint Procedures to address any concerns.

***F. The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements.***

As described above, customer feedback is used to identify where systems, services, processes, and performance can be improved. Program operations meetings provide a forum for AJCC service providers, system partners, and FRWDB representatives to review ratings and comments. Over the years, dozens of improvements of all kinds and sizes have been made as the result of customer feedback. Many of the issues that were ultimately addressed through customer-centered design projects were identified from input by one or more job seekers that has participated in AJCC services.

***G. The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance.***

It is common for AJCC staff to identify the need for technical assistance in any number of areas. The primary resource for such assistance is frequently FRWDB, which may provide training, instruction, or guidance through its own staff resources or may arrange for technical assistance by securing outside expertise. Often technical assistance needs can be addressed through training. FRWDB can request training through the Regional Organizer, who coordinates training funds designated for staff development.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- The AJCCs contribute to the achievement of WIOA performance indicators for all core program partners.
- FRWDB staff and the AJCCs report 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 Workforce Connection centers operate in a cost-efficient manner and the resources invested are justified by the results.

- The AJCCs regularly review customer feedback and use this information as the basis for system and process improvements.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- FRWDB and AJCC leadership should work with the core program partners to determine strategies that could improve their performance on the WIOA performance measures.
- Working with its AJCC service providers, the FRWDB should lead a process to examine options for securing business feedback, including the tool or tools that should be used to solicit feedback, the target audience for the survey or similar tool, methods and frequency for use, and processes for collecting, reviewing, analyzing and taking action on feedback received.

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

---

Signature  
Click here to enter text.

---

Name  
Chair, Fresno Regional Workforce Development Board

---

Title

## Mendota 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 Fresno Regional Workforce Development Board (FRWDB) \_\_\_\_\_

Name of AJCC Workforce Connection Mendota Affiliate America's Job Center of California (AJCC) \_\_\_\_\_

Implements the signed Memorandums of Understanding (MOU)	Yes	No
An MOU (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The signed MOU identifies the AJCC as a specialized/affiliate center.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to specialized/affiliate centers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<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: N/A		
Was a corrective action plan submitted?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings open or closed?: N/A If closed, as of what date?:N/A		
<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

\_\_\_\_\_  
Click here to enter text.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Chair, Fresno Regional Workforce Development Board

\_\_\_\_\_  
Title

## AJCC Certification Indicator Assessment

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

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

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

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

Name of Local Board Fresno Regional Workforce Development Board (FRWDB)

Name of AJCC Workforce Connection Mendota America's Job Center of California (AJCC)

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

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

**Introduction:** Both the Baseline and Indicator Assessment portions of the AJCC certification process were completed by an independent evaluator, who applied a two-phased approach to the review, including, first, a review of each of Fresno Regional Workforce Development Board's (FRWDB's) three America's Job Centers of California (AJCCs), and, second, a review of the centers from a system perspective. This approach enabled the evaluator to complete a site specific assessment of baseline compliance, while recognizing that most of the Indicator Assessment criteria can and should be addressed from a system perspective, based on the fact that, differences in size and on-site partners' presence notwithstanding, all centers operate under the same policy structure and deliver the same services. The other notable difference among the FRWDB-funded Workforce Connections centers is that they are operated by two distinct, competitively procured service providers. Equus Workforce Services (Equus) is the provider for the WIOA Title I Adult program, and the CLC Partnership is the provider for the WIOA Title I Dislocated Worker program. A comprehensive center is located in Fresno, the Manchester Workforce Center. The network also includes two affiliate centers: Workforce Connection Mendota and Workforce Connection Reedley.

This Indicator Assessment narrative is for the affiliate Workforce Connection center in Mendota. However, except where specifically noted, descriptions apply equally to all AJCCs in the FRWDB network.

**Overview:** The three AJCCs funded by FRWDB ensure universal access for customers and center staff is skilled and experienced at working with job seekers from diverse backgrounds, including individuals with barriers to employment.

The Workforce Connection Mendota center serves communities in the Western portion of Fresno County, which include many small agricultural towns with largely immigrant populations.

While the center fulfills an essential function by making services accessible to westside communities, the AJCC is rarely crowded. The slower pace of the center suits many clientele, as job seekers enjoy the personalized services they are able to receive and the one-on-one time that staff spend with them.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to ensure the center and its services are universally accessible.

- A. *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.***

Workforce Connection staff and partner representatives assigned to the centers speak diverse languages and represent diverse cultures. As such, they both understand and appreciate diversity and work well with diverse customers. FRWDB and center leadership recognize that staff benefit from training to increase their understanding of individuals with various barriers to employment. Center staff has participated in training on diversity, equity, and inclusion and on cultural competency. Additional training that has been made available to staff deals with individuals with barriers to employment, including persons with disabilities and formerly-incarcerated/justice involved individuals.

- B. 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.***

A key function for FRWDB's Equal Opportunity Officer is to continuously review new guidance from the state and other sources to identify changes that will effect local policies and procedures and AJCC operations. FRWDB is responsible for ensuring compliance with all aspects of equal opportunity, including accessibility for individuals with disabilities. Policies and procedures serve as the basis for staff training.

- C. 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.***

As required by California WIOA policy, FRWDB has developed a Limited English Proficiency Plan that applies to all Workforce Connection centers. The plan acknowledges and builds upon the bilingual capabilities of many center staff and describes the various strategies and resources (including forms being available in Spanish) by the centers to assist individuals who are not fluent in English. Local adult education agencies are key partners in serving customers who are English language learners and they provide a wide range of educational programs for this priority population, including English-as-a-Second Language (ESL) courses.

- D. 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.***

As repeated in response to Indicator 3, item b and Indicator 6, item H, In 2020, FRWDB and AJCC staff participated in training on customer-centered design that was led by former U.S. DOL Regional Administrator Virginia Hamilton, who is an expert in the topic. Part of this training included using customer input to identify services and/or processes that could be improved through a customer perspective. Several improvements were made to AJCC processes. In addition, FRWDB and

AJCC representatives who participated in this training are currently using these design techniques as they layout and configure space for a new comprehensive center and a new affiliate AJCC that will open in 2022.

***E. The AJCC implements the veteran's preference and priority of service requirements.***

The WIB has developed a policy on veterans' preference and priority of service to mirror state policy and comply with all federal regulations. The policy has been implemented by all Workforce Connection centers.

***F. The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.***

All Workforce Connection centers are open from 8:00 a.m. to 5:00 p.m., Monday through Friday. Outside normal business hours, AJCC and FRWDB staff remains available to assist job seekers and business customers. Some services provided after traditional work hours include:

- Employer recruitments
- Job fairs, including those held on virtual platforms, used to recruit on behalf of multiple employers
- Community and civic events, which occur after hours or on weekends, which are used to promote the centers' programs, services, and activities and to recruit candidates
- Rapid response activities to assist employees from all shifts who have received a notice of layoff
- Workshops that are provided in the evening, include those offered online
- Center-based training may be offered in the evenings, including CNA training at the Manchester center
- Web-based services of the Workforce Connection system, including orientation, are available every day, at any time

Partners also point out the significant amount of afterhours services they provide. Most of the schools in the local adult education consortium offer virtual courses during the evening, including many in which Workforce Connection participants are enrolled.

***G. The AJCC delivers both AJCC-based and virtual services.***

All three Workforce Connection centers are open and providing basic and individualized career services in person. Given ongoing public health concerns, social distancing and sanitation protocols are being followed. To supplement in-person services, particularly for individuals not yet fully comfortable with activities within in door settings, an array of online services are now available. These include: orientations; application processes; CalJOBS registration; workshops;

individual employment/career planning sessions with center staff; and one-to-one meetings with staff, among other services.

**H. *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.***

As most of the virtual services now offered by the Workforce Connections centers were developed during the pandemic, they are new. All services are still being reviewed for compliance with accessibility standards and this process is in itself a moving target, as technology is evolving even as it is being reviewed. For example, the closed captioning features of videoconferencing technology, such as Zoom, are continuing to improve. FRWDB may secure outside support, such as assistance from our colleagues at DOR, to continue to assess accessibility of virtual services.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- Staff is adept and effective in working with customers with disabilities.
- A Limited English Proficiency Plan is in place and the centers are effective in working with English language learners.
- FRWDB and Workforce Connections managers and staff understand and are putting to use the principles of customer-centered design.
- Services are available outside traditional business hours.
- Virtual services are available to customers.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- FRWDB and AJCC Leadership should continue to assess the accessibility of virtual services and makes improvements until services for person with disabilities are equally accessible.

**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:

**Overview:** The effective partnerships enjoyed by the AJCCs in Fresno County are the result of many years of cooperation and collaboration not only related to operation and support for the centers, but more broadly by the partners working together to address critical workforce needs through a wide range of strategies and approaches. The local workforce partnership includes active participation by the WIOA-required partners, along with many other system allies, including economic development, local government agencies, organized labor, business associations, and non-profit ventures, among others.

In addition to all of system partners that support all FRWDB operations, local and community-based partners and programs with which staff at the Mendota AJCC collaborate include: the cities of Mendota, Kerman and Firebaugh; Coalinga-Huron Public Library; Fresno County Public Libraries (including its Literacy Center and Without Walls initiative), the Kerman Chamber of Commerce, and West Hills College.

To increase visibility and awareness of Workforce Connection's services, AJCC staff representing both the Adult and Dislocated Worker programs participate in community events such as: Kerman Best Employer Challenge; Firebaugh Cantaloupe Round-up; and State Assemblymember Arambula's Community Resource Fairs in both Firebaugh and Huron.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to develop, maintain, and leverage effective relationships with WIOA core partners, other AJCC MOU partners, State Plan-mandated partner programs (e.g. Child Support Services, CalFresh Employment and Training), and local stakeholders, including community- and faith-based agencies

**A. *A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.***

A formal system to determine partner satisfaction with the AJCCs and their services has not yet been developed. However, FRWDB has entered into a new AJCC Operator agreement and the contractor's statement of work specifies that it will develop and implement partner surveys. In spite of a formal system not yet having been implemented, as described below, partners are able to communicate their thoughts regarding the AJCC and there is ample evidence that the workforce system partners are satisfied with the Workforce Connection centers.

**B. *Both co-located and non-co-located partners believe that the AJCC adds value to their program and their customers.***

Several partners report that the regular meetings and access to center management make collaboration easy and that AJCC staff are always willing to

lend their support. Partners also stated their appreciation for the training that FRWDB and the AJCCs make available to their staff. While there is every indication that the system partners believe that the AJCCs provide value to their programs and participants, implementation of the survey described above will serve to confirm and record partner satisfaction with and comments concerning the Workforce Connection system.

**C. *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 Operator leads monthly Program Operations Meetings. These sessions provide a forum for the exchange of information among the partners; cross-training and partner presentations on programs and services; discussions about opportunities for partner collaboration on programs and services; and review of customer satisfaction survey results and related feedback, along with discussions on opportunities for system, service, process, and performance improvements.

**D. *The AJCC actively outreaches and provides access to non-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.***

AJCC leadership, staff, and partners cite various ways in which the centers communicate with partners and activities that partners' participants are encouraged to attend. Messaging to partners about center-based activities and community-based activities that are led by Workforce Connections takes place in monthly Program Operations meetings, through email blasts that go out to an array of partners and system stakeholders, and by direct communication by phone or email with non-co-located partners' management and staff. Among the AJCC-based and center-sponsored activities about which partners are notified are:

- Workshops and special presentations that are open to the public
- Guest speakers, including employers
- Job fairs featuring multiple businesses with job opportunities
- Specialized recruitment events for new or expanding businesses.

**E. *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.***

Following the execution of the partner MOU nearly four years ago, the partners began to provide their counterparts with a structured orientation and training to their programs. This was occurring on a regular basis prior to the onset of the pandemic, at which time it was paused. Earlier this year, FRWDB engaged an AJCC Operator that is responsible for reimplementing these cross-training sessions among the partners. Given the implementation of new contracts in July 2021 and new staff having begun work at the AJCCs, it is a logical time to refresh



and repeat partner orientations and cross-training. In conjunction with this process the AJCC Operator and the FRWDB will work together to update the inventory of Workforce Connection partner and programs.

Portions of this information is repeated in response to criteria addressed in Indicators 3 and 6.

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

The Workforce Connection centers and FRWDB actively promote partners' programs and services through making print materials about their programs available at the centers, hyperlinks from the website, and broadcasting information via social media. Many of the partners reciprocate by promoting services of the AJCCs and of other partners. Currently however, a system marketing message and materials have not yet been developed.

***G. 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.***

The partner MOU provides a basic outline of the referral process and a statement that the partners agree to provide referrals to the AJCC and other partners and to receive such referrals. Referrals from the AJCC may be made by the Self Reliance Team (SRT), a group of center and partner representatives that assesses participants' suitability and preparedness for WIOA Individual Career and training services in which they have expressed an interest. They may also be initiated by staff based on needs or interests expressed by customers. Staff attempt to provide a warm hand-off to the referring agency by making appointments with a specific partner representative at a given date, time and location.

***H. Referrals are recorded and a system is in place for partners to follow-through and report progress on referrals made.***

Currently, when partners make referrals, this information is manually recorded and the referring agency follows-up to see if an actual connection was made. The quality and extent of information recorded by the partners varies significantly from agency to agency and even person to person within agencies. Other than programs that utilize CalJOBS, there has not been a single platform that all or most partners would agree to use. Recently, many of the partners have agreed to participate in an FRWDB-sponsored pilot of UNITE Us, which is an easy to use online system, where notes and basic information about referrals can be recorded.

***I. The AJCC connects to the community through multiple community partnerships and community access points.***

In an effort to manage service delivery across an expansive service area, the network of FRWDB-funded AJCCs have effectively utilized community on-ramps for more than a decade. With funding for brick-and-mortar operations continuously decreasing, several years ago, FRWDB and its service providers began to work with system partners, public agencies, and community organizations across the county to encourage their cooperation in serving as access points or on-ramps to the workforce system. Typically, this simply involves:

- Promoting the Workforce Connection centers through posters, brochures, and/or including information about the AJCCs within new customer orientations.
- Including a link on the on-ramp agency's website to the Workforce Connection website.
- Making an internet-connected computer available to customers.
- Having staff assist new customers in accessing Workforce Connection's online services.
- Providing warm-hand offs by connecting a potential customer to a Workforce Connection staff person by phone.

Some system partner representatives who are very familiar with the centers and their services, such as staff of adult education agencies, may provide more information and assistance than what is described above.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- Workforce Connection partners meet on a regular basis to discuss the local workforce system and make recommendations for continuous improvement.
- The AJCCs outreaches and provides access to non-co-located partner customers to participate in AJCC-based services.
- The AJCCs connect to the community through multiple community partnerships and community access points.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- To supplement informal methods presently being used to determine partner satisfaction with the AJCC and its services, on behalf of FRWDB and the AJCCs, the Operator should develop and implement a satisfaction survey that could be periodically distributed to the MOU partners.
- FRWDB and AJCC leadership, along with the AJCC Operator should develop and implement a plan to refresh and repeat partner orientations and cross-training.
- AJCC leadership, working with FRWDB and system partners, should examine opportunities to develop a system marketing message and materials.

- The AJCC Operator and the FRWDB should work together to update the inventory of Workforce Connection partners and programs.

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

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

**Overview:** The Workforce Connection network of AJCCs has continued to evolve over more than two decades since they were first established. Today's centers are more integrated and offer a wider range of services and supports than ever before. They are also more customer-focused and staff have become more adept at working well with all customers, including individuals with significant and/or multiple barriers to employment. FRWDB is committed to supporting a highly customer-focused system by providing or securing ongoing training and technical assistance for AJCC staff.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to design and deliver services within integrated settings that are highly customer-focused.

- A. *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.***

WIOA Title I-funded service provider staff members have been working alongside staff from EDD, DOR, the Fresno County Department of Social Services, and other system partners for many years inside the Workforce Connection centers. On a regular basis, staff work together to serve customers, participate on committees together, collaborate on events, and ensure that overall operations are effective. A team culture has developed over time and the service providers who manage these centers, along with the AJCC Operator, strive to foster and strengthen this culture among all staff.

- B. *AJCC staff have received customer service and customer-centered design training.***

The AJCCs are focused on meeting the individual needs of all customers. Given this priority, the FRWDB and AJCC service providers make investments in customer-focused staff training a priority. AJCC staff has participated in both customer service training and specialized training and activities pertaining to the use of customer-centered design.

Customer Service Training: Larry Robbin has provided training on working with difficult customers. AJCC staff have also secured online training through Skillpath. Customer service-related topics have included *How to Handle Customers under Pressure* and *How to Be a Customer Service Superstar*.

Customer-Centered Design Training: In 2020, FRWDB and AJCC staff participated in training on customer-centered design that was led by former U.S. DOL Regional Administrator Virginia Hamilton, who is an expert in the topic. Part

of this training included using customer input to identify services and/or processes that could be improved through a customer perspective. Several improvements were made to AJCC processes. In addition, FRWDB and AJCC representatives who participated in this training are currently using these design techniques as they layout and configure space for a new comprehensive center and a new affiliate AJCC that will open in 2022.

AJCC service providers (the CLC Partnership and Equus) both report additional internal training on customer service-related topics that has been provided to their staff.

**C. *AJCC staff is cross-trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.***

Following the execution of the partner MOU nearly four years ago, the partners began to provide a structured orientation and training on their programs that addressed multiple topics, including eligibility. This was occurring on a regular basis prior to the onset of the pandemic, at which time it was paused. Earlier this year, FRWDB engaged an AJCC Operator who is responsible for reimplementing these cross-training sessions among the partners.

This information is repeated in response to indicator 6.

**D. *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.***

Pre-pandemic, EDD representatives were stationed in the AJCC resource rooms on a full- or part-time basis, depending on the site. Presently, they have not resumed onsite services. The current staffing configuration is relying, principally, on WIOA Title I-funded staff, with Equus responsible for Adult program services and the CLC Partnership responsible for Dislocated Worker program services. The two providers have developed compatible procedures and work effectively in the operation of the centers, trading off management responsibilities.

**E. *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***

One of the areas of center operations, where FRWDB and the AJCC service providers have put customer-centered design strategies to their best use is in the area of reception/greeting services, particularly for first time customers. Customers can now go to the Workforce Connection website, prior to traveling to a center, to view an orientation video; register in CalJOBS, and complete an application. For clients preferring to complete these processes in-person, services are also available within the center. When clients who have completed registration arrive, they are issued a center passport and given an orientation to the resource room, where they can begin to access resources. For individuals indicating that they may

be interested in pursuing additional services, such as training, an appointment is scheduled for them to meet with the SRT.

- F. *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.***

Customer flow procedures are in place. As described in response to the previous item, customers move quickly and efficiently through initial services. The only wait time is to meet with the SRT to determine suitability Individual Career and training services. Typically, customers want no longer than 2 days for an appointment with the SRT.

- G. *All AJCC co-located 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.***

All partners that are mandatory signatory parties to the AJCC MOU have formally assessed and identified the WIOA-defined career services that they provide. These are summarized within a chart, which comprises Attachment C to the MOU. The AJCC Operator has been tasked with periodically updating and revising the career services matrix.

- H. *The AJCC has established protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.***

FRWDB has an operational directive in place. However, the directive is being revised to correspond more closely to current state guidance, as expressed in the EDD/California Workforce Development Board (CWDB) directive on "Strategic Co-Enrollment." The AJCCs' co-enrollments of eligible individuals into two or more programs is not uncommon. Individualized assessment, service planning, and recommendations from the SRT often identify skills gaps and support needs that may best be addressed by more than one program.

Co-case management is facilitated by entering notes and updates into CalJOBS for those partners that use the system. For others, direct and frequent communications by phone and email are used. These processes, while somewhat cumbersome, are effective based on the good relationships that exists across the local workforce partnership.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- AJCC staff and partners have received customer service and customer-centered design training.



- Systems are in place to promptly greet AJCC customers, identify the reason for their visit and their needs, and quickly connect them to appropriate services
- Protocols for co-enrollment among partners are in place and are being updated to reflect priorities outlined in the state policy directive.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- Cross training among the system partners should resume and a schedule should be developed for presentations by all partners.

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

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

**Overview:** The Workforce Connection centers are widely recognized in Fresno County as resources not only for job search assistance, but for career exploration and planning, and connecting to training programs of all types that prepare people for careers.

**Key Characteristics and Features:** The following responses highlight the AJCC and the workforce system's efforts and capacity to serve as an effective on-ramp to skills development.

- A. *All AJCC staff (i.e., the staff of all co-located partners regardless of staff position or program) value both skill development and employment outcomes and know how they can promote and contribute to both.***

Staff understands that many job seekers using Workforce Connection services will need training before they are prepared to look for work and that other customers will arrive with marketable skills, but will seek assistance with services such as resume development, interview preparation and job leads. Center staff understands that customers are unique. Therefore, each job seeker is assessed to determine his/her skill levels, interests, circumstances, and priorities. Staff values customer choice and recognizes that some customers will complete training and earn credentials before going to work, while others will simply become employed through individualized career services. Both credential and employment outcomes are highly valued by Workforce Connection staff.

- B. *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 regional target sectors were adopted nearly five years ago as part of the Central Valley's PY 2017-20 Regional Plan. As such, there has been significant time for staff to become familiar with these industries. As new staff are hired, they are oriented to the target sectors on which the workforce system is focused in Fresno County. AJCC staff could benefit from additional training on how to use information about jobs and careers in high-growth/promising sectors to conduct effective individual employment and career planning with customers.

- C. *The AJCC has skill development and training opportunities for customers at all skill and experience levels.***

FRWDB and AJCC representatives agree that training opportunities continue to expand for Fresno County residents served by Workforce Connection. No matter what level of skills and experience a customer has when seeking services, training programs are available to bridge skill gaps. Opportunities range from basic skills

training programs to courses that help healthcare workers become Registered Nurses. Many customers come to the AJCCs with skill sets that are partially transferrable to other jobs. These individuals simply need focused, short-term training to bridge a gap. Training in software and technology skills is becoming increasingly popular, as opportunities for remote work in high tech field are growing in the Central Valley. In addition to ensuring that new training programs are approved and added to the eligible list, the local workforce system and the AJCCs make effective use of work-based learning strategies to prepare job seekers for work.

- D. *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.***

As outlined in response to the item above, training programs suited to individuals with all levels of skills and experience are available to AJCC customers. Community colleges, adult education programs, private trade and technical schools, community-based training programs, labor-led pre-apprenticeships, and distance learning programs are all on FRWDB's eligible training provider list. Making the local training system even more robust is the use of work-based models such as transitional jobs and on-the-job training, along with unique programs that have been developed by FRWDB and training partners to address urgent labor market needs. These include a construction pre-apprenticeship program operated in partnership with the Building Trades Council and a Forest Academy program, that includes both didactic and work-based learning activities preparing workers for jobs in forest management.

- E. *AJCC staff is committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.***

As indicated in response to item B (above), AJCC staff, generally, has a good understanding of the regional target sectors and courses/career pathway programs that are available. They could, however, benefit from additional training on how to use information about jobs and careers in high-growth/promising sectors to conduct effective individual employment and career planning with customers.

- F. *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.***

Workforce Connection centers do not implement a sequence of service requirement for customers to access training. For customers needing to develop skills and earn credentials to qualify for employment, Center staff attempts to facilitate their enrollment into training as quickly and efficiently as possible.

**G. *The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.***

AJCC management and staff understand the importance of supportive services for clients as they train and search for work. Funds are budgeted annually from the WIOA Title I Adult and Dislocated Worker programs for this purpose. The centers also make every attempt to leverage resources from other programs to cover the costs of supportive services, which, for some customers, may be significant, depending on the services they need and the length of time they are participating in training and job search. For clients who are enrolled in other programs, such as CalJOBS, staff attempt to secure funds for supportive services from those programs before accessing Title I budgets, which are limited. While clients' supportive services needs continue to center on transportation, childcare, and materials and supplies necessary for training and work, with restrictions to training arising from the pandemic, needs for technology tools have increased. With a special COVID assistance grant awarded to the FRWDB, the centers have been able to assist participants with acquiring laptops and hotspots.

**H. *The AJCC strives to increase the number and percentage of all AJCC customers receiving skill development and training services resulting in industry recognized credentials.***

As indicated in response to item A (above), AJCC and FRWDB managers and staff understand the importance of skill development and the advantages that certain credentials bring to job seekers when they are applying for jobs. System leadership is also aware of the aggressive goals that were established in the State Plan with regard to the number of credentials that California's workforce system is expected to produce over the course of a decade. While no plan has been established to meet a specific numerical goal for customers who participate in training and earn related credentials, the number of individuals in training is increasing as a natural result of many well paid jobs requiring specific skills and credentials. FRWDB will begin to identify and track year-to-year increases in training.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- AJCC staff values skill development and employment outcomes and effectively promotes and contributes to both.
- Staff understands the regional target sectors and is familiar with regional sector career pathways.
- Training services are robust and the AJCCs have skill development and training opportunities for customers at all skill and experience levels.
- Supportive services are available to facilitate customer's participation in training and other services.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- FRWDB and AJCC leadership should secure training for staff on using information about jobs and careers in high-growth/promising sectors to conduct effective individual employment and career planning with customers.
- Beginning in PY 2021-22, on behalf of all Workforce Connection centers, FRWDB should track year-to-year rates of participation in skills training and resulting rates of credential attainment.

**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:

**Overview:** FRWDB has adopted a bifurcated, but coordinated structure for delivery of business services. A Business Services unit is housed within FRWDB which is responsible for developing and maintaining relationships with businesses and in assisting them in accessing services that address a wide range of needs. Business Services staff work directly with their counterparts at the three AJCCs, providing them information on businesses' hiring needs and job opportunities. In turn, AJCC staff match job ready candidates to available positions and support business through specific services, such as work-based learning.

A designated member of FRWDB's Business Services Team is assigned to work with companies in Mendota and surrounding communities. This enables the team member to get to know business owners and managers on the westside to become attuned to hiring needs and patterns.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to effectively engage with businesses in key sectors, while concurrently collaborating with core, one-stop, and other partners in efforts to coordinate and integrate outreach to and communications with businesses in and around Fresno County.

**A. *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.***

FRWDB's Business Services Team is knowledgeable about the economy, the labor market, the regional priority sectors, and characteristics signaling that businesses are "high road" employers. As described, in response to Indicator 6, more training on these topics may be beneficial for AJCC staff.

**B. *The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers.***

The local workforce development system focuses on jobs within the regional priority sectors, which are thriving industries that have many good jobs offering stability and career advancement potential. The Business Services unit and the AJCCs focus on jobs that pay self-sustainability wages (or higher), are in-demand, have low turnover, offer benefits, and provide paths to wage increases and advancement.

**C. *The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.***

There are several ways in which FRWDB and AJCC staff leverages relationships to create opportunities for job seekers to connect to quality jobs. These include partnerships with employers, industry associations, sector partnerships, organized labor, and local education agencies. Examples of workforce system efforts to utilize these relationships to create more opportunities for job seekers, include:

- Working with the San Joaquin Valley Manufacturing Alliance, a business-led sector partnership, FRWDB and AJCC staff become aware of hiring and training opportunities that can benefit job seekers. The Alliance was a critical partner in working with the community colleges to develop a mechatronics industrial automation course to reflect a growing demand for automation technicians. The Alliance also led an internship project for youth, thereby, creating a potential path for well paid jobs in a key industry.
- FRWDB regularly collaborates with the Building Trades Council and member unions to recruit candidates for apprenticeships and for pre-apprenticeship training that positions participants for union membership and quality jobs.
- Working with the Central Valley Hospital Association, the Business Services Team identified a series of maintenance, repair, and custodial jobs that, in many cases, pay strong wages and offer benefits.
- Through the workforce system's connections with businesses, it has supported the development of curriculum and coursework for in-demand jobs. Examples include training for Drug and Alcohol Counselors based on information that came to light through staff communication with the County Department of Behavioral Health and logistics training developed by Fresno City College for Amazon and Gap fulfillment centers.

The Business Services Team, AJCC representatives, and other system leaders and staff are effective in building and maintaining relationships with businesses and other organizations that lead to job seekers gaining access to hiring and career opportunities.

***D. 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.***

FRWDB and its network of Workforce Connection centers provide many forms of information, assistance, and support to businesses in Fresno County. Over the course of delivering these services, companies may provide input or advice about services they need or how services could be designed to better align with the priorities of local businesses. In addition, there are organizations, groups, and events with which Business Services and AJCC staff are involved and that provide various forms of information to the local workforce system that could be used to inform the design of business-responsive services for job seekers. Among these interactions and communications are:

- Business Services Team representatives meet directly with companies to obtain information used to update the local area's demand occupation list, which includes information on the qualifications for these jobs.
- Discussions with representatives of California Manufacturing Technology Consulting reveals some information regarding the skills needed by local businesses in this industry
- Participation on employer roundtables when these discussions take place

While such interactions, in some cases, result in workforce system staff securing business advice about the design and delivery of services, they do not represent a defined strategy to regularly capture guidance that can be used to design and deliver services that reflect current and future needs of business. Business Services and AJCC staff should define a strategy to secure and utilize guidance from businesses in priority sectors.

***E. 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.***

FRWDB has created a structure under which a free-standing Business Services unit has the primary workforce development system responsibility for business contacts. This information is shared with the AJCCs where candidates are matched to job opportunities that are identified. The Business Services team works closely with both the Economic Development Corporation and the "Fresno4biz" partnership, a network of twelve local public/private organizations (e.g. Fresno State University, the Small Business Development Center (SBDC), the Governor's Office of Business and Economic Development) that meet various business needs. Through this collaboration, business outreach efforts are coordinated and multiple or redundant contacts to employers are minimized. These efforts could have an even greater positive impact if more information on employment opportunities were broadcast across the full workforce partnership.

***F. 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.***

Between the efforts of the Business Services unit, its network of partners, and the three Workforce Connection centers, an extensive array of services are available to business at the AJCCs, FRWDB's Business Services Center, the facilities of business services partners (e.g. the SBDC), businesses' own facilities, or at other community locations, such as the sites of job fairs and other hiring events. Services for businesses include, but are not limited to, recruitment, screening, pre-interviewing, skills, verification, testing, training or retraining, assistance with human resources issues, layoff aversion, assistance to workers in response to business downsizing or closure, financing assistance, business startup strategies, and support for targeted industries.

**G. *The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies the learning for continuous improvement.***

FRWDB Business Services representatives and Workforce Connections staff that serve business customers rely, primarily, on informal processes to secure feedback from employers that have either been served directly by the AJCCs or by that they have been assisted by the Business Service Center. Such feedback may be sought from company representatives who have participated in an event, such as a job fair or workshops. Both FRWDB and center leadership recognize that a structured system, similar to a survey that was used in the past, needs to be implemented and that, once available, the survey needs to be directed to a much broader array of businesses that are served by the workforce system. Customer feedback and satisfaction data are critical resources in determining where improvements to services, service delivery, and overall performance can be made.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- Staff have a strong knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- Staff effectively leverages relationships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- Service strategies are coordinated with multiple agencies in the county that also serve business and this coordination results in fewer redundant employer contacts.
- There is a wide range of AJCC-based services for employers.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- System leadership should examine opportunities to increase AJCC staff knowledge on the economy, the labor market, the regional priority sectors, and “high road” employers.
- Working with its AJCC service providers, the FRWDB should lead a process to examine options for securing business feedback, including the tool or tools that should be used to solicit feedback, the target audience for the survey or similar tool, methods and frequency for use, and processes for collecting, reviewing, analyzing and taking action on feedback received.
- System leadership should examine opportunities to make information on hiring and training opportunities that is obtained through the Business Services unit’s efforts available to the full range of system partners.
- Business Services and AJCC staff should define a strategy to secure and utilize guidance from businesses in priority sectors regarding the design and delivery of services for job seekers that reflect current and future needs of business

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

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

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

- The AJCC has regular staff meetings with all AJCC staff (i.e. the staff of all colocated partners regardless of program) to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.
- Partners have agreed to provide training to all AJCC staff on a regular basis.
- There is a capacity building and/or professional development plan for staff and partners.
- All AJCC staff has received training on the services of One-Stop partners, eligibility for those services, and the process for referring customers to partners.
- All AJCC staff has received training on how to use labor market information to help customers identify career pathways and develop in-demand skills and credentials and find jobs.
- All AJCC staff has received training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs.
- All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.
- All AJCC staff has received training on providing excellent customer service and customer-centered design.
- All AJCC staff has received training on sector strategies, career pathways, job quality and high road training partnerships.

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

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

**Overview:** Overall the individuals that staff FRWDB's comprehensive and affiliate AJCCs are knowledgeable, skilled, and experienced workforce development professionals. However, with the new contracting structure that was implemented in July 2021, there have been changes and additions to Workforce Connections staff that signal the need to evaluate whether some past training should be rebooted. The system partners have provided a significant amount of cross-training, but this process too needs updating to reflect changes to all partners programs, services, and service delivery strategies.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to develop and sustain a well-trained and effective workforce, including AJCC service provider staff and employees of co-located and other system partners.

**A. *The AJCC has regular staff meetings with all AJCC staff (i.e. the staff of all co-located partners regardless of program) to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.***

As stated in response to Indicator 3, item C, the AJCC Operator leads monthly Program Operations meetings. These sessions provide a forum for the exchange of information among the partners; cross-training and partner presentations on programs and services; discussions about opportunities for partner collaboration on programs and services; and review of customer satisfaction survey results and related feedback, along with discussion on opportunities for system, service, process, and performance improvements.

**B. *Partners have agreed to provide training to all AJCC staff on a regular basis.***

As indicated in response to item D (below), the MOU among the partners describes their agreement to provide cross training to their colleagues. While such training was underway, it was curtailed by the pandemic, but is on the verge of being reinitiated.

**C. *There is a capacity building and/or professional development plan for staff and partners.***

The AJCC and system partners recognize that an annual training plan would be valuable. It has been suggested that a practical approach to developing such a plan would be in two tiers. The first, which would be more intensive and include a focus on center-based operations would be for co-located partners. The second, which would focus more broadly on overall workforce system operations, would be for remote partners.



- D. 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.**

Following the execution of the partner MOU nearly four years ago, the partners began to provide a structured orientation and training to their programs. This was occurring on a regular basis prior to the onset of the pandemic, at which time it was paused. Earlier this year, FRWDB engaged an AJCC Operator who is responsible for reimplementing these cross-training sessions among the partners. The referral process among partners is outlined in the MOU.

- E. 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.**

Some AJCC staff has received training on how to use labor market information to assist customers in choosing career pathways. Additional training is needed.

- F. All AJCC staff has received training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs.**

The ability to register clients into CalJOBS, utilize its job matching functions, and take advantage of its full range of features is central to the AJCCs' ability to effectively serve job seekers and operate programs. All staff has received training in CalJOBS. As training is needed for new staff, it is scheduled.

- G. All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.**

AJCC staff has participated in many training sessions over the last few years that address ways to work effectively with vulnerable populations and individuals with barriers to employment. Examples include training focused on serving persons with disabilities and best practices in effectively working with formerly incarcerated and justice-involved individuals. FRWDB plans to secure a commitment from local DOR representatives to provide Windmills training for AJCC staff.

As noted in the overview (above), as new staff have recently joined AJCC service providers' teams, FRWDB and AJCC service provider leadership should assess whether there are any training sessions from the past that should be repeated. It should also be noted that both AJCC service providers (the CLC Partnership and Equus) have internal training capabilities and may provide future training to their staffs that is in addition to what has been summarized above.

- H. All AJCC staff has received training on providing excellent customer service and customer-centered design.**

The AJCC is focused on meeting the individual needs of all customers. Given this priority, the FRWDB and AJCC service providers make investments in customer-

focused staff training a priority. AJCC staff has participated in both customer service training and specialized training and activities pertaining to the use of customer-centered design.

Customer Service Training: Larry Robbin has provided training on working with difficult customers. AJCC staff has also secured online training through Skillpath. Customer service-related topics have included *How to Handle Customers under Pressure* and *How to Be a Customer Service Superstar*.

Customer-Centered Design Training: In 2020, FRWDB and AJCC staff participated in training on customer-centered design that was led by former U.S. DOL Regional Administrator Virginia Hamilton, who is an expert in the topic. Part of this training included using customer input to identify services and/or processes that could be improved through a customer perspective. Several improvements were made to AJCC processes.

***I. All AJCC staff has received training on sector strategies, career pathways, job quality and high road training partnerships.***

As described in response to Indicator 5 and other sections of this assessment, narrative, the FRWDB Business Services unit's staff have primary responsibility for business outreach and the development and maintenance of relationships with businesses, particularly those within the region's targeted industries. As such, Business Services representatives are skilled with regard to sector strategies and career pathways and have broad, general knowledge of concepts pertaining to job quality and "high road" employers. However, while some AJCC staff have received training related to sector-focused workforce development, training for all AJCC staff would be beneficial, as it would enable them to provide more effective services to job seekers who are considering options related to careers in several high-growth/promising sectors.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- Regular meetings take place among staff and partners.
- Partners have agreed to provide training to all AJCC staff on a regular basis.
- AJCC staff has received training in how to effectively assist customers in registering with CalJOBS and how to match customers to available jobs.
- Staff has received training on serving vulnerable individuals and those with barriers to employment.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- FRWDB, AJCC leadership, and the system partners should create an annual training/staff development plan.
- Additional training is needed to assist AJCC staff in the use of labor market information to assist customers in choosing career pathways.
- Cross training among the system partners should resume and a schedule should be developed for presentations by all partners.
- FRWDB and AJCC service provider leadership should assess whether there are any training sessions from the past that should be repeated.
- FRWDB and the AJCCs should provide training for all AJCC staff in sector strategies, career pathways, job quality and “high road” employment.

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

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>a. Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.</li> </ul>

***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:

**Overview:** The AJCCs collect and review a variety of data on participants served, services provided, the outcomes of such services, and customer satisfaction with services. Data assists the local boards, FRWDB leadership, AJCC management, and partners to evaluate the effectiveness of services, how well the AJCC is performing against a wide range of goals, and whether the centers are operating in a cost efficient manner.

**Key Characteristics and Features:** The following responses highlight the AJCC system's efforts and capacity to meet system goals and bottom-line results through the use of data and information to continuously improve systems, processes, and services.

**A. *The AJCC contributes to the achievement of WIOA performance indicators for all core program partners.***

The AJCCs' core work is to operate programs funded by the WIOA Title I Adult and Dislocated Worker programs. Therefore, the AJCCs clearly contribute directly to achievement of the WIOA performance measures for Title I program. However, FRWDB and AJCC leadership indicate that, in many ways, the Workforce Connection centers are hubs for collaboration among the workforce system partners and that the work of centers and FRWDB's Business Services unit is critical to supporting job seekers and business throughout the county. Given this work, the AJCCs are potentially significant contributors to achievement of some or all of the performance measures by the WIOA Title II, III and IV programs. Specific ways in which the AJCCs support performance of the WIOA core partner programs include:

- Directly, through its marketing efforts, and indirectly, through its reputation with businesses and in the community, the AJCCs promote the entire workforce system across the county.
- Business outreach efforts produce job leads for which customers of multiple programs may compete.
- FRWDB and the Workforce Connection centers host job fairs and sponsor recruitment events to which core partner programs may refer their participants.
- The centers actively promote co-enrollment of customers into multiple programs, thereby creating the opportunities for the partners to meet performance goals.
- FRWDB and the AJCCs bring a wide range of training to the workforce system partners, thereby increasing partner staff's knowledge and enabling them to operate more effectively.

The AJCCs may be able to further contribute to core program partners' achievement of the WIOA performance measures by working with each of the partners to develop a specific performance improvement strategy.

- B. *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.***

Data on AJCC traffic, services, and performance is collected by FRWDB staff on a regular basis. This information is first reported on a quarterly basis to the Adult Committee, which oversees programs serving adults and dislocated workers. The information is subsequently reported to the full workforce development board during its quarterly meetings.

- C. *The AJCC operates in a cost-efficient manner and the resources invested are justified by the results.***

FRWDB has spent many years working toward the development of structures, strategies, and processes that will enable the AJCCs it oversees to operate with extreme efficiency and in a cost-effective manner. AJCC service providers and FRWDB carefully negotiate budgets to ensure that planned expenditures are reasonable. Attention is given to details such as the ratio of management to staff and funding available for support services, training, and other essential elements of strong and effective workforce programming. The AJCCs regularly achieve a relatively low cost per participant (approximately \$2,573 for the Adult program and \$2,373 for the Dislocated Worker Program) and, through an infrastructure funding agreement negotiated with the MOU partners, seek to secure contributions to maintaining and operating the centers. The Workforce Connection service providers also keep costs to the WIOA Title I program down by leveraging partner programs, co-enrolling eligible participants into two or more programs through which they can receive services supporting the objectives outlined in their individual training plans.

- D. *The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services.***

All Workforce Connection centers use a series of customer satisfaction surveys to secure feedback from job seekers at key points in the participation. These include surveys on the use of basic career services, participation in individualized career services, and the outcomes of training programs. This information is collected, reviewed, and analyzed by center leadership and staff and, as described below, becomes the basis for potential system improvements. Summaries are provided to the workforce development board on a quarterly basis.

As described in response to Indicator 5, item H, FRWDB and the AJCCs will work together to develop and implement a formal system to collect satisfaction data from business customers.

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

FRWDB has published a formal customer complaints procedures which is distributed to customers by AJCC staff. In addition, there are many informal processes through which customers communicate their opinions to Workforce Connection management and staff and many methods by which AJCC representatives respond to these comments. Comments of a positive nature, whether verbal or in writing, may be maintained at the discretion of center management. Concerns expressed by customers are directed to AJCC managers, who may respond to them directly or refer them to managers or supervisors who are better positioned to respond. FRWDB's Marketing Manager is responsible for monitoring all social media platforms and communicating any comments that express concerns via social media to the FRWDB Monitoring Manager. The FRWDB Monitoring Manager reviews all comments and follows local WIOA Title I Program Complaint Procedures to address any concerns.

***F. The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements.***

As described above, customer feedback is used to identify where systems, services, processes, and performance can be improved. Program operations meetings provide a forum for AJCC service providers, system partners, and FRWDB representatives to review ratings and comments. Over the years, dozens of improvements of all kinds and sizes have been made as the result of customer feedback. Many of the issues that were ultimately addressed through customer-centered design projects were identified from input by one or more job seekers that has participated in AJCC services.

***G. The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance.***

It is common for AJCC staff to identify the need for technical assistance in any number of areas. The primary resource for such assistance is frequently FRWDB, which may provide training, instruction, or guidance through its own staff resources or may arrange for technical assistance by securing outside expertise. Often technical assistance needs can be addressed through training. FRWDB can request training through the Regional Organizer, who coordinates training funds designated for staff development.

**Summary of Strengths:** The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- The AJCCs contribute to the achievement of WIOA performance indicators for all core program partners.
- FRWDB staff and the AJCCs report 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 Workforce Connection centers operate in a cost-efficient manner and the resources invested are justified by the results.
- The AJCCs regularly review customer feedback and use this information as the basis for system and process improvements.

**Summary of Areas for Continued Improvement:** Review and assessment processes revealed the following areas that may benefit from examination and plans to increase content, efficiency, and/or overall quality.

- FRWDB and AJCC leadership should work with the core program partner to determine strategies that could improve their performance on the WIOA performance measures.
- Working with its AJCC service providers, the FRWDB should lead a process to examine options for securing business feedback, including the tool or tools that should be used to solicit feedback, the target audience for the survey or similar tool, methods and frequency for use, and processes for collecting, reviewing, analyzing and taking action on feedback received.



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

---

Signature

Click here to enter text.

---

Name

Chair, Fresno Regional Workforce Development Board

---

Title

# Consent Items Submitted by the Adult Council

## **MISSION:**

To procure, oversee, evaluate, and continuously improve a One-Stop system that provides employers with qualified job seekers and a means by which job seekers are able to achieve self-sufficiency.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A1
MEETING DATE:	December 1, 2021
ACTION:	ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Fresno Regional Workforce Development Board  
**FROM:** Adult Council  
**SUBJECT:** Updated Procurement Policy

## **RECOMMENDATION:**

Accept the attached updated Local Procurement Policy.

The Adult Council approved this recommendation on October 28, 2021.

## **REASON FOR RECOMMENDATION:**

Fresno Regional Workforce Development Board staff recently completed a review of the current Procurement Policy and has updated it based on revised guidance and interpretation of federal and state procurement requirements along with deletion/replacement/addition of process elements and local requirements.

Major changes include:

- Responsible staff titles
- Added Senior Deputy Director to the Approvals matrix
- Addition of the Approved Vendors List process
- Addition of the Stevens Amendment requirement (identification of funding sources of procurements)
- Addition of the Cooperative Agreement and Procurement Process
- Updating of Required Contract Clauses
- Addition of Contractor versus Sub-Recipient Distinctions (new exhibit)

All changes are red lined in the attached document and have been reviewed by Legal Counsel.

## **ATTACHMENT:**

Fresno Regional Workforce Development Board/Fresno Area Workforce Investment Corporation Local Procurement Policy



Fresno Regional  
**Workforce  
Development Board**

A proud partner of America's Job Center of California<sup>SM</sup> network.



Fresno Area  
**Workforce**  
Investment Corporation

## Local Procurement Policy

## Table of Contents

<b>Section I – Introduction .....</b>	<b>3</b>
A. Controlling Legislation .....	3
<b>Section II – General Guidelines and Provisions .....</b>	<b>4-7</b>
A. Responsibility.....	4
B. Applicability.....	5
C. Approval.....	5
D. Standard of Conduct and Conflict of Interest .....	5-6
E. Documentation.....	6
F. Sub-recipient and Contractor Distinctions.....	6
G. Request for Concept Papers.....	7
H. Right to Reject Proposals, Finalize and Establish Agreement Deadlines.....	7
<b>Section III – Procurement Methods.....</b>	<b>8-16</b>
A. Micro-Purchase.....	8
B. Small Purchase.....	8-9
C. Approved Vendors Lists	
D. Cooperative Purchasing Agreements/Procurements	
E. Competitive Proposals.....	9-15
1. Sealed Bid (Invitation for Bids)	
2. Request for Proposals	
F. Non-Competitive Proposals (Sole Source) .....	15-16
<b>Section IV – Cost or Price Analysis .....</b>	<b>17</b>
A. Cost Analysis .....	17
B. Price Analysis .....	17
<b>Section V – Prior Approval .....</b>	<b>18</b>
<b>Section VI – Protests, Appeals and Grievances .....</b>	<b>19</b>
A. Protest/Appeals Process .....	19
B. Grievances.....	19
<b>Section VII – Other Requirements.....</b>	<b>20-22</b>
A. Services for WIOA Participants.....	20
B. Contracted Vendor Services .....	20
C. Debarred Parties.....	20
D. Lobbying .....	20
E. High-Risk Sub-Recipient.....	20-21
F. Additional General Procurement Policy Requirements .....	21
G. Required Contract Clauses.....	21-22

**Section VIII – Procurement Activities by Sub-Recipients.....23**

**Section IX – Exhibits**

- A. Procurement Method form
- B. Cost Analysis and Price Analysis Selection Tool
- C. Sub-recipients vs. Contractor Chart



## SECTION I - INTRODUCTION

The purpose of these guidelines is to provide direction to employees and agents of the Fresno Regional Workforce Development Board (FRWDB) in conducting procurement and purchasing activities in compliance with federal and state procurement standards.

The FRWDB shall conduct all procurements in compliance with federal and state regulations governing the Final Rule of the Workforce Innovation and Opportunity Act (WIOA, or the Act). All provisions of the WIOA Final Rule became effective July 22, 2014. All WIOA-funded programs and activities must comply with applicable provisions in the Final Rule.

### A. Controlling Legislation

1. WIOA (Public Law 113-128)
2. **Stevens Amendment (Public Law 100-463, Section 8136)**
3. Title 2 *Code of Federal Regulations* (CFR) Part 200: "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (Uniform Guidance)
4. Title 2 CFR Part 2900: "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (Department of Labor [DOL] Exceptions)
5. Title 20 CFR WIOA, "DOL; Final Rule"
6. Title 34 CFR WIOA, "Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule"
7. California State Contracting Manual, Subject: Chapter 5: "Competitive Bidding Methods" (April 2015)
8. Workforce Services Directive WSD17-08, Subject: Procurement of Equipment and Related Services
9. Workforce Services Directive WSD16-10, Subject: Property - Purchasing, Inventory, and Disposal (November 10, 2016)
10. WSD16-05, Subject: *WIOA Closeout Requirements* (July 29, 2016)
11. WSD16-14, Subject: Selection of America's Job Center of California (AJCC) Operators and Career Services Providers (December 19, 2016)
12. WSD16-16, Subject: Allowable Costs and Prior Written Approval (February 21, 2017)
13. Memorandum dated June 20, 2018: Executive Office of the President, Office of Management and Budget, "Implementing Statutory Changes to the Micro-Purchase and the Simplified Acquisition Thresholds for Financial Assistance"

## SECTION II - GENERAL GUIDELINES AND PROVISIONS

All procurement actions are to be conducted in a manner that provides for "full and open competition". Within the context of open competition, the following four (4) methods may be used to procure goods or services: micro-purchase; small purchase; competitive proposals (Sealed Bid or Request for Proposals (RFP)); and non-competitive proposals (Sole Source). The type of purchase is generally determined by the "per transaction" value of the procurement and the type of goods or services being purchased. "Per transaction" is a single solicitation for a single item (e.g., copying machine), group of related items (e.g., office furniture), or a specified service (e.g., staff training). Purchases are not to be piecemealed, i.e. broken down into smaller components to avoid more stringent procurement requirements. When acquiring equipment with a unit price

greater than \$5,000, the agency shall complete and document a comparison between leasing and purchasing. See Section V, Prior Approval for additional requirements.

## **A. Responsibility**

The Procurement **Manager Facilitator** shall be responsible for developing and maintaining the actual processes and tools to be used to implement this Policy. The Executive Director is responsible for approving all procurement processes and updates. The FRWDB Board of Directors is responsible for approving this Policy.

The FRWDB, through the Procurement **Manager Facilitator**, is responsible for drafting and distributing procurement documents, publishing the procurement notices, receiving the proposal documents, and coordinating with the requesting department manager for the evaluation of the proposal documents. Depending on the goods or services being procured, the Procurement **Manager Facilitator** may request information and/or assistance from, or delegate the procurement to, other FRWDB departments.

The department managers are responsible for providing to the Procurement **Manager Facilitator** all information related to program design and/or bid specifications (including independent estimates), background, statement of work, evaluation factors, etc., in order to assist the Procurement **Manager Facilitator** in preparing and drafting the procurement instrument and other related documents. The department managers are responsible for completing a cost price analysis as required.

In those circumstances where the General Services and Information Technology departments have a need to procure services or products that fall under \$50,000, as defined in Section III, Item B, Small Purchases (see page 8), those departments will be responsible for performing and documenting the procurement as outlined in this policy, subject to the review of the Procurement **Manager Facilitator**.

## **B. Applicability**

This Policy applies to all procurements of the FRWDB, the Fresno Area Workforce Investment Corporation (FAWIC), and its sub-contractors who are sub-recipients of federal funds. See Section VIII - Procurement Activities by Sub-Recipients for additional guidance, requirements and limits.

The provisions in this Policy do not apply to the selection of training services paid through Individual Training Accounts (ITA) or On-the-Job Training (OJT) contracts. Procurement for these services are outlined in separate FRWDB procedures

## **C. Approval**

The following table provides approval levels for the purchases of goods and services for amounts that are included in a budget approved by the FAWIC or FRWDB, e.g., FAWIC agency budget, or America's Job Centers of California budget:



<b>Amount of Purchase</b>	<b>Staff Approval Levels</b>
\$ .01 to \$1,000	Department Unit Head
<b>\$ .01 to \$5,000</b>	<b>Senior Deputy Director (except IT and General Services Budgets)</b>
\$ .01 to \$10,000 (IT or General Services Budgets only)	General Services/IT Support Manager or Deputy Director of Information Systems
<b>\$5,001 to \$49,999</b>	FRWDB Executive Director for FAWIC and FRWDB budgets (except as noted above)
\$50,000 and over	FAWIC (for agency budget) or FRWDB (for all other budgets) Boards of Directors

All other purchases for goods and services over \$50,000 that are not included in an approved budget must be approved by the FRWDB Board of Directors (Board), subject to the veto authority of each Chief Local Elected Official, if the matter is opposed by a majority of their respective governing board (Fresno County Board of Supervisors) or council (Fresno City Council).

#### **D. Standard of Conduct and Conflict of Interest**

All procurement activities are subject to the rules and regulations pertaining to the code of conduct and conflict of interest policies, including sanctions as prescribed by law, described in the FRWDB's policies and Operational Directives.

All FRWDB staff, FRWDB Board members, and outside rating staff must not divulge, in advance, purchasing or specific proposal information. Procurement activities must be conducted in a confidential manner.

Confidentiality must be maintained for all procurements. All proposals and/or quotes submitted are securely handled and stored. FRWDB staff involved in any aspect of a procurement must not reveal or disclose information to anyone outside of the identified group involved in conducting the procurement, rating bids, and making contract award decisions. All information will remain confidential until the FRWDB has awarded and signed a contract with the awardee(s).

During the procurement process, unauthorized FRWDB staff or FRWDB Board members shall not communicate with bidders or bidder, as the case may be, regarding the procurement. Authorized staff will be identified in each procurement and will be the primary point of contact for discussion or information pertaining to the procurement. In the event a bidder attempts to communicate with unauthorized FRWDB staff or FRWDB Board members, the staff or Board member shall immediately notify the FRWDB Executive Director of such attempt(s). Violation of this clause may constitute grounds for rejection by the FRWDB of the bidder's proposal.

Individuals in a decision-making capacity, including FRWDB Board members, are prohibited from engaging in any activity, including the award or administration of a contract, if they have a conflict of interest, as defined by Federal and State laws, including, but not limited to, the California Political Reform Act and California Government Code section 1090 *et seq.* Conflict of interest and nondisclosure policies and procedures are provided to all FAWIC employees, outside agency

raters, and FRWDB Board members participating on procurement review teams. These individuals agree to abide by these policies and procedures by signing a "Conflict of Interest/Nondisclosure Statement". The original signed statements shall be maintained in the procurement file. Documentation for conflict of interest compliance for FRWDB Board members on any given procurement or contract award will be noted in the minutes of the FRWDB Board meeting.

## **E. Documentation**

The original procurement file for Requests for Small Purchases, RFPs, Requests for Quotes (RFQs), Invitations for Bids (IFBs) and Non-Competitive Procurements will be maintained by the Procurement **Manager Facilitator**, except as noted below.

Procurement records for small purchases (\$.01 to \$49,999.**99**) will be retained for a minimum of three (3) years following the submission of the final expenditure report for each procurement by the Fiscal department. Procurement Files for procurement activities over \$50,000 will be retained for the same period by the Procurement **Manager Facilitator**.

## **F. Sub-recipient and Contractor Distinctions**

**A sub-recipient is a legal entity to which a sub-award of federal funds is made and that is accountable to another subrecipient or recipient for the use of the funds provided.**

**A contractor is an entity that receives a contract, as defined in Uniform Guidance Section 200.23.**

### Sub-recipient

A subrecipient carries out a portion of a federal award and creates a federal assistance relationship with the pass-through entity. The following descriptions are indicative of a non-federal entity in the role of a subrecipient:

- Determines eligibility for the federally funded program
- Performance is measured against the objectives of the federal program
- Maintains programmatic control or independent discretion over work
- Responsible for adherence to applicable federal program compliance requirements (e.g. WIOA)
- Uses federal funds to carry out a program for a specified public purpose as opposed to providing goods or services for a program or pass-through entity
- Directly supports goals of grant

### Contractor

A contractor is a vendor, dealer, distributor, merchant, or other seller providing goods or services that are required to conduct a federal program. The following descriptions are indicative of a contractor in a procurement relationship with the non-federal entity disbursing federal funds:

- Provides goods and services to a variety of purchasers within normal business operations
- Operates in a competitive environment
- Provides goods or services that are ancillary to the operation of the federal program



- Not subject to federal compliance requirements of the program resulting from the agreement
- Does not participate in program design
- Holds little or no independent discretion over program work or direction
- Undelivered work will result in non-payment
- Not required to directly support goals of grant

The chart provided in Exhibit C includes a list of indicators that may be of assistance in distinguishing subrecipients from contractors. This guidance is based in part on the information found in the Uniform Guidance Section 200.330.

~~A sub-recipient is a legal entity to which a sub-award of federal funds is made and that is accountable to another subrecipient or recipient for the use of the funds provided.~~

~~A contractor is an entity that receives a contract, as defined in Uniform Guidance Section 200.23.~~

## **G. Request for Concept Papers**

The FRWDB may request, at any time, concept papers to help identify innovative, custom, or unique employment and training activities, services, and programs, subject to the interest of the FRWDB and the availability of funds. If the FRWDB is interested in a further review, then the proposer will submit a full proposal and be subject to the conditions of the standard procurement process as described herein.

## **H. Right to Reject Proposals, Finalize and Establish Agreement Deadlines**

The FRWDB will not pay for any costs incurred by the responding entities in the preparation of proposals, quotes, or bids.

The RFQ, RFP, or Sealed Bid does not commit FRWDB staff or FRWDB Committees/Councils to recommend approval of an agreement based solely on the highest score of the applicants or the lowest price, with reasonable justification.

The FRWDB reserves the right to:

1. Accept or reject any or all proposals received in response to the procurement;
2. Cancel, in part or in its entirety, the procurement;
3. Conduct a cost and/or price analysis of the proposed budget;
4. Add, delete, or amend the cost/price analysis as a part of the finalization process with the successful responsive entity. Items that may be included, but are not limited to:
  - a. Budget line items
  - b. Staffing patterns/cost of salaries
  - c. Overhead cost, to determine necessary and reasonable costs

The procurement for the RFQ, RFP, or Sealed Bid, shall include the time, dates and activities, starting with the issuance of the procurement document to the time that an agreement is awarded, as indicated in the timetable. If an agreement has not been finalized by the deadline, FRWDB staff reserves the right to recommend appropriate action to be taken. Action may include reissuing of the RFQ, RFP or Sealed Bid, recommending the next qualifying proposal or any other actions deemed reasonable or necessary as decided by FRWDB staff or FRWDB Board, as applicable.

Funds may not be spent until execution of a formal contract, agreement or formal purchase order (P.O.), where appropriate, and State approval, when required.

### SECTION III: PROCUREMENT METHODS

For a transaction of less than \$250,000, the small purchase method may be used; however, the sealed bid (IFB) and RFP may also be selected if appropriate. For transactions of \$ 250,000 or more, the competitive procurement process (either Sealed Bid or RFP) must be used. Sole source, only where justifiable, can be used for a transaction of any amount.

#### A. Micro-Purchase

Micro-purchases (purchases of \$1 - \$9,999.99): The fiscal threshold set by Federal Acquisition Regulation Procurement by micro-purchase is the acquisition of supplies or services, the aggregate dollar amount of which does not exceed the micro-purchase threshold. To the extent practicable, FRWDB staff will distribute micro-purchases equitably among qualified suppliers. Micro-purchases may be awarded without soliciting competitive quotations if FRWDB staff considers the price to be reasonable. Micro-purchases are required to be documented to include justification for the purchase and the selection of the vendor. This justification is to be included with the purchasing documents.

#### B. Small Purchase

The State of California defines a Small Purchase as being less than \$250,000 in the aggregate. The following defines the documentation required for the specified dollar range:

Purchase Amount	Required Documentation
\$10,000.00 to \$49,999.99	Two (2) documented quotes
\$50,000.00 to \$249,999.99	Three (3) written quotes in response to an RFQ

For Small Purchases between \$10,000.00 and \$49,999.99: Two (2) or more documented quotes must be obtained. The documentation can include product or service catalogs, current price lists. Catalogs and price lists should be no more than one (1) year old. The justification and quotes received are to be included with the purchasing documents.

For Small Purchases between \$50,000.00 and \$249,999.99: Three (3) written quotes and an RFQ are required. The RFQ should specify the quantity, time frames, and all the requirements of the product or service. Proposals must be solicited from vendors that can reasonably be expected to



provide the goods or services needed. The identification of sources and solicitation of proposals must be supported by documentation. The RFQ must be provided in writing in one (1) of the following methods: mail services; fax; email; or available for download and printing from the FRWDB website. The written response must be signed and dated by the proposer.

**Small Purchase Selection Basis:** FRWDB staff will review the quotes according to the specifications of the requests or of the RFQ. For commodity goods or services, the general basis for selection is the lowest total price (excluding sales tax) if all other specifications are met; however, the selection of the lowest quote is not always required, with reasonable justification. Qualifications of the vendor, availability of the goods or services, service, quality, and location are additional factors that could influence the procurement. The documentation must contain the basis for vendor selection. If the basis is something other than price, the documentation in the procurement file must describe the additional criteria for selection, the relevance of the criteria to the need and benefit, and the relative advantage of the offering from the selected vendor.

Proper documentation for a small purchase includes:

1. A description of the goods or services being purchased, including the quantity and any additional criteria used to determine the procurement decision, such as a copy of the RFQ, if required (as outlined in the table on page 8).
2. All providers contacted/considered and the prices offered or formal quotes for purchases between \$10,000 and \$250,000.
3. Why the provider was selected, including how the provider met any additional criteria, and the price analysis. (FRWDB/FAWIC agenda item or Method of Procurement Form, as applicable).
4. Copy of the purchase document (sales receipt, contract, purchase order or agreement).

If less than three (3) responsive quotes are received (for procurements between \$50,000 and \$250,000 (RFQ)), the solicitation will be considered a failed competition. The FRWDB then has the option to re-compete the procurement or to enter into a sole source procurement.

### **C. Approved Vendors Lists**

The FRWDB will use Approved Vendors Lists (AVLs) when the staff needs to have the ability to select from a list of pre-approved contractors/consultants when there is a need for services or tools of various specific types that can be categorized under a specific type of service (for example: Soft Skills Services, Marketing Services, Consulting Services, Information Technology Services, Contracted Education Training services).

The Procurement Facilitator will utilize the RFQ process as the procurement type. The intent is to obtain multiple proposals that will either cover all of the requested services or portions thereof. (See Section III, Item B)

If the anticipated annual cost of services exceeds the Small Purchase limit of \$250,000, then an AVL not the correct methodology and the RFP process is to be followed, in order to issue a single contract. Purchases are not to be piecemealed.



Once a contractor/consultant is placed on an AVL, no further procurement activity will be required, in order to enter a contracted relationship. However, if there is more than one contractor/consultant on the AVL that provides the same services, staff must complete a cost or price analysis (see Section IV) and specific contract negotiations to ensure that the cost of the contracted services is reasonable and justified based on the proposals listed on the AVL.

If the type of service being contracted for requires pre-approval from the State, this must be documented and secured prior to the execution of any contract. See Section V.

#### **D. Cooperative Purchasing Agreements/Procurements**

Equipment, products, services, or consultant services may be purchased through contracts entered into by the State of California or the City or County of Fresno, other qualified governmental agencies, or other Workforce Development Boards in the San Joaquin Valley Regional Planning Unit, through a competitive bid process or through cooperative purchasing contracts. Equipment, products, services, or consultant services purchased through this process is considered to be purchased competitively and to have met the FRWDB procurement requirements.

FRWDB staff will obtain documentation to verify the contract and procurement process used by the other agency for any item prior to a purchase and is valid (less than five (5) years old). A Sole Source Procurement will not be acceptable.

Documentation will include:

- A copy of the procurement document(s) used by the other agency (based on Section III, paragraphs A, B or E); and,
- A copy of the issued contract; and,
- A copy of the selected/winning bid, proposal, or quote; and,
- A copy of the selection justification document (for example: rating results); and,
- Completed FRWDB cost analysis (See Exhibit B).

Equipment, products, services, or consultant services purchased in this provision must meet the specification requirements as determined by the FRWDB.

#### **E. Competitive Proposals**

##### **1. Sealed Bid (Invitation for Bid (IFB))**

Sealed Bids are publicly solicited procurements for which a firm fixed-price award (lump sum or unit price), or other fixed-price arrangement, is awarded to the responding entities whose bid has conformed to all the requirements, terms, and conditions of the IFB, and is lowest in price. This method is appropriate when the desired goods and services to be provided can be specified and described with a high level of precision and completeness. The best

examples are commodity-type goods or services that are widely available in the marketplace. Sealed bids may be used for purchases over \$250,000 that meet these criteria.

Once the sealed bid method has been determined as appropriate, an IFB will be developed, which shall include the following:

- a. Statement/Scope of Work;
- b. Service area, if applicable;
- c. Deadline for receipt of the IFB;
- d. Proposal submission checklist;
- e. Requirements for time, place, and methods or performance of service;
- f. Appeal process;
- g. Agreement clauses that outline what the proposers will be required to comply with and perform, in addition to the basic Statement of Work;
- h. Certifications, assurances, and representations (forms that the proposer will have to complete to affirm that it will comply with the regulatory requirements set by the United States Department of Labor (DOL), the State of California, the local governing bodies, and the FRWDB);
- i. Instructions on how to prepare and submit, at a minimum, the technical and cost/price analysis sections of the proposal. Other submissions may include proposal summary, statement of financial capability, and certification of the adequacy of the proposer's accounting system;
- j. Evaluation factors for the award including qualifying criteria;
- k. Solicitation provisions and the IFB calendar;
- l. The right of the FRWDB to reject any or all proposals when the proposal(s) is/are not responsive in providing the services as stated in the IFB. The specific reasons must be fully described and documented in the procurement file;
- m. The requirement of the signature of an appropriate official who is authorized to submit the proposal for the responding agency/entity, and their Board Resolution providing the name and title of the official with this authorization.

IFBs must incorporate a clear and accurate description of the technical requirements for the material, product, or service to be procured, identify all requirements that responding entities must fulfill, and all other factors to be used in evaluating bids.

The IFB will be publicly noticed for a minimum of two (2) consecutive days through local newspapers, local advertising, and trade papers that covers the entire service area, and sent to those listed on the FRWDB's prospective bidders' list and, upon request, all interested parties.

At the FRWDB's discretion, there may be a mandated Bidders' Conference, for bidders to ask questions of FRWDB staff pertaining to the IFB process and/or the Statement of Work. If a bidder does not attend the Bidders' Conference, any bid submitted will not be accepted.

Clarification of the IFB will be made by written addendum only. Only duly authorized FRWDB staff may discuss and/or prepare the addendum to the IFB. Each entity that received an IFB and attended any mandatory Pre-Bid Conference may make a written request for an

addendum. The FRWDB will not be responsible for any other explanation or interpretation. Written addendums will be emailed to all persons who have received an IFB.

Sealed Bid Selection Basis: All bids received at the time and place stated in the IFB will be publicly opened and reviewed for qualification or disqualification. Generally, circumstances under which bids will be rejected or disqualified are:

- a. The bid is not submitted on time,
- b. The bid does not meet all qualifying criteria, or
- c. The bidder does not meet all of the requirements/specifications of the IFB.

The bidder with the lowest price, and who has met the technical requirements of the solicitation, will receive the award. Notice of the award will be emailed to the successful bidder. Those bidders who were not accepted will also receive email notification of the award.

FRWDB staff shall negotiate and execute contracts with those entities whose bids were awarded. These discussions will take place after final funding approval by the FRWDB Board. Negotiations may center on miscellaneous clarifications and execution/performance timelines.

If less than three (3) responsive bids are received, the solicitation will be considered a failed competition. The FRWDB then has the option to re-compete the procurement or to enter into a sole source procurement.

Proper documentation for sealed bids includes:

- a. The reason for selecting the sealed bid method (Method of Procurement Form).
- b. The estimate of the potential purchase price.
- c. A copy of the Public Notice.
- d. A copy of the IFB.
- e. Copies of all bids received.
- f. Determination of the responsibility of the bidder.
- g. Why the bidder was selected (FRWDB/FAWIC agenda item and minutes).
- h. Copy of the award document (FRWDB/FAWIC agenda item and minutes).
- i. Method of Procurement form (Exhibit A).
- j. Cost and Price Analysis form (Exhibit B).

## 2. Requests for Proposals (RFPs)

RFPs are used when the purchase is in excess of the small purchase amount of \$250,000. This method is typically used when the nature of the goods or services to be acquired cannot be defined as precisely required by the Sealed Bid method. RFPs are specifically used when factors other than price are important in the selection decision or if the technical requirements or specifications are of a functional nature or unclear.

Once the RFP method has been determined to be appropriate, an RFP will be developed. The RFP will include the following information, as applicable:



- a. Statement/Scope of Work.
- b. Service area, if applicable.
- c. Deadline for receipt of the RFP.
- d. Proposal submission checklist.
- e. Requirements for time, place, and methods or performance of service;
- f. Appeal process.
- g. Agreement clauses that outline what the proposers will be required to comply with and perform, in addition to the basic Statement of Work.
- h. Certifications, assurances, and representations (forms that the proposer will have to complete to affirm that it will comply with the regulatory requirements set by the United States DOL, the State of California, the local governing bodies, and the FRWDB).
- i. Instructions on how to prepare and submit, at a minimum, the technical and cost/price analysis sections of the proposal. Other submissions may include proposal summary, statement of financial capability, and certification of the adequacy of the proposer's accounting system.
- j. Evaluation factors for the award and method for scoring the proposals, including qualifying criteria.
- k. Solicitation provisions and the RFP calendar.
- l. The right of the FRWDB to reject any or all proposals when the proposal(s) is/are not responsive in providing the services as stated in the RFP. The specific reasons must be fully described and documented in the procurement file.
- m. The requirement of the signature of an appropriate official who is authorized to submit the proposal for the responding agency/entity, and their Board Resolution providing the name and title of the official with this authorization.

At the discretion of the FRWDB, a draft Statement of Work (**SOW**) for the services may be released for public comment. The public comment period will be defined by the FRWDB and may be extended as deemed necessary. The following process will be used for draft **RFPs SOWs**:

- a. Public meetings will be scheduled at appropriate locations to record the public comment.
- b. Once the public comment period has ended, the FRWDB will review the comments and make any changes to the **RFP SOW** that the FRWDB deems necessary.
- c. A summary of the comments will be made, which will include the actual comment, whether or not the **RFP SOW** was changed as a result of the comment and, if the RFP was not changed, the reason why.
- d. The **RFP SOW**, with the summary of the comments, will be submitted to the appropriate FRWDB Committee/Council for recommendation to the FRWDB Board.
- e. Once the FRWDB Board approves the **RFP SOW**, the RFP will be released and the process will continue as outlined further in these procedures and in the

RFP.

The RFP will be publicly noticed for a minimum of two (2) consecutive days through local newspaper(s), local advertising, and/or trade papers that covers the entire service area, and sent to those listed on the FRWDB's prospective bidders' list and to all interested parties upon request. The RFP and all addendums will also be available on the FRWDB website. ~~A minimum of one (1) Pre-Bid Conference (Bidders' Conference) will be held for all interested parties. These conferences are mandatory for those parties interested in submitting a proposal for consideration.~~

At the FRWDB's discretion, there may be a mandated Bidders' Conference, for bidders to ask questions of FRWDB staff pertaining to the RFP process and/or the Statement of Work. If a proposer does not attend the mandatory Bidders' Conference, any proposal submitted will not be accepted.

If any person planning to submit a proposal finds discrepancies in or omissions from the RFP or has any doubt to the true meaning or interpretation of any item, clarification may be requested in writing or email, from the contact person(s) listed in the RFP, by the deadline established in the RFP timeline. The person submitting the request will be responsible for its prompt delivery.

Clarification of the RFP will be made by written addendum only. Only duly authorized FRWDB staff may discuss and/or prepare the addendum to the RFPs. ~~Each entity that received an RFP and attended a mandatory Pre-Bid Bidders' Conference may make a written request for an addendum.~~ The FRWDB will not be responsible for any other explanation or interpretation. Written addendums will be emailed to all persons who have received an RFP **and posted to the FRWDB website.**

Proposals will be submitted to the FRWDB by the specified time and date listed in the RFP. The proposals will be time and date stamped upon receipt by FRWDB staff. Late proposals will be rejected and will not be considered for funding.

If less than three (3) responsive proposals are received, the **applicable** RFP will be considered a failed competition. The FRWDB then has the option to re-compete the procurement or to enter into sole source **procurement contract or cancel the procurement.**

All submitted proposals become the property and the official files of the FRWDB. The proposals will not be made public until after the agreement is signed by the FRWDB Board Chair. The FRWDB reserves the right to reject any and all proposals in response to the RFP.

RFP Selection Process: The proposal review process will include the following activities to ensure that the FRWDB procurement system meets required standards:

- a. All proposals will be screened for compliance with the WIOA, federal regulations, state policy, the Local FRWDB Five-Year Plan, and compliance with the specifications of the RFP.



- b. Awards will be made to organizations possessing the demonstrated ability to perform successfully under the terms and conditions of the proposed sub-grant or contract.
- c. Proposers may be invited to answer specific questions, at the discretion of the FRWDB. General presentations will not be permitted.
- d. All proposals will be reviewed, scored, and ranked. The selection of a proposal for contract award will be made through a two-phase process:
  - i. Phase I: FRWDB staff will initially evaluate each proposal for acceptability, with emphasis placed on responsiveness to the RFP specifications; and
  - ii. Phase II: A specialized rating team will evaluate for acceptability all proposals forwarded from FRWDB staff for consideration, with emphasis placed on the proposal's ability to meet the requested performance and costs that are reasonable, allowable, necessary, and competitive, as measured by the review of the line item budget, the program design, and comparison to all other proposals. Proposals will be scored on a 100-point scale and must receive a minimum rating of 70 points to be considered for funding.

At the discretion of the FRWDB, the Phase II point scale may be increased based on the complexity of the Scope of Services of any particular RFP. In these cases, the required minimum rating will be 70 percent.

The FRWDB may also conduct interviews and site visits of the proposer's site(s) as a result of the ranking of written applications.

Only those proposals that have met the minimum score threshold of 70 percent will be considered for recommendation to the appropriate FRWDB Committee/Council or the FRWDB Board. Recommendations made to a FRWDB Committee/Council must be forwarded to the FRWDB Board. The FRWDB Board must approve all final awards, subject to the veto authority of each Chief Local Elected Official serving on the FRWDB Board, if the matter is opposed by a majority of their respective governing board (Fresno County Board of Supervisors) and council (Fresno City Council). In the situation where the timing of the FRWDB Board meeting is not conducive to the need to award a contract(s) in a timely manner, the FRWDB Board may authorize the FRWDB Executive Committee to receive the recommendation and make the appropriate decision on behalf of the FRWDB Board. The actions of the Executive Committee will be reported at the next full Board meeting.

The bidder with the highest points, and who has met the technical requirements of the solicitation, will receive the award. Notice of the award will be emailed to the successful proposer. Those proposers who were not accepted will also receive emailed notification of the award.

FRWDB staff shall negotiate and execute contracts with those entities whose proposals were approved for funding. These negotiations will take place after final funding approval by the FRWDB Board. Discussions may center on such items as cost, program design, service levels, service by geographic locations and/or target populations, and miscellaneous clarifications.

Proper documentation for RFPs includes:

- a. The reason for selecting the competitive proposal method.
- b. The estimate of the potential purchase price.
- c. A copy of the Public Notice.
- d. A copy of the RFP.
- e. Bidders' Conference questions and answers.
- f. Copies of all bids received.
- g. The scoring criteria and the evaluation/scoring sheets for each proposal, including determination of the responsibility of the bidder and the cost analysis.
- h. The public notice of intent to award (Evaluation Summary).
- i. Why the bidder was selected (FRWDB/FAWIC agenda item and minutes).
- j. Copy of the award document (FRWDB/FAWIC agenda item and minutes).
- k. Method of Procurement form (Exhibit A).
- l. Cost and Price Analysis form (Exhibit B).

#### **F. Non-Competitive Procurements (Sole Source)**

The FRWDB shall not allow the use of Sole Source procurement except under one (1) of the following conditions (must be documented in the procurement file):

1. The item or service is available only from a single source;
2. A public emergency precludes delay;
3. The awarding agency (State of California Employment Development Department (EDD)) authorizes the specific noncompetitive procurement; or
4. After solicitation of a number of sources, competition is determined inadequate. This condition is only allowable after a competitive process has been used and there are insufficient bidders (fewer than three (3)).

Use of the Non-Competitive Procurement for public emergency reasons should be for goods, supplies, or services that will provide for the agency's immediate need to enable correction or to resolve the emergency. For long-term or on-going needs, one (1) of the competitive procurement methods must be used.

A cost or price analysis is required for all Non-Competitive Procurements. The reason for selecting the method along with the justification for the provider selection must be carefully documented and maintained in the contract and/or procurement files, as appropriate.

Proper documentation for Non-competitive Procurements includes:

1. Completion of the "Method of Procurement" form (Exhibit A), Non-Competitive Proposal section, detailing the reason for selecting the sole source method, including why the procurement was infeasible under one of the other procurement methods and which of the additional sole source conditions the procurement met.
2. The estimate of the potential purchase price.
3. A copy of the RFQ/IFB/RFP for noncompetitive procurement.
4. A determination of the responsibility of the bidder.
5. A copy of the Price and Cost analysis form (Exhibit B).
5. Why the bidder was selected.
6. Copy of the award document.

**No Sole Source contract will be signed and finalized until all procurement activities have been verified, documented and filed.**

If the decision to sole source a procurement is the result of inadequate competition, the following areas of the RFQ, IFB, or RFP will be reviewed to ensure that the process was as competitive as possible and documented in the procurement file:

- The specifications to ensure they were not unduly restrictive or would favor the selection of one (1) supplier or service provider;
- The price or cost estimates to ensure that they are fair and reasonable; and
- The timetable to ensure that there was ample time in the planning process to publicize solicitations in newspapers and other sources.

If the Sole Source method was chosen due to a public emergency, a complete description of the emergency and the rationale for the Sole Source procurement must be documented in the procurement file.

FRWDB staff will document in the procurement file the conditions that required the Sole Source procurement. In all cases, FRWDB staff will determine that the costs for the program are necessary and reasonable as required by federal regulations and document the determination in the procurement file.

The Sole Source contract award must be approved by the FRWDB Executive Director, if under \$50,000. A Sole Source procurement in excess of \$50,000 must be approved by the FRWDB Board or the FRWDB Executive Committee.

#### **SECTION IV – COST OR PRICE ANALYSIS**

A Cost or Price Analysis must be performed for all procurement activities that exceed the Simplified Acquisition Threshold over \$250,000 and all non-competitive procurements. Additionally, the analysis will be performed at contract modifications of monetary contract terms and contract renewals. The method and degree of analysis is dependent on the facts surrounding the particular procurement situation, and an estimate shall be required before receiving bids or proposals. The analysis will be documented in the procurement file.

Exhibit B is used to document this decision process.

An analysis of contractor prices shall be performed by comparing proposed prices to catalog or market prices of comparable products sold to the public or based on prices set by law or regulation.

A. Cost Analysis is the review and evaluation, element by element, of the cost estimate supporting a proposal for the purpose of pricing a contract. Cost Analysis is required when price analysis alone is not sufficient to determine that a price is fair and reasonable for a product or service. A Cost Analysis is required for all Provider of Services RFPs and for all Non-competitive procurement actions. Cost Analysis must be conducted when:

1. The bidder is required to submit the elements of the estimated cost.
2. Adequate price competition is lacking.
3. For sole source procurement, including contract modification or change orders unless price reasonableness can be established on the basis of market price.

The Cost Analysis Worksheet must be completed and a copy must be maintained in the procurement file.

When acquiring equipment, a cost comparison between leasing and purchasing is to be completed. See Section V, Prior Approval, for additional requirements.

B. Price Analysis is the process of examining and evaluating a price without looking at the estimated cost elements and proposed profit of the offeror whose price is being evaluated. The sole purpose of Price Analysis is to determine if the final price is fair and reasonable. Recommended process for comparisons is:

1. Comparison of prices of competing offers and selecting best price.
2. Comparison of prior quotes and contracts for the same or similar requirements, taking inflation into account.
3. Comparison of offers to parametric estimates or benchmarks, e.g., dollars per square foot or cost per instructional hour.
4. Comparison of offers to an independent agency estimate.
5. Comparison of material contractual terms and conditions associated with the quotes.

The Price Analysis Worksheet must be completed and a copy must be maintained in the contract file.

## SECTION V – PRIOR APPROVAL

Written prior approval from EDD is required for equipment and related services under the following criteria:

- A. Procurements with a per-unit cost that exceeds \$5,000.
- B. Related procurements with cumulative costs that exceed \$5,000 within the same state fiscal year.
- C. Procurements resulting in improvements to land, buildings or equipment which exceed \$5,000.



See State Directives **WSD 17-08, Procurement of Equipment and Related Services, and WSD 16-16, Allowable Costs and Prior Written Approval**, for further details and procedures.

## **SECTION VI – PROTESTS, APPEALS and GRIEVANCES**

### **A. Protest/Appeals Process**

If an entity has submitted a proposal and is not recommended for funding during the review process, the entity may appeal the recommendation to the FRWDB. Protests/Appeals may not dispute the particular score received by the petitioning entity, or the scores assigned to a competing entity. The scores given by the rating panel are final and not subject to question by an appealing entity. An appealing entity may protest/appeal the recommendation of the evaluators if it can show that any material portion of the FRWDB-approved procurement process has not been followed.

Any protest/appeal must be submitted in writing to the FRWDB within five (5) working days of the posting of the preliminary award notification. All protests/appeals are to be addressed to the FRWDB Executive Director. Only protest/appeals, which cite the specific section(s) of the RFP that have been violated, will be considered. The FRWDB Executive Director will review all protests/appeals and may seek clarification from the party appealing the award. The protest/appeal shall be elevated to the appropriate FRWDB Committee/Council, and then to the FRWDB Board. Protests/appeals received after the established time frame will not be accepted.

The decision made by the full FRWDB Board as to which proposal(s) are funded will be final.

### **B. Grievances**

Filing a formal grievance is the second step in the dispute resolution process available only after denial of a protest/appeal. The FRWDB Grievance Procedures are intended for a more formalized, comprehensive process usually involving legal representation by both parties. This process does not allow for resolution prior to contract award in accordance with the procurement timetable. In no event shall the filing of a grievance delay the procurement process in accordance with the timetable.

Grievances regarding procurement procedures may be made using the procedures outlined in the FRWDB's "WIOA Complaint and Hearing Procedures" available upon request and available on the FRWDB website. Contract awards will not be delayed pending the outcome of a formal grievance. The grounds for filing a grievance are limited to charges that the procedures specified in the procurement document, FRWDB policies, or that are required by law, have not been followed. The grievance shall set forth specific facts and evidence and specify which law, procurement procedure, or FRWDB policy has been violated. All grievance procedures must be exhausted at the FRWDB before proceeding with a grievance to the State Workforce Services Division.

## SECTION VII – OTHER REQUIREMENTS

### A. Services for WIOA Participants

Procurement of sub-recipients for services to WIOA participants will be performed once every five (5) years, following the appropriate procurement methodology, with the exception of the AJCC operator. Procurement for this service provider will be once every four (4) years. Renewal of the second, third, fourth, and (where applicable) fifth year of funding is contingent upon satisfactory performance in the prior years, as well as the availability of funds. If performance is not satisfactory, the service may be re-procured or awarded to the bidder with the next highest score.

### B. Contracted Vendor Services

Procurement of vendor services will be procured at least once every five (5) years. At least annually, FRWDB staff will:

1. Conduct a cost/price analysis.
  - a. If that analysis determines that the services can be provided by another vendor at a lower cost, a procurement for these services will be conducted in accordance with this Procurement Policy.
    - i. In the event there is a tie between two (2) or more bidders, and at least one (1) of the bidders is a local business, the contract will be awarded to the local business, unless such preference is legally invalid. A local business is defined as a business that has a physical location in Fresno County.
2. Review each request for goods and services to avoid purchasing unnecessary or duplicate items.

### C. Debarred Parties

The federal government prohibits awards to any party that is debarred. No recipient or sub-recipient shall make any awards, or permit any awards at any tier, to any party that is debarred or suspended, or is otherwise excluded from or ineligible for participation in federal assistance programs, in accordance with DOL regulations. All contracts and awards to vendors and/or sub recipients, in excess of the small purchase threshold as defined in the following sections, shall include debarment certifications. Further guidance and the current Debarred Companies list can be found at <https://www.sam.gov/SAM/>

### ~~D.—Lobbying~~

~~If an award is granted in excess of \$100,000, the subrecipient shall certify that no funds shall be used for lobbying.~~

### E. High-Risk Sub-Recipient

A sub-recipient may be considered “high-risk” if the FRWDB determines that the sub-recipient is otherwise responsible, but:



1. Has a history of unsatisfactory performance;
2. Is not financially stable;
3. Has a management system that does not meet standards set forth in 20 CFR Part 627;
4. Has not conformed to the terms and conditions of a previously awarded grant or sub-agreement; **or**
5. Is otherwise not responsible.

If the FRWDB determines that awards will be made to a high-risk organization, special funding restrictions that address the high-risk status may be included in the award. Restrictions may include, but are not limited to:

1. Payment on a reimbursement basis;
2. Withholding authority to proceed to the next phase until the receipt of evidence of acceptable performance within a given funding period;
3. Requiring additional, more detailed financial reports;
4. Additional project monitoring;
5. Requiring the grantee or sub-grantee to obtain technical or management assistance; **and/or**
6. Establishing additional prior approvals.

If the FRWDB decides to impose such funding restrictions, the sub-recipient will be notified in writing, as early as possible, of the following:

1. The nature of the funding restriction(s);
2. The reason(s) for imposing the funding restriction(s);
3. The corrective actions that must be taken before the funding restriction(s) will be removed;
4. The time allowed for completing the corrective actions; **and**
5. The method of requesting reconsideration of the funding restrictions imposed.

#### **F. Additional General Procurement Policy Requirements**

1. FRWDB will have procedures that promote the use of shared resources and other agreements for common goods and services, as well as the use of federal excess and surplus property wherever possible.
2. FRWDB will have procedures to utilize small, minority, or women owned business or labor surplus area firms whenever possible.
3. FRWDB will have procedures for analysis of lease versus purchase alternative to determine the most economical and practical procurement.
4. **All Procurements will comply with the Stevens Amendment, specifying the approximate percentage of funding from Federal sources. See Public Law 100-463, Section 8136.**

#### **G. Required Contract Clauses**

**~~Contracts entered into by FRWDB may be fixed price or cost reimbursement, depending on the method of procurement and goods or services being procured.~~ In addition, to other provisions required by the Federal agency or non-Federal entity, all ~~Each~~ agreements funded by federal**



funds must contain the following contract clauses referred to in Uniform Guidance Appendix II to Part 200, as appropriate:

- ~~1. All contracts in excess of the simplified acquisition threshold must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms. The clause must also provide for sanctions or penalties, as appropriate.~~
- ~~2. All contracts in excess of \$10,000 must address termination for cause and for convenience by the non-federal entity, including the process for exercising the clause and the basis for settlement.~~
- ~~3. Compliance with Equal Employment Opportunity provisions identified in 41 CFR Part 60.~~
- ~~4. Compliance with the Davis-Bacon Act (40 U.S.C. 3141–3144 and 40 U.S.C. 3141–3148) for prime construction contracts in excess of \$2,000.~~
- ~~5. Compliance with the Contract Work Hours and Safety Standards Act (40 U.S.C. 3701–3708) for contracts in excess of \$100,000 that involve the employment of mechanics or laborers.~~
- ~~6. Compliance with Rights to Inventions Made by Nonprofit Organizations and Small Business Firms under Government Grants (37 CFR Part 401) for any small business or nonprofit organization.~~
- ~~7. Compliance with the Clean Air Act (42 U.S.C. 7401–7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251–1387) for any contract in excess of \$150,000.~~
- ~~8. A provision requiring that contracts must not be issued for any entity listed on the Excluded Parties List System in the System for Award Management.~~
- ~~9. Compliance with the Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) for contractors bidding over \$100,000.~~
- ~~10. Compliance with Section 6002 of the Solid Waste Disposal Act and 40 CFR part 247 for items in excess of \$10,000.~~
- ~~11. It should also be included in all applicable agreements that, regardless of the procurement method, anyone who provides WIOA services must abide by the WIOA equal opportunity and nondiscrimination provisions of Section 188 and 29 CFR Part 38.~~
- ~~12. The Uniform Guidance applied to all federal awards made on or after December 26, 2014. Therefore, beginning with WIOA Program Year 2015–2016 funds, all sub-recipients of this funding must adhere to the Uniform Guidance, DOL Exceptions, and corresponding WIOA administrative requirements.~~
- ~~13. If a contract is for construction or assembly services (i.e.: furniture, building infrastructure, etc.), then clauses for Prevailing Wage and Davis-Bacon must be included in the procurement document and contract.~~



1. Contracts for more than the simplified acquisition threshold currently set at \$250,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.
2. All contracts in excess of \$10,000 must address termination for cause and for convenience by the non-Federal entity including the manner by which it will be affected and the basis for settlement.
3. Equal Employment Opportunity. Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b); in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."
4. Davis-Bacon Act, as amended (40 U.S.C. 3141-3148). When required by Federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland "Anti-Kickback" Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.
5. Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708). Where applicable, all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be



required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

6. Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of "funding agreement" under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.
7. Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended. Contracts and subgrants of amounts in excess of \$150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).
8. Debarment and Suspension (Executive Orders 12549 and 12689). A contract award (see 2 CFR 180.220) must not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.
9. Byrd Anti-Lobbying Amendment (31 U.S.C. 1352). Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.



10. Procurement of recovered materials. A non-Federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

## **SECTION VIII – Procurement Activities by Sub-Recipients**

All sub-recipients of the FRWDB are required to comply with all provisions of this Policy and current FRWDB Operational Directives and Information Bulletins pertaining to procurement activities.

All questions are to be directed to the FRWDB Procurement **Manager Facilitator**.

For Micro-Purchases, the amount must be available in the sub-recipient's current year's contract budget. The sub-recipient is to maintain the required documentation to support the purchase as required in this Policy.

For Small Purchases, the amount must be available in the sub-recipient's current year's contract budget. The sub-recipient is to maintain the required documentation to support the purchase as required in this Policy.

If a sub-recipient needs to procure services or materials for greater than \$50,000 or it is not accounted for in their current year's contract budget, the FRWDB Procurement **Manager Facilitator** must be contacted to confirm the process that will be followed to ensure compliance with this Policy. In addition, this requires the approval of the **FRWDB Senior Deputy Director of Program Services**.

All documentation must be available for inspection by the FRWDB staff, State of California and/or the Federal Government, upon request.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

## METHOD OF PROCUREMENT

PROCUREMENT OF: \_\_\_\_\_

☐ **Micro Purchase \$1.00 - \$9,999.99**

 Rationale: See attached documentation (See Section III, A)
 

---

☐ **Small Purchase**

 Rationale: See attached documentation. (See Section III, B)
 

---

☐ \$10,000 to \$49,999.99

Two documented quotes

☐ \$50,000.00 to \$249,999.99
Three written quotes & RFQ
 

---

☐ **Competitive Procurement – Invitation for Bid (IFB) \$250,000 +**

Rationale: Vendor Contract with fixed, detailed specification. See attached documentation.

 Three written proposals & IFP (See Section III E1)
 

---

☐ **Competitive Procurement - Request for Proposals (RFP) \$250,000 +**

Rationale: Provider of Services or Service Contracts without specific or detailed requirements. See attached documentation.

 Three written proposals and RFP (See Section III, E2)
 

---

☐ **NON-COMPETITIVE PROPOSAL (Sole-Source)**
☐ The item or service is available only from a single source (and the solicitation is not unduly restrictive).

☐ The public exigency or emergency need for the item or service does not allow the time necessary to complete a competitive solicitation. Requires State Approval

☐ The awarding agency authorizes noncompetitive proposals. Requires Funding Source Approval

☐ After solicitation of a number of sources, competition is determined inadequate.

 Rationale: See attached documentation. (See Section III, F)
 

---

☐ **OTHER**
☐ **Approved Vendors List**

Rationale: See attached documentation (See Section III, C)

☐ **Cooperative Agreement/Procurement**

 Rationale: See attached documentation (See Section III, D)
 

---

### APPROVAL

Type or Print Name \_\_\_\_\_

Title \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_



**Fresno Regional Workforce Development Board  
Cost Analysis and Price Analysis  
Selection Tool**

Q1: Is the purchase greater than \$250,000? ☐Yes ☐No

Q2: Was the bidder required to submit the elements of the estimated cost? ☐Yes ☐No

Q3: Is this analysis for sole source procurement? ☐Yes ☐No

Q4: Is adequate price competition lacking? ☐Yes ☐No

**If questions 1 and 2 are answered yes, complete the Cost Analysis Worksheet.**

**If any questions are answered no, complete the Price Analysis Worksheet.**



## Fresno Regional Workforce Development Board Cost Analysis Worksheet

<b>Procurement/Contract Number:</b>				
Name of Contractor/Vendor				
Staff Member Completing Form:		Date:		
Type of Review	Initial Contract <input type="checkbox"/> Contract Renewal <input type="checkbox"/>			

<b>Part I – General</b>	<b>Yes</b>	<b>No</b>
Are budget computations checked and verified? Comments:	<input type="checkbox"/>	<input type="checkbox"/>
Are all necessary cost elements included? Comments:	<input type="checkbox"/>	<input type="checkbox"/>
Has Contractor provided supporting documentation to substantiate costs? Comments:	<input type="checkbox"/>	<input type="checkbox"/>
Are costs charged to the appropriate category?	<input type="checkbox"/>	<input type="checkbox"/>
Are costs correctly organized?	<input type="checkbox"/>	<input type="checkbox"/>
Is more information needed?	<input type="checkbox"/>	<input type="checkbox"/>
Comments:		
Has contractor submitted an agreement that is commercially reasonable?	<input type="checkbox"/>	<input type="checkbox"/>

### Part II Specific Costs

Cost Element	Necessary/ Reasonable		Basis for Judgment	Comments
	Yes	No		
Salaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Independent estimate <input type="checkbox"/> Compared to other offers <input type="checkbox"/> Compared to current offers <input type="checkbox"/> Compared to past offers <input type="checkbox"/> Verified market price <input type="checkbox"/> Other	
Fringe Benefits (for tax-based elements, be sure that rates and bases are current)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Independent estimate <input type="checkbox"/> Compared to other offers <input type="checkbox"/> Compared to current offers <input type="checkbox"/> Compared to past offers <input type="checkbox"/> Verified market price <input type="checkbox"/> Other	
Office Supplies			<input type="checkbox"/> Independent estimate <input type="checkbox"/> Compared to other offers	

Cost Element	Necessary/ Reasonable		Basis for Judgment	Comments
	Yes	No		
			<input type="checkbox"/> Compared to current offers <input type="checkbox"/> Compared to past offers <input type="checkbox"/> Verified market price <input type="checkbox"/> Other	
Facilities/Utilities			<input type="checkbox"/> Independent estimate <input type="checkbox"/> Compared to other offers <input type="checkbox"/> Compared to current offers <input type="checkbox"/> Compared to past offers <input type="checkbox"/> Verified market price <input type="checkbox"/> Other	
Staff Travel			<input type="checkbox"/> Independent estimate <input type="checkbox"/> Compared to other offers <input type="checkbox"/> Compared to current offers <input type="checkbox"/> Compared to past offers <input type="checkbox"/> Verified market price <input type="checkbox"/> Other	
Accounting/Audits			<input type="checkbox"/> Independent estimate <input type="checkbox"/> Compared to other offers <input type="checkbox"/> Compared to current offers <input type="checkbox"/> Compared to past offers <input type="checkbox"/> Verified market price <input type="checkbox"/> Other	
Legal Services			<input type="checkbox"/> Independent estimate <input type="checkbox"/> Compared to other offers <input type="checkbox"/> Compared to current offers <input type="checkbox"/> Compared to past offers <input type="checkbox"/> Verified market price <input type="checkbox"/> Other	
Indirect Costs			<input type="checkbox"/> Independent estimate <input type="checkbox"/> Compared to other offers <input type="checkbox"/> Compared to current offers <input type="checkbox"/> Compared to past offers <input type="checkbox"/> Verified market price <input type="checkbox"/> Other	
Admin Rate			<input type="checkbox"/> Independent estimate <input type="checkbox"/> Compared to other offers <input type="checkbox"/> Compared to current offers <input type="checkbox"/> Compared to past offers <input type="checkbox"/> Verified market price <input type="checkbox"/> Other	
Subcontracts (Review subcontractor			<input type="checkbox"/> Independent estimate <input type="checkbox"/> Compared to other offers <input type="checkbox"/> Compared to current offers	

Cost Element	Necessary/ Reasonable		Basis for Judgment	Comments
	Yes	No		
cost/price proposal)			<input type="checkbox"/> Compared to past offers <input type="checkbox"/> Verified market price <input type="checkbox"/> Other	
Other (specify)			<input type="checkbox"/> Independent estimate <input type="checkbox"/> Compared to other offers <input type="checkbox"/> Compared to current offers <input type="checkbox"/> Compared to past offers <input type="checkbox"/> Verified market price <input type="checkbox"/>	

Profit/Fee (sub-recipients only)

1. Contract is: For Profit ☐ Non-Profit ☐  
 (if non-profit is checked, profit is not allowable)
2. Enter the percentage of proposed profit: \_\_\_\_\_
3. Profit is at or below the allowable amount Yes ☐ No ☐

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Fresno Regional Workforce Investment Board Price Analysis Worksheet

<b>Procurement/Contract Number:</b>			
Name of Contractor/Vendor			
Staff Member Completing Form:		Date:	
Type of Review	Initial Contract <input type="checkbox"/> Contract Renewal <input type="checkbox"/>		

General Information		
Proposed Price:		
	YES	NO
Is the price proposed an off-the-shelf price?	<input type="checkbox"/>	<input type="checkbox"/>
Was the price compared to a catalogue or other published rate?	<input type="checkbox"/>	<input type="checkbox"/>
Has a copy of the catalogue or published price been placed in the file?	<input type="checkbox"/>	<input type="checkbox"/>
Was a discount offered?	<input type="checkbox"/>	<input type="checkbox"/>
Has contractor submitted an agreement that is commercially reasonable?	<input type="checkbox"/>	<input type="checkbox"/>
The following price per outcome or unit benchmark(s) were considered:		
The price benchmark(s) were compared to:		
<input type="checkbox"/> Other potential providers:		
<input type="checkbox"/> This provider's past price: (List year & price)		
<input type="checkbox"/> Other. Describe methodology:		
Based upon the foregoing comparison, price(s) are reasonable and justifiable because		
The price(s) are at or below the benchmark (going rate) <span style="float: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</span>		
The price(s) are otherwise justifiable for the following reasons:		
If the price proposed is too high, what actions were taken during negotiation?		

--

**Profit (does not apply to vendor contracts)**Contractor is ☐ For-Profit ☐ Not-for-Profit

If not-for-profit, no profit is allowable

If they are for-profit:

Amount of profit proposed \$ \_\_\_\_\_

Profit as a percentage of other costs \_\_\_\_\_ %

Profit is ☐ Reasonable ☐ Unreasonable

If profit is reasonable, the basis for this conclusion:

If profit is deemed excessive, list the profit objective to be negotiated:

**Conclusion**

Provide the following information as appropriate:

Specific additional cost justification needed

Recommended adjustments to specific cost elements

Other comments about cost/ price

\_\_\_\_\_  
Signature\_\_\_\_\_  
Date

## Subrecipient vs Contractor Indicators

FACTOR	CONTRACTOR	SUBRECIPIENT
Activity <sup>1</sup>	Sell deliverables (goods/services)	Provide services
Assistance Arrangement	Buyer-seller	Financial assistance to operate a program
Closeout Package	Final invoice	Comprehensive
Control	Control is outcome focused	Control is on process
Development Costs	Absorbed	Controlled
Extent of Flexibility	Bound to adhere to specific contract terms	Latitude to make decision within terms of agreement
Federal Program Rules	N/A	Compliance
On-the-Job Training	Subrecipient developed (direct employer award)	Award to broker
Payment Basis <sup>2</sup> .	Is paid for specific deliverable	Is paid for services whether expensed as a deliverable or not
Product	Specific outcomes	Operate a program
Performance Measured <sup>3</sup>	Against the specific requirements of contract	Against the performance outcomes of the financial assistance award
Product Development	Develops product and delivers from inventory	Controls development
Public Policy	Contract specific clauses	Standard statement of assurances
Purpose of the Award	To provide specific goods or Services	To carry out a program goal
Receipt of Funds	Number of items delivered	Costs incurred
Risk	Risk to contractor	Share risk w/awarding agency
Type of Training Referral	Slotting on an individual referral basis	Filling a class-sized training Program
Type of Market	For sale within normal business operation; existing product tailored to the program	Customized for specific program purposes
Type of Product	Provide specific product or service ancillary to the federal program	Design a program to meet a broader goal such as performance outcomes

<sup>1</sup> There may be instances where it is possible to obtain the same type of services under either a contractor or a subrecipient award.

<sup>2,3</sup> Federal reform efforts are now shifting emphasis from paying for process to paying for results. Such performance and outcome-based payments are possible under both contractor and subrecipient awards.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A2
MEETING DATE:	December 1, 2021
ACTION:	ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • [www.frwdb.net](http://www.frwdb.net)

**TO:** Fresno Regional Workforce Development Board

**FROM:** Adult Council

**SUBJECT:** Fourth Quarter Workforce Innovation and Opportunity Act Adult Participant Training Report for Program Year 2020-2021

## **RECOMMENDATION:**

Accept the Fourth Quarter Workforce Innovation and Opportunity Act (WIOA) Adult Participant Training Report for Program Year (PY) 2020-2021.

The Adult Council approved this recommendation on October 28, 2021.

## **REASON FOR RECOMMENDATION:**

In 2012, the State of California passed Senate Bill (SB) 734, which mandated local workforce boards to a training expenditure requirement of their WIOA Adult and Dislocated Worker formula fund allocations for workforce training services. These workforce training services include: Vocational Skills Training, Transitional Jobs (paid work experience) and On-the-Job Training activities. This initially required local boards to expend a minimum of 25% of funding beginning in PY 2012-2013, and increase the mandated expenditure requirement to 30% in PY 2016-2017.

The WIOA formula funding has a two (2) year life cycle, and local areas are mandated to fully expend the required training funding by June 30th of the last program year. The mandated 30 percent of training funds allocated in PY 2019-2020 is \$3,083,582 and was required to be fully expended by June 30, 2021.

Final total expenditures as of June, 30, 2021, was \$3,294,741 which exceeds the mandated 30% expenditure requirement.

The mandated 30 percent of training funds allocated in PY 2020-2021 is \$3,333,198 and is required to be fully expended by June 30, 2022.

An expenditure report will be provided at the next council meeting.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A3
MEETING DATE:	December 1, 2021
ACTION:	ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • [www.frwdb.net](http://www.frwdb.net)

---

**TO:** Fresno Regional Workforce Development Board  
**FROM:** Adult Council  
**SUBJECT:** Local Performance Results Reports

## **RECOMMENDATION:**

Accept the attached Adult and Dislocated Worker Program Providers of Services Local Performance Results Reports for the Fourth Quarter of Program Year (PY) 2020-2021 and First Quarter of PY 2021-2022.

The Adult Council approved this recommendation on October 28, 2021.

## **REASON FOR RECOMMENDATION:**

The Fresno Regional Workforce Development Board (FRWDB) Joint Powers Agreement states, in part, that FRWDB staff shall fulfill administrative responsibilities as set forth in the Workforce Innovation and Opportunity Act (WIOA), including the administering of programs as described in the WIOA, as well as developing budgets and administrative plans. Additional administrative responsibilities shall include assessing the performance and evaluating the benefit, productivity, and impact of all programs funded under the WIOA, as amended or superseded, and submitting progress reports. FRWDB staff will submit both upon request, but not less often than every quarter.

The attached worksheets provide local performance results for each of the Adult and Dislocated Provider of Services for Fourth Quarter of PY 2020-2021 and First Quarter of PY 2021-2022.

## **ATTACHMENTS:**

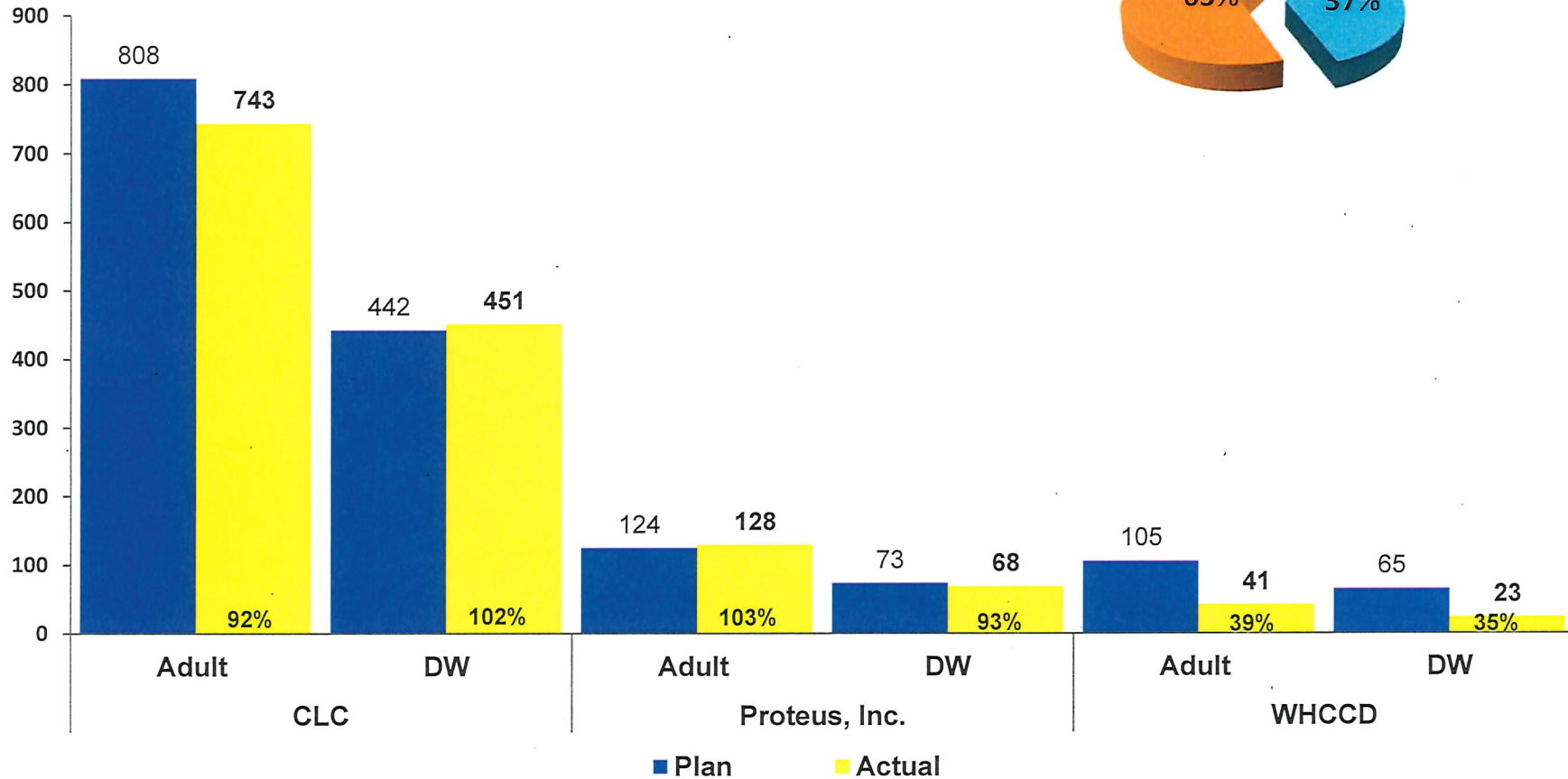
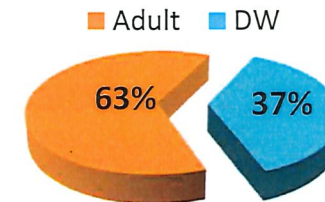
- ATTACHMENT I: Adult and Dislocated Worker Program Providers of Services Local Performance Results Reports for the Fourth Quarter of Program Year 2020-2021  
ATTACHMENT II: Adult and Dislocated Worker Program Providers of Services Local Performance Results Reports for the First Quarter of Program Year 2021-2022



## Adult/DW Served

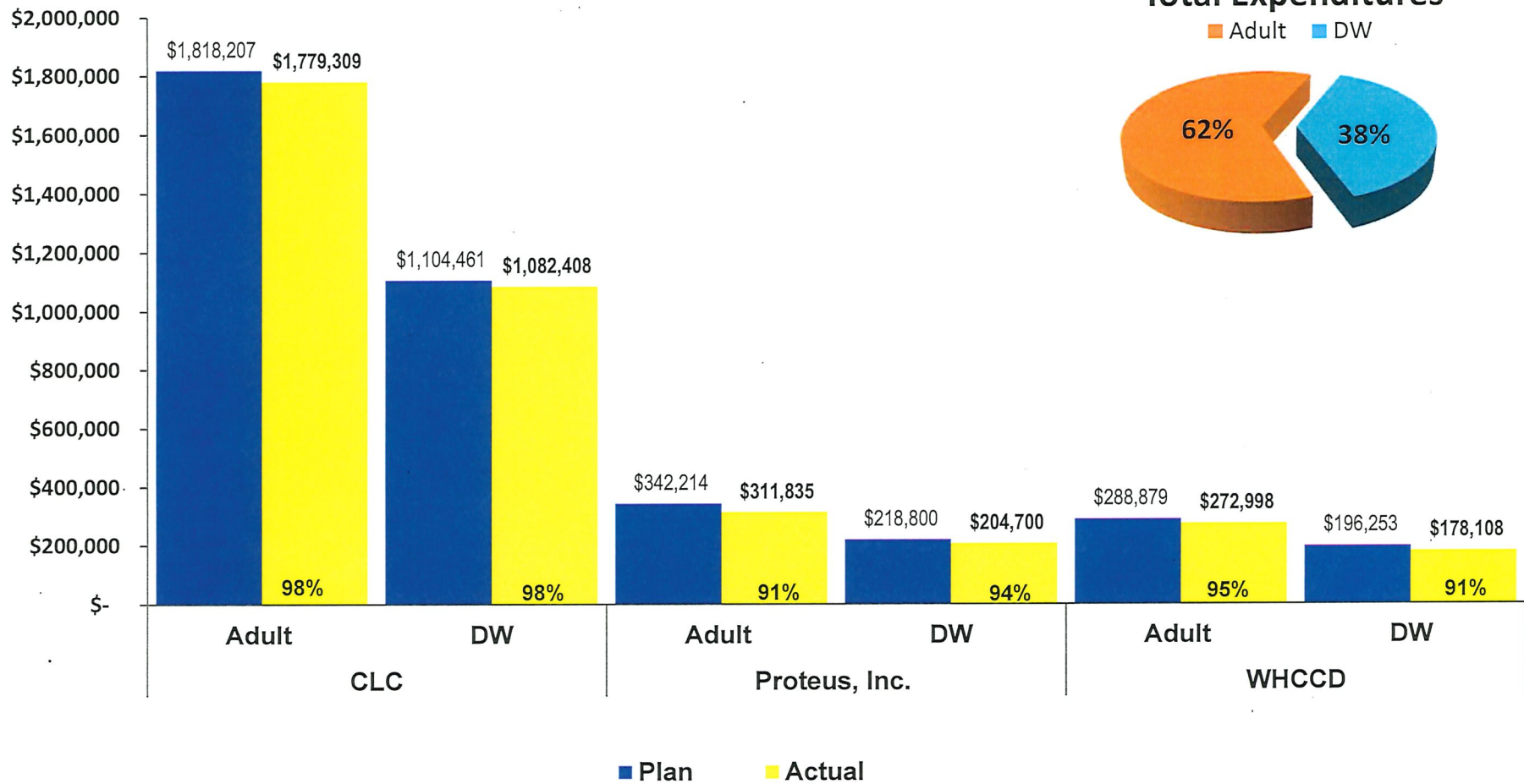
CLC- Central Labor Council  
Proteus - Proteus, Inc.  
WHCCD -West Hills Community College District

**Total Served- 1454**



Note: Adult/ DW number served goal is 95%.

## Adult/ DW Expenditures



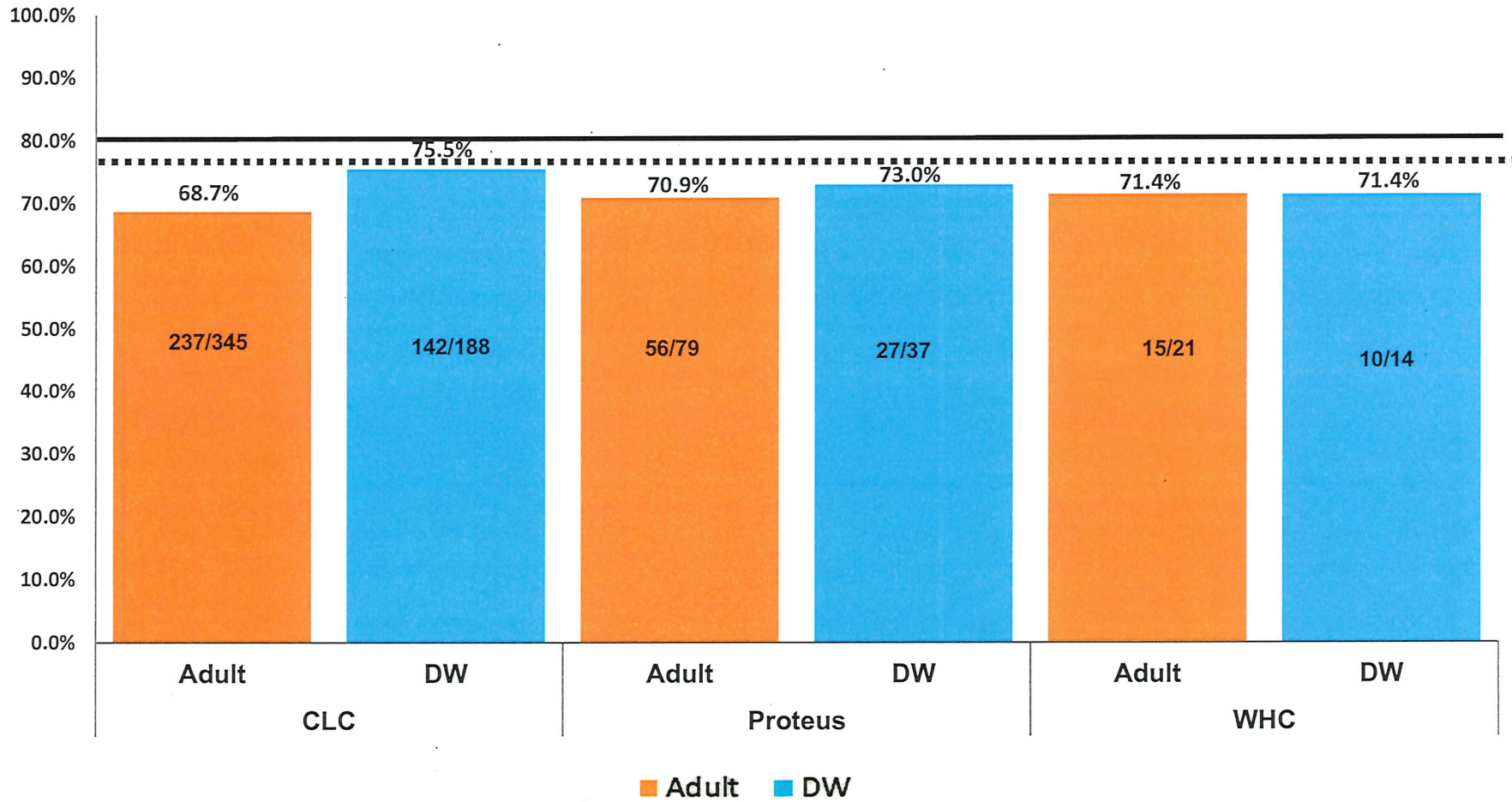
Note: Adult/DW Expenditures goal is 95% to 100%.

# Adult/DW Placement Rate

## Placement Goals

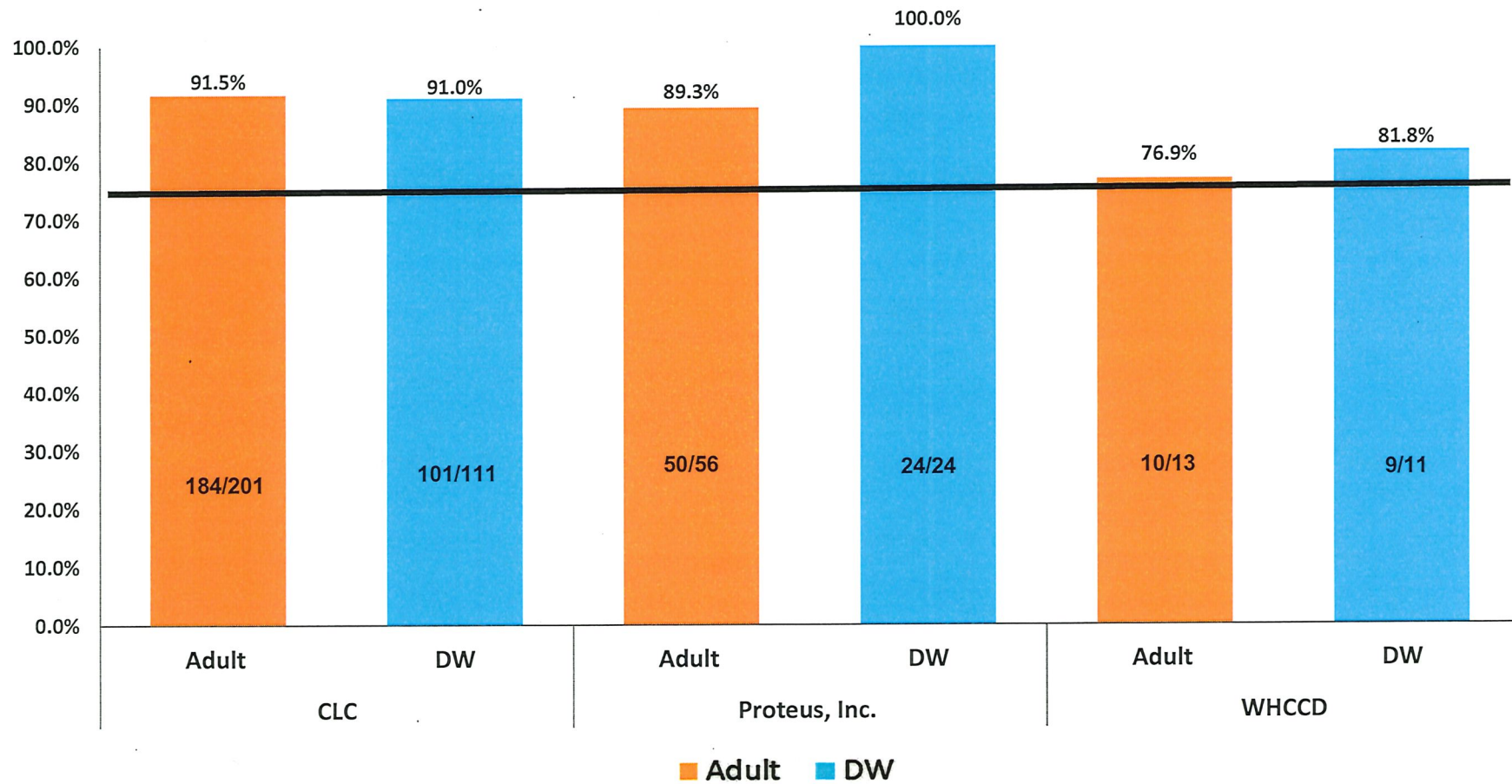
DW 80.5 %

Adult 76.5%



Certificate of Attainment Goal  
Adult/DW 73.2%

### Adult/DW Credential Rate



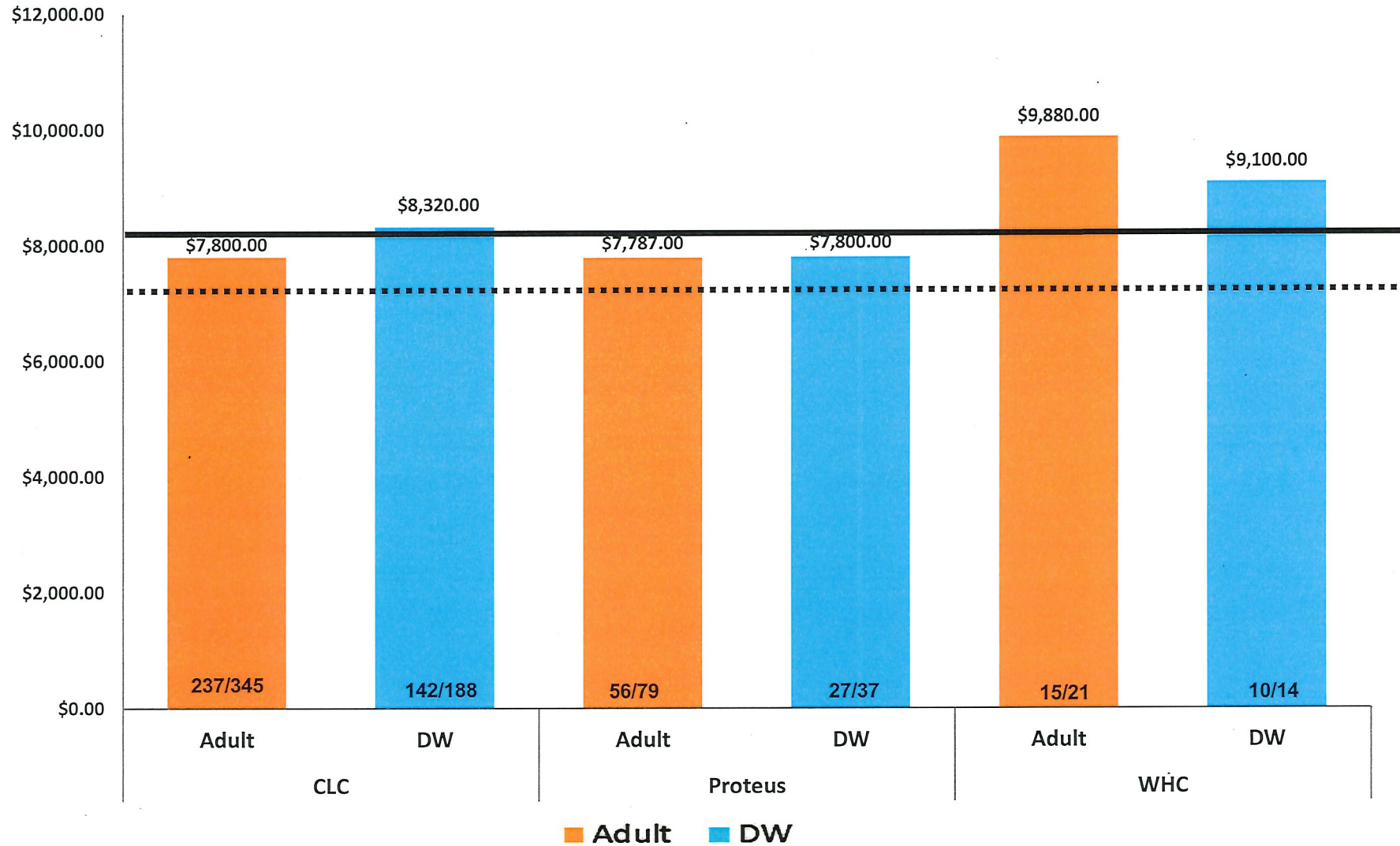


## Placement Median Wage Earnings

Goals

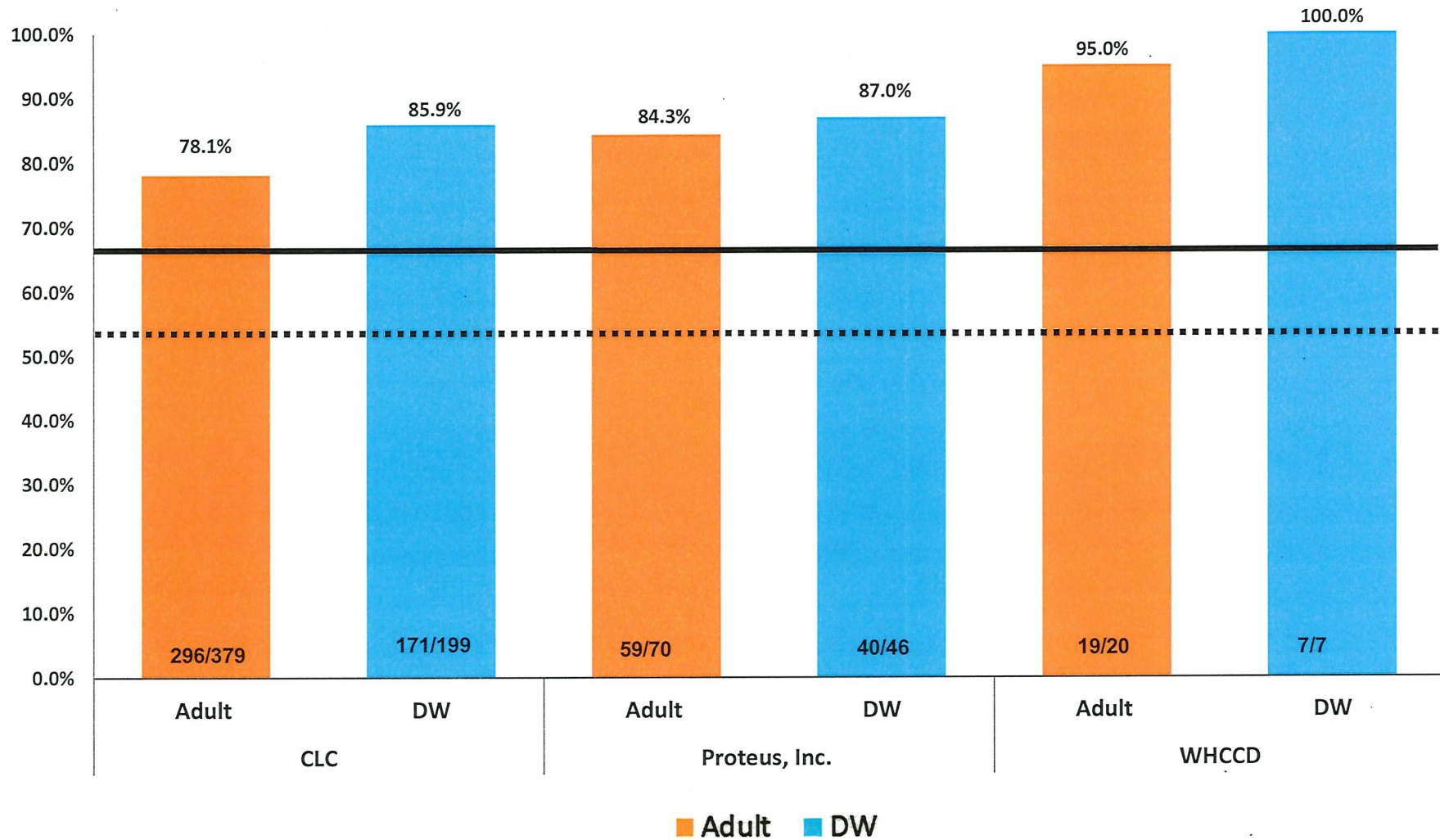
DW \$ 8,200

Adult \$7,200



# Measurable Skills Gain

Goals  
Adult 53% .....  
DW 66% —————

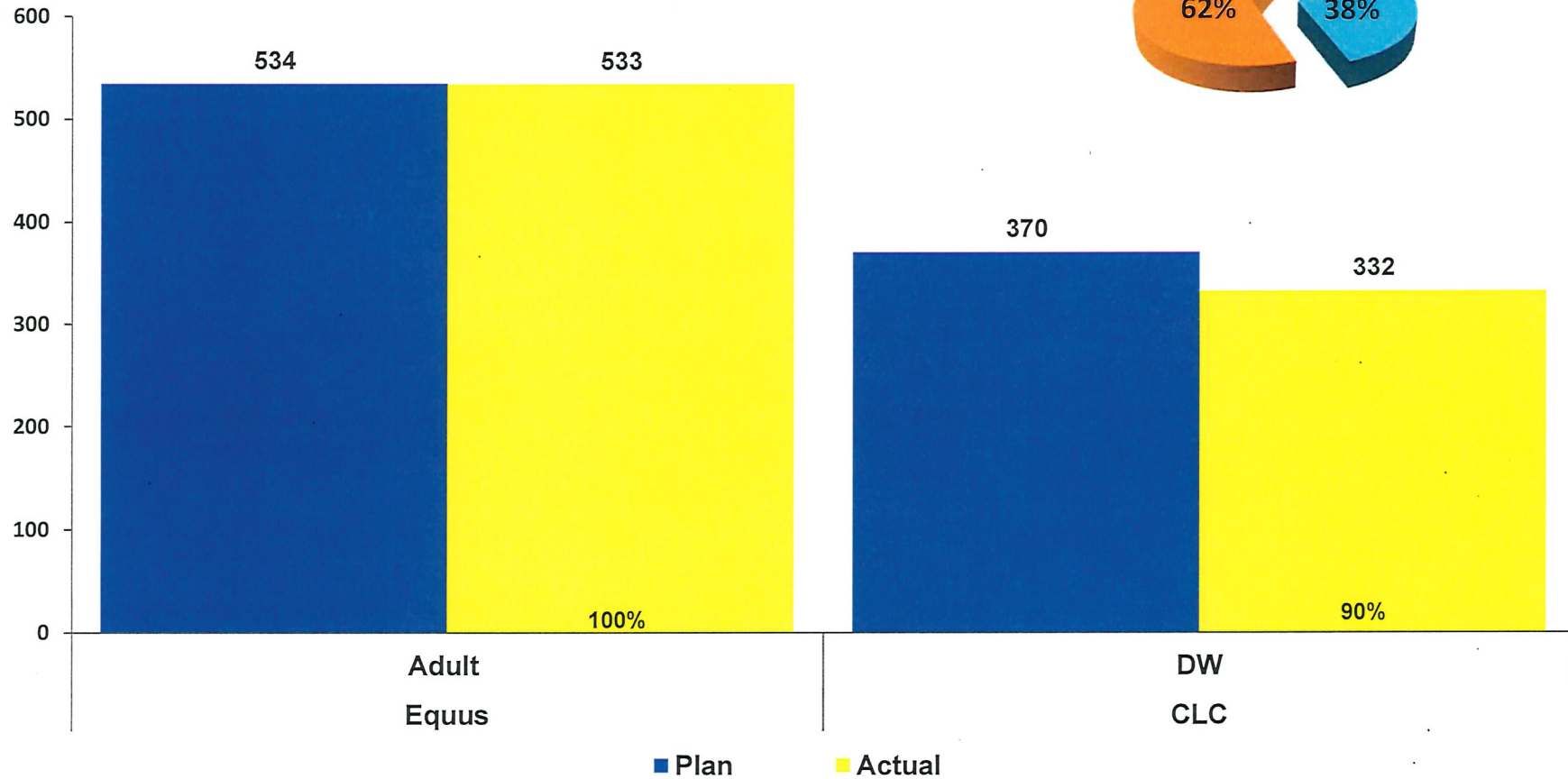
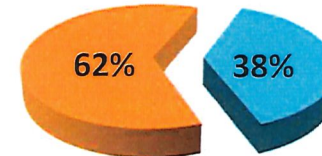


## Adult/DW Served

CLC- Central Labor Council  
EQUUS- Equus Workforce Solutions

**Total Served- 865**

Adult DW

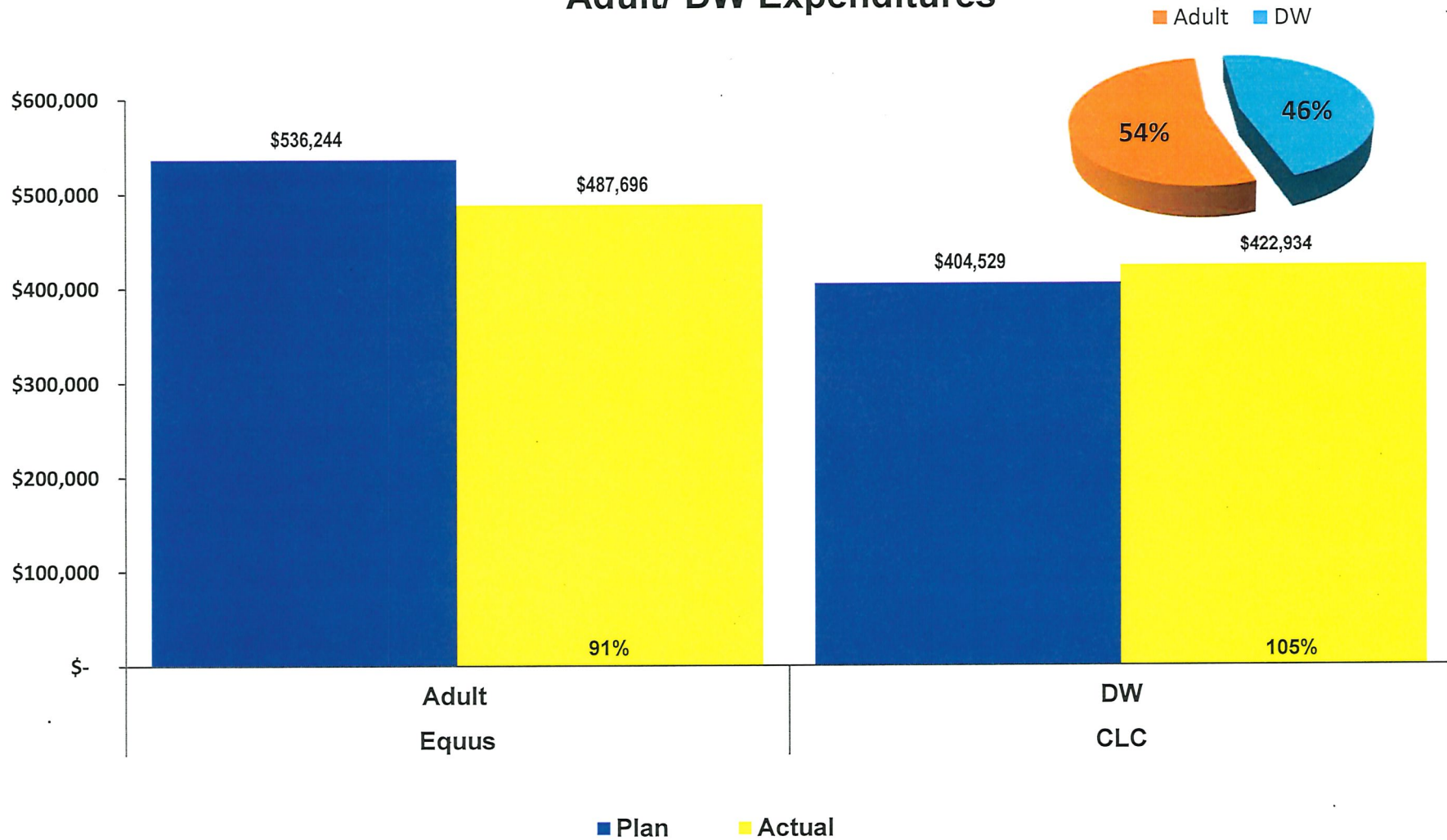


Note: Adult/ DW number served goal is 95%.



## Adult/ DW Expenditures

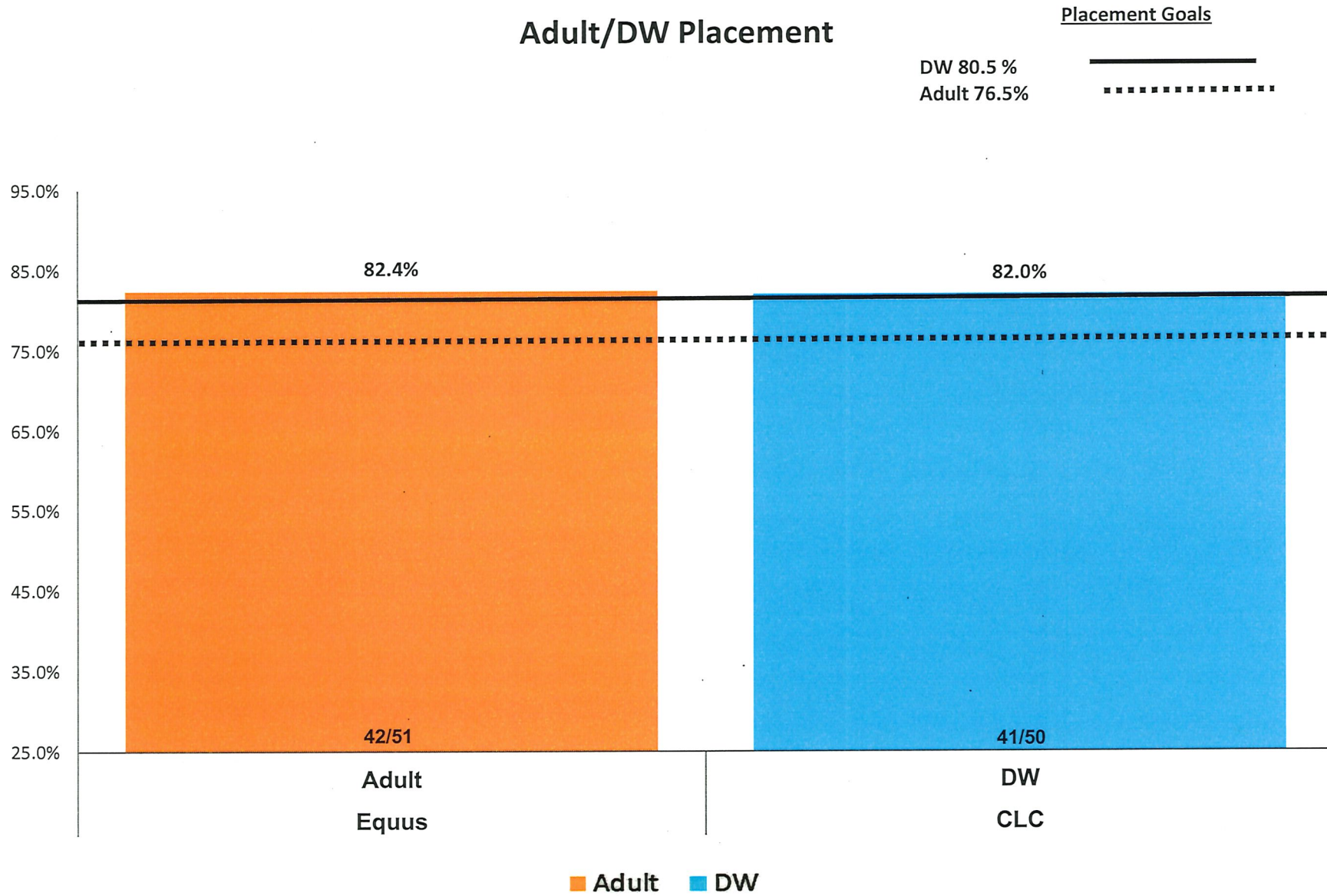
## Total Expenditures



Note: Adult/DW Expenditures goal is 95% to 100%.

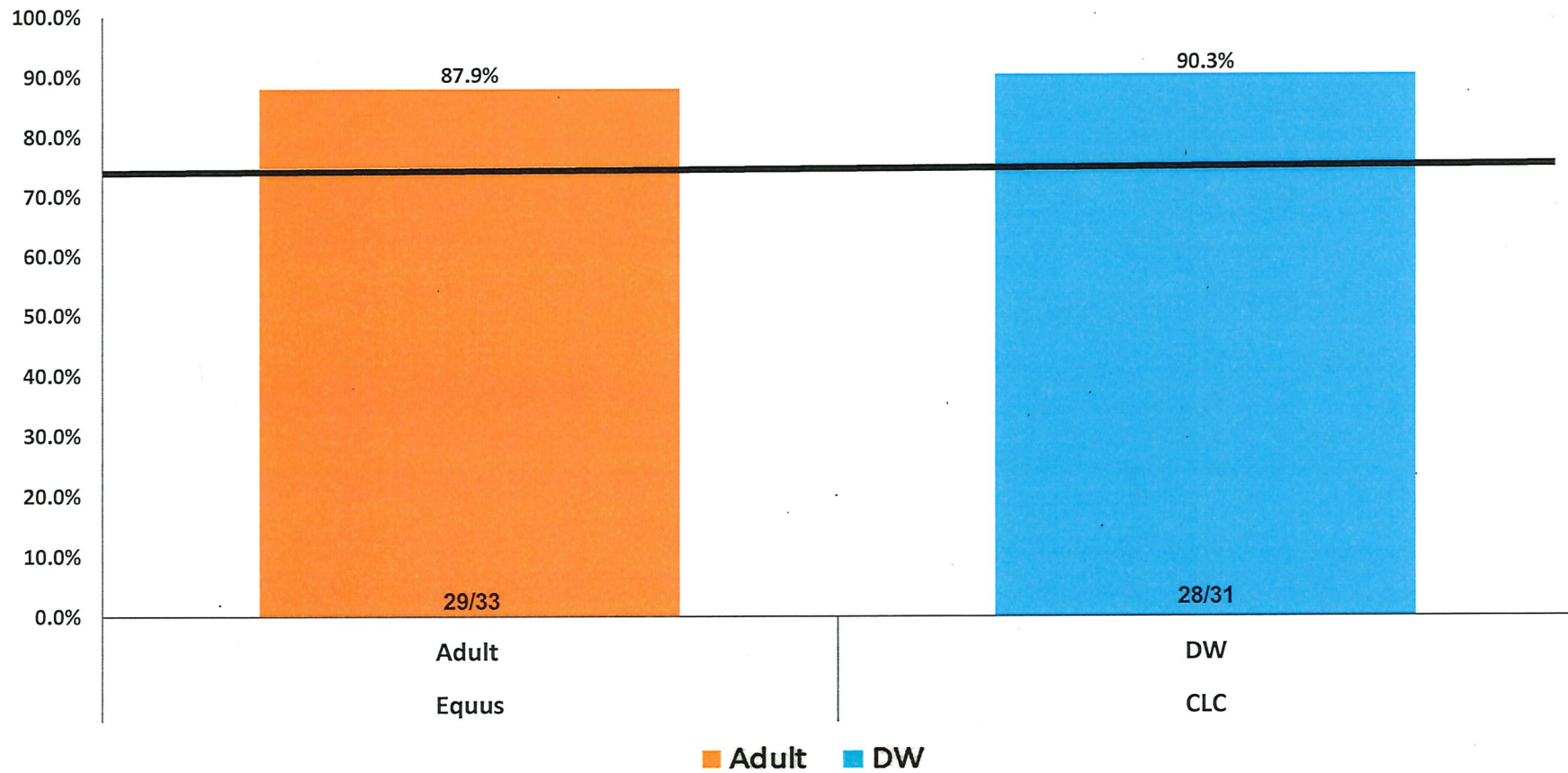


## Adult/DW Placement



Certificate of Attainment Goal  
Adult/DW 73.2%

## Adult/DW Credential Rate

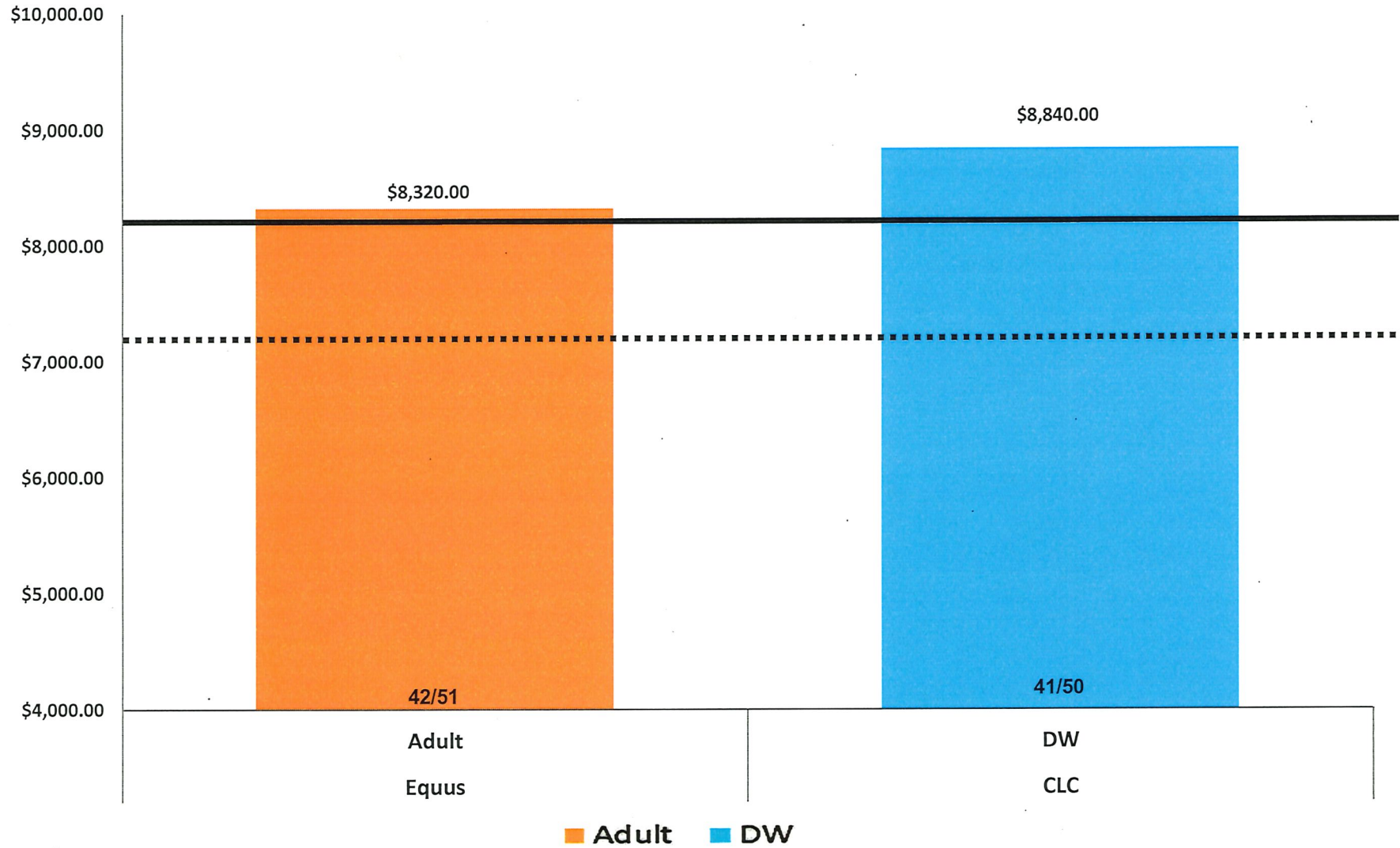


## Placement Median Wage Earnings

Goals

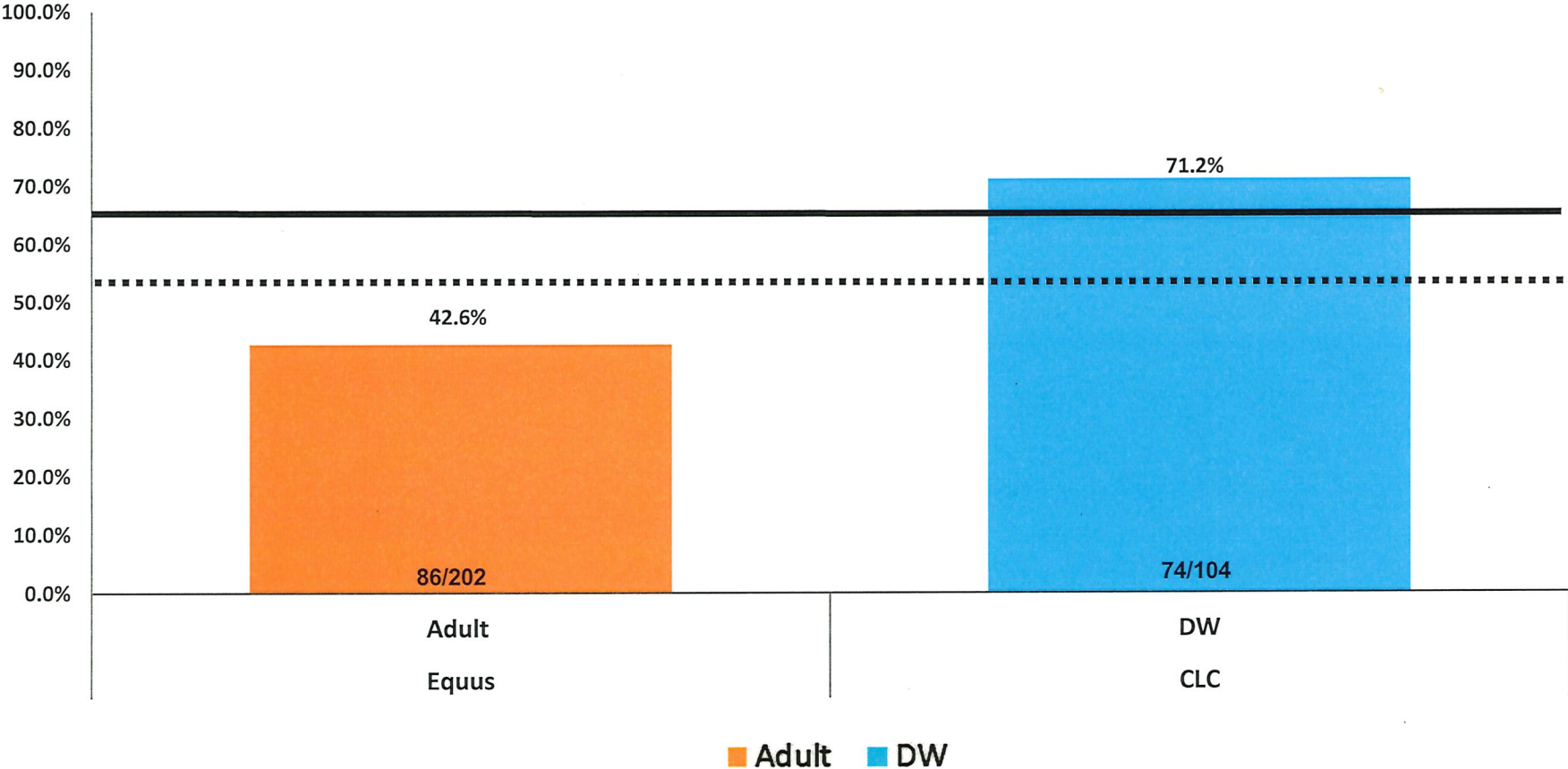
DW \$ 8,200

Adult \$7,200



Mesurable Skills Gain

Goals  
Adult 53% .....  
DW 66% —————





# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A4
MEETING DATE:	December 1, 2021
ACTION:	ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

---

**TO:** Fresno Regional Workforce Development Board

**FROM:** Adult Council

**SUBJECT:** Fourth Quarter Program Year 2020-2021 and First Quarter Program Year 2021-2022  
Providers of Services' Monitoring Reports

## **RECOMMENDATION:**

Accept the following Providers of Services' Monitoring Report for the Fourth Quarter of Program Year 2020-2021 and First Quarter of Program Year 2021-2022.

The Adult Council approved this recommendation on October 28, 2021.

## **REASON FOR RECOMMENDATION:**

Fresno Regional Workforce Development Board staff conducts programmatic and fiscal monitoring of all contracts to ensure compliance with federal, state, and local regulations and/or policies.

## **ATTACHMENTS:**

ATTACHMENT I: Adult Provider of Services Monitoring Report – Fourth Quarter, Program Year 2020-2021

ATTACHMENT II: Adult Provider of Services Monitoring Report – First Quarter, Program Year 2021-2022

## Adult Provider of Services Monitoring Report Fourth Quarter, Program Year 2020-2021

### Program Monitoring:

*Programmatic monitoring of the following sub-recipients was completed during the fourth quarter:*

Sub-Recipient	Contract # (s)	Results
West Hills Community College District Program Year (PY) 2018-2019, PY 2019-2020, PY 2020-2021	250	1) Assessment Issues 2) Individual Employment Plan Issues 3) Service Code Issues 4) Dislocated Worker Eligibility Issues – questioned costs 5) Supportive Services Issues – questioned costs <b>Both questioned cost issues were resolved and the findings closed.</b>
Fresno Economic Opportunities Commission PY 2020-2021	WAF 7.0	<b>No Findings</b>

*Programmatic monitoring of the following sub-recipients was in process as of the end of the fourth quarter:*

Sub-Recipient	Contract # (s)
Central Labor Council Partnership PY 2020-2021	213

### Fiscal Monitoring:

*Fiscal monitoring of the following sub-recipients was completed during the fourth quarter:*

Sub-Recipient	Contract # (s)	Results
Proteus, Inc. PY 2020-2021 Fiscal Review		<b>No Findings</b>
Central Labor Council Partnership	213	<b>No Findings</b>
West Fresno Advanced Transportation Technology PY 2020-2021 Fiscal Annual Review	Transformative Climate Communities	<b>No Findings</b>

*Fiscal monitoring of the following sub-recipients is in process as of the end of the fourth quarter: **None***

## Adult Provider of Services Monitoring Report First Quarter, Program Year 2021-2022

### **Program Monitoring:**

*Programmatic monitoring of the following sub-recipients was completed during the first quarter Program Year (PY) 2021-2022:*

<b>Sub-Recipient</b>	<b>Contract # (s)</b>	<b>Results</b>
Central Labor Council Partnership PY 2020-2021	213	<b>No Findings</b>

*Programmatic monitoring of the following sub-recipients was in process as of the end of the first quarter: **NONE***

### **Fiscal Monitoring:**

*Fiscal monitoring of the following sub-recipients was completed during the first quarter of PY 2021-2022:*

<b>Sub-Recipient</b>	<b>Contract # (s)</b>	<b>Results</b>
Proteus, Inc.	243	<b>No Findings</b>
Central Labor Council Partnership	213, 0816, 1115	<b>No Findings</b>
West Hills Community College District	250, 800	<b>No Findings</b>

*Fiscal monitoring of the following sub-recipients is in process as of the end of the first quarter: **NONE***

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A5
MEETING DATE:	December 1, 2021
ACTION:	ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • [www.frwdb.net](http://www.frwdb.net)

---

**TO:** Fresno Regional Workforce Development Board

**FROM:** Adult Council

**SUBJECT:** Fourth Quarter Program Year 2020-2021 and First Quarter Program Year 2021-2022  
Providers of Services' Customer Complaint Reports

## **RECOMMENDATION:**

Accept the Adult and Dislocated Worker Customer Complaint Report for the Fourth Quarter of Program Year (PY) 2020-2021 and the First Quarter of PY 2021-2022.

The Adult Council approved this recommendation on October 28, 2021.

## **REASON FOR RECOMMENDATION:**

Under the Fresno Regional Workforce Development Board (FRWDB) Joint Powers Agreement, the FRWDB develops and manages systems to hear and resolve grievances brought by participants, vendors, or other interested parties, and to provide quarterly reports to the FRWDB regarding such grievances.

No complaints were received during the Fourth Quarter of PY 2020-2021 or the First Quarter of PY 2021-2022.



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A6
MEETING DATE:	December 1, 2021
ACTION:	ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Fresno Regional Workforce Development Board

**FROM:** Adult Council

**SUBJECT:** Fourth Quarter Program Year 2020-2021 and First Quarter Program Year 2021-2022 Job Seeker Customer Satisfaction Reports

## **RECOMMENDATION:**

Accept the Fourth Quarter Job Seeker Customer Satisfaction Reports for Program Year (PY) 2020-2021 and the First Quarter PY 2021-2022.

The Adult Council approved this recommendation on October 28, 2021.

## **REASON FOR RECOMMENDATION:**

The Fresno Regional Workforce Development Board (FRWDB) Joint Powers Agreement states, in part, that FRWDB staff shall fulfill administrative responsibilities as set forth in the Workforce Innovation and Opportunity Act (WIOA), including the administering of programs as described in the WIOA, as well as developing budgets plans. Additional administrative responsibilities and authorities shall include assessing the performance and evaluating the benefit, productivity, and impact of all programs funded under the WIOA, as amended or superseded, and submitting progress reports.

As part of this responsibility, FRWDB staff has implemented the Job Seeker Customer Satisfaction process and data collection system. The FRWDB's sub-contracted providers of services submit their data to staff on a monthly basis. The data is accumulated, analyzed and reviewed on a quarterly basis and reported to this Council.

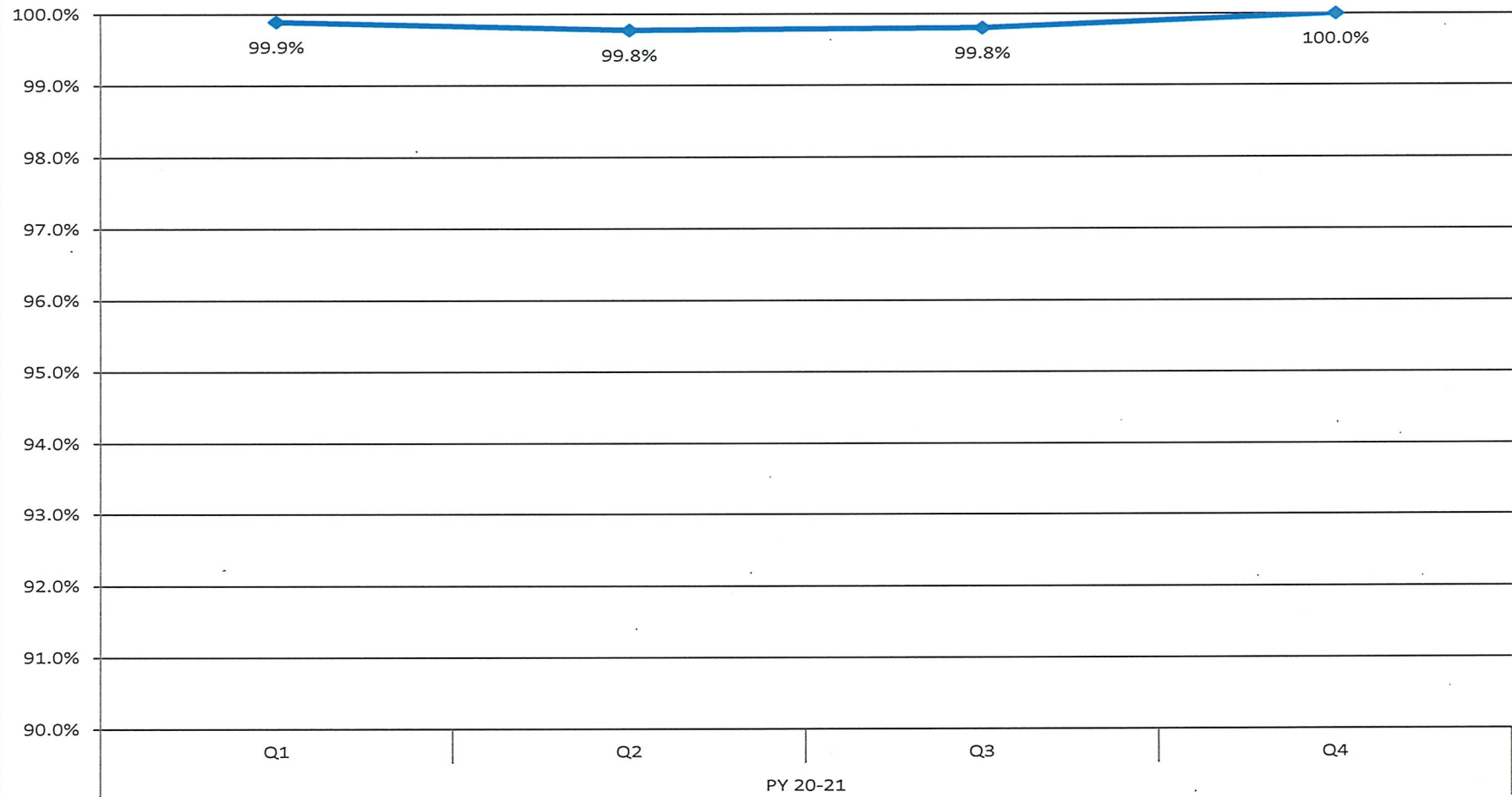
FRWDB staff work with service providers to improve the processes used to increase the satisfaction level with our job seekers. These improvements are based on data collected through these satisfaction surveys, monitoring reviews, complaints and monthly operations meetings between provider and FRWDB staff.

## **ATTACHMENTS:**

ATTACHMENT I: Job Seeker Basic Career Services Report for the Fourth Quarter of PY 2020-2021

ATTACHMENT II: Job Seeker Basic Career Services Report for the First Quarter of PY 2021-2022

## Basic Career Services

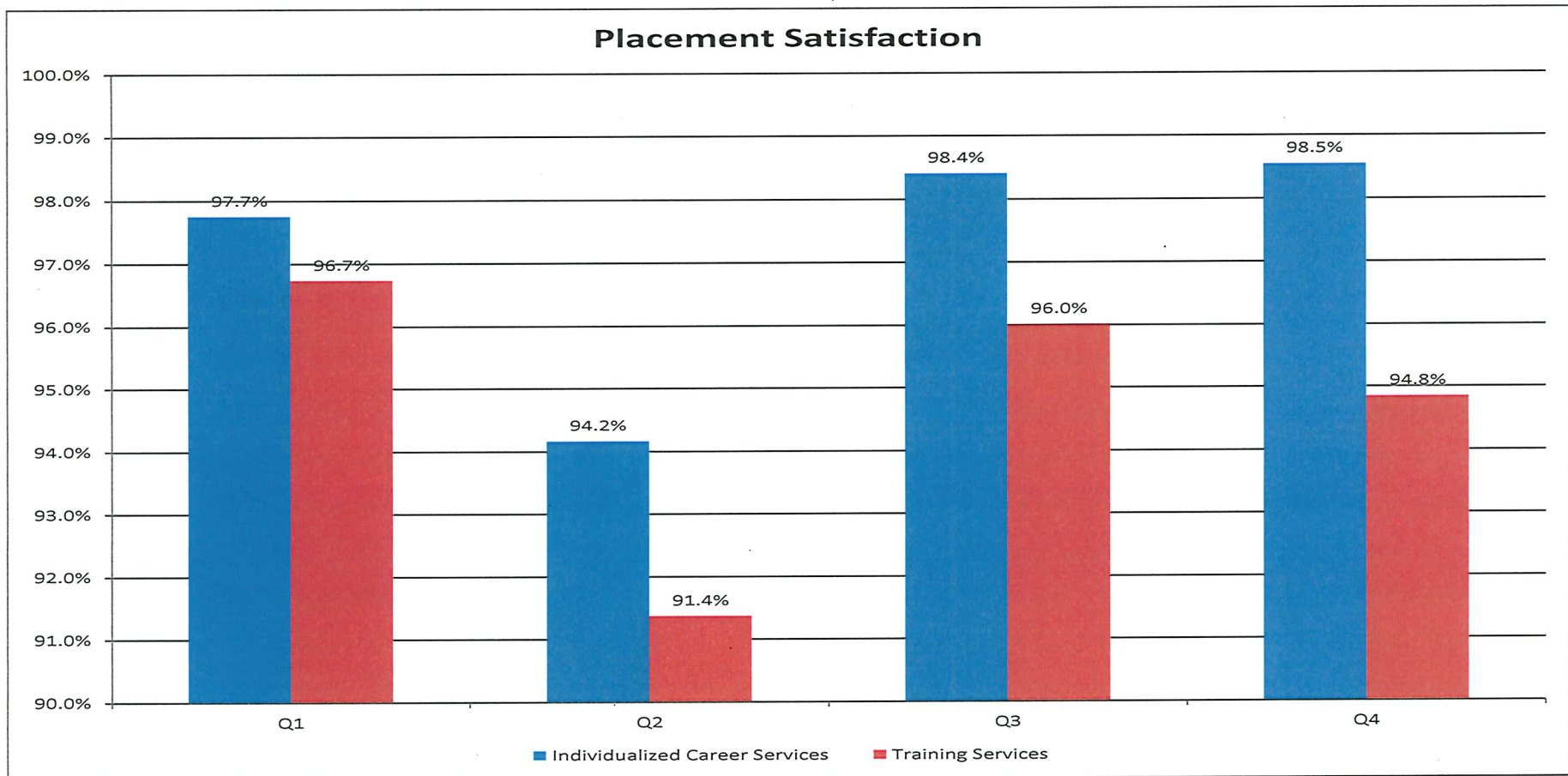


### Staff Notes:

	PY 20-21			
	Q1	Q2	Q3	Q4
Surveys Received	163	154	109	51
Number of Users	2,077	2,724	2,841	2,522
Survey Response Rate	7.8%	5.6%	3.8%	2.0%

### Sample of User Comments:

Staff very helpful; regular on-site classes for resumes, cover letters with signups at the front desk would be helpful; great staff;



**Staff Notes:**

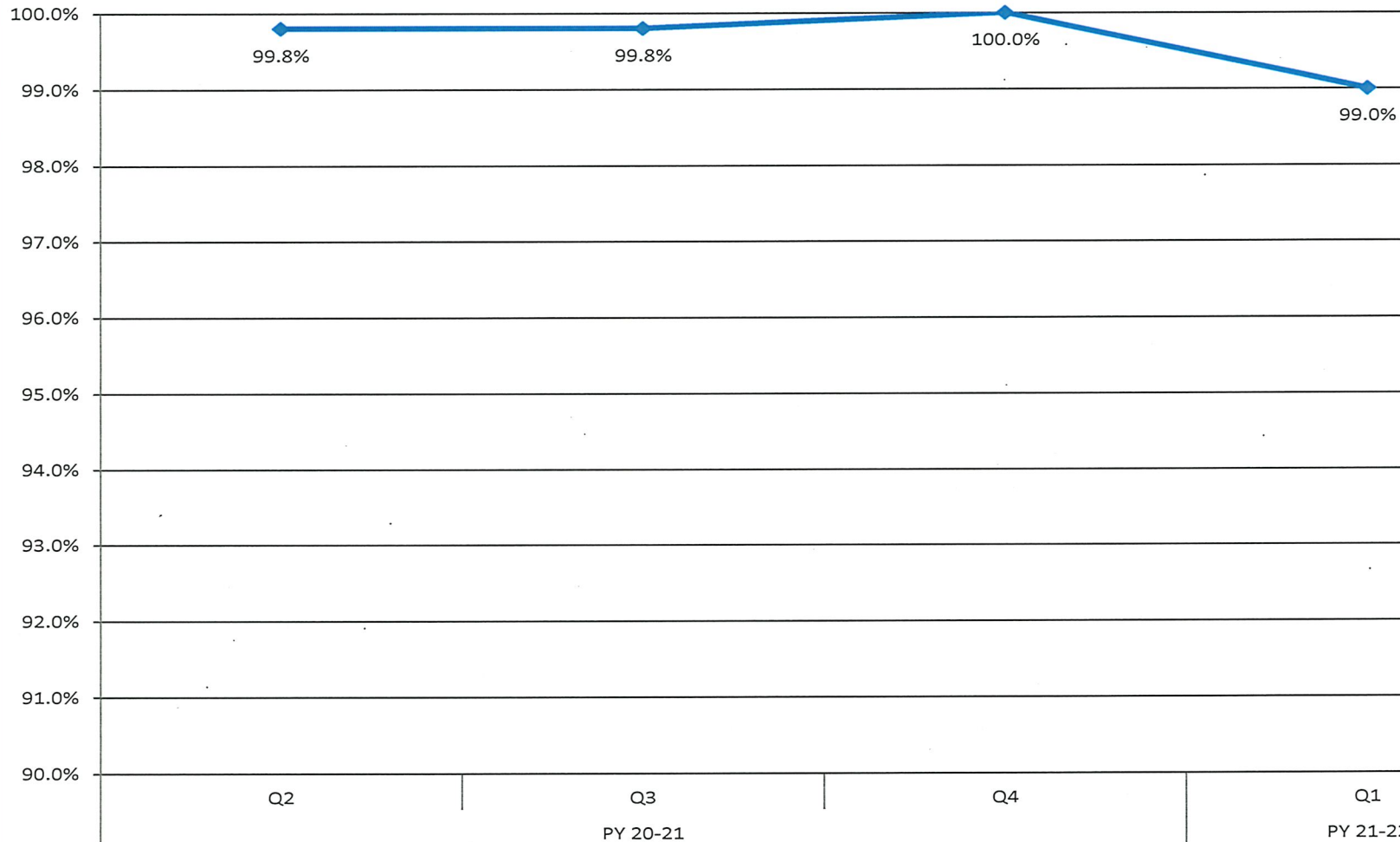
	PY 20-21							
	Q1		Q2		Q3		Q4	
	Non-Training	Training	Non-Training	Training	Non-Training	Training	Non-Training	Training
Surveys Received by Type	16	57	32	87	36	103	25	66
Clients Closed & Placed by Type	19	63	32	95	55	100	25	88
<b>Survey Response Rate</b>	<b>84.2%</b>	<b>90.5%</b>	<b>100%</b>	<b>91.6%</b>	<b>65.5%</b>	<b>97.1%</b>	<b>100%</b>	<b>75%</b>

**Participant Feedback:**

**Individualized Career Services:** I returned to my old job; I did not receive job leads; the assessments were of no benefit;

**Training Services:** I got a job shortly after completing training; I did not receive job leads; I did not get a job related to my training;

### Basic Career Services

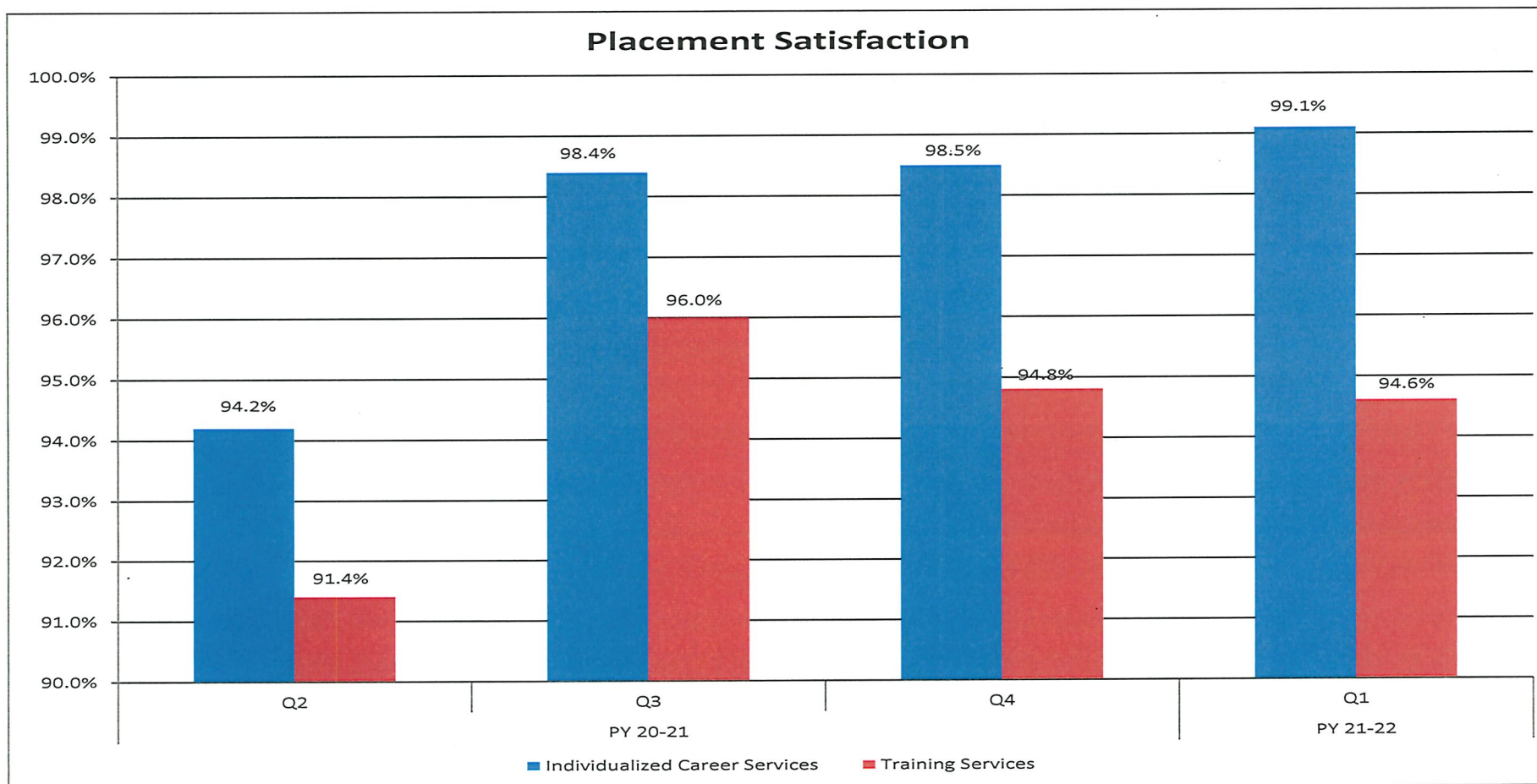


#### Staff Notes:

	PY 20-21			PY 21-22
	Q2	Q3	Q4	Q1
Surveys Received	154	109	51	17
Number of Users	2,724	2,841	2,522	2,739
Survey Response Rate	5.6%	3.8%	2.0%	.06%

#### Sample of User Comments:

Staff very respectful and helpful; I am thankful for this resource; thank you for helping me get my life back on track.



#### Staff Notes:

	PY 20-21						PY 21-22	
	Q2		Q3		Q4		Q1	
	Non-Training	Training	Non-Training	Training	Non-Training	Training	Non-Training	Training
Surveys Received by Type	32	87	36	103	25	66	25	44
Clients Closed & Placed by Type	32	95	55	100	25	88	27	62
<b>Survey Response Rate</b>	<b>100%</b>	<b>91.6%</b>	<b>65.5%</b>	<b>97.1%</b>	<b>100%</b>	<b>75%</b>	<b>93%</b>	<b>71%</b>

#### Participant Feedback:

**Individualized Career Services:** already knew what I wanted to do, did not receive job leads/referrals.

**Training Services:** did not receive job leads/referrals; secured employment in non-training related field; I found training related employment on my own.



# Consent Items Submitted by the Youth Council

## **MISSION:**

To design, procure, and oversee Workforce Innovation and Opportunity Act youth services to ensure all available resources serve the needs of Fresno County youth.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	B1
MEETING DATE:	December 1, 2021
ACTION:	ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • [www.frwdb.net](http://www.frwdb.net)

**TO:** Fresno Regional Workforce Development Board

**FROM:** Youth Council

**SUBJECT:** Fourth Quarter Program Year 2020 - 2021 and First Quarter Program Year 2021 - 2022  
Workforce Innovation and Opportunity Act Young Adult Participant Work Experience Reports

## **RECOMMENDATION:**

Accept the Workforce Innovation and Opportunity Act (WIOA) Young Adult Participant Work Experience Report for the Fourth Quarter of Program Year (PY) 2020 - 2021 and the First Quarter of PY 2021 - 2022.

The Youth Council approved this recommendation on November 18, 2021.

## **REASON FOR RECOMMENDATION:**

The WIOA places a priority on providing youth with occupational learning opportunities through Work Experience. These Work Experiences include: paid work experience, pre-apprenticeship programs, job shadowing, and on-the-job training activities. Beginning July 1, 2015, local boards were required to begin implementing new Work Experience requirements, which included a mandated minimum expenditure requirement of 20%.

The WIOA formula funding has a two (2) year life cycle, and local areas are mandated to fully expend the required Work Experience funding by June 30th of the last program year. e.g., Work Experience funds allocated in PY 2018 - 2019 were required to be fully expended by June 30, 2020.

The total Work Experience allocation for PY 2019 - 2020 was \$1,106,526 and was required to be fully expended by June 30, 2021, and the total allocation was expended by the deadline.

Work Experience funds allocated to PY 2020 - 2021 is \$1,284,131.52 and must be expended by June 30, 2022. The total Work Experience expenditures as of September 30, 2021, is \$1,392,933.12, which exceed the mandated expenditure requirement by \$108,801.60. Staff has no concerns regarding Work Experience expenditures at this time.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	B2
MEETING DATE:	December 1, 2021
ACTION:	ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

---

**TO:** Fresno Regional Workforce Development Board

**FROM:** Youth Council

**SUBJECT:** Local Performance Result Reports

## **RECOMMENDATION:**

Accept the attached Young Adult Services (YAS) Providers of Services Local Performance Result Reports for the Fourth Quarter of Program Year (PY) 2020 – 2021 and the First Quarter of PY 2021 – 2022.

The Youth Council approved this recommendation on November 18, 2021.

## **REASON FOR RECOMMENDATION:**

The Fresno Regional Workforce Development Board (FRWDB) Joint Powers Agreement states, in part, that FRWDB staff shall fulfill administrative responsibilities as set forth in the Workforce Innovation and Opportunity Act (WIOA), including the administering of programs as described in the WIOA, as well as developing budgets and administrative plans. Additional administrative responsibilities shall include assessing the performance and evaluating the benefit, productivity, and impact of all programs funded under the WIOA, as amended or superseded, and submitting progress reports. FRWDB staff will submit both upon request, but not less often than every quarter.

The attached worksheets provide local performance results for each of the YAS Providers of Services for the Fourth Quarter of PY 2020 – 2021 and the First Quarter of PY 2021 – 2022.

## **ATTACHMENTS:**

ATTACHMENT I: Young Adult Services Local Performance Results for Program Year 2020 – 2021 Fourth Quarter

ATTACHMENT II: Young Adult Services Local Performance Results for Program Year 2021 – 2022 First Quarter



FEOC - Fresno Economic Opportunities Commission

Equus WFS - Equus Workforce Solutions

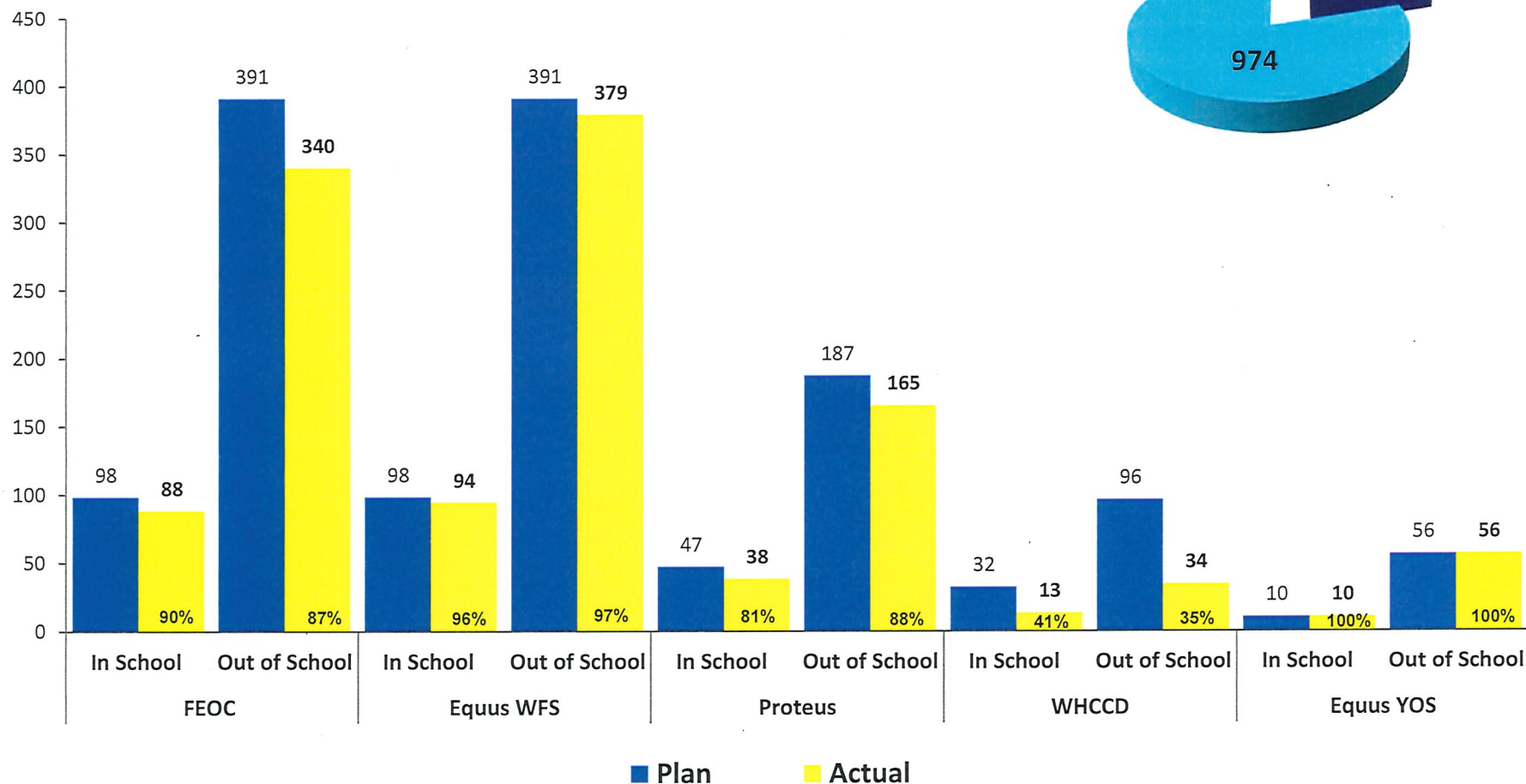
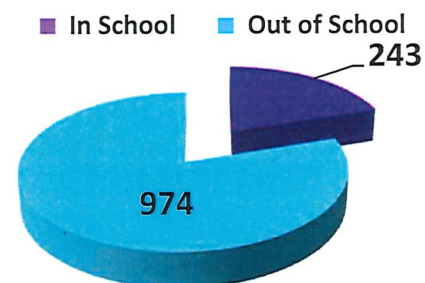
Proteus - Proteus, Inc.

WHCCD - West Hills Community College District

Equus YOS - Youth Offender Services

## Youth Served

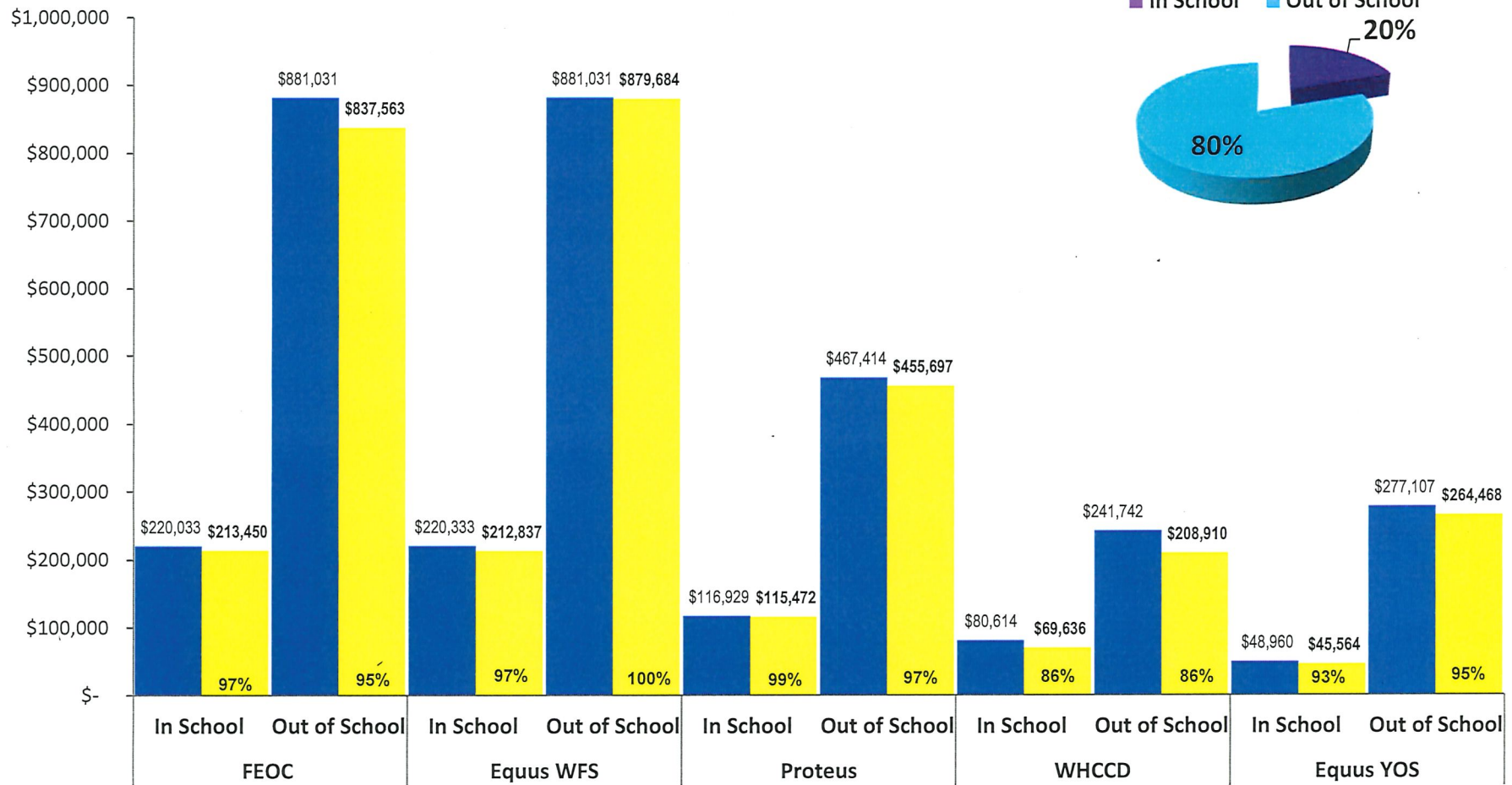
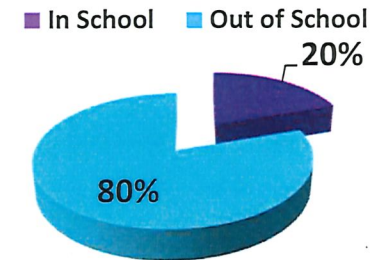
**Total Served- 1217**



Note: Number served goal is 95%

## Youth Expenditures

## Total Expenditures



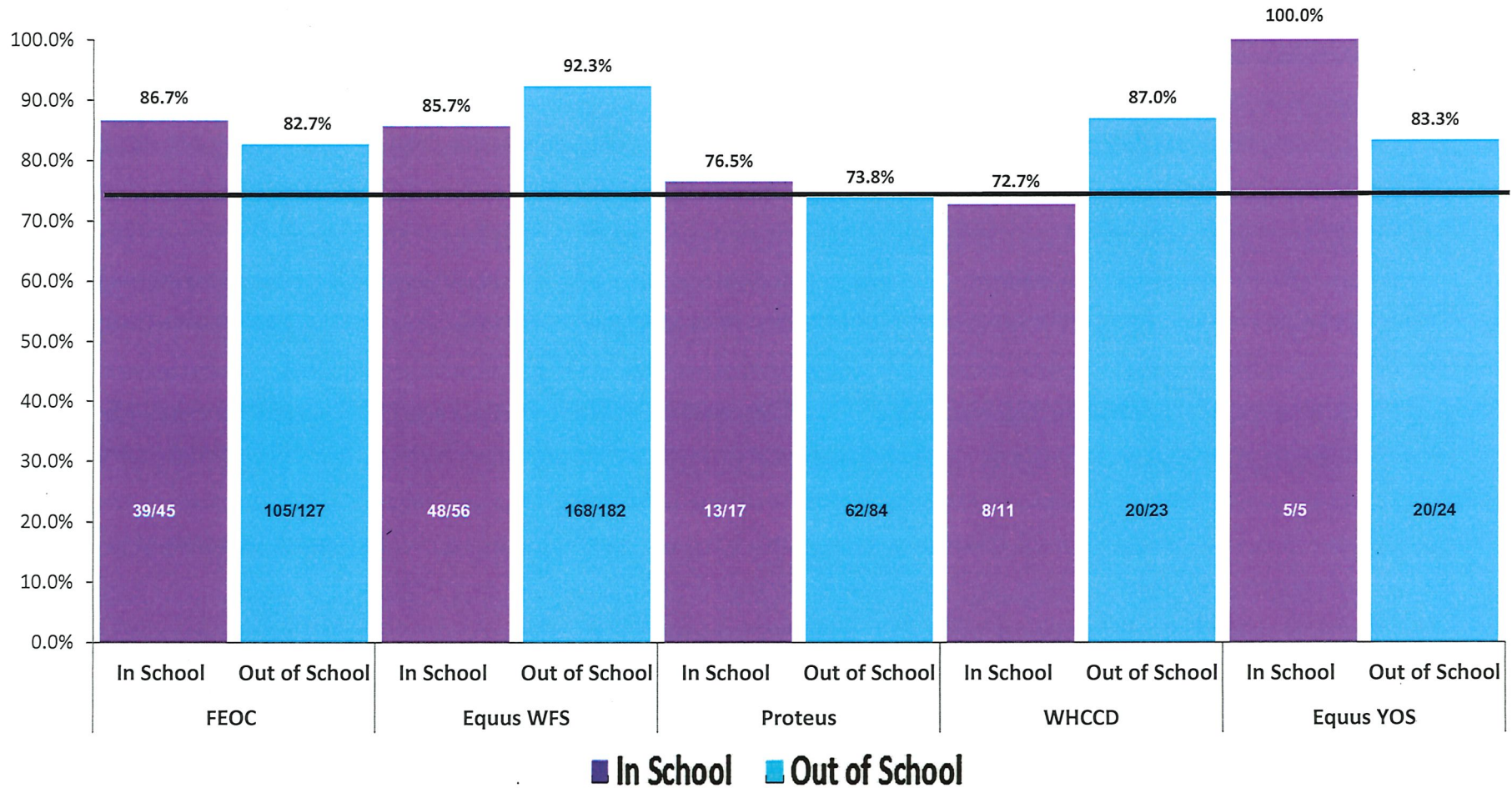
Note: WIOA mandates a minimum of 75% Out-of-School Expenditures and a maximum of 25% In-school Expenditures. The expenditures goal range is 95% to 100%.

■ Plan ■ Actual

## Youth Placement in Employment or Education

### Goals

Placement 73.5%

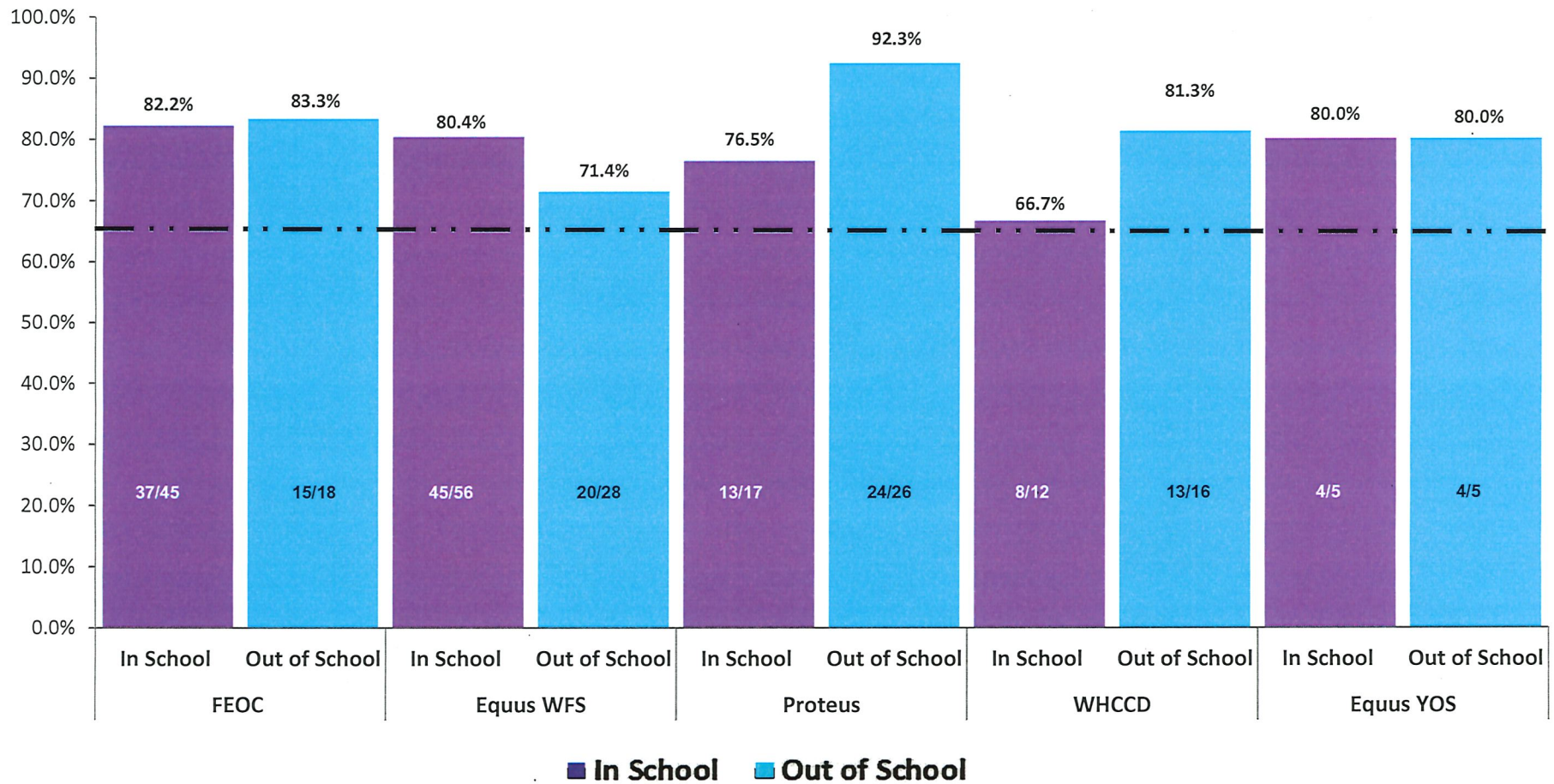




## Youth Certificate of Attainment

### Goals

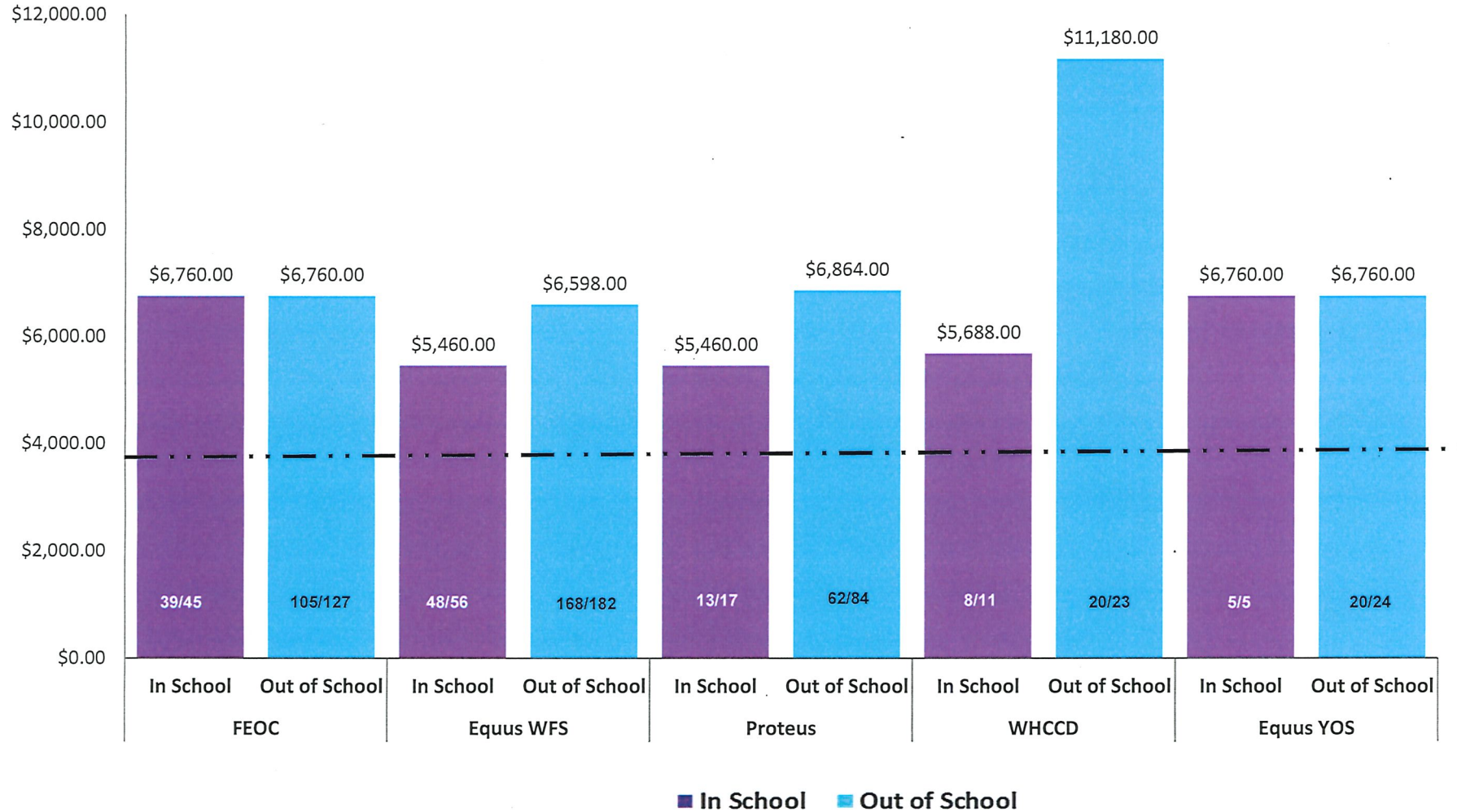
Certificate of Attainment 66.5%



## Youth Median Wage

PY 2020-2021

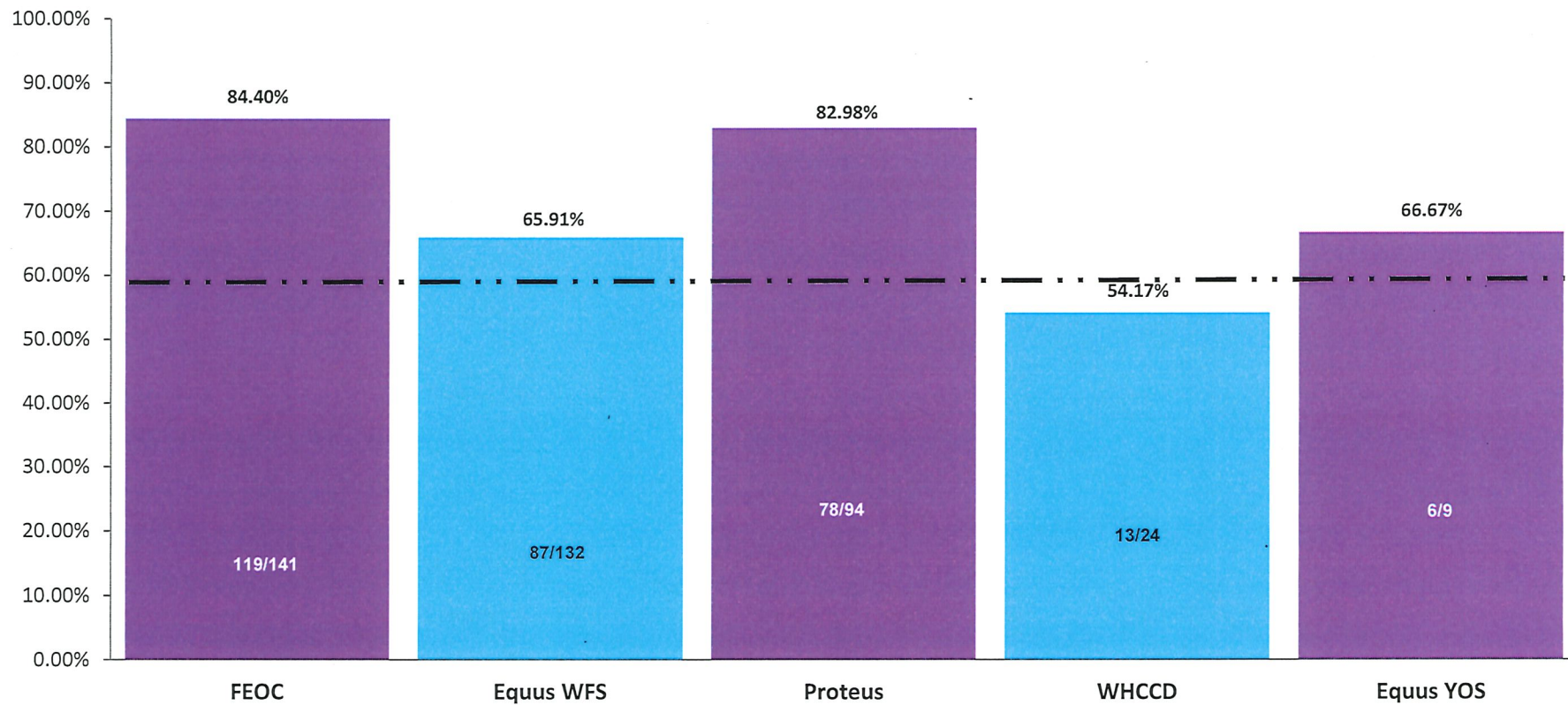
Median Wage is \$ 3,700 — . . — .



## Youth Measurable Skills Gain (MSG)

Goals

Measurable Skills Gain 58%



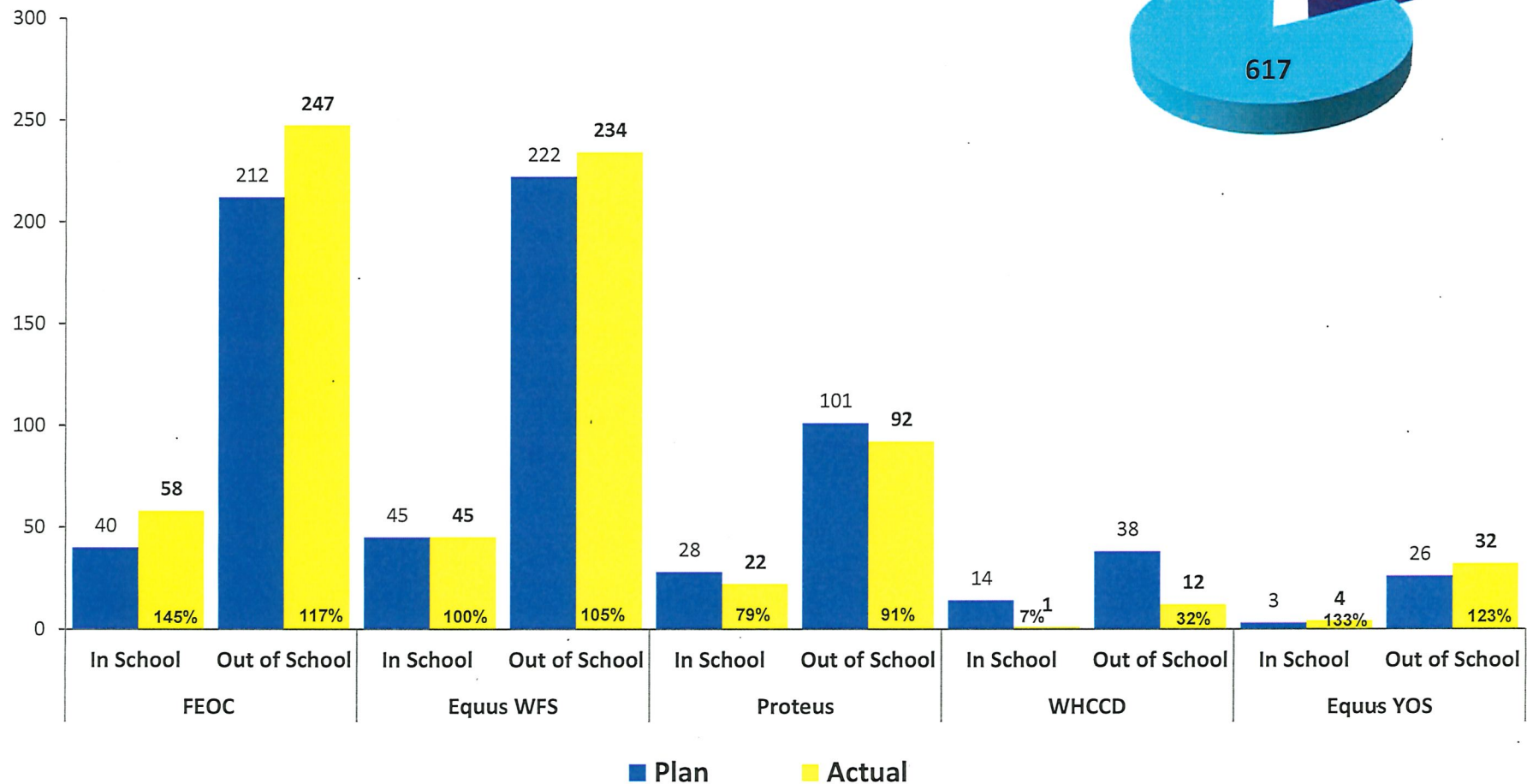
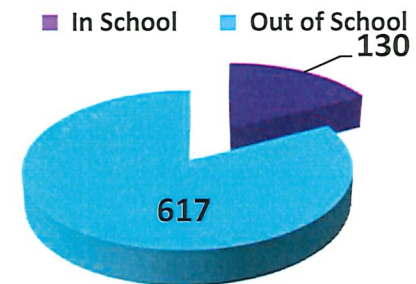
Note: MSG Includes In-School &amp; Out of School Youth



FEOC - Fresno Economic Opportunities Commission  
 Equus WFS - Equus Workforce Solutions  
 Proteus - Proteus, Inc.  
 WHCCD - West Hills Community College District  
 Equus YOS - Youth Offender Services

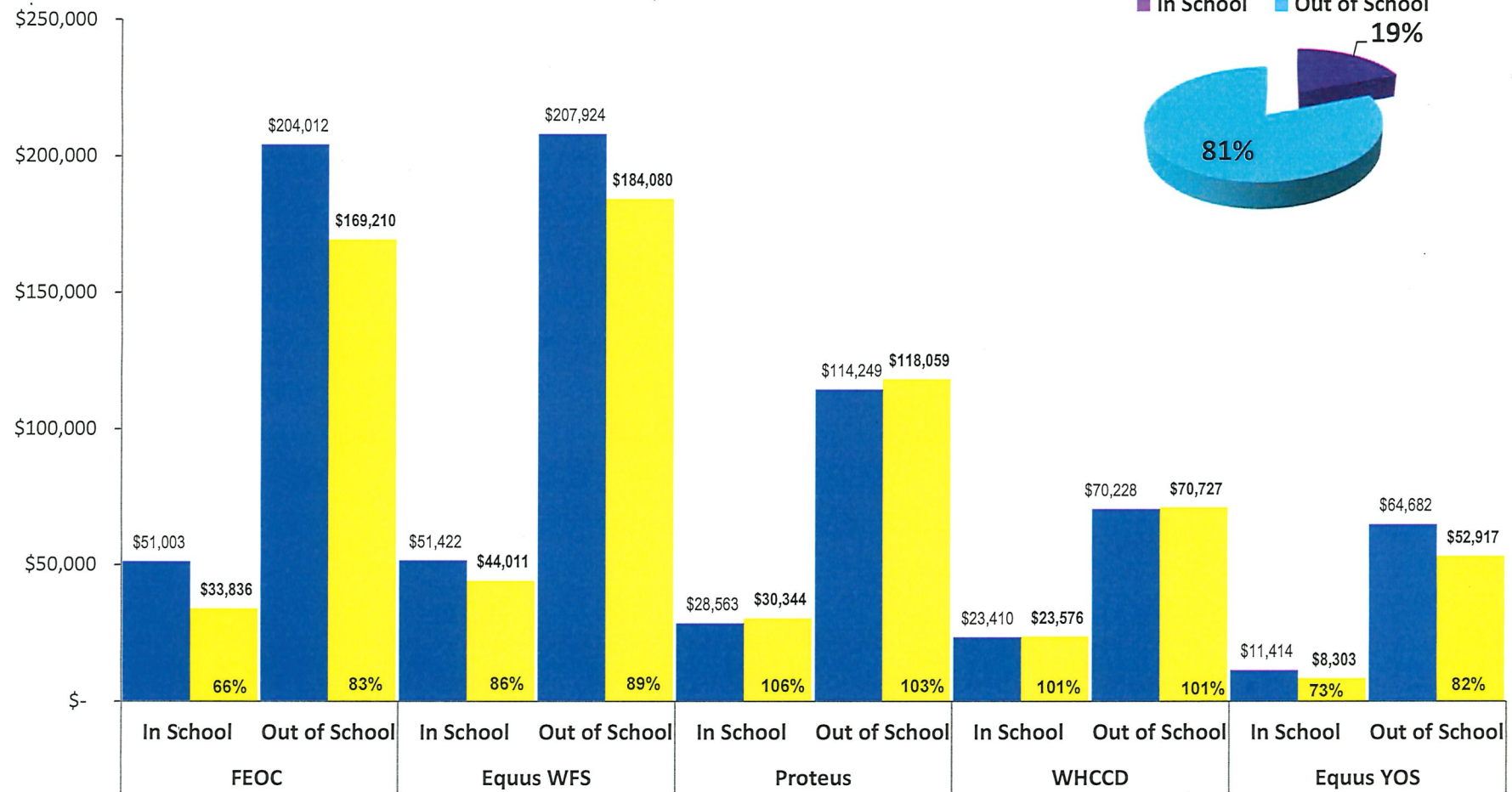
## Youth Served

**Total Served- 747**



Note: Number served goal is 95%

## Youth Expenditures



Note: WIOA mandates a minimum of 75% Out-of-School Expenditures and a maximum of 25% In-school Expenditures. The expenditures goal range is 95% to 100%.

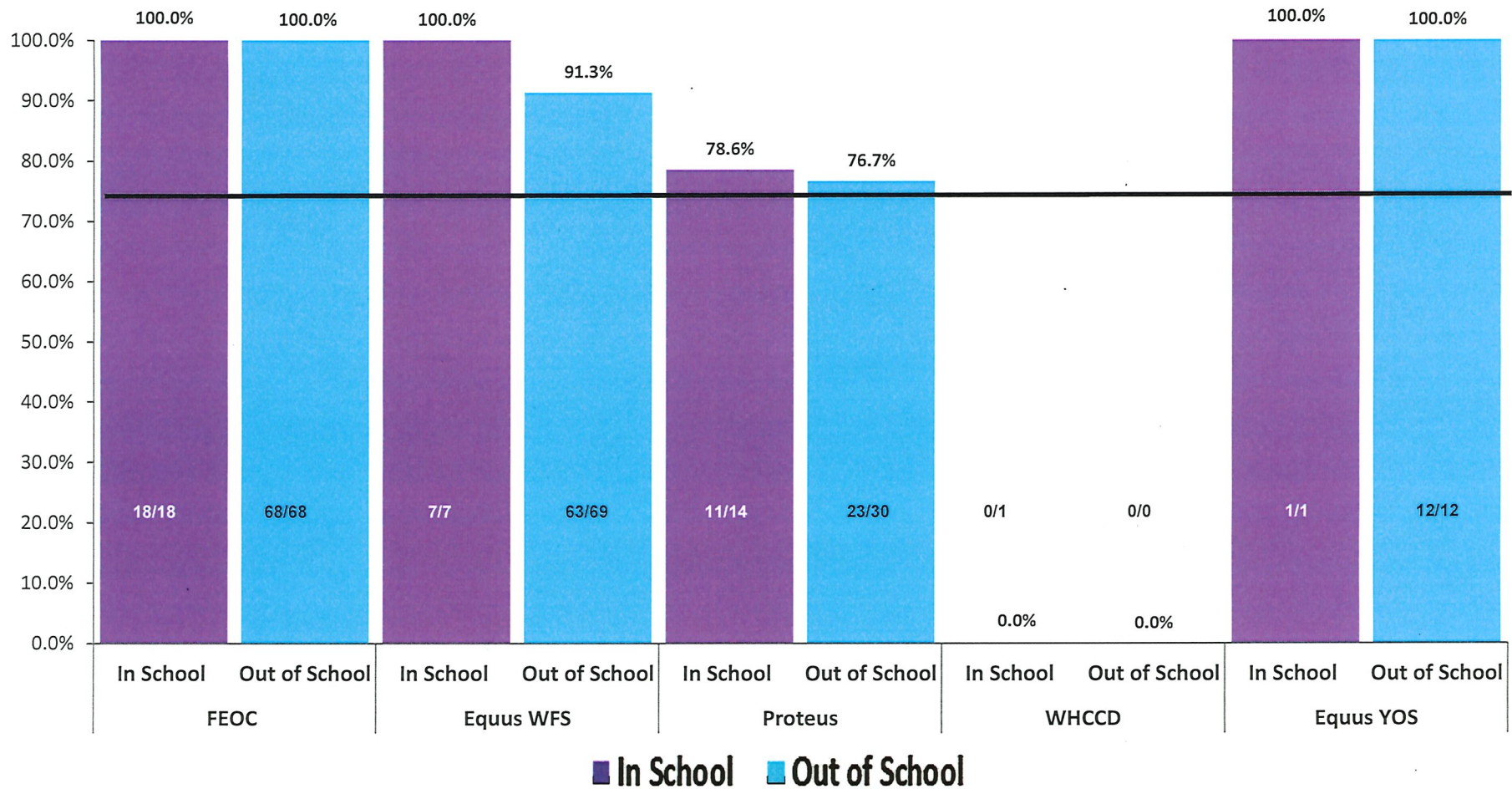
■ Plan ■ Actual



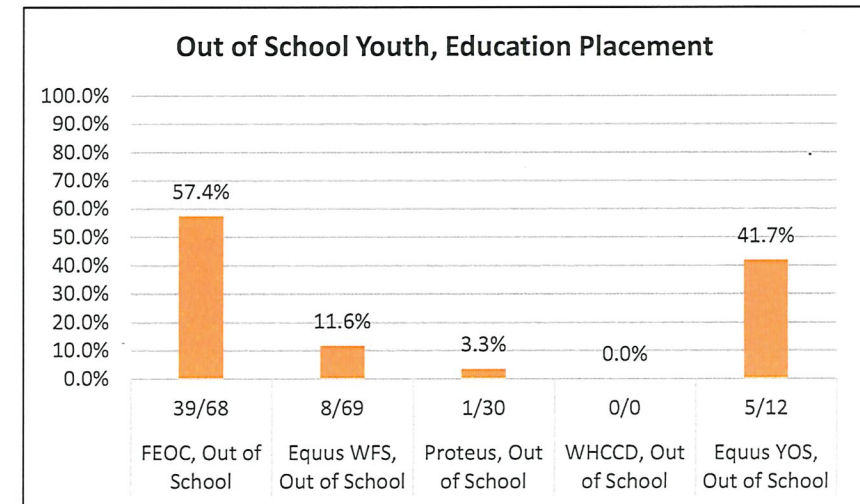
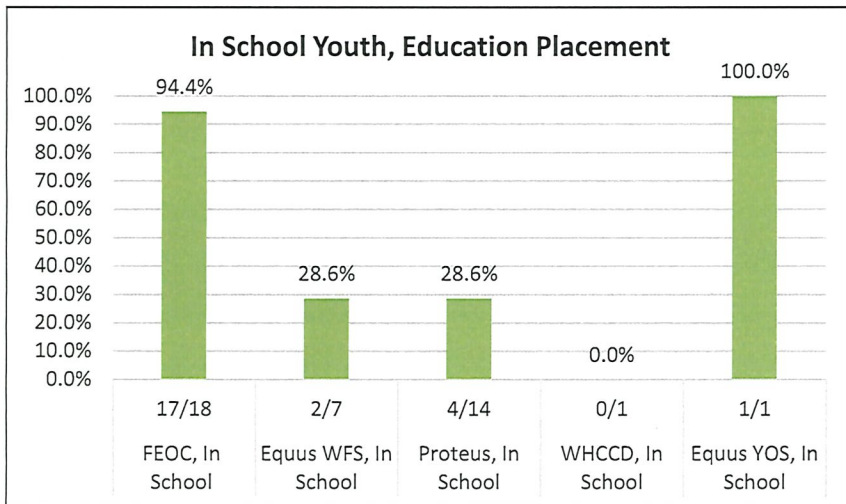
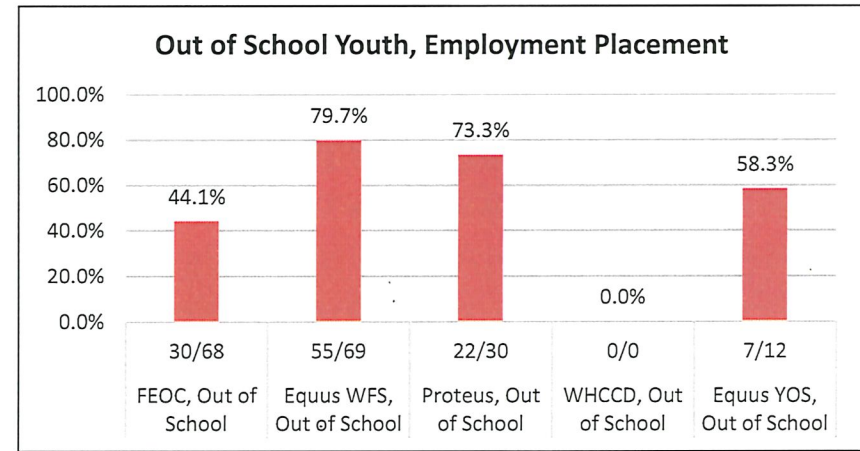
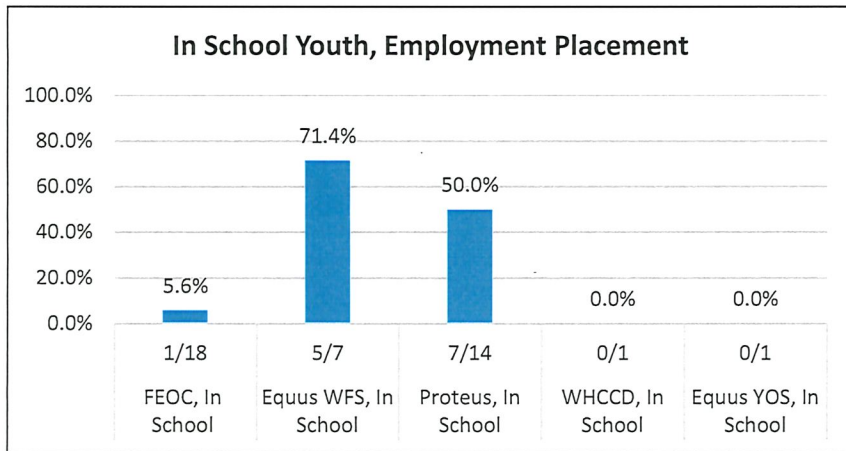
## Youth Placement in Employment or Education

### Goals

Placement 73.5%



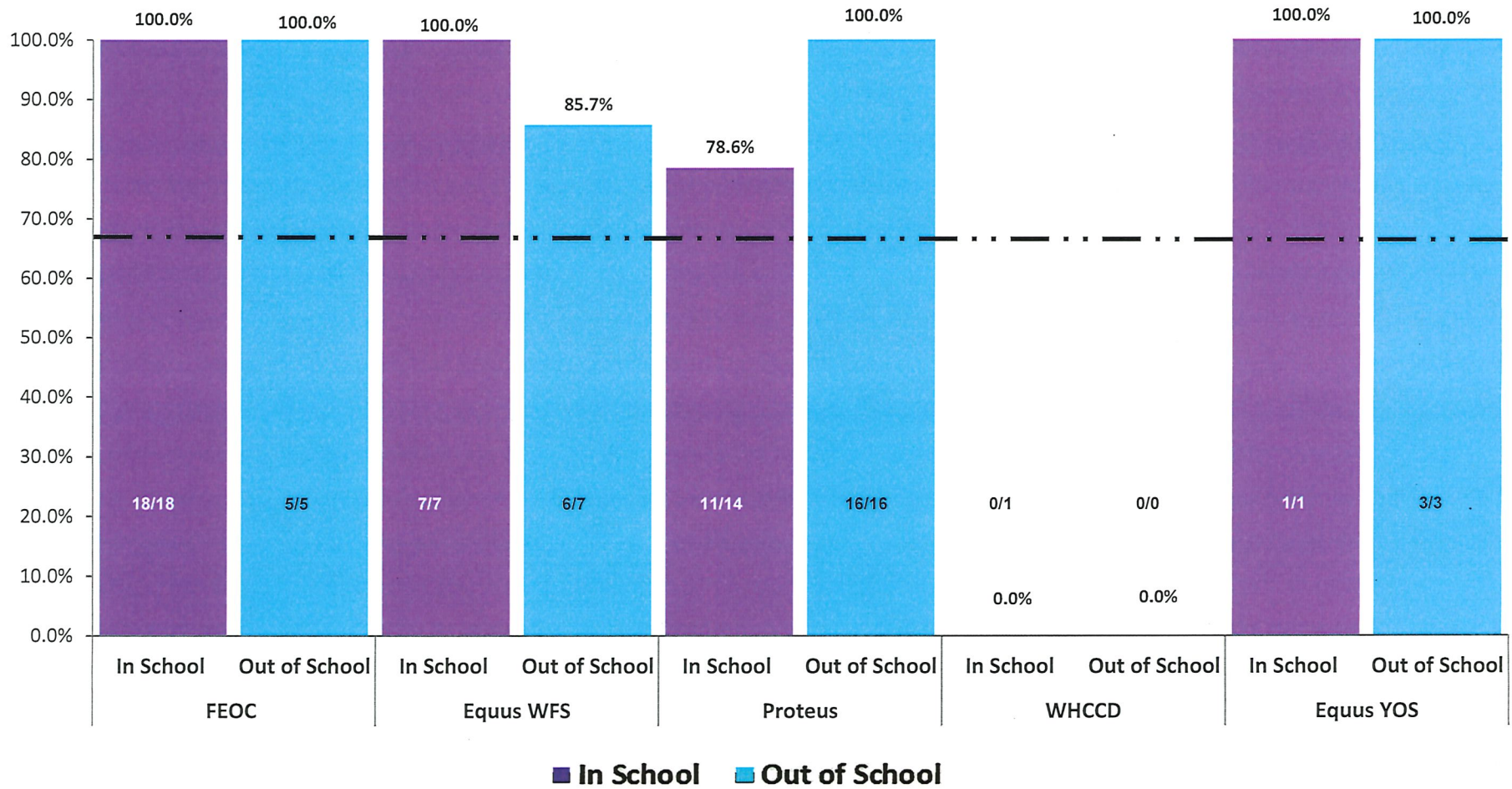
## Youth Placement in Employment or Education



## Youth Certificate of Attainment

### Goals

Certificate of Attainment 66.5%

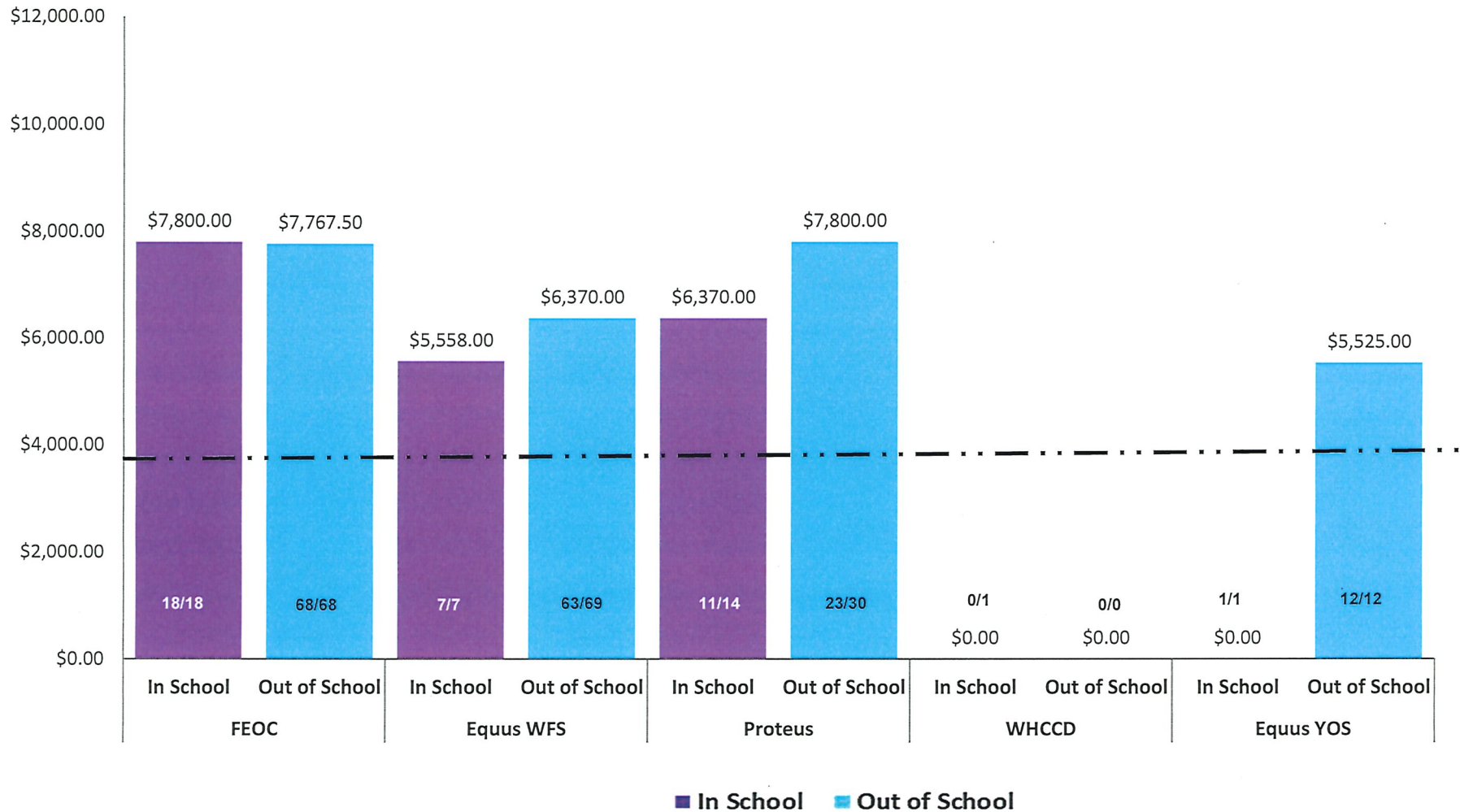




## Youth Median Wage

PY 2020-2021

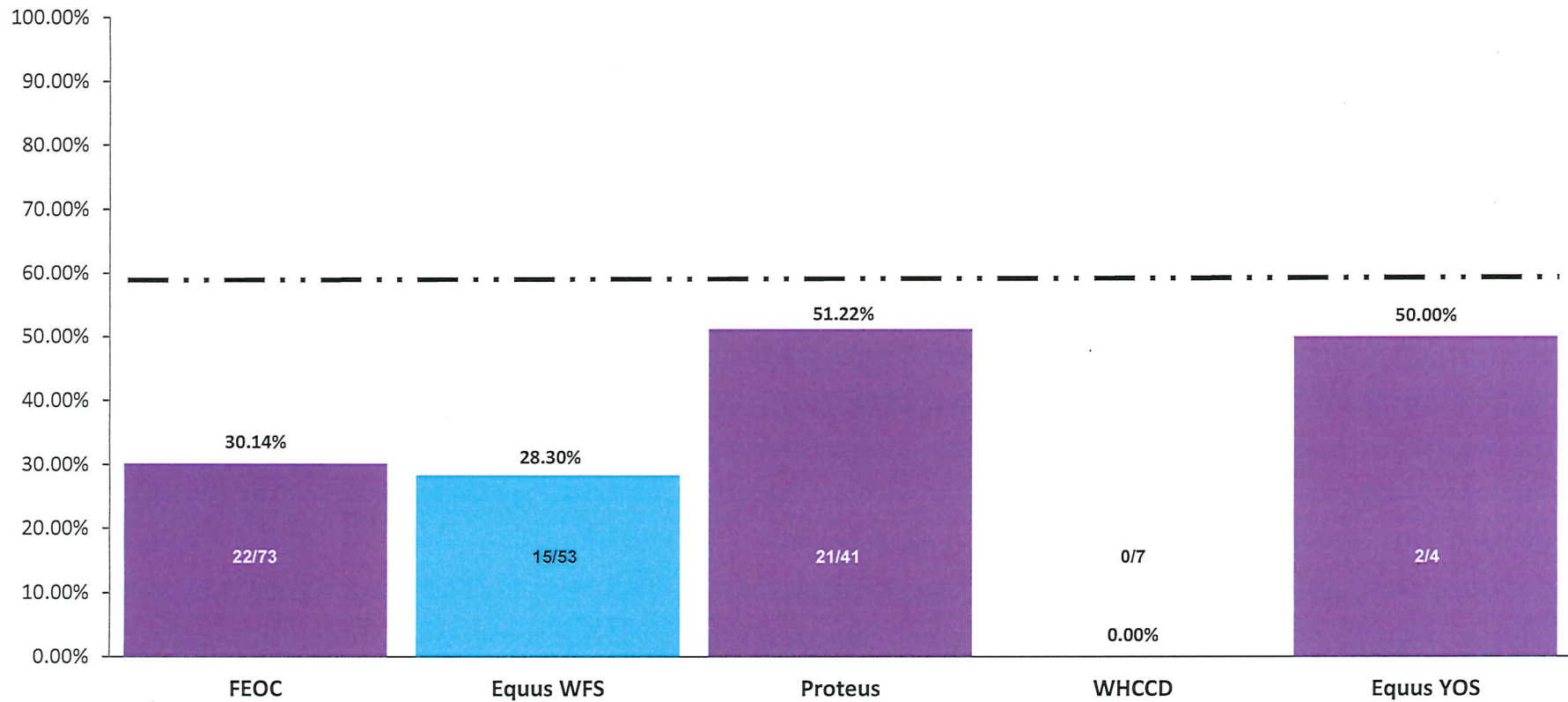
Median Wage is \$ 3,700 — . . . .



## Youth Measurable Skills Gain (MSG)

Goals

Measurable Skills Gain 58%



Note: MSG Includes In-School &amp; Out of School Youth

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	B3
MEETING DATE:	December 1, 2021
ACTION:	ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Fresno Regional Workforce Development Board

**FROM:** Youth Council

**SUBJECT:** Fourth Quarter Program Year 2020-2021 and First Quarter Program Year 2021-2022 Young Adult Satisfaction Reports

## **RECOMMENDATION:**

Accept the Youth Program Satisfaction Report for the Fourth Quarter of Program Year 2020-2021 and First Quarter of Program Year 2021-2022.

The Youth Council approved this recommendation on November 18, 2021.

## **REASON FOR RECOMMENDATION:**

The Fresno Regional Workforce Development Board (FRWDB) Joint Powers Agreement states, in part, that FRWDB staff shall fulfill administrative responsibilities as set forth in the Workforce Innovation and Opportunity Act (WIOA), including the administering of programs as described in the WIOA, as well as developing budgets and administrative plans. Additional administrative responsibilities shall include assessing the performance and evaluating the benefit, productivity, and impact of all programs funded under the WIOA, as amended or superseded, and submitting progress reports.

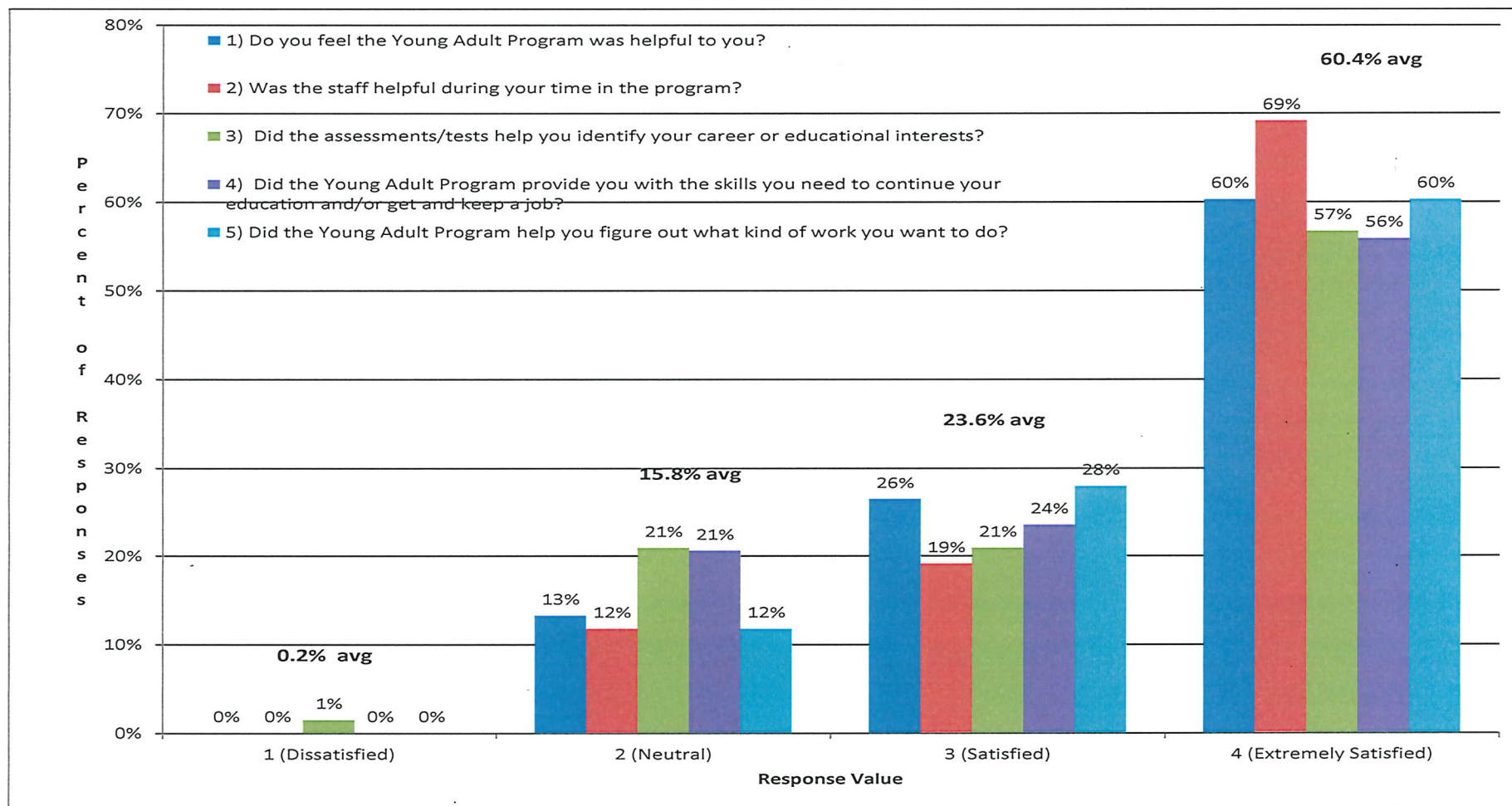
As part of this responsibility, FRWDB staff has implemented the Youth Program Satisfaction process and data collection system. The FRWDB's sub-contracted providers of services submit their data to staff on a monthly basis. The data is aggregated, analyzed and reviewed on a quarterly basis and reported to this Council.

FRWDB staff work with service providers to improve the processes used to increase the satisfaction level with our youth and young adult participants. These improvements are based on data collected through these satisfaction surveys, monitoring reviews, complaints and monthly operations meetings between providers and FRWDB staff.

## **ATTACHMENTS:**

ATTACHMENT I: Fourth Quarter Youth Adult Customer Satisfaction Report for Program Year 2020-2021  
ATTACHMENT II: First Quarter Youth Adult Customer Satisfaction Report for Program Year 2021-2022

## Fourth Quarter Young Adult Customer Satisfaction Report for Program Year 2020-2021



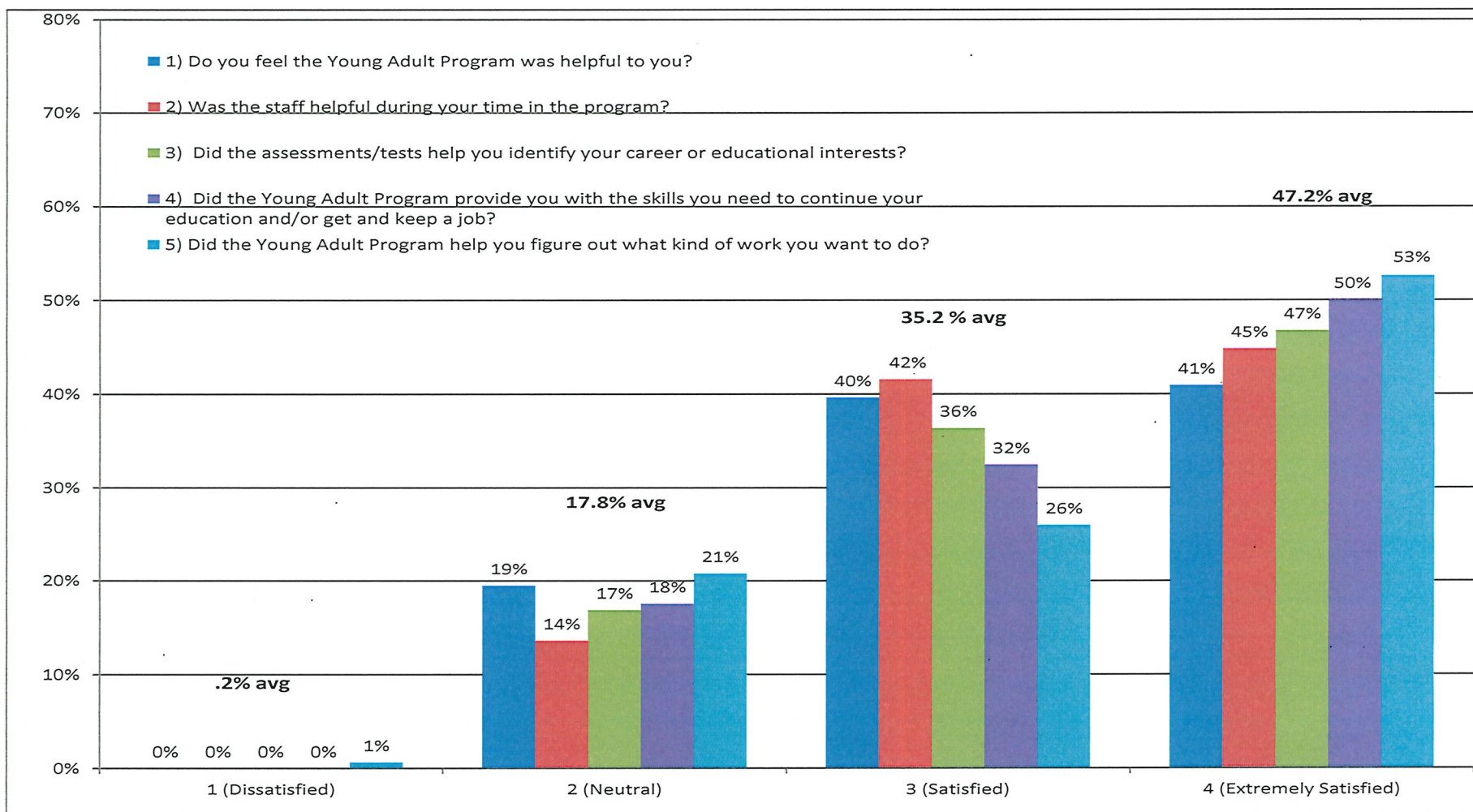
Surveys Received	68
Participants Closed	131
Survey Response Rate	51.9%

### Participant Comments:

I really like the Job Ready Workshop; I like the follow-up with the counselors every week; I was looking for a fast way to temporary employment, but pleased to learn about and receive all these free services; Thank you for support and patience; Too much testing; Don't change anything, worked great for me; Thank you for the assistance in getting employed; I love my new job; No changes needed, the program helped me with training and secure employment.



## First Quarter Young Adult Customer Satisfaction Report for Program Year 2021-2022



Surveys Received	154
Participants Closed	220
Survey Response Rate	70%

### Participant Comments:

Staff very professional, learned a great deal about soft skills during my time in the program; Would like to see more technology-based work experiences; Thank you for the support and the "push" to do better; Staff followed through on their agreements; The staff kept me motivated; The program gave me the skills I needed to secure employment.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	B4
MEETING DATE:	December 1, 2021
ACTION:	ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

---

**TO:** Fresno Regional Workforce Development Board

**FROM:** Youth Council

**SUBJECT:** Fourth Quarter Program Year 2020-2021 and First Quarter Program Year 2021-2022  
Providers of Services' Monitoring Reports

## **RECOMMENDATION:**

Accept the following Providers of Services' Monitoring Report for the Fourth Quarter of Program Year 2020-2021 and the First Quarter of Program Year 2021-2022.

The Youth Council approved this recommendation on November 18, 2021.

## **REASON FOR RECOMMENDATION:**

Fresno Regional Workforce Development Board staff conducts programmatic and fiscal monitoring of all contracts to ensure compliance with federal, state and local regulations and/or policies. The attached is an overview of the Youth contracts that were monitored during the period of April 1, 2021, through June 30, 2021, and during the period of July 1, 2021, through September 30, 2021.

## **ATTACHMENTS:**

ATTACHMENT I: Youth Providers of Services Monitoring Report - Fourth Quarter, Program Year 2020-2021

ATTACHMENT II: Youth Providers of Services Monitoring Report - First Quarter, Program Year 2021-2022

**Youth Providers of Services Monitoring Report  
Fourth Quarter, Program Year 2020-2021**

**Program Monitoring:**

*Program monitoring of the following sub-recipients was completed during the Fourth Quarter of Program Year (PY) 2020-2021*

<b>Sub-Recipient</b>	<b>Contract #(s)</b>	<b>Results</b>
West Hills Community College District PY 2018-2019, PY 2019-2020, PY 2020-2021	390	1) Assessment Process Issues 2) Job Readiness Workshop Process Issues 3) Individual Service Strategy Process Issues 4) Job Ready Preparation Process Issues 5) COVID-19 Process Change Issues 6) Service Code Process Issues 7) Participant Contact Issues <b>All findings conditionally closed monthly monitoring will continue.</b>
Fresno Economic Opportunities Commission – Local Conservation Corps PY 2020-2021	646/WAF 7.0	<b>No Findings</b>

*Program monitoring of the following sub-recipients was in process at the end of the Fourth Quarter:*

<b>Sub-Recipient</b>	<b>Contract #(s)</b>
Fresno Economic Opportunities Commission PY 2020-2021	310

**Fiscal Monitoring:**

*Fiscal monitoring of the following sub-recipients was completed during the Fourth Quarter:*

<b>Sub-Recipient</b>	<b>Contract #(s)</b>	<b>Results</b>
Equus Works (Rescare) PY 2020-2021 Fiscal Review	320, 324, 320-0845	<b>No Findings</b>
Proteus, Inc. PY 2020-2021 Fiscal Review	330	<b>No Findings</b>
Fresno Economic Opportunities Commission – Local Conservation Corps PY 2020-2021 Fiscal Review	646/WAF 7.0	<b>No Findings</b>

*Fiscal monitoring of the following sub-recipients was in process at the end of the Fourth Quarter:*

<b>Sub-Recipient</b>	<b>Contract #(s)</b>
Fresno Economic Opportunities Commission PY 2020-2021	310

**Youth Providers of Services Monitoring Report**  
**First Quarter, Program Year 2021-2022**

**Program Monitoring:**

*Program monitoring of the following sub-recipients was completed during the First Quarter of Program Year (PY) 2021-2022:*

<b>Sub-Recipient</b>	<b>Contract #(s)</b>	<b>Results</b>
Fresno Economic Opportunities Commission PY 20-21	<b>310</b>	1) Eligibility Documentation Issues 2) Standalone Service Codes Issues 3) COVID-19 Process Changes Issues 4) Youth Work Based Learning Issues 5) Job Readiness Workshop Issues 6) Youth Program Assessment Requirements 7) Measurable Skills Gains Issues <b>Six of seven findings closed;            Implemented quarterly compliance checks for Finding #4.</b>

*Program monitoring of the following sub-recipients was in process at the end of the first quarter:*

<b>Sub-Recipient</b>	<b>Contract #(s)</b>
Equus Workforce Services PY 21-22	320, 324

**Fiscal Monitoring:**

*Fiscal monitoring of the following sub-recipients was completed during the first quarter of PY 21-22:*

<b>Sub-Recipient</b>	<b>Contract #(s)</b>	<b>Results</b>
Fresno Economic Opportunities Commission PY 20-21 Fiscal Annual Review	310, 812	<b>No Findings</b>
Proteus, Inc. PY 20-21 Fiscal Close-out	333	<b>No Findings</b>
West Hills Community College District PY 20-21 Fiscal Close-out	390	<b>No Findings</b>

*Fiscal monitoring of the following sub-recipients was in process at the end of the first quarter:*

<b>Sub-Recipient</b>	<b>Contract #(s)</b>
Equus Workforce Services PY 20-21 Fiscal Close-out	320, 324

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	B5
MEETING DATE:	December 1, 2021
ACTION:	ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

---

**TO:** Fresno Regional Workforce Development Board

**FROM:** Youth Council

**SUBJECT:** Fourth Quarter Program Year 2020-2021 and First Quarter Program Year 2021-2022  
Providers of Services' Customer Complaint Reports

## **RECOMMENDATION:**

Accept the following Youth Customer Complaint Report for the Fourth Quarter of Program Year 2020-2021 and First Quarter of Program Year 2021-2022.

The Youth Council approved this recommendation on November 18, 2021.

## **REASON FOR RECOMMENDATION:**

Under the Fresno Regional Workforce Development Board (FRWDB) Joint Powers Agreement, the FRWDB develops and manages systems to hear and resolve grievances brought by participants, vendors, or other interested parties, and to provide quarterly reports to the FRWDB regarding such grievances.

No Youth program complaints were received during the Fourth Quarter of Program Year 2020-2021 or the First Quarter of Program Year 2021-2022.

# Non-Consent

## Agenda Items

# **FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD**

AGENDA ITEM:	14
MEETING DATE:	December 1, 2021
ACTION:	INFORMATION

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • [www.frwdb.net](http://www.frwdb.net)

---

**TO:** Fresno Regional Workforce Development Board

**FROM:** Blake Konczal, Executive Director

**SUBJECT:** Third Quarter Community Events

**INFORMATION:**

The Fresno Regional Workforce Development Board has no events to list for the third quarter of Program Year 2021-2022.