



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

**Executive Committee**  
**October 16, 2024 @ 3:00 p.m.**

**Workforce Connection**  
**3170 W. Shaw Avenue**  
**Fresno, CA 93711**  
**Conference Rooms 105/106**

**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 PHONE OR PUT IT ON VIBRATE**

ROLL CALL

AGENDA CHANGES: REMOVAL OF ITEMS OR EMERGENCY ADDITIONS

ABSTENTIONS/RECUSALS/DISCLOSURE OF POTENTIAL CONFLICTS OF INTEREST

COMMITTEE CHAIR/STAFF COMMENTS

PUBLIC COMMENTS

Item	Description	Presented By	Enclosure	Action	Page #
1.	July 17, 2024, Executive Committee Meeting Minutes	Konczal	Yes	Approve	4
2.	August 2024 Agency Budget and Expenditures	Beierschmitt	Yes	Accept	8
3.	August 2024 Financial Report	Beierschmitt	Yes	Accept	10
4.	Additional Assistance Grant Funding Contract Award	Stogbauer	Yes	Approve	17
5.	America's Job Centers of California Certification and Continuous Improvement Plan	Stogbauer	Yes	Accept	18

### 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.

<b>Item</b>	<b>Description</b>	<b>Presented By</b>	<b>Enclosure</b>	<b>Action</b>	<b>Page #</b>
6.	Department of Health and Human Services – Administration for Children and Families Fatherhood Grant Funding Allocation	Xiong	Yes	Approve	19
7.	Security Services Contract Award	Stogbauer	Yes	Approve	20
8.	CAL FIRE Round 2 Funding Allocation	Matthews	Yes	Approve	22
9.	High Roads Construction Careers – Resilient Workforce Fund Contract Allocations	Matthews	Yes	Approve	23
10.	Director's Quarterly Update	Konczal	Yes	Information	24
11.	Referral of Agenda Items to Other Committees	Montalbano	Yes	Direct	25
12.	Information Sharing	All	No	Discussion	--
13.	January 15, 2025, Agenda Items	Konczal	No	Discussion	--
14.	Meeting Feedback	Konczal	No	Discussion	--

**FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD  
EXECUTIVE COMMITTEE  
2024 ATTENDANCE REPORT**

**1/17/2024 4/17/2024 7/17/2024 10/16/2024**

Avila Trillium Flow Technologies	A	P	P	
Barnes State Center Federation of Teachers	A	P	A	
Blunt IMAGO	P	P	A	
Hensley Hensley Associates	A	A	P	
Karbassi Fresno City Council	P	A	A	
Montalbano German Auto Repair	P	P	P	
Quintero Fresno County Board of Supervisors	A	A	P	
Riojas Fresno, Madera, Tulare, Kings Building Trades Council	P	P	P	
Sotiropulous Hyatt Real Estate	P	P	P	
Zabrycki CAPTRUST	P	P	A	

P = Present

A = Absent

-- = Not a Member at Time of Meeting

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	1
MEETING DATE:	October 16, 2024
ACTION:	APPROVE

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

---

**TO:** Executive Committee  
**FROM:** Blake Konczal, Executive Director  
**SUBJECT:** July 17, 2024, Executive Committee Meeting Minutes

**RECOMMENDATION:**

Approve the minutes of the July 17, 2024, Executive Committee meeting.

**ATTACHMENT:**

July 17, 2024, Executive Committee Meeting Minutes



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

Executive Committee  
July 17, 2024

## SUMMARY MINUTES

The meeting was called to order at 3:04 p.m.

ROLL CALL: PRESENT – Stephen Avila, Jeff Hensley, Dennis Montalbano, Sal Quintero, Chuck Riojas, Vasili Sotiropulos, and Legal Counsel Ken Price

ABSENT – Lacy Barnes, Edgar Blunt, Mike Karbassi, and Lydia Zabrycki

AGENDA CHANGES: None

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

COMMITTEE  
CHAIR/STAFF  
COMMENTS: None

PUBLIC COMMENTS: None

---

Item	Description/Action Taken
------	--------------------------

1. **April 17, 2024, Executive Committee Meeting Minutes**

Blake Konczal, Executive Director, Fresno Regional Workforce Development Board (FRWDB), presented the April 17, 2024, Executive Committee (Committee) meeting minutes for approval, or correction and approval.

**RIOJAS/AVILA – APPROVED THE APRIL 17, 2024, EXECUTIVE COMMITTEE MEETING MINUTES. (UNANIMOUS)**

2. **May 2024 Agency Budget and Expenditures**

Cheryl Beierschmitt, Deputy Director Fiscal Services, FRWDB, presented the May 2024 Agency Budget and Expenditures report for the Committee's acceptance. She noted one (1) item in the variance column that went into the negative and explained that was due to one-time costs for purchasing cabling for the new cubicles and new surveillance equipment. She noted that all other line items were on track as the end of the Program Year was approaching.

**RIOJAS/HENSLEY – ACCEPTED THE MAY 2024 AGENCY BUDGET AND EXPENDITURES. (UNANIMOUS)**

3. **May 2024 Financial Report**

Ms. Beierschmitt presented the May 2024 Financial Report for the Committee's acceptance. She spoke to each of the bullet points included on the agenda item. Mr. Konczal noted that for the Transformative Climate Communities grant, the FRWDB acted as the fiscal agent on this grant, to assist the community partner who was awarded the funds and ran the program.

Ms. Beierschmitt indicated that FRWDB staff had no concerns with any items on the report

**RIOJAS/HENSLEY – ACCEPTED THE MAY 2024 FINANCIAL REPORT (UNANIMOUS)**

4. **Program Year 2024 – 2025 Agency Budget and Personnel Plan**

Mr. Konczal presented for the Committee's recommendation to the FRWDB, the Program Year (PY) 2024 – 2025 Agency Budget and Personnel Plan, which is the budget for FRWDB staff and the costs for Administrative Services, Program Support, Information Technology support and site support for the America's Job Center of California. He reviewed the increases and decreases in the budget from the previous PY, noting the largest decrease was in the furniture and equipment line item. This decrease was due to the new furniture for the administrative office that was purchased in PY 2023-2024. Chair Montalbano asked why there was a \$10,000 decrease in the Memberships line item. Ms. Beierschmitt explained that an adjustment was made based on forecasting compared to what was paid for memberships last PY.

**HENSLEY/QUINTERO – RECOMMENDED THAT THE FRWDB APPROVE THE PROGRAM YEAR 2024 – 2025 AGENCY BUDGET AND PERSONNEL PLAN. (UNANIMOUS)**

5. **Rapid Response and Layoff Aversion Funding for Program Year 2024 - 2025**

Ms. Beierschmitt presented for the Committee's approval, the PY 2024 – 2025 Rapid Response and Layoff Aversion funding recommendation. On June 25, 2024, the State of California Employment Development Department (EDD) released funding allocations for PY 2024 – 2025. The FRWDB was allocated \$556,082 to provide Rapid Response and Layoff Aversion services in Fresno County. FRWDB staff recommended \$220,000 of these funds be allocated to Central Labor Council Partnership to provide these services, and the remaining \$336,082 be allocated to FRWDB staff for contract and program oversight.

**HENSLEY/QUINTERO – APPROVED THE RAPID RESPONSE AND LAYOFF AVERSION FUNDING FOR PROGRAM YEAR 2024 - 2025. (UNANIMOUS)**

6. **Closed Session: Executive Director Performance Evaluation**

There was no action to report out of the Closed Session.

7. **Director's Quarterly Update**

FRWDB staff distributed a summary of the Executive Director's activities for the period of April through June 2024.

Mr. Konczal spoke briefly about the items on which he spent the most time during the reporting period. This activity included the preparation and submittal of the Women in Non-Traditional Occupations grant application to the U. S. Department of Labor; submittal of a Workforce support grant application to the James Irvine Foundation; and the preparation and submittal of an Emergency Medical Services (EMS) Planning grant application to the State of California EDD. He noted that the EMS Planning grant was for \$180,000, but that a subsequent proposal would

be submitted to the state, with a potential award of up to \$1.2 million.

Mr. Konczal spent a lot of time in his capacity as the Chair of the California Workforce Association (CWA), including participation at the CWA's WorkCon conference in Palm Desert, and Chairing the Executive Committee meetings as they conduct a search for a new Director for the CWA.

He spoke about the FRWDB's first all staff training day that was held in May, and shared that it had an internal focus on how FRWDB and provider staff perform their functions. He stated that there will be another all staff training in October that will focus externally on Fresno, the economy and the workforce world. He added that the FRWDB will be doing these trainings twice annually from now on.

Mr. Konczal shared that there was a focus during the quarter on strategic succession planning for FRWDB staff. He stated that Tim Giles, Deputy Director Information and General Services would be retiring in December 2024, and as part of the succession planning for the Information and General Services Division, Jimmy Ngo had been promoted as Information Services Manager, and Daniel Prado was hired as General Services Manager. Mr. Konczal spent a good deal of time on the annual staff evaluation process, noting that he reads and signs each evaluation. He concluded his update by sharing that the FRWDB now has its own Digital Literacy Assessment and Remediation program that will be used for the small subset of clients who are digitally illiterate.

This was an information item.

**8. Referral of Agenda Items to Other Committees**

There were no agenda items referred to other committees.

**9. Information Sharing**

Mr. Konczal shared that Ashley Matthews had been promoted to Senior Manager. Ms. Matthews currently oversees the Construction and Forestry programs and will also oversee the FRWDB's new EMS Corps program once it is operational.

This was an information item.

**10. October 16, 2024, Agenda Items**

None.

**11. Meeting Feedback**

There was no feedback.

Meeting adjourned at 4:17 p.m.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	2
MEETING DATE:	October 16, 2024
ACTION:	ACCEPT

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

---

**TO:** Executive Committee  
**FROM:** Cheryl Beierschmitt, Deputy Director of Fiscal Services  
**SUBJECT:** August 2024 Agency Budget and Expenditures

**RECOMMENDATION:**

Accept the attached Agency Budget and Expenditures report for August 2024 financials for Program Year 2024 - 2025.

**REASON FOR RECOMMENDATION:**

The attached table provides the status of the agency budget as of August 31, 2024.

- Year-to-Date (YTD) budget costs are straight-lined.
- Line Item 62 – Maintenance is running slightly higher than straight-lined due to the annual \$8,660 Blackbaud Financial Edge accounting system fees and the annual \$4,000 Policy Engage fees paid upfront, during the months of July and August 2024.
- Line Item 65 – Office Expense is running higher than straight-lined due to an annual renewal order of printed checks, purchase requisition forms and copier toner.
- Line Item 69 – Utilities is running higher than straight-lined for the months of July and August 2024.
- Staff has no concerns with other expenditures at this time.

**ATTACHMENT:**

FRWDB Agency Budget and Expenditures – August 2024



**FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD  
AGENCY BUDGET AND EXPENDITURES**

August 2024

	Budget by Line Item	Total Budget PY 24 - 25	YTD Budget PY 24 - 25	YTD Expenditures PY 24 - 25	Variance	Percent Variance
51	Salaries	\$ 3,445,578	\$ 574,263	\$ 498,996	75,267	13.11%
52	Payroll Taxes	307,192	51,199	41,398	9,801	19.14%
53	Fringe Benefits	1,033,870	172,312	144,692	27,619	16.03%
55	Staff/Board/Service Provider Development	72,500	12,083	12,187	(104)	-0.86%
56	Local Mileage	26,000	4,333	1,041	3,292	75.97%
60	Communications	30,000	5,000	2,230	2,770	55.39%
61	Insurance	32,500	29,800	24,935	4,865	16.33%
62	Maintenance	96,840	16,140	17,135	(995)	-6.17%
63	Memberships	40,000	6,667	1,815	4,852	72.78%
64	Miscellaneous	20,000	3,333	2,724	609	18.28%
65	Office Expense	32,000	5,333	7,873	(2,540)	-47.63%
66	Professional Services	225,800	37,633	4,002	33,631	89.37%
67	Advertising	35,000	5,833	2,500	3,333	57.14%
68	Rent & Leases	257,000	42,833	43,008	(174)	-0.41%
69	Utilities	42,400	7,067	8,701	(1,634)	-23.12%
71	Furniture and Equipment	103,000	20,600	452	20,148	97.81%
	<b>Total</b>	<b>\$ 5,799,680</b>	<b>\$ 994,430</b>	<b>\$ 813,689</b>	<b>180,741</b>	<b>18.18%</b>

Due to spreadsheet formula rounding calculations, totals may be off by \$1 or \$2.

ATTACHMENT

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	3
MEETING DATE:	October 16, 2024
ACTION:	ACCEPT

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

---

**TO:** Executive Committee  
**FROM:** Cheryl Beierschmitt, Deputy Director of Fiscal Services  
**SUBJECT:** August 2024 Financial Report

## **RECOMMENDATION:**

Accept the Fresno Regional Workforce Development Board (FRWDB) August 2024 Financial Report.

## **REASON FOR RECOMMENDATION:**

The attached summary financial report and charts display year-to-date financial information through August 31, 2024.

- Quality Jobs, Equity, Strategy and Training (QUEST): This grant received a no cost extension to September 30, 2025; it is 81.26% expended at \$609,456 with an unspent amount of \$140,544.
- Fatherhood – Department of Health and Human Services (HHS): This grant has a five (5)-year term, with year four (4) concluding September 29, 2024, with 95.01% expended for a total of \$712,556. FRWDB was awarded funding for the fifth (5<sup>th</sup>) year of the grant in the amount of \$749,999 for the period of September 30, 2024, to September 29, 2025, with no additional renewal options.
- Equal Representation in Construction Apprenticeship (ERiCA): This grant ends June 30, 2025; it is 10.74% expended at \$193,267 with an unspent amount of \$1,606,733. This grant had a slow year-one start-up; however, FRWDB staff anticipate spending the grant by June 30, 2025. Enrollments are up through September 2024, and three (3) additional cycles of six (6) week pre-apprentice training will occur at both our Fresno and San Joaquin campuses. As enrollments increase, supportive childcare stipends increase.
- Student Training and Employment Program (STEP): The first-year funding of \$745,002 will end December 31, 2024; it is 17.21% expended at \$128,219 with an unspent amount of \$616,780. FRWDB staff is working with subrecipients on a corrective action plan, due to low enrollments. The low expenditures are directly related to the low number of enrollments. FRWDB staff is working on a corrective action plan with the subrecipient.
- Additional Assistance (AA) Project: This grant ends April 30, 2025. It is 16.48% expended at \$378,989 with an unspent amount of \$1,921,011. The EDD Workforce Services staff has approved a contract modification to add additional layoff events that have occurred in the last several months.
- Staff have no concerns with other grant expenditures.

## **ATTACHMENT:**

August 2024 Financial Report

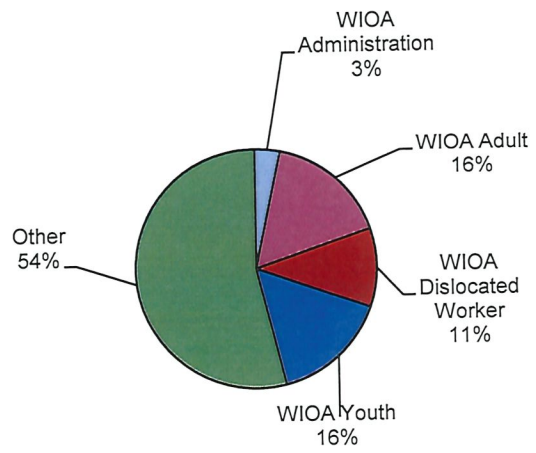
**FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD**  
**Summary Financial Report**  
**August 2024**

GRANT	TERM	Total Grant Amount	Prior Year(s) Expended	Current Plan Year to Date Expenditures	Percent Expended	Unspent Committed Funds
WIOA ADMINISTRATION	07/01/2024 - 06/30/2025	1,713,073		208,341	12.16%	1,504,733
* WIOA ADULT	07/01/2024 - 06/30/2025	8,233,500		764,667	9.29%	7,468,833
* WIOA DISLOCATED WORKER	07/01/2024 - 06/30/2025	5,326,313		538,805	10.12%	4,787,508
* WIOA YOUTH	07/01/2024 - 06/30/2025	7,879,042		804,007	10.20%	7,075,035
*WIOA RAPID RESPONSE & Layoff Aversion	07/01/2024 - 06/30/2025	556,082		30,276	5.44%	525,806
QUEST - Quality Jobs-Equity-Strategy-Training-(NDWG)	10/01/2022 - 09/30/2025	750,000	511,415	98,041	81.26%	140,544
Fatherhood - HHS	09/30/2023 - 09/29/2024	749,999	598,416	114,140	95.01%	37,443
Valley Build Earmark - Assembly Bill No. 178	04/01/2023 - 12/31/2025	3,000,000	710,961	267,941	32.63%	2,021,098
CAL FIRE - Round 2	03/24/2023 - 03/31/2026	1,973,615	364,003	136,276	25.35%	1,473,336
HRCC: Resilient Workforce (RWF)	06/01/2023 - 03/31/2026	8,825,127	1,540,165	571,854	23.93%	6,713,108
Regional Equity and Recovery Partnership (RERP)	12/01/2022 - 09/30/2025	1,050,729	2,364	68,464	6.74%	979,901
Prison to Employment (P2E) 2.0	07/11/2023 - 12/31/2025	719,723	58,810	89,602	20.82%	571,311
ERiCA-Equal Representation in Construction Apprenticeships	05/01/2023 - 06/30/2025	1,800,000	72,683	120,584	10.74%	1,606,733
High Road Training Partnerships (H RTP - RWF)	05/15/2023 - 03/31/2026	2,500,000	185,700	170,595	14.25%	2,143,705
Student Training and Employment Program (STEP)	02/24/2024 - 12/31/2024	745,002	54,849	73,373	17.21%	616,780
HRCC - Rnd 2 - Foundations	12/13/2023 - 06/30/2025	185,000	6,296	3,183	5.12%	175,521
Additional Assistance (AA) Project	06/01/2023 - 04/30/2025	2,300,000	271,420	107,569	16.48%	1,921,011
Good Jobs Challenge - American Rescue Plan	06/01/2023 - 09/30/2027	1,807,383	201,493	48,306	13.82%	1,557,584
ELL Integrated Education and Training	10/01/2023 - 12/31/2026	3,330,000	8,221	222,284	6.92%	3,099,495
EMS Corps Planning Grant - Public Works Alliance (PWA)	05/29/2024 - 01/31/2027	1,270,000	-	1,718	0.14%	1,268,282
<b>TOTAL FUNDING</b>		<b>54,714,588</b>	<b>4,586,796</b>	<b>4,440,025</b>	<b>16.50%</b>	<b>45,687,767</b>

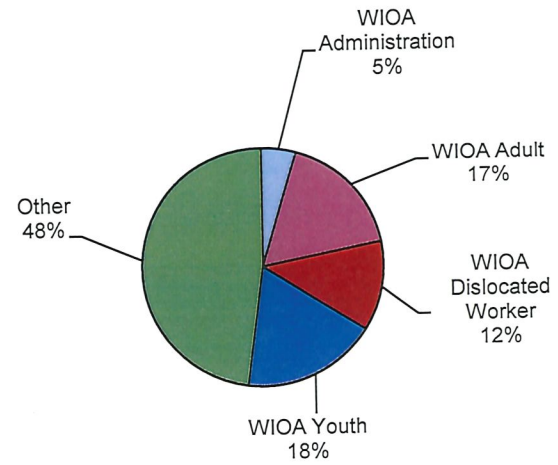
\* Total Grant Amount includes ESTIMATED carryover from Prior Plan Year 23 - 24  
Due to spreadsheet formula rounding calculations, totals may be off by \$1 or \$2

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD  
FINANCIAL REPORTS  
August 2024

FRWDB Committed Funds  
Fiscal Year 2024-2025

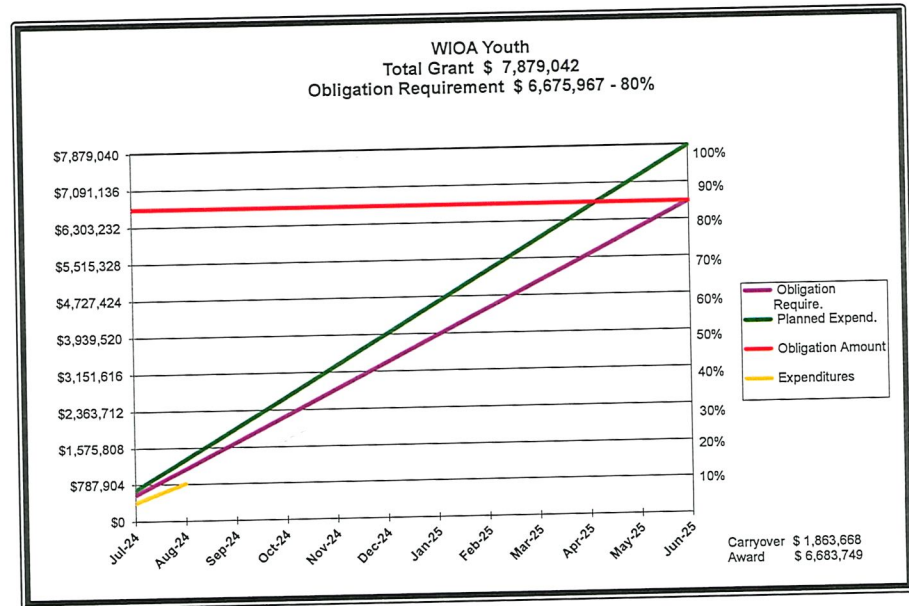
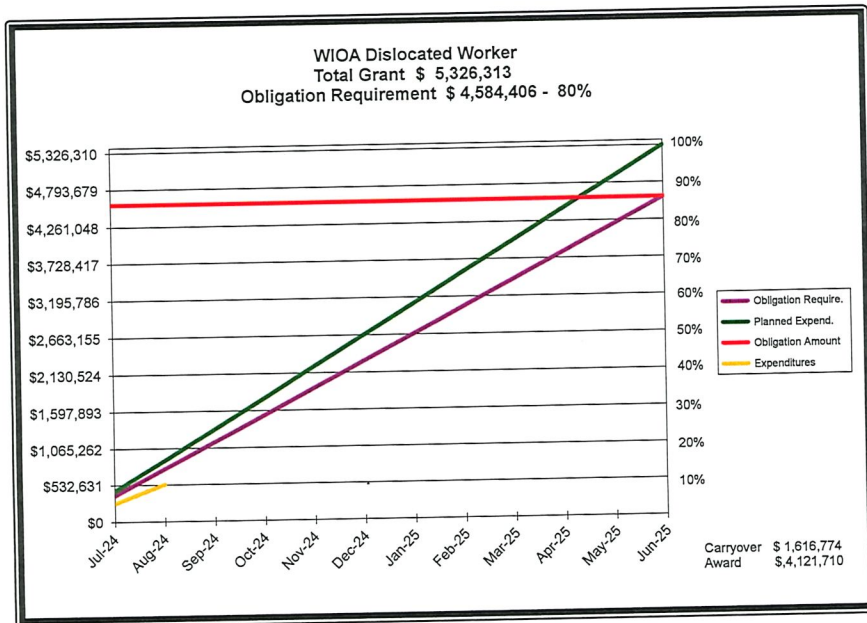
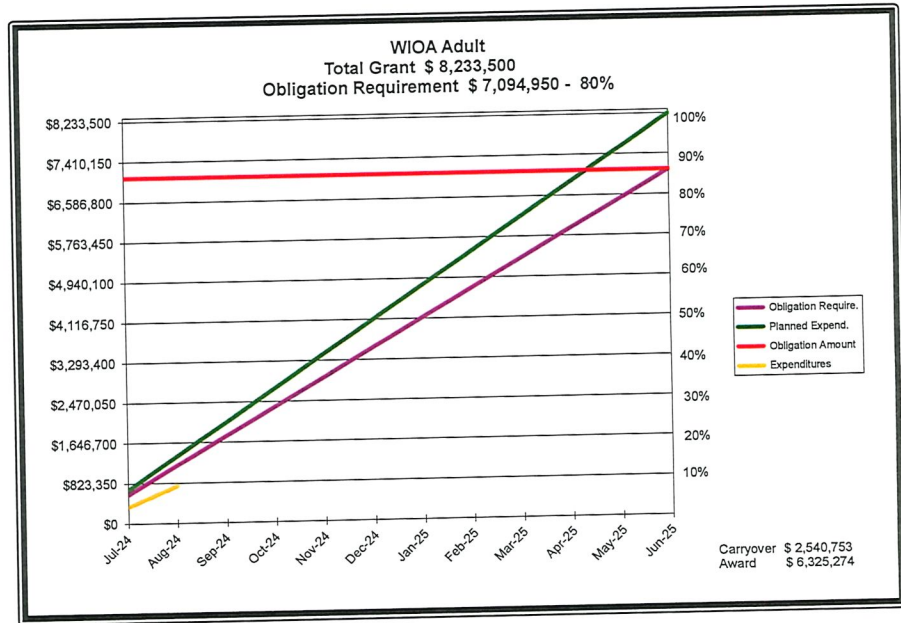
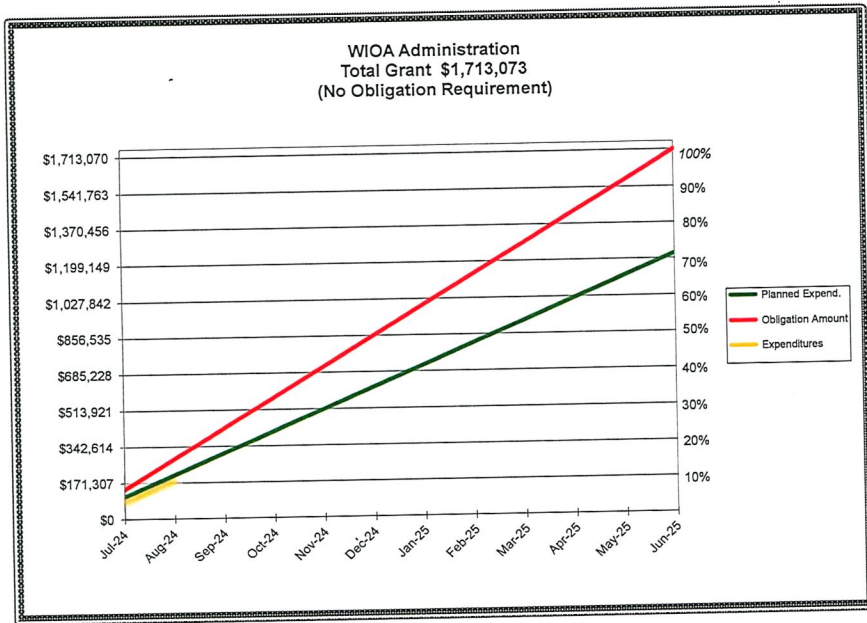


FRWDB Expenditures  
Fiscal Year 2024-2025



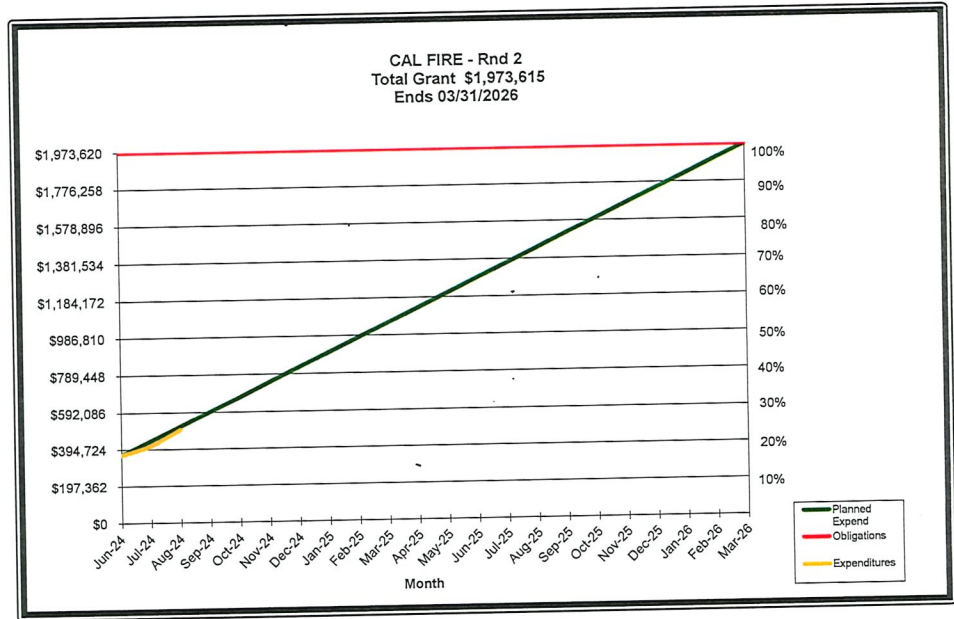
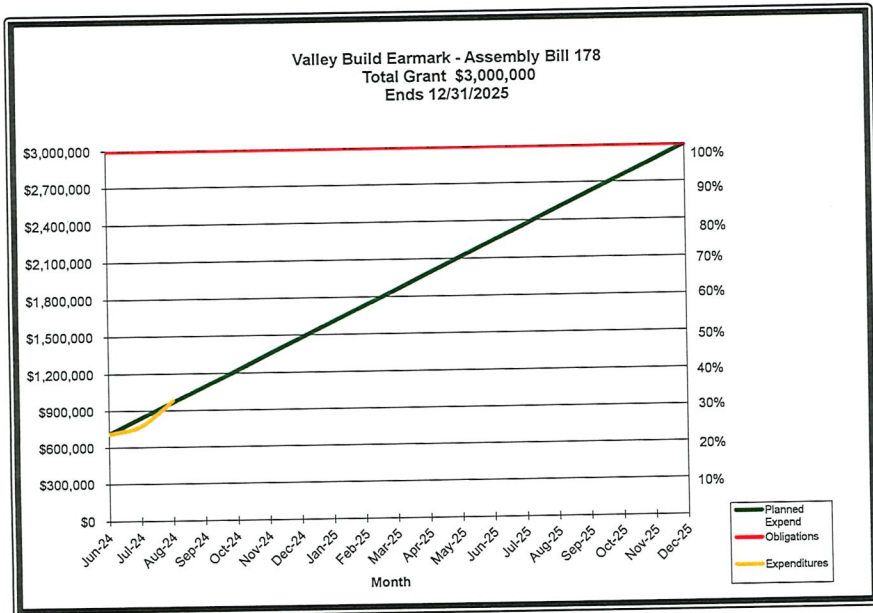
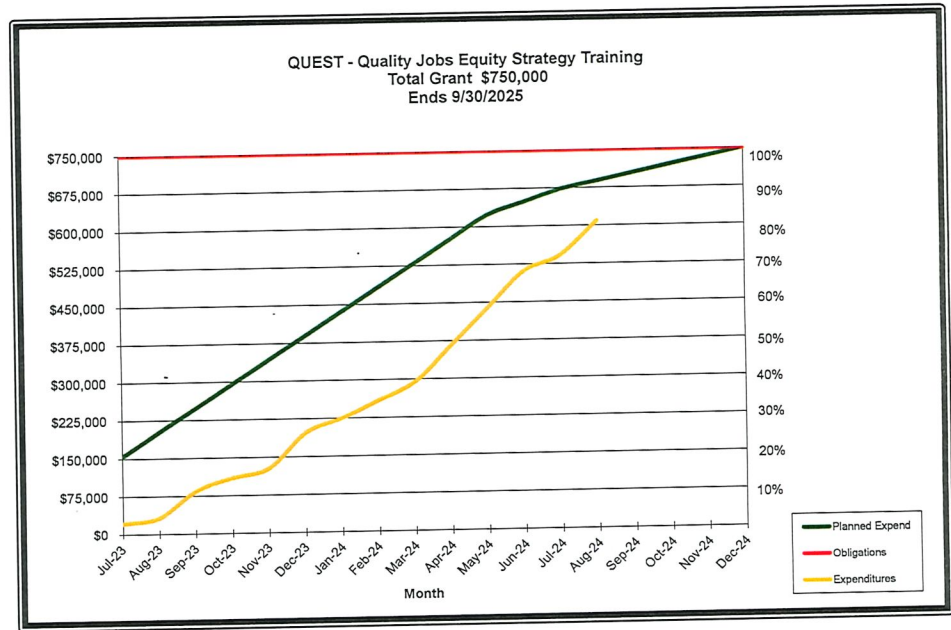
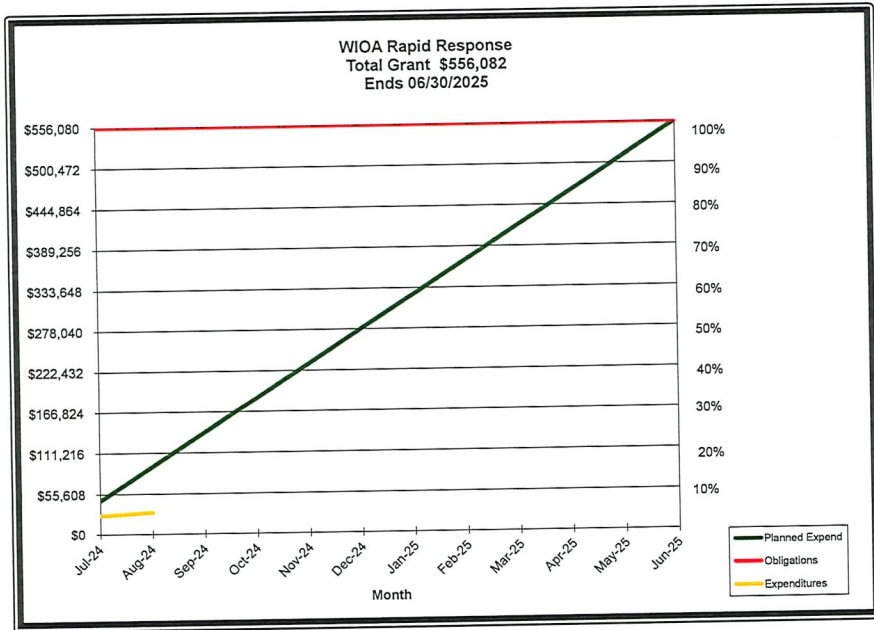
# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD FINANCIAL REPORTS

August 2024



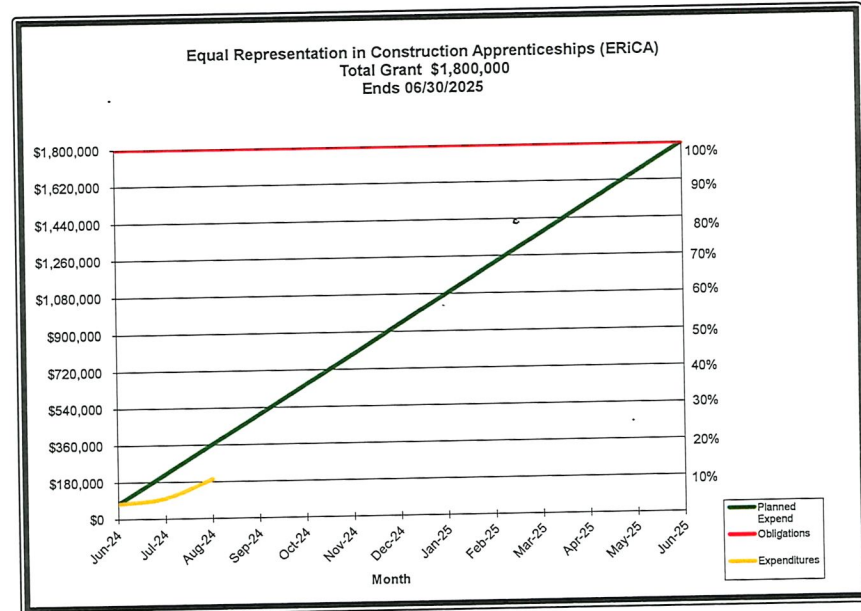
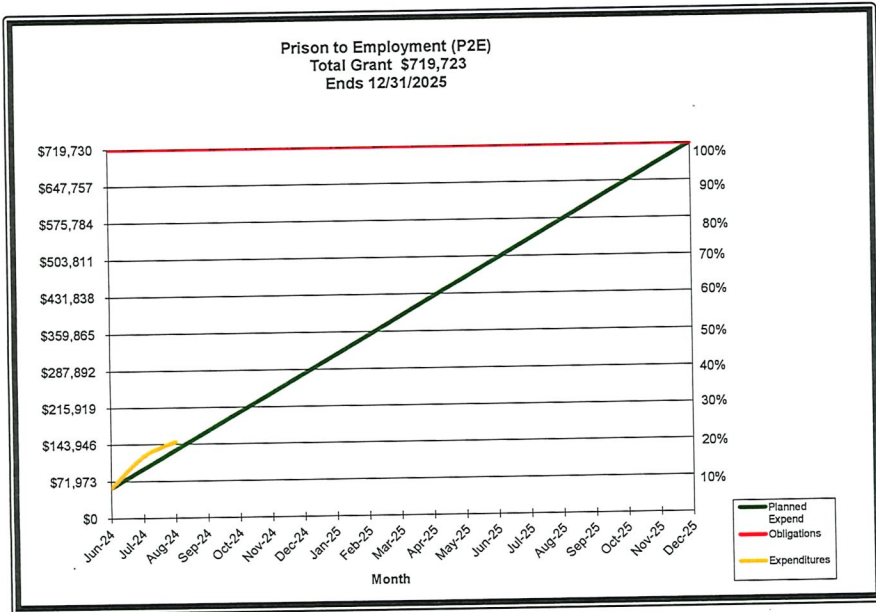
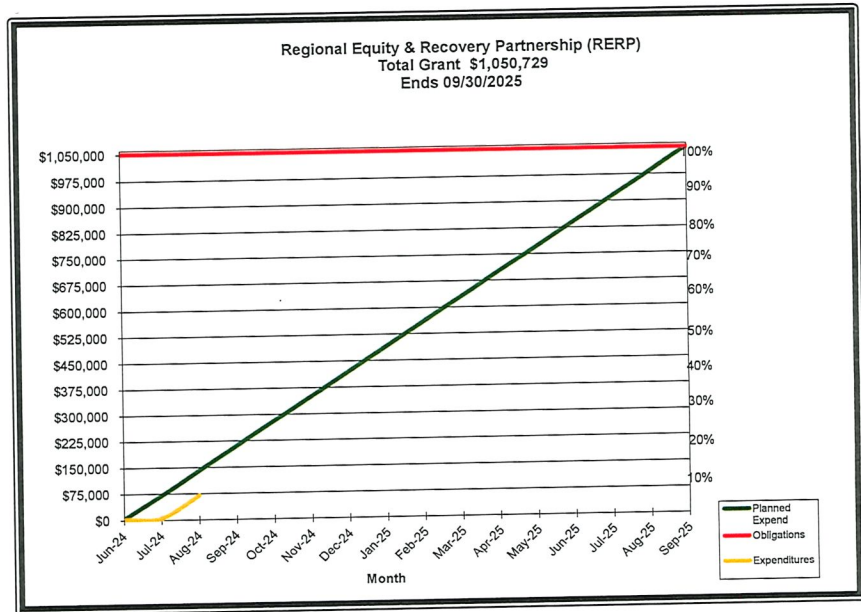
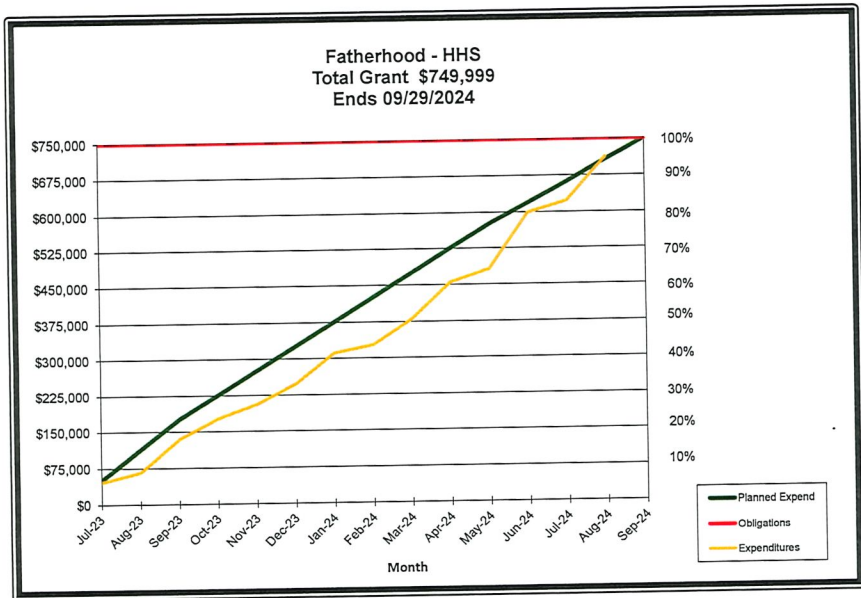
# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD FINANCIAL REPORTS

August 2024



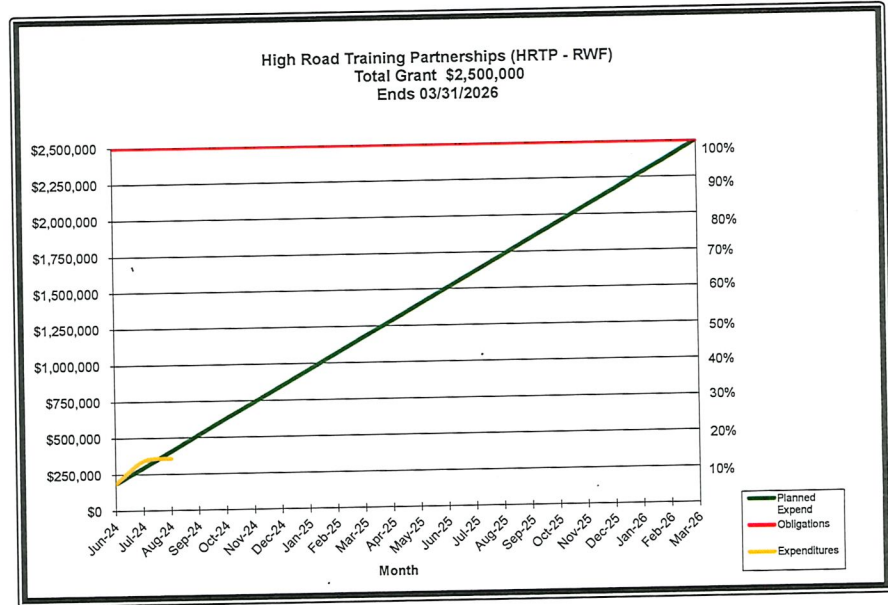
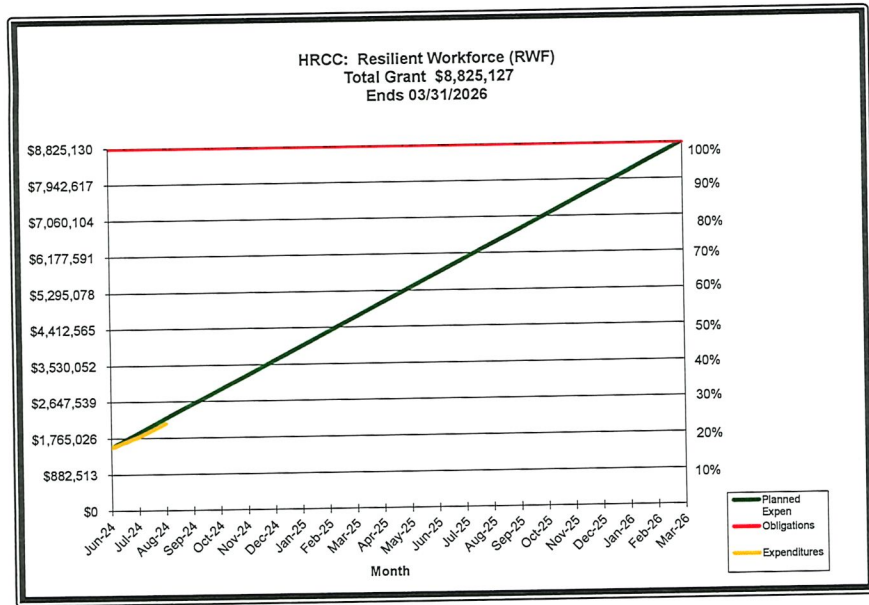
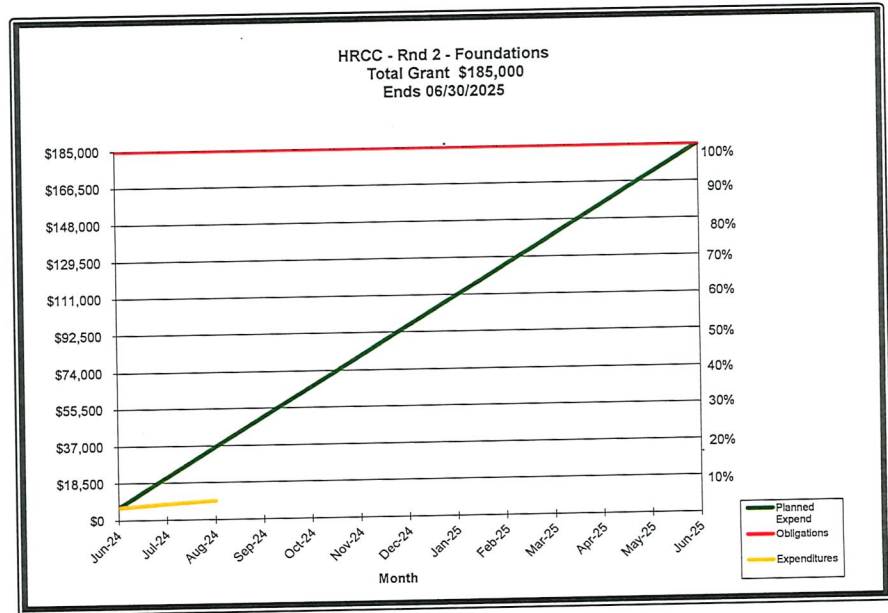
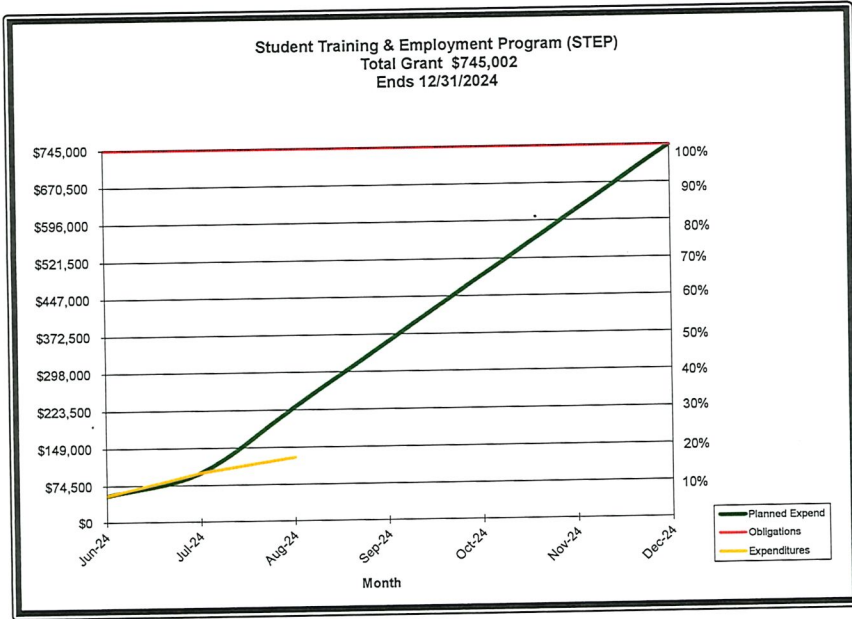
FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD FINANCIAL REPORTS

August 2024



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD FINANCIAL REPORTS

August 2024





# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	4
MEETING DATE:	October 16, 2024
ACTION:	APPROVE

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

**TO:** Executive Committee

**FROM:** Phyllis Stogbauer, Senior Deputy Director

**SUBJECT:** Additional Assistance Grant Funding Contract Award

**RECOMMENDATION:**

Approve funding allocations for the Additional Assistance grant as outlined below.

**REASON FOR RECOMMENDATION:**

Fresno Regional Workforce Development Board (FRWDB) staff received a Rapid Response Additional Assistance grant in the amount of \$2,300,000, from the State of California Employment Development Department Workforce Services Division (EDD) to provide reemployment and job placement services to 147 employees who were terminated due to closures. The initial funding was targeted to employees that were terminated by Bitwise Industries. Of the \$2,300,000, FRWDB received \$1,200,000 to provide Rapid Response services and training and job placement services to the affected employees and \$1,100,000 as a pass-through to State Center Community College District to continue apprenticeship services for Bitwise employees.

Due to multiple Worker Adjustment and Retraining Notifications (WARNs) being issued in 2024, FRWDB staff submitted a modification to the initial application to EDD in July 2024, to add the following additional employers: Cargill Meat Solutions, Western Power Sports, and the Firebaugh facility of Olam Americas. The modification request was approved by EDD in September 2024.

Under the initial funding, the \$1,200,000 was allocated to FRWDB program oversight and staffing, and participant training and supportive services pools. FRWDB staff is recommending the Executive Committee approve the following allocations:

FRWDB Program Oversight	\$264,510.00
Operational/Facilities Cost	\$66,500.00
Outreach/Marketing	\$79,000.00
Participant Workshops	\$33,990.00
Participant Training Pool	\$370,000.00
Participant Supportive Services Pool	\$170,000.00
Central Labor Council Partnership Contractual Services	\$216,000.00
State Center Community College District Pass-Through	\$1,100,000.00
	\$2,300,000.00

### Comprehensive AJCC Baseline Certification Matrix

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

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

**Name of Local Board** Fresno Regional Workforce Development Board

**Name of AJCC** Workforce Connection – Fresno West

<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 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>
The AJCC Operator selected is in compliance with WSD22-13, <i>Selection of AJCC Operators and Career Services Providers</i> .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The roles and responsibilities of the AJCC Operator are clearly identified.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The Career Services Provider selected is in compliance with WSD22-13.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The roles and responsibilities of the AJCC Career Services Provider 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>
The AJCC has at least one Title I staff person physically present. (Note: Consideration may be given to remote/virtual services implemented due to the COVID-19 pandemic.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to all basic and individualized career services identified in <u>WIOA Joint Final Rule Section 678.430</u> .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to training services for adult and dislocated workers identified in <u>WIOA Joint Final Rule Section 680.200</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to any employment and training activities carried out under WIOA Section 134(d).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The 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"/>
The AJCC provides workforce and labor market information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides customers with access to 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 the 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)</li> <li>• <i>Disabled Persons Act</i> (California Civil Code Section 54)</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> 11135-11139</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<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> <li>• Allow service animals to be permitted, even if there is a “no pets” policy.</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 physical accessibility of the AJCC to individuals with disabilities.</li> </ul>		
Was WIOA Section 188 compliance monitoring completed for PY 2021-22?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed? If yes, briefly describe the findings.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Was a corrective action plan submitted? --- <b>Not Applicable</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings open? --- <b>Not Applicable</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the finding closed? --- <b>Not Applicable</b>  If closed, as of what date? Click here to enter text.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>The AJCC meets all Baseline Criteria for Baseline AJCC Certification</b>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

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

---

**Signature**

---

**Name**

---

**Title**

---

**Date**

### Comprehensive AJCC Baseline Certification Matrix

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

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

**Name of Local Board** Fresno Regional Workforce Development Board

**Name of AJCC** Workforce Connection – Fresno East

<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 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>
The AJCC Operator selected is in compliance with WSD22-13, <i>Selection of AJCC Operators and Career Services Providers</i> .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The roles and responsibilities of the AJCC Operator are clearly identified.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The Career Services Provider selected is in compliance with WSD22-13.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The roles and responsibilities of the AJCC Career Services Provider 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>
The AJCC has at least one Title I staff person physically present. (Note: Consideration may be given to remote/virtual services implemented due to the COVID-19 pandemic.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to all basic and individualized career services identified in <u>WIOA Joint Final Rule Section 678.430</u> .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to training services for adult and dislocated workers identified in <u>WIOA Joint Final Rule Section 680.200</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to any employment and training activities carried out under WIOA Section 134(d).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The 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"/>
The AJCC provides workforce and labor market information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides customers with access to 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>
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.  The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities: <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)</li> <li>• <i>Disabled Persons Act</i> (California Civil Code Section 54)</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> 11135-11139</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<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> <li>• Allow service animals to be permitted, even if there is a “no pets” policy.</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 physical accessibility of the AJCO to individuals with disabilities.</li> </ul>		
Was WIOA Section 188 compliance monitoring completed for PY 2021-22?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed? If yes, briefly describe the findings.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Was a corrective action plan submitted? --- <b>Not Applicable</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings open? --- <b>Not Applicable</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the finding closed? --- <b>Not Applicable</b> If closed, as of what date? Click here to enter text.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>The AJCC meets all Baseline Criteria for Baseline AJCC Certification</b>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>



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

---

**Signature**

---

**Name**

---

**Title**

---

**Date**

### Affiliate and Specialized AJCC Baseline Certification Matrix

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

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

**Name of Local Board:** Fresno Regional Workforce Development Board \_\_\_\_\_

**Name of AJCC:** Workforce Connection – Mendota \_\_\_\_\_

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

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

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> <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)</li> <li>• <i>Disabled Persons Act</i> (California Civil Code Section 54)</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> 11135-11139</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> <li>• Allow service animals to be permitted, even if there is a “no pets” policy.</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 benefit of the program, or activity.</li> <li>• Providing for the physical accessibility of the AJCC to individuals with disabilities.</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Was WIOA Section 188 compliance monitoring completed for PY 2021-22?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?</p> <p>If yes, briefly describe the findings. Click here to enter text.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Was a corrective action plan submitted? --- <b>Not Applicable</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<b>Ensures Equal Opportunity for Individuals With Disabilities</b>	<b>Yes</b>	<b>No</b>
Is the status of the findings open? --- <b>Not Applicable</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings closed? --- <b>Not Applicable</b> If closed, as of what date? Click here to enter text.	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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

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

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Name**

\_\_\_\_\_  
**Title**

\_\_\_\_\_  
**Date**

### Affiliate and Specialized AJCC Baseline Certification Matrix

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

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

**Name of Local Board:** Fresno Regional Workforce Development Board \_\_\_\_\_

**Name of AJCC:** Workforce Connection – Parlier \_\_\_\_\_

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

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

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

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> <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)</li> <li>• <i>Disabled Persons Act</i> (California Civil Code Section 54)</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> 11135-11139</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> <li>• Allow service animals to be permitted, even if there is a “no pets” policy.</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 benefit of the program, or activity.</li> <li>• Providing for the physical accessibility of the AJCC to individuals with disabilities.</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Was WIOA Section 188 compliance monitoring completed for PY 2021-22?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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. <a href="#">Click here to enter text.</a>		
Was a corrective action plan submitted? --- <b>Not Applicable</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<b>Ensures Equal Opportunity for Individuals With Disabilities</b>	<b>Yes</b>	<b>No</b>
Is the status of the findings open? --- <b>Not Applicable</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings closed? --- <b>Not Applicable</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
If closed, as of what date? Click here to enter text.		

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

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

---

**Signature**

---

**Name**

---

**Title**

---

**Date**

## 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 the Training and Employment Guidance Letter 04-15, California's Unified Strategic Workforce Development Plan (State Plan), and the AJCC Certification Workgroup's vision for California's One-Stop delivery system.

The matrix below describes each Certification Indicator using both characteristics of a high-quality AJCC and the overall vision and strategies of the State Plan. Additionally, the Certification Indicators are provided as guidance for the evaluator to use to note the assessment of the AJCC's strengths and continuous improvement opportunities. The Local Board may establish additional criteria or set higher standards for continuous improvement than those suggested by the state criteria below.

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

**Name of Local Board:** Fresno Regional Workforce Development Board

**Name of AJCC:** Workforce Connection – Fresno West

**AJCC Type:** Comprehensive



Both the Baseline and Indicator Assessment portions of the AJCC certification process were completed by an independent evaluator, who applied a two-part approach to the review, including:

- 1) A focused review of each of Fresno Regional Workforce Development Board's (FRWDB) four America's Job Centers of California (AJCCs), which operate under the "Workforce Connection" brand name; and
- 2) Review of all 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 partner presence notwithstanding, all centers operate under the same policy structure and deliver the same services. The other notable difference among FRWDB's four Workforce Connections centers is that they are operated by two distinct, competitively procured service providers: Equus Workforce Services and the CLC Partnership, a joint venture of organized labor, a local non-profit organization, and a small business.

Equus Workforce Services delivers WIOA Title I Adult Program Services at the Workforce Connection – Fresno site, which is a comprehensive AJCC. Equus Title I Adult Program staff are also located at the following AJCC affiliate sites: Workforce Connection – Mendota and Workforce Connection – Parlier.

The CLC Partnership delivers WIOA Title I Dislocated Worker Program Services at the Workforce Connection – East location, which is a comprehensive AJCC. CLC Partnership Title I Dislocated Worker Program staff are also located at the following AJCC affiliate sites: Workforce Connection – Mendota and Workforce Connection – Parlier.

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

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

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

- A. Reflect a welcoming environment to all customer groups who are served by the AJCC. All AJCC staff are courteous, polite, responsive, and helpful to job seekers, businesses, and others who visit the AJCC location, or by telephone or e-mail. AJCC staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.
- B. Ensure meaningful access to all customers. AJCCs must be physically and programmatically accessible to all customers, including individuals with disabilities. In doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and

- tactile modes to communicate with customers with disabilities or Limited English Proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. AJCCs use assistive technology and flexible business hours to meet the range of customer needs.
- C. Include both virtual and center-based service delivery for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any given time. The system can expand its reach by delivering robust virtual services; and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations, and other partners.

### California State Plan Vision and Strategies

Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and is able to access the level of education necessary to ensure economic self-sufficiency and security.

### AJCC Certification Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.
- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.
- The AJCC uses the principles of universal and human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, or educational level.
- The AJCC implements the veteran's preference and priority of service requirements.
- The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.
- The AJCC delivers both AJCC-based and virtual services.
- The AJCC ensures that people with disabilities can access virtual services in a manner that is comparable to those without a disability.

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

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

All four Workforce Connection centers funded by FRWDB ensure universal access for customers and AJCC staff is skilled and experienced at working with job seekers from diverse backgrounds, including individuals with barriers to employment.

Areas of substantive strength include:

1. AJCC staff value diversity and are comfortable and adept in working with all types of individuals.

Workforce Connection staff and partner representatives assigned to the centers communicate in various languages (e.g., Spanish, Punjabi, Hmong, ASL) and represent diverse cultures. Several staff members, including former participants that have been hired by contractors, have lived experience similar to that of some customers. As such, these individuals both understand and appreciate diversity and work well with diverse customers. FRWDB and center leadership recognize that staff members benefit from training to increase their understanding of individuals with various barriers to employment. Center managers and staff have participated in training on diversity, equity, and inclusion and on cultural competency. Training that has been made available to staff deals with individuals with barriers to employment, including individuals with disabilities and formerly incarcerated/justice involved individuals. Additional training on these topics will be incorporated into a comprehensive professional development plan being developed by FRWDB and the AJCC Operator.

2. The local Equal Opportunity Officer periodically reviews the AJCC's policies, procedures, and facility for accessibility and equal opportunity.

A key function for FRWDB's Equal Opportunity Officer (EOO) is to regularly review guidance from the state and other sources to identify changes that will affect local policies and procedures and AJCC operations. The EOO attends state-sponsored and other training to remain aware of such issues. 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.

3. The AJCC has a Limited English Proficiency Plan.

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. The plan could be updated to reflect current issues faced by English Language learners and resources for this population.

4. The AJCC uses the principles of universal and customer-centered design to ensure inclusive space and materials are available to all customers.

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. As a result of the training, several improvements were made to AJCC processes. In addition, FRWDB and AJCC representatives utilized these design techniques and human-centered design principles to lay-out and configure space at the two comprehensive Workforce Connection centers, and at the new affiliate site in Parlier. Space, furnishings, work areas, color schemes, and other features of these facilities reflect FRWDB's intensive focus on customers. These same techniques and principles will be utilized for a new Mendota Workforce Connection facility, once space is identified.

5. AJCCs implement the veteran's preference and priority of service requirements.

FRWDB 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. Resources room "passports" issued by the centers identify customers who are veterans.

6. Workforce Connection centers provide services during traditional business hours and outside these hours based of needs.

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

- Employer recruitment events.
- Job fairs, including those held on virtual platforms, used to recruit on behalf of multiple employers.
- Community and civic events, occurring 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 notice of layoff.
- Workshops that are provided in the evening, including those offered online.
- Web-based services of the Workforce Connection system, including orientations, are available every day and at any time.

Partners also point out the significant number of after-hours services they provide. Most schools in the local adult education consortium offer virtual courses during

the evening, including many in which Workforce Connection participants may enroll.

7. The AJCC delivers both AJCC-based and virtual services.

All Workforce Connection centers provide basic and individualized career services in person. To supplement in-person services, an array of online services is also available. These include orientations; application processes; CalJOBS registration; some workshops; access to labor market and training information; individual employment/career planning sessions with center staff; and one-on-one meetings with staff, among other services.

8. The AJCC ensures that individuals with disabilities are able to access virtual services.

Virtual services are reviewed for compliance with accessibility standards. As technology evolves, software and videoconferencing products continue to increase their accessibility capacity. For example, the closed captioning features of videoconferencing technology, such as Zoom, are now state-of-the-art. FRWDB secures assistance from colleagues at DOR in reviewing the accessibility of services.

Improvement could be realized in the following areas:

1. Review and Update Limited English Proficiency Plan

FRWDB's existing Limited English Proficiency Plan meets the general requirements established by EDD for such information. However, as the plan has not been updated in more than a decade, it could benefit from review and revision to reflect issues presently encountered by English Language Learners and resources currently available to such individuals in Fresno County.

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

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

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

### California State Plan Vision and Strategies

Aligning, coordinating, and integrating programs and services to economize limited resources while also providing the right services to clients based on each client's particular and potentially unique needs to facilitate skills attainment.

## AJCC Certification Workgroup's Vision

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

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

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

The Fresno area's effective workforce system partnerships are the result of many years of cooperation and collaboration not only related to operation and support for the centers, but, more broadly, by stakeholders 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 a host of community-based and non-profit ventures, among others.

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 myriad local stakeholders, including community- and faith-based agencies.

Areas of substantive strength include:

1. A system is in place to assess the satisfaction of partners with the AJCCs and their services.

A formal system to determine partner satisfaction with the AJCCs and their services has been developed. The survey assesses features and characteristics on the Workforce Connection centers and the workforce system, including: space, appearance, accessibility, and safety; staff to customer ratios; presence and activities of partners in the centers; use of customer-centered design principles; quality of the customer experience; continuous improvement processes; and more.

2. Partners believe that the AJCCs add value to their programs and customers.

Surveys indicate and partners report that regular meetings and access to center management make collaboration easy and that AJCC staff members are always willing to lend their support. Partners have also expressed appreciation for the training that FRWDB and the AJCCs make available to their staff. Participation of partner staff and customers at FRWDB and Workforce Connection events also suggests that partners believe that the centers provide value to them and their customers.

3. The required AJCC partners meet on a regular basis.

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.

Recently, the AJCC Operator has organized and led “Community Partnership Alliance” meetings, which include not only Workforce Connection and WIOA-mandated partner representatives, but managers and staff from dozens of public agencies and community-based organizations. These sessions provide a unique opportunity to share information with a broad audience and for participants to learn about a wide array of programs and services available to Fresno area residents and individuals from WIOA priority populations (e.g., English language learners, justice-involved individuals, immigrants, disconnected youth, seniors).

4. The AJCCs actively outreach and provide access to non-co-located partner customers to participate in AJCC-based services.

Workforce Connection leadership and staff 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; and
- Specialized recruitment events for new or expanding businesses.

Events calendars published and distributed by Workforce Connection center staff are an effective resource for increasing partner awareness of center-sponsored events and activities.

5. An inventory and overview of all partner services is available to Workforce Connection staff.

Following the execution of the AJCC partner MOU, the partners began to provide their counterparts with a structured orientation and training to their programs. While these sessions were paused for a time during the pandemic, they have resumed.

As indicated in response to Indicator 6, FRWDB recently secured a grant through the James Irvine Foundation which will enable the local workforce system to record and catalog partner and stakeholder information. This will result in the development of a new and more detailed inventory of partner programs and those of other local service agencies.

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

6. One-Stop system marketing materials have been developed that provide an overview all partner services.

The Workforce Connection centers and FRWDB actively promote partners' programs and services by making print materials about their programs available at the centers, through hyperlinks on the Workforce Connection website, and broadcasting information via social media. Many of the partners reciprocate by promoting services of the AJCCs and of other partners. However, existing marketing messages and materials could do a better job of describing the overall workforce development system, indicating the organizations, programs, and services that comprise the system.

7. A partner referral process has been implemented.

The partner MOU provides a basic outline of a referral process and a statement that the partners agree to provide referrals to the AJCC and other partners and to receive such referrals. However, difficulty with communication and follow-up on referrals has been a persisted problem. As FRWDB sought a solution, agency leadership became familiar with Unite Us, a platform that enables participating organizations to share information, including referrals, about customers, while protecting data confidentiality. FRWDB is working to secure commitments from the partners to utilize the system. As Unite Us is fully implemented, the referral process described in the MOU will be updated.



8. Referrals are recorded, and a system is being implemented for partners to follow through and report progress on referrals made.

As described above, the web-based Unite Us platform will enable partners to share follow-up information on referrals that are made and received.

9. 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, 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 familiar with the centers and their services may provide more information and assistance than what is described above.

It should also be noted that the development of the Community Partnership Alliance, which holds quarterly meetings, has increased the number of organizations that function as community on-ramps for the Workforce Connection centers.

Improvement could be realized in the following areas:

1. Develop Promotional Materials Highlighting the Local Workforce System

On behalf of its AJCCs, FRWDB has developed various effective and informative printed materials and web-based messages highlighting the features and benefits of the Workforce Connection centers. By developing similar materials that promote the entire one-stop system, FRWDB could effectively communicate to potential customers the value that the full range of system partners can provide local job seekers and businesses.

2. Update the Referral Process Described in the Existing Partner MOU

The official referral process among the workforce system partners that is outlined in the MOU does not reflect the current referral system that has been implemented using the Unite Us platform. As the MOU is updated, the description of referral processes and protocols should be revised.

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

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

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

#### California State Plan Vision and Strategies

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

#### AJCC Certification Workgroup's Vision

- AJCC staff identifies with the AJCC system (and not just their specific program), believes that all AJCC customers are shared customers, and contributes to providing a positive AJCC experience for every AJCC customer.
- AJCC staff have received customer service and customer-centered design training.

- AJCC staff is cross trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.
- The AJCC has clearly identified the roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners, and the AJCC has an integrated functional organizational chart.
- The AJCC has a system in place to promptly greet all AJCC customers, identify the reason for their visit and their needs, and connect them to appropriate services as quickly as possible.
- The AJCC has developed integrated customer flow procedures that respond to customer need and moves customers seamlessly between AJCC entry and service delivery with as few hand-offs as possible.
- All AJCC co-located partners have identified the Career Services that apply to their program, and the AJCC has developed methods to align/integrate the delivery of those services.
- The AJCC has established protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.

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

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

The network of Workforce Connection centers has continued to evolve over the more than two decades since they were first established. Sites have relocated to promote more cost-effective and accessible service delivery. In addition, centers are now 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.

Areas of substantive strength include:

1. Staff from multiple partner organizations identify with Workforce Connection brand.  
  
WIOA Title I-funded service provider staff members have been working alongside staff from EDD, DOR, and other system partners for many years inside the Workforce Connection centers. On a regular basis, staff work together to serve customers, participate in 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, regardless of the organization that they work for. Participation in cross training and in team building activities further strengthens this collaboration.
2. 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, FRWDB and Workforce Connection service providers make investments in customer-focused staff training a priority. Over the last decade, AJCC staff has participated in both customer service training and specialized training and activities pertaining to the use of customer-centered design. Prior to the pandemic, this training was provided on several occasions. As described in response to Indicator 6, a comprehensive professional development plan is being developed by FRWDB, which will be supplemented by training organized by the AJCC Operator. Across these activities, additional training on customer service and customer-centered design will be implemented. Also, AJCC service providers (the CLC Partnership and Equus) both report that additional internal training on customer service-related topics has been provided to their staff.

3. AJCC staff is cross trained in program partner eligibility and services.

As described in responses provided for Indicators 2 and 6, the workforce system partners have provided cross training on many occasions regarding their programs and services, along with information about the eligibility requirements. Over the last couple of years, the number of organizations providing such training has increased as local community-based organizations, various public agencies, and other stakeholders have joined the Workforce Connection Community Partnership Alliance, a network of agencies providing workforce development and related services.

4. The centers have clearly defined staff roles and responsibilities.

The delivery of workforce development services through the AJCC is principally governed by operational directives published by FRWDB. The content of publications is based on WIOA, its implementing regulations, state policy and guidance, and local policies and procedures adopted by the local board. The two Workforce Connection service providers have developed compatible procedures and work effectively in the operation of the centers, trading off management responsibilities where they are co-located.

5. 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

FRWDB and the AJCC service providers have put customer-centered design strategies to their best use in developing procedures for reception/greeting services, particularly for first-time customers. Customers can 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. The full content of the reception process is outlined in an Operations Manual developed by FRWDB.

6. The AJCC has developed procedures to address customer priorities and move customers to the services they need

Customer flow procedures are in place. However, these procedures are not intended to prescribe a specific course or sequence of services. Rather, they illustrate the options available to customers.

7. Co-located partners have identified the career services that are applicable to their program.

All partners that are 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.

8. FRWDB has established protocols to co-enroll customers in more than one partner program when there is value in doing so.

FRWDB has an operational directive on co-enrollment in place. However, the directive will be revised to correspond more closely to current state guidance, as expressed in the EDD/California Workforce Development Board (CWDB) directive on "Strategic Co-Enrollment." Co-enrollment of eligible individuals into two or more programs is common. Individual assessment and service planning activities help to identify 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. The Unite Us system will provide additional support for information sharing.

Improvement could be realized in the following areas:

1. Implement Customer-Centered Design Training for New Workforce System Staff

While some Workforce Connection managers and staff have participated in customer-centered design training, many individuals employed at the AJCCs and at remote partner locations have not received training on this critical topic. Given FRWDB's commitment to customer-focused service delivery, training on this topic should be renewed and provided to all center and workforce system partner staff.

2. Update Procedures for Co-Enrollment of Participants in Workforce System Partner Programs

FRWDB's existing procedures on co-enrollment of participants into partner programs and services were implemented more than a decade ago. Policies and

procedures governing co-enrollment of WIOA participants into other programs should be updated and should correspond with State Directive WDS19-09 “Strategic Co-Enrollment – Unified Plan Partners,” which describes protocols for co-enrollment and common case management of participants.

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

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

- A. Improve the skills of job seekers and worker customers. AJCCs offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, and other strategies that enable customers to compete successfully in today’s global economy.
- B. Value skill development by assessing and improving each individual’s basic, occupational, and employability skills.
- C. Balance traditional labor exchange services with strategic talent development within a regional economy.
- D. Create opportunities for individuals at all skill levels and levels of experience by providing customers as much timely, labor market, job-driven information, and choice as possible related to education and training, careers, and service delivery options while offering customers the opportunity to receive both skill-development and job placement services.

California State Plan Vision and Strategies

- A. Career Pathways: enabling progressive skills development through education and training programs, using multiple entry and exit level of skills development corresponds with a labor market payoff for those being trained or educated and results in industry-recognized credentials.
- B. Earn and Learn: a subsidized program that allows individuals to gain work experience while getting paid. Individuals receive training and education that combine applied learning opportunities while participating in the labor market.
- C. Supportive Services: providing supportive services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.
- D. AJCCs as an access point for programs providing “demand-driven skills attainment.” From this perspective, AJCCs operate as an “on-ramp” or “gateway” to the “Regional Sector Pathways” programs either built out or identified through the regional planning process described above.
- E. AJCCs will continue to provide the full array of Career Services and function as labor exchanges. Still, there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need them.

## AJCC Certification Workgroup's Vision

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

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

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

The 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.

Areas of substantive strength include:

1. Workforce Connection staff understand the value of 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, while others 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. Many customers are referred by training agencies that understand that Workforce Connection staff are skilled at matching recently

trained individuals with jobs in which they can use their new skills. Both credential and employment outcomes are highly valued by Workforce Connection managers and staff.

2. Staff are familiar with the regional target sectors and can identify regional sector career pathways.

Regional target sectors were first adopted as part of the Central Valley's PY 2017-20 Regional Plan. 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 and promising sectors to conduct effective individual employment and career planning with customers.

3. The local workforce system offers 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.

4. The local workforce system offers a variety of training services and staff assists customers in accessing and enrolling in these services.

As indicated above, training programs suited to individuals with all levels of skills and experience are available to Workforce Connection customers. Community colleges, adult education programs, private trade and technical schools, community-based training programs, labor-led 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 Valley Build, a construction pre-apprenticeship program operated in partnership with the Build Trades Council, and a Forestry Academy program, that includes both didactic and work-based learning activities preparing workers for jobs in forest management.



5. Workforce Connection staff assist customers in navigating career pathways tied to jobs in key industry sectors

Center staff, generally, has working knowledge of 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.

6. FRWDB's AJCCs does not implement a "sequence of service requirement" for training.

As stated in response to Indicator 3, there is no prescribed customer flow, and 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.

7. 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, staff attempt to secure funds for supportive services from those programs before accessing Title I budgets, which are limited. FRWDB has published an Operational Directive on this topic.

8. Workforce Connection staff provide access to training for all AJCC customers needing this service.

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. FRWDB is able to identify and track year-to-year changes in the number of individuals who receive training.

Improvement could be realized in the following areas:

1. FRWDB Leadership Should Identify Opportunities to Design and Implement a Structured Labor Market Information Training Program for All Staff

To establish a strong base of knowledge among the Workforce Connection centers' direct services staff, including those providing career planning and case management services, FRWDB leadership should procure or develop a training

program addressing basic economics; local labor market information and how to use it in service planning; the region's target industries; sector strategies in Fresno County and adjacent workforce areas; career pathways and industry-specific training programs; and quality jobs. This training would support staff's ability to effectively support job seekers in making decisions about training and preparation for jobs and careers.

## 2. Resume Monthly Sectors Orientations

To improve information on in-demand careers in the Central Valley's leading industries, FRWDB's business services team and the Workforce Connection staff should collaborate on strategies for resuming the delivery of monthly sector orientations.

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

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

- A. Design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, registered apprenticeships, and competency models to help drive skill-based initiatives.
- B. Develop, offer, and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.
- C. To support area employers and industry sectors most effectively, AJCC staff identify and clearly understand industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.
- D. To incorporate an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.
- E. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

#### California State Plan Vision and Strategies

- A. Regional partnerships: building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that increase job quality and support regional economic growth.
- B. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.
- C. Fostering demand-driven skills attainment: workforce and education programs must align program content with the state's industry sector needs to provide