



Riverside County Workforce Development Executive Committee Meeting AGENDA

***Wednesday, April 21, 2021
10:30 a.m. – 11:30 a.m.***

On the day of the meeting, the Board Meeting will be accessible to the public online by video conference and telephone access using the information listed below.

[Zoom](#) Online Video/Audio Conference

Meeting ID: 993 5288 2668 **Passcode:** 92507

Online: <https://zoom.us/j/99352882668?pwd=TnVZbTNYNzRRZnhRZlVXejlhV0ZZZz09>

Phone: (888) 788-0099 or (877) 853-5247

One tap mobile: +16699009128,,99352882668# US

Participants should be advised that by engaging in meeting telephonically or electronically they acknowledge that input may be recorded, such recording is subject to inspection pursuant to the California Public Records Act.

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

The Riverside County Workforce Development Board (Board) is holding Board of Directors meetings to conduct essential business. Members of the public may view and participate electronically or telephonically, not in person, consistent with directives from the Riverside County Public Health Officer, the California Department of Public Health, and the California Governor's Executive Order [N-33-20](#).

Public Participation Members of the public may address the Board on any item on the agenda and on any matter that is within the Board's jurisdiction. To address the Board regarding an item that is on the agenda, please submit an e-mail entitled "Public Comment" directly to the Board Coordinator, Jasmine Guerrero, via email at jguerrer@rivco.org or by calling (951) 955-9068. Requests must be submitted to the Board Coordinator prior to the time the item is called for consideration or prior to the Public Comment section of the agenda. Please specify if comment is related to an Action Item or if it is General Public Comment. *If you cannot or choose not to attend when the meeting occurs but wish to make a comment, please submit your comments by 8:00 a.m. on the day of the Board meeting.* Comments will be presented by the Board Coordinator. They will be announced at the appropriate time and will be added to the record. Comments will be read after Action Items are discussed or during Public Comment period.

Patrick Ellis
WDB Chairperson
Carrie Harmon
WDB Executive Director



Jamil Dada
WDB Vice Chairperson
Leslie Trainor
WDB Deputy Director

Riverside County Workforce Development Executive Committee Meeting Agenda

Wednesday, April 21, 2021
10:30 a.m. - 11:30 a.m.

WELCOME

1.1 Call to Order and Self Introductions Patrick Ellis

ACTION ITEMS

2.1 Approve the Minutes from February 17, 2021 All
2.2 Regional and Local Plan All
2.3 AJCC Hallmarks of Excellence Certification All
2.4 Subsequent Recertification of the Local Board All
2.5 WIOA Fund Transfer Request All
2.6 Agreement Renewal for the One-Stop Operator All
2.7 Youth Services Program Contracts Extension PY2021/2022 All

REPORTS

3.1 Chairperson's Report Patrick Ellis
3.2 Federal/State Report Jamil Dada
3.3 Executive Director's Report Carrie Harmon
3.4 Status of Service Delivery Leslie Trainor

DISCUSSION ITEMS

4.1 Member Initiatives All

PUBLIC COMMENT

Participants should be advised that by engaging in meeting telephonically or electronically they acknowledge that input may be recorded, such recording is subject to inspection pursuant to the California Public Records Act.

CONFLICT OF INTEREST ADVISEMENT Board members please be advised: If an Agenda item relates to the provision of services by you, your immediate family, the entity you represent, or any person who has made \$250.00 in campaign contributions to you during the last twelve months, or if approval or disapproval of an Agenda item would have a foreseeable material effect on an economic interest of you, your immediate family, or the entity you represent, then please follow these procedures: *“When the Agenda item is first introduced, please immediately announce that you are recusing yourself from participating in the agenda item and then refrain from discussing, voting on, or otherwise influencing the Board’s consideration of the Agenda item.”*

ACCESSIBILITY The Workforce Innovation Opportunity Act (WIOA) Title I financially assisted program or activity is an equal opportunity employer and program. Auxiliary aids and services are available upon request to individuals with disabilities. There are two ways of requesting reasonable accommodations. 1. For ADA Coordinator, please call (951) 955-3100, (951) 955-3744 TTY, CA Relay 711, or e-mail ADACoordinator@rivco.org 2. For the Board Coordinator, please call (951) 955-9068 or e-mail jguerrer@rivco.org.

PUBLIC NOTICE While Board Meetings are open to the public, time constraints limit the Board’s ability to permit open discussions with members of the audience. Persons requesting to address the Board on matters not on the agenda but within the jurisdiction of the Board should do so under the agenda item Public Comments. Persons requesting to address the Board on an agenda item should register with staff prior to the meeting via e-mail to jguerrer@rivco.org or phone (951) 955-9068. The Chair will impose a 3-minute time limit on all speakers addressing the Board.

NON-EXEMPT MATERIALS Non-exempt materials related to an item on this agenda submitted to the Workforce Development Board after distribution of the agenda packet are available for public inspection on the Riverside County Economic Development Agency Workforce Division’s website at www.rivcoworkforce.com.

POSTED MATERIALS In accordance with the Ralph M. Brown Act, this meeting agenda is posted at least 72 hours prior to the regularly scheduled meeting on the Riverside County Workforce Development Board website (www.rivcoworkforce.com/WDB). The agenda, supporting documents, and all writing received by the Board are public records and can be viewed online, but may not include all available or the most current documentation. All documentation along with the most updated versions can be requested via e-mail to RivCoWDB@rivco.org, by calling (951) 955-9068 or (951) 955-3100.

Patrick Ellis
WDB Chairperson

Carrie Harmon
WDB Executive Director



Jamil Dada
WDB Vice Chairperson

Leslie Trainor
WDB Deputy Director

Infinite Opportunity, Lasting Prosperity

Executive Committee: Minutes February 17, 2020

WDB Chair Patrick Ellis called the meeting to order at 10:33 a.m.

Members in Attendance

| | | | |
|---------------|------------------|---------------|-----------------|
| Connie Golds | Diane Strand | Jamil Dada | Mary Jo Ramirez |
| Patrick Ellis | Ricardo Cisneros | Rosibel Ochoa | |

Members Absent

| | | | |
|--------------|-------------|--|--|
| Morris Myers | Sonia Nunez | | |
|--------------|-------------|--|--|

Guests

| | | | |
|-----------------|--|--|--|
| Jackie Melendez | | | |
|-----------------|--|--|--|

Staff

| | | | |
|-----------------|----------------|-------------------|------------------|
| Carrie Harmon | Leslie Trainor | Gabriela Gonzalez | Jasmine Guerrero |
| Tammy Mathis | Heidi Marshall | Stephanie Adams | Jason Tang |
| Carolina Garcia | | | |

Action Item: 2.1 Approve the January 20, 2021 Minutes

Motion: that the WDB Executive Committee approves the January 20, 2021 meeting minutes.

| | | | | | | |
|-----------------|------------|------------------|------------------|----------------|---------|---|
| Moved by | Jamil Dada | Second by | Ricardo Cisneros | Abstain | None | |
| Vote | Aye | 7 | No | 0 | Abstain | 0 |
| Status | Approved | | | | | |

Reports:

3.1 Chairperson's Report

| | |
|---------------|------|
| Patrick Ellis | None |
|---------------|------|

3.2 Federal/State Report

| | |
|------------|-----------------------------------------------|
| Jamil Dada | None, will be deferred for Full Board meeting |
|------------|-----------------------------------------------|

3.3 Executive Director's Report

| | |
|---------------|-----------------------------------------------|
| Carrie Harmon | None, will be deferred for Full Board meeting |
|---------------|-----------------------------------------------|

3.4 Status of Service Delivery

| | |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leslie Trainor | <p>\$10,000 un-restricted donation was received for the WDC 501(C3) non-profit affiliate Riverside County Works. Donation was obtained from Jamil Dada’s customer looking for investment options. Leslie explained that the 501(C3) is a great resource for accepting tax deductible donations and provide her email Ltrainor@rivco.org if anyone needed to contact her for more information about the affiliate or had any questions.</p> <p>Application status to provide career services within County Staff update, Leslie recapped that in the December Executive Committing Meeting, the Board expressed their desire to potentially change the structure of career services provisions and the Riverside County Board of Supervisors agreed with the change. To prevent gap in services to Customers, we are applying with the State Workforce Development Board for County Staff to continue providing career services with the understanding that we will implement the outcome of the RFP by July 1st, 2022. The application is currently in the process of being submitted to the State, after submittal, the California State Workforce Development Board will review it, and then it will go to the Governor for approval. If the application is approved, the California Workforce Development Board will tell us the term of the approval but only limited for 4 years.</p> <p>Mary Jo Ramirez questioned what the intent/plan for the current County of Riverside staff who are currently providing career services is.</p> <p>Carrie Harmon answered that everything is contingent on the outcome of the RFP. Carrie advised that is could be a phased approach verse an all at one approach. She stressed that staff is a priority during this process and they will make efforts for staff to have opportunities to work with other providers, which is common during these types of transitions, as well as opportunities within the County or our department.</p> <p>Jamil Dada stated that it’s the Board of Supervisors choice on the outcome of this decision ultimately. Board is trying to look out for the citizens of Riverside County so WIOA Funding is used with the least amount of overhead expenses at the same time as look out for currently employees. But this whole phase is currently in an “explorative phase”</p> <p>RFP will be created with County Purchasing Team they will be primarily responsible for issuing the RFP instead of Workforce Development Staff. Estimated released date will be June 2021</p> |
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| Discussion Item: 4.1 Member Initiatives | |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Discussion | |
| Diane Strand | <p>Grants are being put together to put people with disabilities to work, she needs information to further put her proposal together:</p> <p>Number of Business with Federal Contracts? What does the County consider a Disability?</p> <p>Leslie T. and Tammy M. will assist her due to her deadline being in roughly two weeks</p> |
| Jamil Dada | <p>Start focusing/thinking on getting more donations for our 501(C3) non-profit affiliate.</p> <p>Heidi recommended putting together a comprehensive fundraising plan for the next few years. Based on Foundations or Corporations that are interested in supporting the work we do. Asked for Board Members to share contacts that they already have a relationship with who might be interested in donating</p> <p>Jamil recommend planning on doing a letter for donors in November to send out and market/let Foundations/Corporations know what we have a 501 (C3) non-profit affiliate.</p> <p>Mary Jo recommends re-visiting strategic planning for the non-profit</p> <p>Rosibel recommends creating top two goals for the purpose of the fund raising</p> |

| Public Comments | |
|------------------------|--|
| NONE | |

Adjourned: 11:16 a.m.

EXECUTIVE COMMITTEE



ACTION ITEM #2.2

DATE: 4/21/2021

SUBJECT: Workforce Innovation and Opportunity Act (WIOA) Riverside County Workforce Development Local Plan and Inland Empire Regional Development Plan for Program Years 2021-2024

RECOMMENDATION:

1. Approve and authorize the submission of the Workforce Innovation and Opportunity Act Program Year 2021-2024 Riverside County Workforce Development Local Plan to the California Workforce Development Board;
2. Approve and authorize the submission of the Workforce Innovation and Opportunity Act Program Year 2021-2024 Inland Empire Regional Workforce Development Plan to the California Workforce Development Board;

BACKGROUND:

WIOA requires local workforce development boards to submit multi-year local plans for services in workforce development areas (local area) and regional plans for regional planning units(s) to define strategies for workforce development that are responsive to the employment needs of businesses, job seekers, and employees. The Riverside County Workforce Development Board's (WDB) program years 2021-2024 local and regional plans are due April 30, 2021.

WIOA required regional plans and partnerships function under the California Workforce Development Board's (CWDB) State Plan as the primary mechanism for aligning educational and training provider services with regional industry sector needs in California's WIOA RPUs. The Inland Empire Regional Planning Unit (IERPU) includes the WDB and the San Bernardino Workforce Development Board (SBWDB). California State law requires coordination between the k-12, community college, and WIOA systems and requires the use of sector strategies as the operational framework for the workforce system. In leading the development of the regional plan, the IERPU included key stakeholders and customers across the region to participate in the assessment of current workforce activities, including those funded through WIOA and those funded through other sources.

IERPU boards will oversee the implementation of the Regional Plan while the WDB will oversee the Local Plan implementation. Together with partners, they will work to ensure services are effectively meeting the needs of employers while transitioning residents to gainful employment, breaking the cycles of poverty, and increasing economic equity for long lasting prosperity.

Consistent with State of California Employment Development Department (EDD) requirements, the Local and Regional Plans were made available for public review and comment for a 30-day period beginning March 8, 2021. A public notice on how to access the plans for review and comments was posted on the WDB's website and sent to stakeholders across the region announcing the availability of the plans. Public comments received within the comment period that express disagreement with the plans will be submitted to the governor along with the plan(s).

Upon review of the Regional and Local Plans, the CWDB will send each local board a letter advising them of the approval status. If the CWDB has any revision requests for either plan, they will send them at this time.

| | |
|------------------------------------------------------|----------------------------------------------------------|
| EXECUTIVE COMMITTEE Date: Approval: Yes/No | BOARD OF SUPERVISORS CONCURRENCE Required: Yes/No |
|------------------------------------------------------|----------------------------------------------------------|



Riverside County

Workforce Development Board

2021 - 2024

Draft

Local Workforce Development Plan

Primary Contact:

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Executive Summary

Riverside County Workforce Development Board (RCWDB) has developed this local workforce development plan as part of a planning process to address the needs of the Riverside County community over the next four years. The purpose of the planning process and this plan is to develop equitable, regional, sector-based career pathways in target sectors, ensuring access and inclusion for all of the County's job seekers and organizations, while meeting the needs of the business community. Riverside County is a recipient of Workforce Innovation and Opportunity Act (WIOA) funding, and the County has ensured this process and plan document are in alignment with the Inland Empire 2021 - 2024 Regional Workforce Development Plan and the State of California Workforce Development Board (CWDB)'s Unified Strategic Workforce Development Plan.

The RCWDB began planning by conducting an inclusive process gathering input for this plan from partner organizations, employers and other stakeholder in a series of interactive virtual meetings held between December 2020 and January 2021. Participants in these meetings were asked to provide ideas for how the County's American Job Centers of California (AJCCs) and local workforce development system can meet the needs of the community in five key areas: responding to COVID-19; developing career pathways to the middle class; providing access and inclusion for all; preparing for the future of work; and building a high road workforce system. The project team worked together with the members of both regional workforce development boards, the San Bernardino County Workforce Development Board and the RCWDB, to process the input received and incorporate it into both the regional and local plans.

The RCWDB's mission is to "provide leadership to the workforce development system in Riverside County by supporting economic development and talent management". Using this vision as a guide, five key goals were developed as a result of the planning process and form the backbone of this workforce development plan under the following categories: 1) Sector-Based Career Pathways, 2) High Road Workforce System, 3) Access and Inclusion for All, 4) Future of Work, and 5) Response to COVID-19.

Section I reviews the five key goals developed by the RCWDB and its partners. For sector-based career pathways, the sectors of focus for RCWDB and the AJCC System include Construction; Transportation and Warehousing; Healthcare and Social Assistance; Manufacturing; Retail Trade; Administrative Support and Waste Remediation Services; and Other Services, Excluding Public Administration. Section II covers the coordination of WIOA core and required partners, including a description of the AJCC System Partners, their services, goals of the system, how access is facilitated for various populations and how services are made accessible for individuals with disabilities (IWD).

Key coordination occurs with state agencies and programs to serve CalFresh E&T job seekers, IWD (California Department of Rehabilitation) and local agencies who serve English Language Learners (ELL), foreign born individuals and refugees, which is covered in Section III. Section IV describes the manner in which coordination happens with statewide rapid response and includes descriptions of adult and dislocated worker services and youth services. Next, the section ends with a description of planned staff training in critical service areas such as digital fluency, distance learning and cultural competencies. Finally, a description of how RCWDB meets requirements for coordinating the AJCC Operator role and Career Services is provided at the end of the section.

Each section of this plan discusses how it aligns with the CWDB's priorities to foster demand-driven skills attainment, provide high road employment, ensure equity and economic justice and align/coordinate services across the region. Appendices provided at the end provide additional documentation on the process, the RCWDB goals, agreements in place for operationalizing services and public comment received about the plan.

DRAFT

I. Introduction and Overview

The economy and the workforce are currently in a period of significant transition, brought upon by an international pandemic. Many local businesses were forced to close, workers lost their jobs and families struggled with new stressors, such as virtual schooling and shelter-in-place restrictions. For those that remained employed, some faced new health and safety risks on the job, while others were forced to quickly adapt to remote working situations. These conditions brought new workers into the gig economy who picked up contract work as a way to maintain income after they lost their jobs. Others who were furloughed from the job may not return due to the advancement of automation and technology, particularly in sectors such as manufacturing.

Riverside County (RC) continues to manage a pandemic response, attempting to begin recovery from it while remaining aware of how changes to the economy due to automation, the gig economy, remote work and new technology will all play a role. However, with new challenges comes new opportunities. Longstanding issues, such as closing the digital divide, took on renewed attention during the course of the pandemic and creative solutions have come about as a result. There is also newfound hope for creating high road employment opportunities as health and safety on the job will be critically analyzed in the coming years, ideally leading to higher job quality. Within this context, the Riverside County Workforce Development Board (RCWDB) brought their partners together to take advantage of new opportunities and develop solutions that will create accessible career pathways to high road jobs for everyone across the County.

The Riverside County Workforce Development Board

The RCWDB is the Local Workforce Development Board (LWDB) for Riverside County. The RCWDB is located in the Inland Empire region of Southern California and is a partner of the Inland Empire Regional Planning Unit (IERPU), which also includes the San Bernardino County Workforce Development Board (SBCWDB).

The 29-member RCWDB operates workforce programs for the County under the guidance of the California Workforce Development Board (CWDB), funded by the Workforce Innovation and Opportunity Act (WIOA). The County of Riverside's Workforce Development Division (WDD) administers RCWDB activities and oversees service delivery through America's Job Centers of California (AJCCs), which are locally known as the Riverside County Workforce Development Centers (WDCs), along with AJCC MOU Partners. The WDCs are the hub of the countywide service delivery for workforce and business services. WDCs are located in the cities of Riverside, Indio, Hemet and Moreno Valley; one satellite office located in Blythe; and six Youth Opportunity Centers (YOCs) are located in Indio, Perris, Lake Elsinore, Moreno Valley, Hemet, and Rubidoux.

Roles of the RCWDB

There are five key roles that RCWDB plays in the workforce space for Riverside County:

- 1) **Convener:** Bringing together business, labor, education, and economic development to focus on community workforce issues
- 2) **Workforce Analyst:** Developing, disseminating and understanding current labor market and economic information and trends
- 3) **Broker:** Bringing together systems to solve common problems, or broker new relationships with businesses and workers
- 4) **Community Voice:** Advocating for the importance of workforce policy, providing perspective about the need for skilled workers
- 5) **Capacity Builder:** Enhancing the region's ability to meet the workforce needs of local employers

Regional Committees

Three Regional Committees of the RCWDB represent the County's Eastern, Western and Southwestern regions. Each committee is comprised of RCWDB members and stakeholders that have a vested interest in the workforce services and advocacy in their respective areas. The RCWDB Executive Committee receives recommendations from these advisory committees. The recommendations are related to each committee's key strategies that align with the RCWDB's Strategic Plan and goals.

Planning Process

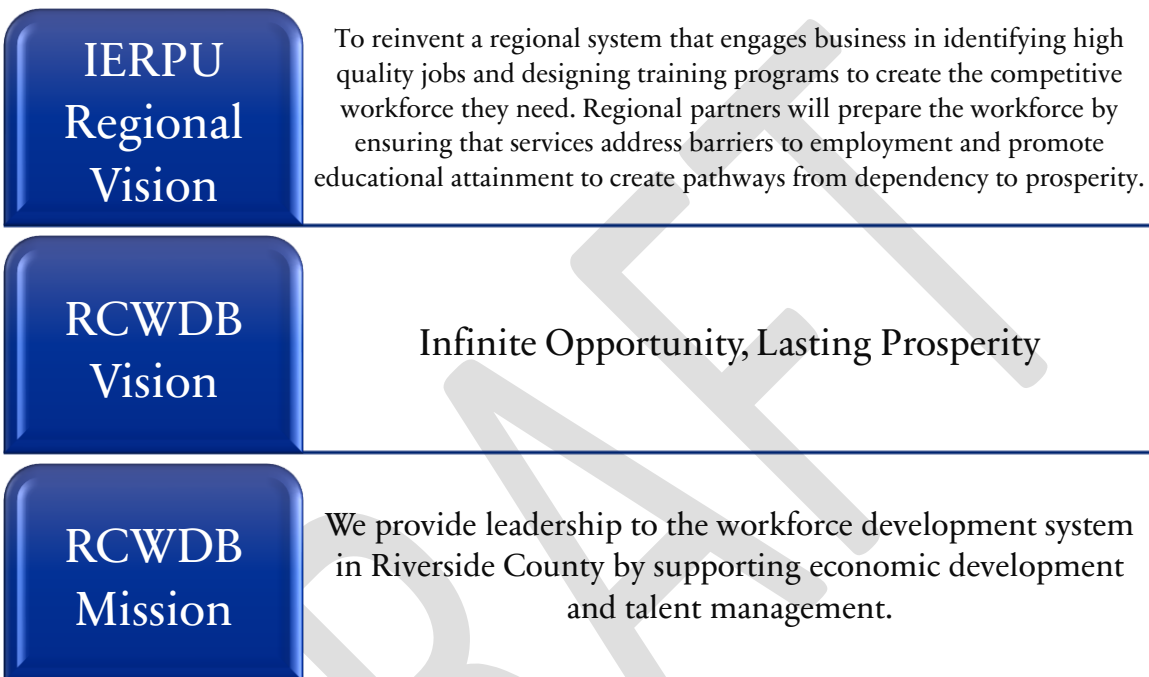
Guided by the CWDB and the Employment Development Department's (EDD) directive WSD20-05, the RCWDB and WDD engaged key partners and the Riverside County community in a process to develop this 2021-2024 Local Plan. A local workforce development plan covering a four-year period submitted to the State by each local workforce development board (LWDB) is required by WIOA. The process included a number of partner input meetings to develop this plan in an inclusive and thoughtful manner that brought forward the best ideas for local workforce development efforts. The planning process began in late November 2020, included several regional and local partner meetings in December 2020 and January 2021 and concluded with the drafting of this plan for public review in March 2021. For a summary of community and stakeholder input, please see Appendix A.

II. Local Context

Strategic Vision

This plan and the process to develop it was guided by the regional vision of the IERPU, aligned with RCWDB's own vision and mission as described in Figure 1.

Figure 1: Regional and Local Workforce Development Strategic Vision and Mission



Local Workforce Goals

As described above, RCWDB conducted a stakeholder and community engagement process, and developed a set of goals to meet the needs of RC:

1. **Sector-Based Career Pathways:** Continue to develop and measure job seeker success in career pathways for both youth and adults, with a focus on the following sectors:
 - Construction
 - Transportation and Warehousing
 - Healthcare and Social Assistance
 - Manufacturing
 - Retail Trade
 - Administrative Support and Waste Remediation Services
 - Other Services, Excluding Public Administration

RCWDB will routinely update these sector-based career pathways to reflect current economic conditions as well as emerging sectors and occupations.

2. **High Road Workforce System:** Utilize outcomes of the annual Joint AJCC Partnership meeting to facilitate the necessary partnerships and organizational development among the workforce development boards, WDCs, YOCs, and other key partners to support high road employment
3. **Access and Inclusion for All:** Work with Core Partners and WDCs/YOCs to improve access to technology, build digital literacy skills, develop population-specific programs and support organizational development that drives equity and high road principles
4. **Future of Work:** Prepare for and respond to changes or updates in response to automation, gig economy, remote work
5. **Response to COVID-19:** Comprehensive response to COVID-19, as part of a County culture of adaptiveness, flexibility and acceptance of change

Each of these goals have a number of tactics and indicators associated with them, which are detailed in Appendix B.

Sector Based Career Pathways

In an effort to ensure that job seekers in RC have equitable access to high road jobs, the RCWDB offers sector-based career pathway development. Sector-based workforce development allows programs to develop specific skills sets for job seekers working with employers in a particular sector. It is a venerable approach that yields results for businesses and job seekers alike. Below, in Figure 2, examples of sector-based training for six of RCWDB's focus sectors under Goal #1 is provided.

Figure 2: RCWDB Sector-Based Training Opportunities



III. WIOA Core and Required Partner Coordination

The RCWDB and its One Stop Operator (OSO) coordinate WIOA Core and Required Partners in a few key ways. Together, the Programs in Attachment E1-E3 of Appendix C (to be added) make up the Riverside County (RC) AJCC MOU Partners and are at the forefront of service delivery to job seekers in Riverside County. Throughout this document, this group is also referred to as the “AJCC System” or “AJCC Partners”. AJCCs are also locally referred to as Workforce Development Centers or WDCs. Below are the vision, mission, values and goals of the AJCC System.

Riverside County (RC) AJCC Mission and System Value Propositions

The mission of the RC AJCC One-Stop Delivery System is to collaborate to create infinite opportunities and lasting prosperity for individuals and employers of Riverside County through an all-inclusive access point to:

- Foster demand-driven skill attainment
- Promote upward mobility for all Californians
- Align, coordinate and integrate programs and services
- Connect customers to employment pathways

The AJCC Partners’ system value proposition rests on providing personalized service in meeting job seeker and employer needs by:

- Thoroughly analyzing and anticipating those needs
- Saving business customers time and money by providing human capital that is assessed and screened thus creating a flow of ready and prepared potential workers
- Providing job seeking customers resources designed to get to work or back to work quickly
- Providing services that are accessible, skilled, and knowledgeable in comfortable and professional environments

Coordination of WIOA Core and Required Partners

RCWDB coordinates its WIOA core and required partners (AJCC MOU Partners) primarily through the OSO that was selected through a competitive process as outlined below in Section IV. The OSO reports to the RCWDB to ensure the implementation of partner responsibilities and contributions agreed upon in the AJCC MOU (Appendix C, to be added).

The OSO’s main function is to ensure continuity of services for job seekers among the WDC partners throughout Riverside County. The OSO ensures the coordination of services between partnering agencies and customers. The goal is to ensure services offered are being provided to customers whether it be via job-readiness, career development, employment, and vocational training services.

Monthly, Quarterly and Annual Partner Meetings

The OSO facilitates monthly AJCC MOU Partner Meetings with each of the regional partner groups, which include Eastern Region (Indio + Blythe WDCs), Southwestern Region (Hemet WDC), Western Region (Riverside + Moreno Valley WDCs) where key updates are shared, emerging system coordination needs are addressed and working groups report back. The monthly meetings are also an opportunity for the Employer Services Teams (ESTs) for each region to collaborate. On a quarterly and an annual basis, the partners for all regions are brought together to collaborate on services and the AJCC systems throughout the entire County.

Individual MOU Partner Review Meetings

The OSO schedules an annual meeting individually with each of the MOU Mandated/Non-mandated partners to review the MOU Requirements with them and identify what career services provided under the partner's programs are available to individuals through the WDC. The OSO also discusses their need to attend planning meetings, development activities and any other activities that would assist in strengthening both the WDCs and their programs. These meetings also cover what MOU Partners need to be successful, which is communicated to RCWDB. Finally, the MOU Partner Review Meeting also provides collocated partners with an update about their cost share and any other needs or requests they may need to present.

An assessment tool for Continuous Quality Improvement (CQI) is utilized during these meetings, which includes evaluation of the activities in Table A. The individual AJCC MOU Partners and the services they each offer are described in detail in Attachments E1-E3 and F-H of Appendix C (to be added).

Table A: CQI Activities for AJCC MOU Partners

| |
|-----------------------------------------------------------------------------------------------------------------------------|
| Remaining a party to the MOU throughout the agreement period and participate as a WDC partner |
| Participating in the Operations of the WDC system |
| Making career services provided under the Partner's program available to individuals through the area's WDC delivery system |
| Participating in joint planning, plan development and modification of activities |
| Participating in continuous partnership building |
| Participating continuous planning in response to state and federal requirements |
| Responding to local and economic conditions, including employer needs |
| Adhering to common data collection and reporting needs |
| Making CalJOBS service(s) applicable to the partner program available to customer through the one stop delivery system |
| Participating in the Operations of the WDC system consistent with the terms of the MOU and requirements of authorized laws |

Participating in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross trained

Maintaining a license to use all of the space of the WDCs for the sole purpose of conducting acceptable WDC services as outline in the MOU

Maintaining confidentiality per the MOU agreement

Providing Priority of Service to veterans and individuals with barriers to employment such as those receiving public assistance, low-income individuals, and job seekers who are basic skills deficient when providing career services

Co-Enrollment and Common Case Management

Partners recognize that they must work together to maximize the supportive services available. Co-enrollments are utilized to leverage resources and provide services that meet the needs of their mutual customers and job seekers. For example, childcare continues to be the most expensive of all supportive services and limits the number of job seekers that one agency can assist. Yet, the service is critical for parents with young children to enter employment. Another example is job seekers receiving public assistance, such as CalWORKS and/or Temporary Aid to Needy Families (TANF), are provided with childcare assistance through the Riverside County Department of Public Social Services (DPSS), allowing AJCC Partners to focus on training services and other supportive services that these job seekers may need.

Co-enrolling job seekers and common management are the most effective methods of integrating services and braiding resources across partners, regardless if they are collocated or not. Partners have a referral process in place and cross-referrals are included in the partner MOU (Appendix C, Attachment I, to be added). Co-enrollment requires coordination and agreement on how partner resources will be used to provide maximum services to customers. Typically, one partner funds career training and another may fund work readiness workshops or on the job training (OJT). Co-enrollments are also conducted through the Connect IE (Inland Empire) system and tracked through CalJOBS.

The OSO has committed to ensure that referrals are tracked through Connect IE for both co-located and non-co-located partners and that all partners have access to the system. Connect IE is a free one-stop interactive website for partners and the public to connect job seekers with resources in their community. Partner organizations can register on Connect IE to facilitate referrals and co-enrollments. It tracks referrals made between agencies and can generate reports on these referrals and connections made between agencies.

The partners are committed to continuously seeking new resources to expand supportive services. Co-enrollment has assisted the partners in streamlining resources while ensuring that job seekers have the services they need.

Facilitating Access to the One-Stop (AJCC) Delivery System, Including in Remote Areas, Through the Use of Technology and Other Means

The RCWDB, its WDCs and AJCC Partners have taken steps over the last several years to facilitate access to services provided by the AJCC system, including in remote areas, through the use of technology and other means. Article IX of the AJCC MOU (Appendix C, to be added) specifically addresses access for individuals with barriers to employment and partners have agreed to multiple strategies for facilitating access, including providing customers (job seekers) with a “system map” with WDCs, YOCs and access points identified.

As noted above, RCWDB and the AJCC MOU Partners are utilizing Connect IE to facilitate access across the County for job seekers, including for those in remote areas. The free online website provides IE residents from different zip codes with community resources 24/7. It can connect residents to housing services, job trainings, food pantries, transportation, and other low-cost or free programs as well as be used by organizations to make and track referrals to one another.

Mobile One Stop (M-1)

The RCWDB invested in the development of a Mobile One-Stop (M-1) as an alternative to bring services to under-served jobseekers located in remote communities in Riverside County. The M-1 has also served business recruiting new hires or businesses affected by layoffs. In 2019, a new wrap was placed on the exterior, making this vehicle stand out when used onsite for employer recruitments or job fairs. There are seven individual computer stations inside and the M-1 is in the process of getting a tech upgrade that includes new, faster computers to facilitate enhanced services for job seekers.

In the local workforce planning process, RCWDB developed Goal #3, to continue improving access to services, supported by technology, particularly for remote areas. Tactics to achieve this include maintaining diversity of partner organizations to serve remote areas and special populations, and supporting access to and providing information about affordable Wi-Fi in County agencies and partner organizations. Indicators of success include increased access to affordable Wi-Fi throughout the County and increased access to digital literacy training through WDC/YOC workshops and programs, or through partner collaboration.

Finally, Goal #5 provides a framework for an ongoing response to COVID-19 and specific to access, the system plans to provide more accessible and safer in-person interaction through co-locating staff in remote regions of the County such as at County offices, libraries, community colleges and nonprofit partners.

Coordination of Workforce and Education Activities with the Provision of Appropriate Support Services

The coordination of workforce and education activities, as well as support services, are managed by the OSO as noted above. To ensure job seekers are receiving the appropriate services, the AJCC MOU (Appendix C, to be added) identifies the specific referral system for partners in Article VIII:

- A referral form created for WIOA Partners to refer individuals between the AJCC and partnering agencies shall be given to the individual to take with them to the agency providing the requested services.
- An electronic copy of the referral form shall be emailed or faxed to the contact person at the Partner agency along with a phone call to inform the Partner of the referral.
- For tracking and reporting purposes, the referral shall be forwarded to the AJCC One-Stop Operator for tracking activities in the Partner referral system, information on referrals may be accessed by Partners. (See Attachment I: Referral Form of Appendix C, to be added)

RCWDB has implemented a Family-Centered Employment Initiative to combine community resources and focus on families and youth, in addition to adult populations, for the future of the County and region. The RCWDB has established and continues to cultivate business, non-profit, and educational partnerships that will reinforce several of the key components of the family-centered employment approach. An example of this initiative in practice is RCWDB's partnership with the DPSS to provide Subsidized Employment for job seekers receiving DPSS services. DPSS, in turn, provides childcare services for eligible low-income families that access workforce services through RCWDB and AJCC MOU Partners.

Financial empowerment is also a key support for developing career pathways. To address this, the Hemet WDC applied for and was granted an additional designation as an EnVision Center, part of a Housing and Urban Development (HUD) initiative. The EnVision Centers initiative addresses poverty through intentional and collective efforts across a diverse set of organizations needed to assist households in becoming self-sufficient. The mission of the initiative is to provide communities with centralized hubs for support in the following four pillars: 1) economic empowerment, 2) educational advancement, 3) health and wellness, and 4) character and leadership. Designated in 2020, the Hemet WDC/EnVision Center serves clients with financial empowerment and access to healthcare as well as workforce development, including training at local community colleges and AJCC MOU Partner organizations.

Physical and Programmatic Accessibility of Facilities, Programs and Services, Technology, and Materials for Individuals with Disabilities (Compliance with WIOA Section 188, Americans with Disabilities Act of 1990)

The RCWDB and AJCC MOU Partners ensure that the policies and procedures as well as the programs and services provided at the WDC/YOC are in compliance with all applicable laws. AJCC MOU Partners have agreed to this in the AJCC System MOU (Appendix C, to be added):

Article XV of the MOU states:

The Partners agree to ensure that the policies and procedures as well as the programs and services provided at each of the AJCCs are in compliance with the Americans with Disabilities Act and its amendments. Additionally, Partners agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37 and all other regulations implementing the aforementioned laws.

The AJCC Hallmarks of Excellence Assessment found that the Indio and Riverside WDCs are equipped with assistive technology and auxiliary aids to ensure IWD have equal accessibility (note: the Hemet and Moreno Valley locations were designated as AJCCs subsequent to the most recent Hallmarks of Excellence Assessment). Both WDCs received a “5” out of “5” on the accessibility hallmark. In order to ensure programmatic accessibility and improved awareness of best practices in serving IWD, staff are regularly trained using the Windmills program, provided by the Department of Rehabilitation. In addition, RC has an Equal Opportunity Officer who regularly ensures RCWDB and its partners are meeting accessibility standards.

IV. State Strategic Partner Coordination

Strategic Coordination

At a strategic level, RCWDB integrates its services with other County programs and departments administering local, state, and federal programs including the Department of Public Social Services (DPSS), the Department of Child Support Services (DCSS), Probation Department (PD), the Office on Aging (OA), and the Housing Authority (HA). State MOU Partners such as the California Department of Rehabilitation (DOR) are also closely coordinated with. RCWDB facilitates co-enrollment and shared case management with MOU Partner agencies as noted above, which includes services to CalFresh E&T recipients, non-custodial parents, Individuals with Developmental and Intellectual Disabilities (ID/DD), English Language Learners (ELL), foreign born individuals and refugees.

As noted in Article IX of the AJCC System MOU (Appendix C, to be added), all MOU Partners are required to give priority of service to recipients of public assistance, other low-income individuals or individuals who are basic skills deficient. This includes the specific populations discussed below who receive services from various state agencies. As noted in Table A above, the OSO meets with AJCC Partners to ensure coordination of services for these individuals are happening at the service level. The operational detail for coordinating each state strategic partner and their associated population at the County level is provided below.

Coordination with County Health and Human Services to Serve CalFresh E&T Job Seekers

On an operational level, RCWDB works closely with DPSS to serve CalFresh applicants and recipients, who can access services through many points of entry. The County's self-service online tool, www.C4yourself.com can be used to apply and recertify for CalWORKs, CalFresh, and Medi-Cal benefits. There is also a C4Yourself mobile app, available on Android and Apple platforms. Residents can apply by visiting or calling one of the fourteen DPSS district offices in Riverside County. DPSS administers the CalFresh Employment and Training (E&T) program, which provides a multitude of job search training, education, job retention, and supportive services. Some examples of these services include employment counseling, obtaining job leads, resume building, mock interviews, internet access, online tutorials, Occupational Information Network (O*Net) tools, and Comprehensive Adult Assessment System (CASAS) testing.

The County coordinates service delivery for CalFresh recipients with RCWDB and AJCC MOU Partners by cross-training staff at partner organizations about the services available under both county departments. They share CalFresh E&T fact sheets for front line staff and work together organizing Job and Resource Fairs that benefit job seekers of all programs in the community, including CalFresh recipients. Partner agencies and DPSS program staff share the use of Connect IE to help connect individuals to workforce services and supportive services as needed.

Through their work with the WDCs and MOU Partners, CalFresh E&T job seekers will also be connected to sector pathways programs in the local area and the region. The RCWDB's strategy to serve job seekers who access CalFresh E&T blends and braids resources to provide the job seekers with streamlined, integrated service delivery.

Coordination with Local Child Support Agencies to Serve Non-Custodial Parents

The RCWDB collaborates with the Riverside County Department of Child Support Services (DCSS) to assist individuals with child support obligations with employment and training services. The agencies work together to ensure that non-custodial parents (NCPs) with a child support obligation are aware of employment services and that barriers to employment are eliminated. Job seekers receive supportive services to remove barriers to compliance such as dispute resolution, parenting time, domestic violence education, and employment services.

To access employment services, clients are required to have an initial assessment, including enhanced investigation to determine the client's ability to participate in work readiness activities. Eligible job seekers then receive employment and training services such as assessments, aptitude testing, and the development of an individual employment plan. In addition to these employment services, DCSS and WDC staff refer job seekers to the County of Riverside Community Action Partnership (CAP). CAP facilitates opportunities towards self-sufficiency through education, wealth building, utility assistance, and emergency funding (CAP Cares) among other services.

The DCSS Child Support Resource Team is connected to numerous RC stakeholders in connection with RCWDB and AJCC MOU Partners, which facilitates service coordination. They have provided trainings and/or presented at jails, prisons, DPSS offices, the County Probation office, the Salvation Army, city and county resource fairs, employment fairs, and community events—such as “Beloved Corona” and the Inland Empire Health Plan (IEHP) fair. As part of their “In Your Neighborhood” services, they present at the ten city and County public libraries, sending staff with laptops so that services can be provided on the spot.

DCSS has an agreement with the Riverside County Probation whereby DCSS case managers are stationed on-site to provide services to customers visiting their Probation Officers. DCSS staff also participate in job and resource fairs for the re-entry population.

Coordination with Local Partnership Agreement Partners to Serve Individuals with Developmental and Intellectual Disabilities

Competitive Integrated Employment (CIE) is work performed by a person with a disability (including those with intellectual disabilities and developmental disabilities) within an integrated setting that includes both individuals with and without disabilities. RCWDB partners with the Inland Empire Local Partner Collaborative (IELPC) for CIE, which has a mission to enhance collaborative partnerships leading to improvements in the level and quality of services which

ultimately promotes the preparation and achievement of CIE for youth and adults with intellectual disabilities/developmental disabilities (ID/DD).

RCWDB is part of a Local Partnership Agreement (LPA) for the Inland Empire region developed and implemented by the California Department of Rehabilitation (DOR) Inland Empire District Office. This LPA is consistent with the AJCC System MOU and includes the SBCWDB, RCWDB, the DOR, and their respective partners. This Regional LPA has a primary focus on the promotion of collaboration, and engagement efforts leading to employment outcomes for individuals with ID/DD. In line with these efforts, the WDBs serve as a resource in effectively engaging and collaborating with current AJCC MOU partners and local businesses. Another key responsibility of the WDBs in this partnership is to provide workforce trends in the local communities to the IELPC core partners.

RCWDB engages with local partners to promote CIE by assigning staff to continue to attend LPA meetings, cross training and identifying resources and partners for business engagement for the paid work experience program. Staff of the Riverside County Office of DOR are co-located at the Hemet WDC and are available weekly at the Indio WDC. The DOR office in Riverside is in close proximity to the Riverside WDC as well. WDCs help to better serve the ID/DD population by linking them to available workforce resources. Key partners include the Inland Regional Center (IRC), Local Educational Agency (LEA), Special Education Local Plan Area (SELPA) offices and Workability programs at school districts within RC associated with DOR.

Staff at WDCs are expected to understand the needs of jobseekers with ID/DD and be knowledgeable about programs and resources that can aid in their success. To assist this effort, there is continued training for front line staff about disability awareness, cross training for all staff on the use of assistive technology, and participation in Windmills training by DOR.

Coordination with Community-Based Organizations and Other Local Organizations Who Serve English Language Learners, Foreign Born Individuals and Refugees

Individuals who are English Language Learners (ELLs), individuals who have low levels of literacy, and individuals facing substantial cultural barriers, including those who are foreign born and refugees, are a target population for the RC AJCC System Partners. Adult education schools are often the entry point for immigrants seeking employment services and training. As part of the MOU between RCWDB and the mandatory WIOA partners, and additional partners (Appendix C, to be added), RCWDB coordinates with Adult Education providers (listed in Attachment G of Appendix C, to be added). Additionally, RCWDB has a separate MOU with the College of the Desert to provide a staff person two to four times a month to provide services such as training on CalJOBS, referrals, and career exploration. These services are provided through the College's Career Center, which provides professional development services and workforce training for emerging and in-demand industries. This service was suspended in 2020 due to the pandemic, but RCWDB intends to resume it when it is feasible to do so.

RCWDB is in the process of executing an MOU with Learn 4 Life (a charter school) to provide services in their Murrieta site. RCWDB plans to co-locate career coaches throughout the community in the future also.

RCWDB has delivered trainings about workforce services available to partner organizations who serve ELL. They included information about eligibility, how to refer customers to WIOA services, opportunities for collaboration among partners, and protocols for co-enrollment or dual enrollment. At the request of Adult Education partners in the last local workforce plan modification process, RCWDB has also been sharing more information about how partners can qualify as Eligible Training Providers, primarily pre-pandemic and expected to resume as soon as possible.

In the Hallmarks of Excellence assessment for RC WDCs, it was noted that both Riverside and Indio have many bilingual staff fluent in several languages to serve ELL and related populations. In addition, as part of their continuous improvement plan, the RC AJCC system is working on a Limited English Proficiency Plan to have consistency across the system. RCWDB will continue partnership discussions with ELL, refugee and foreign-born service provider partners to continue ensuring services are coordinated with these populations.

V. WIOA Title I Coordination

All WIOA Title I programs are coordinated by the RCWDB and its OSO, delivered through the AJCC MOU Partners. Services provided to adults, dislocated workers and youth (ages 16-24) include, but are not limited to, orientation, WIOA eligibility and intake, individualized assessment, counseling, supportive services, internships, work experience, vocational training, and on-the-job training. Employer services include, but are not limited to, recruitments, job fairs, on the job training, lay-off aversion, and Rapid Response. Please see Tables B, C, and D below for more details on services provided.

Coordination of Workforce Development Activities with Statewide Rapid Response

Rapid Response is a federally mandated program designed to provide assistance to employers and employees affected by impending layoffs or plant closures. RCWDB coordinates with the State of California Employment Development Department (EDD) in responding to Worker Adjustment and Retraining Notices (WARN) and for direct provision of services to the subjects of the notices. Upon receipt of a WARN notice, the Rapid Response Team (RRT) establishes initial contract with companies that are downsizing/closing and develops a process specific to each layoff/closure by tailoring programs and services appropriate to the employer's and employees' needs. An orientation held for affected workers generally provides information from all team members concerning Unemployment Insurance, EDD Job Services, and services provided through the WDCs to assist dislocated workers in returning to the workforce.

The RCWDB also leverages its Employer Services Team (EST) to reach out to new employers and conduct business needs assessments of organizational sustainability. Whether the organization shows signs of distress or growth, the EST can provide resources to meet their needs. The goal is to identify any early warning signs of distress and provide the resources to retain the business and jobs. The EST also coordinates with partners including: Economic Development Organizations (City and/or County), the local Small Business Development Centers (SBDCs), and local chambers of commerce. These are also the first responders when an appointment has been set up with a business.

Adult Training Services

Priority for Adult Career and Training Services for Recipients of Public Assistance, Low-Income and Basic Skills Deficient Individuals

As required by WIOA Title I, priority of service is provided to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. All AJCC MOU Partner have agreed to this as outlined in Appendix C: AJCC System MOU (to be added).

Table B below outlines the adult and dislocated worker employment and training services provided by the RC AJCC System.

Table B: RC AJCC System Adult and Dislocated Worker Services

| Basic Career Services | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Referrals to community resources • Career guidance • Labor exchange services • Labor market information (LMI) • Eligibility for all AJCC/WDC programs • Information on program cost • Unemployment Insurance (UI) Information | <ul style="list-style-type: none"> • Orientation • CalJOBS • Career resource center for self-service • Initial assessment of skills, aptitudes, abilities, supportive services • Information on Supportive Services |
| Individualized Career Services | |
| <ul style="list-style-type: none"> • Career assessments • Skill-level assessments • Career planning • IEP development • Case management • Work experience (WEX) • Career exploration • Networking basics • RivCo network • Personal accountability | <ul style="list-style-type: none"> • Resume writing • Soft skills development • Supportive services • Stress solutions • Effective study skills • Essentials of credibility, composure, confidence • Computer literacy • Interview skills • Financial literacy |
| Talent Development | |
| <ul style="list-style-type: none"> • Combine workplace training with instruction (cooperative education) • Adult education literacy, numeracy, ESL activities (contextual) • On-the-Job Training (OJT) • Career and Technical Education • Customized training • Apprenticeships • Equivalency Exam (HSEE) prep | <ul style="list-style-type: none"> • Incumbent worker training • Individual Training Accounts (ITA) • Skill upgrading and retraining • Transitional jobs • Entrepreneurial training • Career pathways training • Training programs operated by private sector • Customized training • Diploma/High School |
| Individualized Career Services: Talent Marketing | |
| <ul style="list-style-type: none"> • Job development • Pre-screening candidates • Hiring events • Industry specific job fairs | <ul style="list-style-type: none"> • Experience Unlimited • Career fairs • Job search services • Pre-hire testing |

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Job matching • Networking opportunities | <ul style="list-style-type: none"> • Job club • Job coaching |
| Supportive Services | |
| <ul style="list-style-type: none"> • Transportation • Fees for training certificates: CPR, food handler, driver's license • Referrals to food pantries, housing • Tattoo removal | <ul style="list-style-type: none"> • Uniforms • Childcare • Training and work tools • Interviewing clothes • Books, supplies |

Employer Services

RCWDB also offers key services to its business customers, as outlined in Table C.

Table C: RCWDB Employer Services

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Employer Services | |
| <ul style="list-style-type: none"> • Industry sector strategies • Business analysis • Layoff aversion • Outplacement services • LMI • Customized training | <ul style="list-style-type: none"> • Business Resources & Referrals • Hiring incentive program • Government resources • Human Resources Information • Tax incentives |

Youth Services

Plan to Increase the Digital Literacy and Fluency of Youth Job seekers, Including Youth with Disabilities

Young people will be preparing for a changing economic landscape as automation, AI and the gig economy become more prevalent in jobs across industries. A key to ensuring youth are prepared for this future is enhancing their employability skills, particularly in digital literacy and fluency.

RCWDB, along with its partners, will address this need in a few key ways:

- As a tactic for Goal #3 in Appendix B (Access and Inclusion for All), the RCWDB intends to provide training on digital fluency and distance learning to staff providing youth services in the County
- A second tactic for Goal #3 is to develop programs for IWD through the CIE partnership, which will include digital fluency and literacy training
- An indicator for Goal #4 in Appendix B (Future of Work) is to increase access to digital literacy training through WDC workshops and programs or through partner collaboration, which includes youth programming

The WDCs offer specialized services to youth age 16 through 24 at six Youth Opportunity Centers (YOCs) of Riverside County. YOCs are in Hemet, Indio, Lake Elsinore, Moreno Valley, Perris, and Rubidoux with services contracted out to Equus and California Family Life Center. Services begin with career exploration and guidance, ensure support for educational attainment and skills training, culminating with employment and/or enrollment in post-secondary education. Services available to youth via the YOCs are outlined in Table D.

Table D: YOC Youth Services

| Work Preparation | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Initial Assessment • Eligibility for all AJCC/WDC Programs • Orientation • Career Assessment • Career Exploration • CalJOBS Registration • Information/ referrals for Diploma/HSEE • Individual Services Strategy • (ISS) development • Mentorship • Work Experience (WEX) | <ul style="list-style-type: none"> • Internships • College tours • Case Management • Counseling • Work readiness skills • Financial literacy • Tutoring • Labor Market Information • Follow-up Services • College Information & Financial Assistance • English as a Second Language |
| Skills Development | |
| <ul style="list-style-type: none"> • Leadership Development • Career Pathways • Postsecondary Transition • Career & Vocational Training | <ul style="list-style-type: none"> • On-the-Job Training • Entrepreneurial training • Diploma/Equivalency Prep |
| Job Placement Assistance | |
| <ul style="list-style-type: none"> • Job Development • Customized Recruitments | <ul style="list-style-type: none"> • Job/Career Fairs • Job Coaching |
| Supportive Services | |
| <ul style="list-style-type: none"> • Fees for training certificates: CPR, Food Handling, CADL • Uniforms • Books and Supplies | <ul style="list-style-type: none"> • Transportation • Childcare • Training and Work Tools • Interview Clothing |

Assessment: AJCC Hallmarks of Excellence

The WDCs in RC have been certified under the Hallmarks of Excellence America’s Job Center of California (AJCC) Certification program. The certification is a state-required process AJCCs undergo to compare their performance against key indicators and identify opportunities to improve. AJCCs

then set goals to meet benchmarks as part of a continuous improvement cycle. AJCCs undergo a regular assessment process to look for strengths and opportunities for continuous improvement.

In the last assessment, the Indio and Riverside WDCs (AJCCs) received rankings of “3” or higher out of “5” for most indicators related to physical accessibility, access for individuals with barriers to employment, effective partnerships, job seeker-centered services, skill development, labor and industry engagement, well-trained staff and data-driven continuous improvement (note: the Hemet and Moreno Valley locations were designated as AJCCs subsequent to the most recent Hallmarks of Excellence Assessment). All WDCs in the County also have continuous improvement plans in place to continue building upon their solid foundation of high-quality services as noted throughout this plan.

Staff Training

Digital Fluency and Distance Learning

As noted above, Goal #3 articulates a tactic of the RCWDB to provide training on digital fluency and distance learning to staff providing youth services in the County. The indicator of success here is 90% of County workforce staff trained in this area. RCWDB works with its IERPU partner, SBCWDB on regional staff training in this area and has already made progress on this goal with dozens of staff having completed two trainings in 2020 that had digital fluency and distance learning components:

- “Virtual Facilitation Bootcamp” (Pathways Consultants)
- “Demand Driven Business Engagement” (TAD Grants)

In 2021, there are more trainings being scheduled for staff, including “Shaking Hands Through the Phone and the Screen! How to Overcome the Technology Communication Gap With Innovative Remote Employment Counseling Techniques!” presented by Robbin and Associates.

Cultural Competency and Trauma-Exposed Populations

RCWDB and its partners will provide training on cultural competency to its staff on an ongoing basis that help them to understand the needs of and provide better services to its job seekers. This will include training to support trauma-exposed populations, as noted in Goal #3. There is currently continued training for frontline workforce staff for cultural awareness of multiple populations, such as disability awareness through the Windmills training provided by DOR and Mental Health First Aid from the National Council for Behavioral Health for supporting individuals with mental health challenges.

Upcoming training currently scheduled includes “Empowered Equity and Diversity in the Workplace”, which will explore how to be aware of individual biases, and how to make our work

places a barrier-free environment so customers get the best experience possible. RCWDB staff will review potential trainings for this specific population such as “Look Up and Beyond: Heart-centered Strategies That Build Trust, Connection and a Community for Success”, a training recently offered through the California Workforce Association and Substance Abuse and Mental Health Services Administration (SAMHSA)’s “Trauma Training for Criminal Justice Professionals”.

Entity Responsible for the Disbursal of Grant Funds and Competitive Process for Awarding WIOA Title I Sub-Grants and Contracts

The RCWDB follows a stringent procurement policy to award WIOA Title I sub-grants and contracts set forth by RC, which includes a competitive process for purchasing services. The policy (Number 18-01) was updated in December 2020. As the administrative entity, RC requires that all AJCC/WDC staff, subrecipients and subcontractors must follow the same policy for purchasing and procurement activities. This requirement is included in all contract assurance for subrecipients and subcontractors as required by WIOA, OMB and Uniform Guidance regulations.

The procurement activities of the AJCC/WDC and its subrecipients are governed by federal, state, and County ordinances, regulations, rules and/or directives. It is the intent of policy to ensure that all procurement activities provide for free and open competition, secure the best possible value, and are consistent with all applicable authority.

How the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider

The County of Riverside Purchasing and Fleet Services Department (RCPFSD) released Request for Proposal (RFP) number WDARC-013 in February 2020 to procure an AJCC One Stop Operator (OSO). After the competitive selection process, Arbor E&T, LLC was selected as the OSO and entered into a contract with the County from July 1, 2020 through June 30, 2021, with options to extend to be approved by the Riverside County Board of Supervisors.

The RCWDB was most recently approved to be the Career Services Provider in Riverside County in 2019. The RCWDB has recently requested an extension of its Career Services Provider agreement through June 30, 2022.

VI. Conclusion

The RCWDB looks forward to implementing this local workforce development plan with its partners over the next four years. Taking a sector-based approach in Construction; Transportation and Warehousing; Healthcare and Social Assistance; Manufacturing; Retail Trade; Administrative Support and Waste Remediation Services; and Other Services, Excluding Public Administration. RCWDB and its AJCC MOU Partners seek to balance other critical elements, including the future of work, access and inclusion, building a high road employment system and managing the economic recovery from COVID-19.

A strong AJCC system, close coordination with state agencies for special populations and efficient coordination of WIOA services are tantamount for Riverside County to realize its mission to promote a workforce development system that supports economic vitality by creating opportunities for business, employees and job seekers.

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Appendix A: Stakeholder and Community Engagement Summary

As part of the plan development process, the Riverside County Workforce Development Board held a series of input sessions to gain input into the plan areas and proposed goals.

Process

Sessions and Attendance

| Mode of Outreach | Target of Outreach | Summary of Attendance | Comments |
|---------------------------|---------------------------------------|-----------------------|---------------------------------|
| Input Session | Riverside Local Partner Meeting | 65 | Session held 1/6 |
| Board presentation | Riverside Workforce Development Board | n/a | Presented at board meeting 1/11 |
| Input session | Employer partners | 65 | Session held 1/20/21 |

Format

All sessions were held via Zoom and leverage a collaborative whiteboard tool, Miro. The sessions included a mix of presenting information and then collecting input in small breakout rooms (max of 20 people) per breakout.

In larger sessions, information was added to the shared board space by a facilitator; in smaller sessions, individuals were given a brief training and added content to the board themselves for a virtual “gallery walk” to provide input.

After small group breakouts, we would debrief as a group.

Analysis

Review of the input sessions including leveraging the “top 3” presented by each breakout area (if the meeting had such a report back) as well as looking for repeated ideas/phrases, and the main facilitator’s observation of ideas that were well received during the course of each discussion and in collaboration with the plan writer.

Feedback

The workforce development boards received overall positive feedback that the meetings were highly engaging and inclusive, seeking input from both vocal participants, as well as leveraging chat feature to also incorporate feedback provided by less vocal participants – this allowed for a more inclusive participation format.

Breakout room facilitators reported that they were able to engage all participants effectively, and keep participation high.

Nearly all participants in sessions stayed online and engaged for the full meeting time.

Future of Work



- Make a strong commitment to learn more about gig workers (as neither W2 nor entrepreneurship), as well as the impact of automation.
- Tie to access and inclusion work.
- Acknowledge that COVID-19 accelerated the impact of automation on how we work.
- Continue to ask questions about how remote working changes the landscape for all jobs.
- Focus on dignity, work/life balance and fulfillment as a part of the equation.
- Keep internet infrastructure (digital divide) in mind.

Appendix B: Riverside County Local Workforce Goals

Below are the Riverside County Local Workforce Goals for 2021-2024, along with associated tactics (how goals will be accomplished) and indicators (how success will be achieved).

| Goal | Tactics | Indicators |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Sector-Based Career Pathways:</p> <p>Continue to develop and measure job seeker success in career pathways for both youth and adults with a focus on these sectors:</p> <ul style="list-style-type: none"> • Construction • Transportation and Warehousing • Healthcare and Social Assistance • Manufacturing • Retail Trade • Administrative Support and Waste Remediation Services • Other Services, Excluding Public Administration <p><i>Note: RCWDB will routinely update these sector-based career pathways to reflect</i></p> | <ul style="list-style-type: none"> • Coordinating with regional partners on Transportation/Logistics, Manufacturing and Healthcare • Leveraging work-based learning and earn and learn strategies such as apprenticeships and OJT • Developing Regional Indicators 1-4 | <ul style="list-style-type: none"> • As part of the IERPU, develop Regional Indicators 1-4 • Increase in the # of job seekers in existing apprenticeship programs • Development of at least one new apprenticeship or earn-and-learn program in target sectors |

current economic conditions as well as emerging sectors and occupations

2. High Road Workforce System:

Utilize outcome of annual Joint AJCC Partnership meeting to facilitate the necessary partnerships and organizational development among the workforce development boards, WDCs, and other key partners to support high road employment

- Define “high road” employment and necessary skills and qualifications
- Develop a local small business engagement strategy that supports high road entrepreneurship
- Empower Employer Services staff at County and WDCs to identify and engage high-road employers
- Align County workforce strategy with cities

- Definition of high road employment and required skills and qualifications
- New and/or enhanced services and practices that support high-road employment
- Small business strategy to support high road entrepreneurship
- Improved communication and blended services between workforce, education and employers on high road principals
- Employers report that system is meeting their talent needs

3. Access and Inclusion for All:

Work with Core Partners and WDCs to improve access to technology, build digital literacy skills and support organizational development that drives equity and high road principles

- Build upon WDCs, YOCs and partner organizations for increased access to services
- Create an access and inclusion task force to identify and address community needs
- Staff training for job quality, trauma-informed services, digital fluency, distance learning and cultural competency
- Maintain diversity of partner organizations to serve remote areas and special populations
- Support access to and provide information about affordable Wi-Fi in

- 90% of staff are trained in job quality, trauma-informed services, digital fluency, distance learning and cultural competency
- Affordable and accessible Wi-Fi is more readily available in the County
- Increased access to digital literacy training through WDC/YOC workshops and programs or through partner collaboration
- Participation in shared regional technology solution for information and referral
- Addition of “job hotline” for job seekers to access information about

| | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>County agencies and partner organizations</p> <ul style="list-style-type: none"> • Incorporate digital literacy into training and service offerings • Develop programs for IWD through the CIE local partnership • Continue partnership with Prison to Employment program for justice-system involved individuals | <p>workforce programs and services in the County</p> <ul style="list-style-type: none"> • Increased # of justice system-involved individuals who obtain employment • Increased # of IWD who obtain employment |
| <p>4. Future of Work (FOW):</p> <p>Prepare for and respond to changes or updates in response to automation, gig economy, remote work</p> | <ul style="list-style-type: none"> • Determine how to identify overlap of "gig" jobs and high road employment; how to help job seekers transition from gig work to regular employment • Determine/address impacts by population - older workers, youth, IWD, system-involved, etc. • Work with employers to better understand skills and qualifications for future jobs • Advocate with employers for development of new jobs that are high road, exploring opportunities for green tech jobs related to the new CARB facility • Training the future workforce for high road employment, including developing employability skills • Providing information and training opportunities to employers to support high road jobs in a changing economy | <ul style="list-style-type: none"> • A collective list of new skills needed by employers for gig, remote and automation from regional FOW oversight committee • Alignment of WDC/YOC services and training with FOW skills and qualifications • Offering at least one new professional development opportunity to staff related to automation and new technologies • Increased access to digital literacy training through WDC/YOC workshops and programs or through partner collaboration |

5. Response to COVID-19:

Implement a comprehensive response to COVID-19, as part of a County culture of adaptiveness, flexibility and acceptance of change

- Regular engagement with partners, job seekers and employers to understand health and safety issues
 - Development of new strategies to address issues, both short- and long-term
 - Provide more accessible and safer in-person services through co-location of staff in partner agencies, continue virtual services and improve upon them
 - Integrate new on-the-job Health and Safety considerations into services (e.g., social distancing, new OSHA or CDC policies likely to come into effect)
 - Support for surge occupation recruitment efforts from Employer Services staff
 - Development of metrics for measuring and determining effectiveness of communication and culture change
- Coordinated local strategy to address layoffs through Rapid Response and other services
 - Adjusted job seeker service delivery strategies, including long-term virtual service offerings
 - Co-locating staff in remote areas of the County for in-person services in County offices, libraries, community colleges and nonprofit agencies



Inland Empire

2021-2024

Draft Regional Workforce Development Plan

Inland Empire Regional Planning Unit

San Bernardino County Workforce Development Board
Riverside County Workforce Development Board

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Executive Summary

As part of a four-year planning process, the Inland Empire Regional Planning Unit (IERPU) has developed this regional workforce development plan to address the needs of the Inland Empire community. The purpose of the planning process and this plan is to develop equitable, regional, sector-based career pathways in target sectors, ensuring access and inclusion for all of the region's residents, businesses and organizations. The counties of San Bernardino and Riverside are recipients of Workforce Innovation and Opportunity Act (WIOA) funding, and so the region ensured this process and plan document were in alignment with the State of California Workforce Development Board (CWDB)'s Unified Strategic Workforce Development Plan.

The region began the planning by conducting an inclusive process gathering input for this plan from partner organizations, employers and other stakeholders in a series of interactive virtual meetings held between December 2020 and January 2021. Participants were asked to provide ideas for how the region's workforce system can meet the needs of the community in five key areas: responding to COVID-19; developing career pathways to the middle class; providing access and inclusion for all; preparing for the future of work; and building a high road workforce system. The IERPU worked together as members of both workforce development boards, the San Bernardino County Workforce Development Board and the Riverside County Workforce Development Board, to process the input received and incorporate it into the plan.

A detailed workforce and economic analysis was provided to the region by the University of California, Riverside. The regional labor market information and workforce demographic data appears in Section II of the report and provided an empirical grounding for the planning process. The data reaffirmed the region's selection of three target sectors of Healthcare, Manufacturing and Transportation and Logistics due to the current demand and expected growth over the next several years.

Five key goal areas were developed as a result of the planning process and form the backbone of this workforce development plan: 1) Regional Sector-Based Career Pathways, 2) High Road Workforce System, 3) Access and Inclusion for All, 4) Future of Work and 5) Regional Coordination and Alignment. Several specific goals that address the region's response to COVID-19 were also developed and are highlighted where they intersect with the areas listed above.

Sections III-V provide additional details on how the region intends to operationalize its goals, including the development of four regional indicators. Each section discusses how the plan aligns with the CWDB's priorities to foster demand-driven skills attainment, provide high road employment, ensure equity and economic justice and align/coordinate services across the region. Appendices provided at the end provide additional documentation on the process, how the plan will be executed and public comment received about the plan.

I. Introduction

Inland Empire Region

The Inland Empire region consists of San Bernardino and Riverside Counties, part of inland Southern California. Representing a richly diverse region of the state, among San Bernardino County’s population of 2,180,085, over half of the residents are Hispanic or Latino, over 9% are Black, 8% are Asian and about 3.6% are of two or more races.¹ The county makes up more than half of the region geographically, and is the largest county in the U.S. San Bernardino County covers over 20 thousand square miles and a vast majority of its residents live in the southeastern corner of the county known as the Valley Region.² Over 80% of the rest of the County land is under federal jurisdiction including areas like the Mojave National Preserve and the San Bernardino National Forest.

Riverside County, a contiguous county to the south of San Bernardino, includes a smaller amount of land but is home to more residents. With about 53% of the Inland Empire region’s population (2,470,546) calling the county home, it covers a little over 7,200 square miles.³ Including the San Jacinto Mountains, it also has large swaths of uninhabited natural lands with its population concentrated in the valleys that lay between mountainous areas. Together, the two counties make up the scenic, culturally diverse and dynamic Inland Empire region that has a thriving economy and a need for a strong, high-road workforce development system to ensure there is a path to the middle class for all.

Inland Empire Regional Planning Unit and its Vision

The Inland Empire Regional Planning Unit (IERPU) is comprised of the San Bernardino County Workforce Development Board (SBCWDB) and the Riverside County Workforce Development Board (RCWDB). The two WDBs of the IERPU created a vision statement for the region to set the strategic direction for planning and implementation. See Figure 1 for the IERPU vision.

Figure 1: The IERPU Vision for Workforce Development

The workforce development vision for the Inland Empire is a reinvented regional system that engages business and industry in identifying high quality jobs and designing training programs to prepare a competitive workforce. The IERPU partners will prepare the workforce by ensuring that services address barriers to employment and promote educational attainment to create pathways from dependency to prosperity.

¹ Census (2020). QuickFacts: Riverside County, California; San Bernardino County, California. Retrieved from: <https://www.census.gov/quickfacts/fact/table/riversidecountycalifornia,sanbernardinocountycalifornia/AFN120212>.

² San Bernardino County (2020). County Profile. Retrieved from: <https://wp.sbcounty.gov/indicators/county-profile/>.

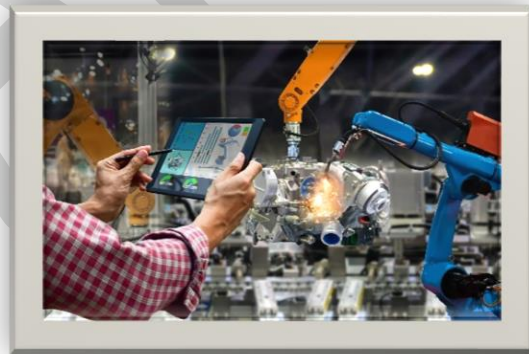
³ Census (2020).

With this vision in mind, the regional partners across both counties and boards developed several objectives for the development of the Inland Empire 2021-2024 WIOA Regional Workforce Development Plan:

- To create strategies that develop equitable, regional, sector-based career pathways in target sectors, ensuring access and inclusion for all of the region’s residents, businesses and organizations
- To learn from what worked and identify what still needs to be done in response to COVID-19, both in the short- and long-term
- To build a high-road employment system, leveraging the support of high-road employers to build robust career pathways that lead to family-sustaining wages
- To increase efficiencies, reduce duplication and improve overall quality of services through synergistic regional cooperation and mutually reinforcing strategies
- To consider how automation, new technologies, the gig economy and related “future of work” concepts will impact the regional economy, targeted sectors and jobs

Future of Work

In addition to regional sector-based career pathways, high road employment, access and inclusion and regional coordination, a fifth overarching concept, the future of work, was addressed by the region and its partners. Changes to the economy and jobs brought about by automation, remote working and the gig economy, for example, are highly likely over the next four years. In 2017, the McKinsey Global Institute analyzed individual activities within jobs and found that as much as 50 percent of time spent on activities across all sectors could be automated with current technology.⁴ A more recent survey of businesses conducted by McKinsey in June 2020 of 800 executives found that over 67 percent have accelerated their adoption of automation due to the COVID-19 pandemic.⁵



⁴ “Jobs Lost, Jobs Gained: Workforce Transitions in a Time of Automation,” McKinsey Global Institute, December 2017, <https://www.mckinsey.com/featured-insights/future-of-work/jobs-lost-jobs-gained-what-the-future-of-work-will-mean-for-jobs-skills-and-wages>

⁵ “What 800 Executives Envision for the Postpandemic Workforce,” McKinsey & Company, Sept 2020, <https://www.mckinsey.com/featured-insights/future-of-work/what-800-executives-envision-for-the-postpandemic-workforce>



Automation is only one facet, however, and the growth of the gig economy is another. When last analyzed by the Bureau of Labor Statistics (BLS) in 2017, “contingent workers” (including independent contractors, on-call workers, temp workers and workers provided by contract firms) made up 3.8% of all workers at 5.9 million, down from 4.1% in 2005 when the survey was last conducted.⁶ The Freelancer Union calculated a much higher figure for gig workers at 57.3 million in 2017, or 37% of the workforce, staying relatively consistent at this number through 2019.⁷ The BLS study has been scrutinized for using survey questions that may have left out many contingent workers and the Freelancer Union, who

works with gig work platform Upwork on their research, may have a bias toward overestimating the number of gig workers.⁸ This probably means the actual number of gig or contingent workers likely falls somewhere between the two figures. In any case, the number of workers engaged in the gig economy is considerable, nationally and also in the Inland Empire region.

Impacts of COVID-19

As the Inland Empire continues to manage a public health response to the COVID-19 pandemic, an economic response has also been necessary in light of many business closures and reductions in early 2020. Workers and families were significantly impacted by the losses of income, childcare and in-person schooling while trying to keep themselves safe from the virus. Individuals in training programs saw delays, shifts to virtual classes or outright cancellations of their program, impacting their ability to upskill. County staff offering employment services to the community had to quickly pivot to virtual services and other means to safely continue to provide services. The multiple layers of challenges faced all at once are likely to have long-term impacts, even as a vaccine is now becoming more available and the region is plotting a course to economic recovery.

There are a few potential long-term impacts the region considered in relation to the pandemic hit. First, workers who lost their job looked to the gig economy to replace their income. Many of these jobs are not high-quality jobs and these workers will need assistance in charting a path and getting support in obtaining a better job. Second, there was a tremendous increase in remote working across the region. For some, this actually may have provided a higher degree of work-life balance, but for others, it proved to be a difficult transition and exacerbated inequities related to access to technology and reliable internet access. It is likely that some businesses will choose to keep more of

⁶ “A Look at Contingent Workers,” Bureau of Labor Statistics, September 2018, <https://www.bls.gov/spotlight/2018/contingent-workers/home.htm>

⁷ “Freelancing in America”, Freelancers Union, October 2019, <https://www.freelancersunion.org/about/freelancing-in-america/>

⁸ “Experts Puzzled by New BLS Contingent Workforce Data,” Society for Human Resource Management, June 2018, <https://www.shrm.org/ResourcesAndTools/hr-topics/talent-acquisition/Pages/Experts-Puzzled-New-BLS-Contingent-Workforce-Data.aspx>

their workers working remotely, even after the pandemic is no longer a major issue due to cost savings and other efficiencies.

As the restrictions on in-person gatherings loosen and workplaces reopen, bringing workers back on the job, as well as participants back in for workforce services, brings in a third potential long-term impact – new health and safety policies in the workplace. This might include new regulations on how workplaces are designed for the sake of physical distancing, policies about mask-wearing and/or requiring “workplace infection control plans”.⁹ With these potential long-term developments in mind, the region considered how to incorporate the impacts of COVID-19 on the economy and jobs into its workforce development strategies.

Regional Workforce Plan Development Process

The IERPU developed this plan as mandated by the Workforce Innovation and Opportunity Act (WIOA), with guidance provided by the State of California’s Workforce Development Board via Directive WSD20-05 and in alignment with the CWDB Unified Strategic Workforce Development Plan. The process included initial planning and document review, stakeholder and community input, plan development and public posting, and regional leadership approval and finalization. These four phases are described below.

Initial Planning and Document Review

Staff members of the IERPU, which includes both San Bernardino and Riverside Counties, met to create a process for developing the plan, scheduling partner input meetings, setting dates for plan development and a process for regional leadership review and finalization. The prior 4-year regional plan and modification documents were reviewed for historical reference and documents related to current programming and services across the region were gathered for analysis. Guided by a plan outline, the IERPU began gathering input from stakeholders and community partners.

Stakeholder and Community Input

A total of nine virtual meetings were scheduled to gather stakeholder and community input for the regional plan. AJCC MOU Partners, RCWDB members, SBCWDB members, regional employers and nonprofit community partners all took part in these meetings as detailed in Appendix A. In these virtual meetings, participants were able to give input via breakout sessions covering five areas: COVID-19, Career Pathways to the Middle Class, High Road Employment System, Access and Inclusion and Future of Work. These highly engaging sessions provided input into the design of the regional and local plans, particularly in developing goals, tactics and indicators. Meetings were followed by an online survey that asked for feedback on each meeting as well as provided an opportunity for additional input for the plan.

Feedback from participants in the region is gathered on an ongoing basis by two primary methods – participant surveys and focus groups. In these processes, participants are asked questions such as “What are your primary reasons for visiting the AJCC?”, “Share your experience with the service

⁹ “Former OSHA Head Talks Biden’s Executive Order on Workplace Safety”, National Public Radio, January 23, 2020, <https://www.npr.org/2021/01/23/959985609/former-osha-head-talks-bidens-executive-order-on-workplace-safety>

provided by the AJCC including your interaction with staff.” and “What other resources and services have you been referred to by staff at the AJCC?” The feedback received is reported back to the oversight and coordination bodies in the region for incorporation into planning. A few examples of feedback from participants in these processes that have been incorporated include:

- Include a description of the AJCC system partner services (to participants)
- Add online workshops for participants to access
- Add networking opportunities for job seekers to engage with employers

Plan Development and Public Posting

Between January and February 2021, the plan was written based on state guidance, SBCWDB and RCWDB priorities, staff expertise and the input received from all stakeholders. After an overview of this draft plan was reviewed by both WDBs in February 2021, the plan was then posted for public comment for 30 days.

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II. Analytical Overview of the Region

In the following section, an analytical overview of the Inland Empire region is provided. The analysis was provided to the region by the University of California Riverside (UCR) Center for Economic Forecasting and Development. For most of the subsections here, data was only available through 2019, however, the region considered the economic impacts of the pandemic in 2020 in the planning process. The IERPU will continue to monitor the impacts of the pandemic on the workforce and utilize new data as it becomes available.

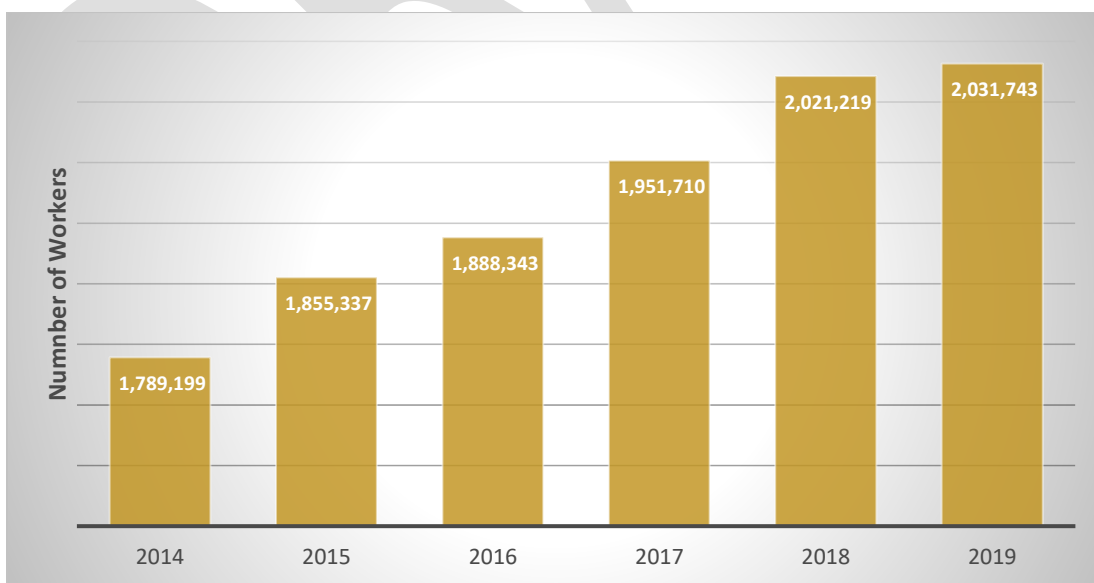
The next subsection begins with a look at the Inland Empire workforce – current employment, largest industries and most common occupations. This is followed by a breakdown of the region’s labor force participation including demographics and educational attainment. Next, unemployment is analyzed, then employer needs are described in terms of emerging demand and an occupational skills assessment. Finally, relevant gaps between employer needs and the workforce’s qualifications are described.

Current Employment, Largest Industries and Most Common Occupations

Current Employment

Total nonfarm employment reached 2.03 million in 2019 in the Inland Empire, up 0.5% compared to 2018. 2019 marks the year with the slowest year-over-year growth in employment in the Inland Empire since 2014. Except for 2016, when employment increased 1.8% compared to the previous year, other years had year-over-year employment increases of over 3% (Figure 2).

Figure 2: Total Nonfarm Employment in the Inland Empire, 2014-19



Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

Largest Industries

In the Inland Empire, Health Care and Social Assistance is the largest industry sector (Table 1), employing over a quarter of a million workers, followed by Retail Trade, Professional and Business Services, Educational Services, and Manufacturing. These five industry sectors employed over one million people or 52.3% of total employment in 2019, down from 53.4% in 2014. Compared to 2014, these industries sector grew 12.3%, 7.1%, 13.5%, 22.0%, and 4.5%, respectively.

Table 1: Nonfarm Employment and Wage by Sector in the Inland Empire, 2014-2019

| | NUMBER OF WORKERS | | | AVERAGE ANNUAL WAGE | | |
|----------------------------------------------|-------------------|------------------|--------------|---------------------|-----------------|--------------|
| | 2014 | 2019 | % Change | 2014 | 2019 | % Change |
| Health care and social assistance | 230,994 | 259,436 | 12.3% | \$45,549 | \$54,143 | 18.9% |
| Retail trade | 228,703 | 244,950 | 7.1% | \$28,503 | \$33,421 | 17.3% |
| Professional and business services | 179,225 | 203,384 | 13.5% | \$36,768 | \$47,831 | 30.1% |
| Educational services | 146,212 | 178,322 | 22.0% | \$42,126 | \$49,749 | 18.1% |
| Manufacturing | 169,761 | 177,367 | 4.5% | \$46,315 | \$53,659 | 15.9% |
| Transportation, warehousing, and utilities | 132,736 | 176,113 | 32.7% | \$43,511 | \$45,133 | 3.7% |
| Construction | 140,855 | 175,017 | 24.3% | \$39,371 | \$48,065 | 22.1% |
| Accommodation and food services | 136,901 | 153,296 | 12.0% | \$18,349 | \$24,929 | 35.9% |
| Other services, except public administration | 91,710 | 108,971 | 18.8% | \$24,452 | \$28,228 | 15.4% |
| Public administration | 90,907 | 107,639 | 18.4% | \$66,773 | \$72,873 | 9.1% |
| Wholesale trade | 58,636 | 62,241 | 6.1% | \$43,002 | \$53,574 | 24.6% |
| Finance and insurance | 53,519 | 56,647 | 5.8% | \$51,136 | \$63,628 | 24.4% |
| Arts, entertainment, and recreation | 44,269 | 48,299 | 9.1% | \$25,466 | \$32,588 | 28.0% |
| Real estate and rental and leasing | 39,414 | 37,009 | -6.1% | \$35,150 | \$53,203 | 51.4% |
| Information | 23,217 | 25,111 | 8.2% | \$52,393 | \$51,803 | -1.1% |
| Natural resources and mining | 22,140 | 17,941 | -19.0% | \$30,597 | \$36,861 | 20.5% |
| Total/Average | 1,789,199 | 2,031,743 | 13.6% | \$38,823 | \$46,215 | 19.0% |

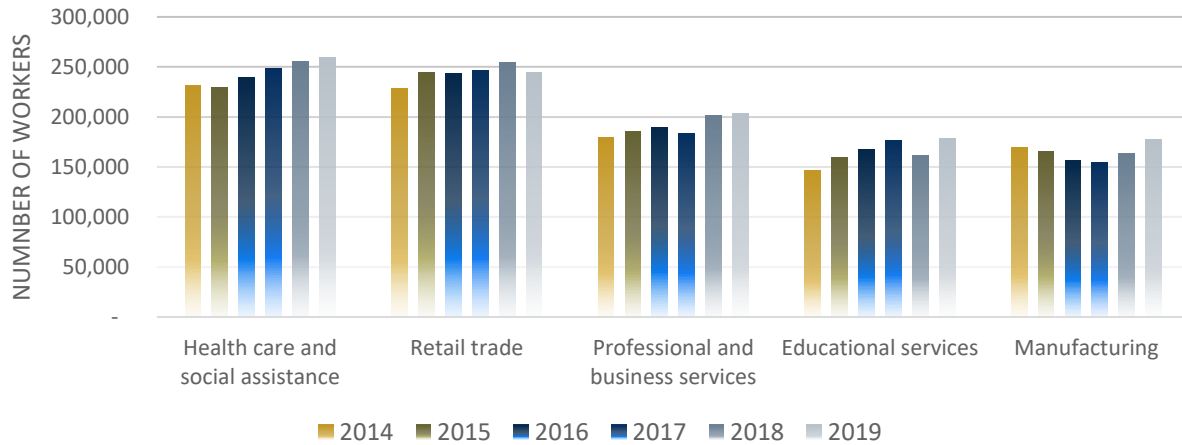
Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

In 2019, except for Retail Trade (\$33,400), the average wages for the largest industry sectors paid above the total average of all jobs (\$46,200) in Inland Empire: Health Care and Social Assistance (\$54,100), Professional and Business Services (\$47,800), Educational Services (\$49,700), and Manufacturing (\$53,700). The average wages of Health Care and Social Assistance and Manufacturing paid 17.2% and 16.1% more than the total average of all jobs, respectively. On the other hand, the average wage in Retail Trade is 27.7% lower than the total average. Public Administration (\$72,900) has the highest average wage in Inland Empire. The average wage increased in all industry sectors from 2014 to 2019 except for Information, which contracted 1.1%.

Except for Manufacturing, the largest industries in the Inland Empire had sustained and gradual increases during the period of 2014 to 2019 (Figure 3). The sustained and gradual increases are

most prominent in Health Care and Social Services and Professional and Business Services. Meanwhile, after years of declining employment, Manufacturing employment rebounded after 2017. From 2017 to 2019, Manufacturing added 22,900 jobs, or a 14.8% increase.

Figure 3: Largest Industries by Employment in the Inland Empire, 2014-19



Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

Largest industry Subsectors

The largest industry subsectors in Inland Empire are Educational Services (Primary/Secondary), Construction, Food Services and Drinking Places, Professional and Technical Services, and Ambulatory Health Care Services (Table 2). The first three subsectors each employed over 100,000 workers and just under half a million workers altogether, while the other two subsectors each employed almost 100,000 workers. Altogether, the 15 largest industry subsectors shown in this table employed 1.2 million workers; three in five workers in the Inland Empire work in one of these 15 subsectors.

In recent years, the Inland Empire has seen a tremendous growth in the Transportation and Warehousing industry, and correspondingly, Warehousing and Storage more than doubled in employment (+130.8%) from 2014 to 2019. On the other hand, employment in Truck Transportation declined 18.1% during the five-year period. Employment in General Merchandise Stores (-14.6%) and Food and Beverage Stores (-3.7%), both of which are client facing and contact heavy, had declined significantly. Collectively, there are 15,900 fewer jobs in these three industry subsectors in 2019 than in 2014.

Table 2: Largest Subsectors by Employment in the Inland Empire, 2014-2019

| | NUMBER OF WORKERS | | | AVERAGE ANNUAL WAGE | | |
|------------------------------------------|-------------------|------------------|--------------|---------------------|-----------------|--------------|
| | 2014 | 2019 | % Change | 2014 | 2019 | % Change |
| Educational services (primary/secondary) | 146,212 | 178,322 | 22.0% | \$42,126 | \$49,749 | 18.1% |
| Construction | 140,855 | 175,017 | 24.3% | \$39,371 | \$48,065 | 22.1% |
| Food services and drinking places | 118,672 | 132,936 | 12.0% | \$16,593 | \$23,441 | 41.3% |
| Professional and technical services | 74,258 | 97,857 | 31.8% | \$50,520 | \$65,190 | 29.0% |
| Ambulatory health care services | 80,489 | 97,522 | 21.2% | \$45,959 | \$55,343 | 20.4% |
| Administrative and support services | 96,678 | 96,431 | -0.3% | \$25,554 | \$29,513 | 15.5% |
| Hospitals | 79,562 | 85,037 | 6.9% | \$63,227 | \$73,672 | 16.5% |
| Warehousing and storage | 24,238 | 55,950 | 130.8% | \$29,662 | \$31,025 | 4.6% |
| Public administration | 46,953 | 51,970 | 10.7% | \$80,955 | \$92,078 | 13.7% |
| Social assistance | 46,199 | 51,652 | 11.8% | \$23,459 | \$28,922 | 23.3% |
| Food and beverage stores | 42,260 | 40,684 | -3.7% | \$30,127 | \$33,339 | 10.7% |
| Repair and maintenance | 30,535 | 39,113 | 28.1% | \$30,095 | \$35,241 | 17.1% |
| Amusements, gambling, and recreation | 34,179 | 37,017 | 8.3% | \$27,285 | \$34,785 | 27.5% |
| Truck transportation | 45,068 | 36,893 | -18.1% | \$38,697 | \$43,889 | 13.4% |
| General merchandise stores | 42,131 | 35,964 | -14.6% | \$23,987 | \$28,047 | 16.9% |
| Inland Empire Overall | 1,7891,99 | 2,031,743 | 13.6% | \$38,823 | \$46,215 | 19.0% |

Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

Most Common Occupations

The Inland Empire has a strong Transportation and Warehousing industry, and intuitively Material Moving Workers (SOC 53-7000) is by far the most common occupation, with 129,100 workers employed in this occupation in 2019. Motor Vehicle Operators is another major occupation in transportation and warehousing, employment 80,500 workers (Table 3). Other popular occupations in the Inland Empire include: Construction Trade Workers, Retail Sales Workers, and Other Management Occupations. Altogether, the five largest occupations employed over half a million people and the 15 largest occupations employed over a million people in 2019.

Given that Health Care and Social Assistance is the largest industry by employment, healthcare related occupations also make the list of largest occupations in the Inland Empire. Specifically, 71,300 workers are Healthcare Diagnosing or Treating Practitioners and 54,000 are Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides.

The boom in the Transportation and Warehousing industry translates into a significant increase in the number of people working as Material Moving Workers (+61.0%). Meanwhile, the increase in healthcare and related jobs are bifurcated: The number of people working as Home Health Aides, which are low paying, had increased by 278.3%, while the number of Healthcare Diagnosing or Treating Practitioners, which are significantly higher paying, increased by only 20.6%, which is still above the Inland Empire overall of 13.6%.

Table 3: Most Common Occupations by Employment in the Inland Empire, 2014-2019

| | NUMBER OF WORKERS | | | AVERAGE ANNUAL WAGE | | |
|-----------------------------------------------------------------------------------------------|-------------------|------------------|--------------|---------------------|-----------------|--------------|
| | 2014 | 2019 | % Change | 2014 | 2019 | % Change |
| Material Moving Workers | 80,196 | 129,125 | 61.0% | \$23,506 | \$27,834 | 18.4% |
| Construction Trades Workers | 89,260 | 115,487 | 29.4% | \$31,818 | \$42,254 | 32.8% |
| Retail Sales Workers | 101,411 | 104,552 | 3.1% | \$16,723 | \$22,698 | 35.7% |
| Other Management Occupations | 87,763 | 99,114 | 12.9% | \$61,708 | \$70,273 | 13.9% |
| Motor Vehicle Operators | 75,002 | 80,541 | 7.4% | \$36,736 | \$40,225 | 9.5% |
| Information and Record Clerks | 61,189 | 76,876 | 25.6% | \$25,817 | \$30,967 | 19.9% |
| Healthcare Diagnosing or Treating Practitioners | 59,164 | 71,343 | 20.6% | \$82,209 | \$102,048 | 24.1% |
| Preschool, Elementary, Middle, Secondary, and Special Education Teachers | 52,719 | 66,888 | 26.9% | \$52,715 | \$59,254 | 12.4% |
| Supervisors of Sales Workers | 52,441 | 62,464 | 19.1% | \$51,338 | \$46,379 | -9.7% |
| Building Cleaning and Pest Control Workers | 49,195 | 54,981 | 11.8% | \$18,206 | \$21,841 | 20.0% |
| Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides | 14,271 | 53,987 | 278.3% | \$22,434 | \$22,276 | -0.7% |
| Business Operations Specialists | 34,788 | 47,822 | 37.5% | \$55,907 | \$62,690 | 12.1% |
| Cooks and Food Preparation Workers | 45,412 | 47,036 | 3.6% | \$14,368 | \$20,593 | 43.3% |
| Other Production Occupations | 39,516 | 44,316 | 12.1% | \$34,616 | \$36,822 | 6.4% |
| Other Office and Administrative Support Workers | 37,964 | 39,349 | 3.6% | \$29,797 | \$34,362 | 15.3% |
| Inland Empire Overall | 1,789,199 | 2,031,743 | 13.6% | \$38,823 | \$46,215 | 19.0% |

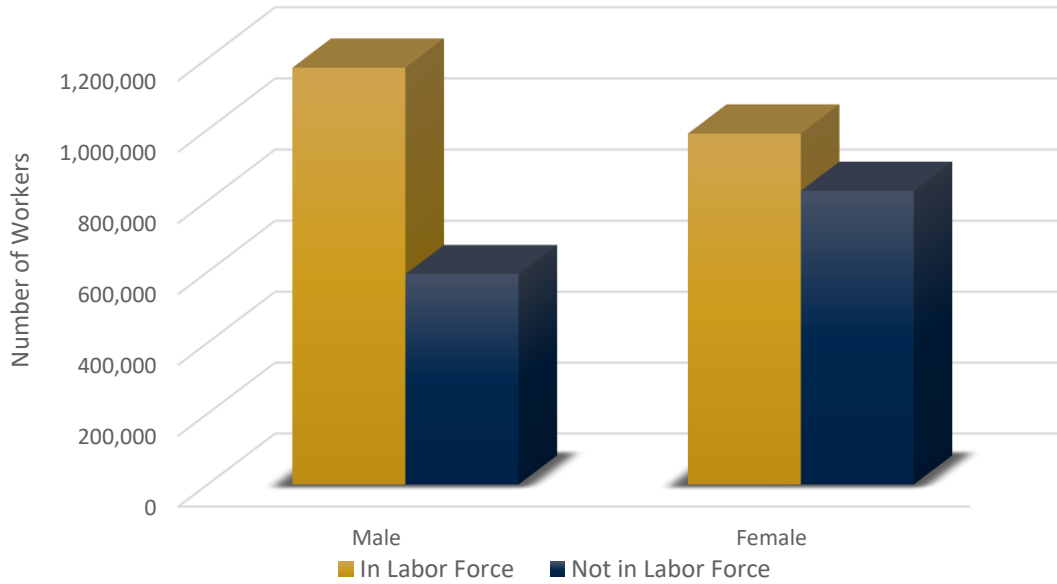
Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

Inland Empire Labor Force Participation

Gender

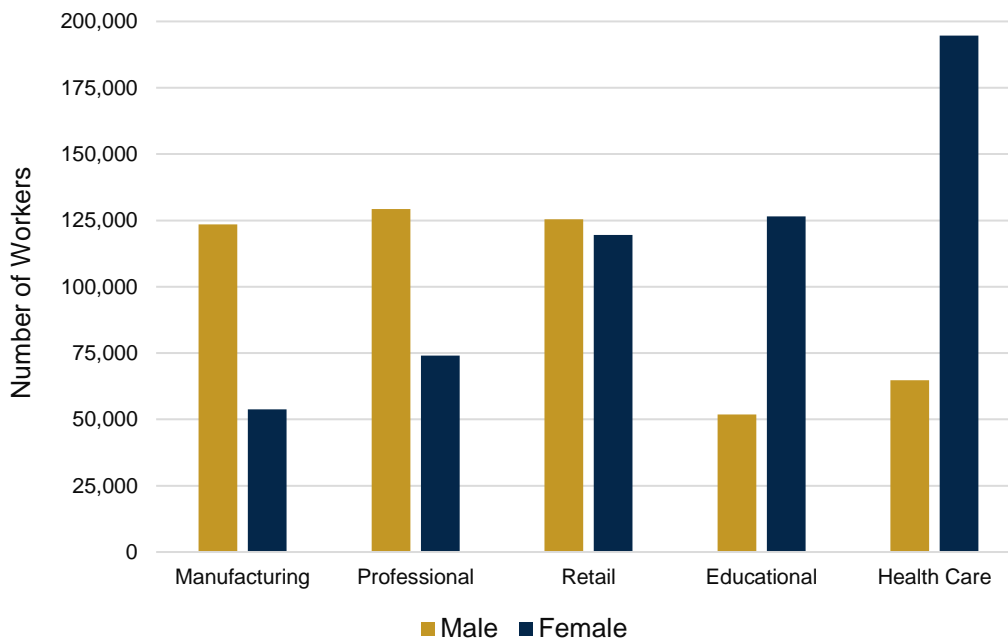
There are about 988,721 females in the labor force, compared to about 1,173,904 males in the labor force. This translates to 66.4% of all males in the region who are part of the labor force in the Inland Empire, a significantly higher rate compared to the 54.4% labor participation rate seen in females (Figure 4). Over the last five years, female participation increased by about 8.1%, and the largest five-year growth took place among women in the educational sector, which grew 25.6% from 100,690 workers in 2014 to 126,488 workers in 2019. There was a faster growth rate among women than men across each of the five sectors represented in the data, with the only exception being the Professional Services sector (Figure 5). Men in this group represented a 15.3% increase across the population in the Inland Empire, compared to 10.4% for women.

Figure 4: Labor Force by Gender in Inland Empire, 2019



Source: American Community Survey. UCR Center for Economic Forecasting and Development

Figure 5: Industry Employment by Gender in Inland Empire, 2019

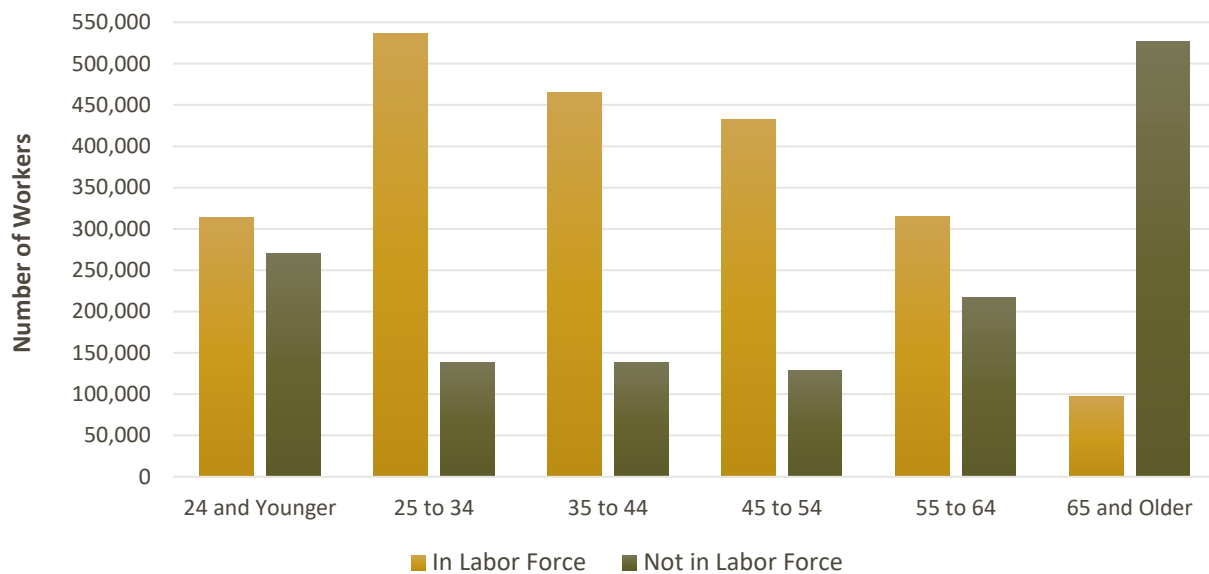


Source: American Community Survey. UCR Center for Economic Forecasting and Development

Age

Labor force participation rates in the Inland Empire are strongest among the residents between ages 25 and 34, who made up 537,000 of the County's workforce in 2019 (Figure 6). Although the number of residents outside the labor force held steady for workers between ages 25 and 54, the number of residents in the labor force tapered off as workers grew older (with a steep drop off workers age 65 and older due to retirement). That said, for each of the region's top five sectors, employment for workers over 25 actually increased across all age groups from 2014 to 2019 with the one exception of decline of nearly 1,000 workers between the ages of 45 and 54 in the Professional Services sector.

Figure 6: Labor Force Participation by Age Group in Inland Empire, 2019

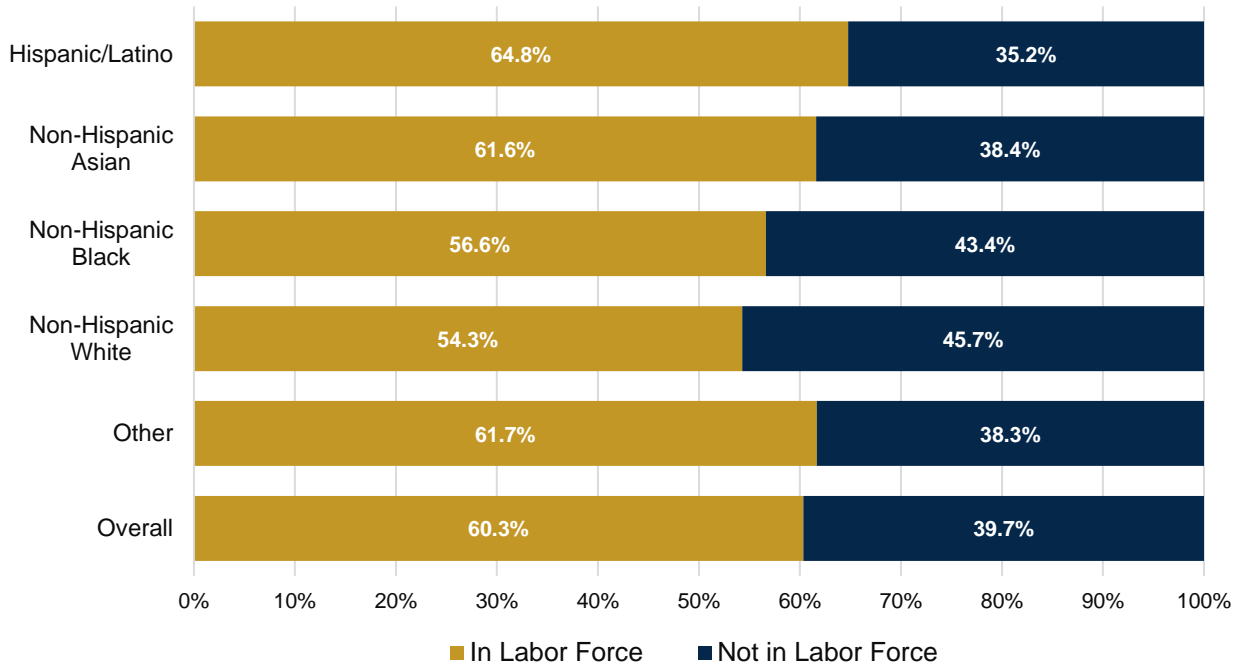


Source: American Community Survey. UCR Center for Economic Forecasting and Development

Race and Ethnicity

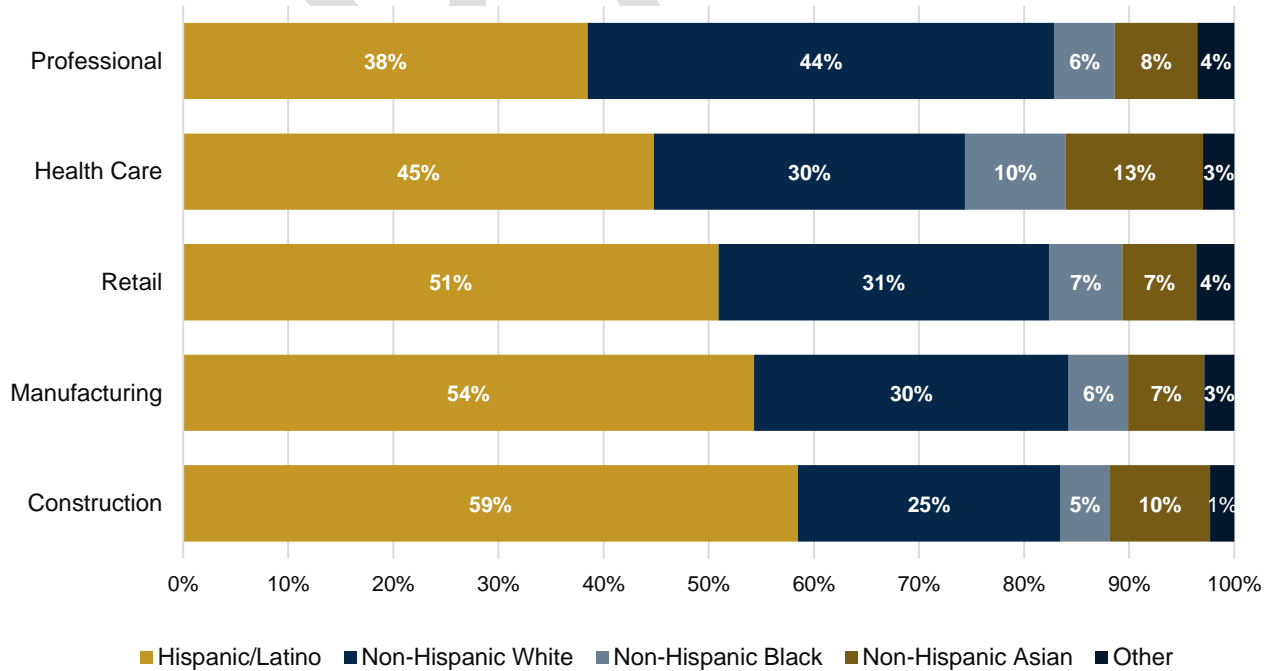
Across the Inland Empire, labor force participation rates among Hispanic/Latino and non-Hispanic Asian residents (at 64.8% and 61.6%, respectively) were markedly higher than non-Hispanic White (54.3%) and Non-Hispanic Black (56.6%) residents (Figure 7). Across each of the race groups, the largest five-year change took place among Hispanic/Latinos in the labor force, which grew over 15% from 988,098 in 2014 to 1,137,859 in 2019. Hispanic/Latino workers comprised the largest share of the workforce for four out of the five largest sectors (Figure 8) – in Professional Services, non-Hispanic Whites made up the largest share – and made up a majority of the workforce in Construction (at a 59% share), Manufacturing (54%), and Retail (51%). Non-Hispanic Black and non-Hispanic Asian workers contributed a combined share of 23% of the Healthcare workforce but were otherwise not highly represented among the Inland Empire's five largest sectors.

Figure 7: Labor Force Participation by Race in Inland Empire, 2019



Source: American Community Survey. UCR Center for Economic Forecasting and Development

Figure 8: Industry Employment by Race in Inland Empire, 2019

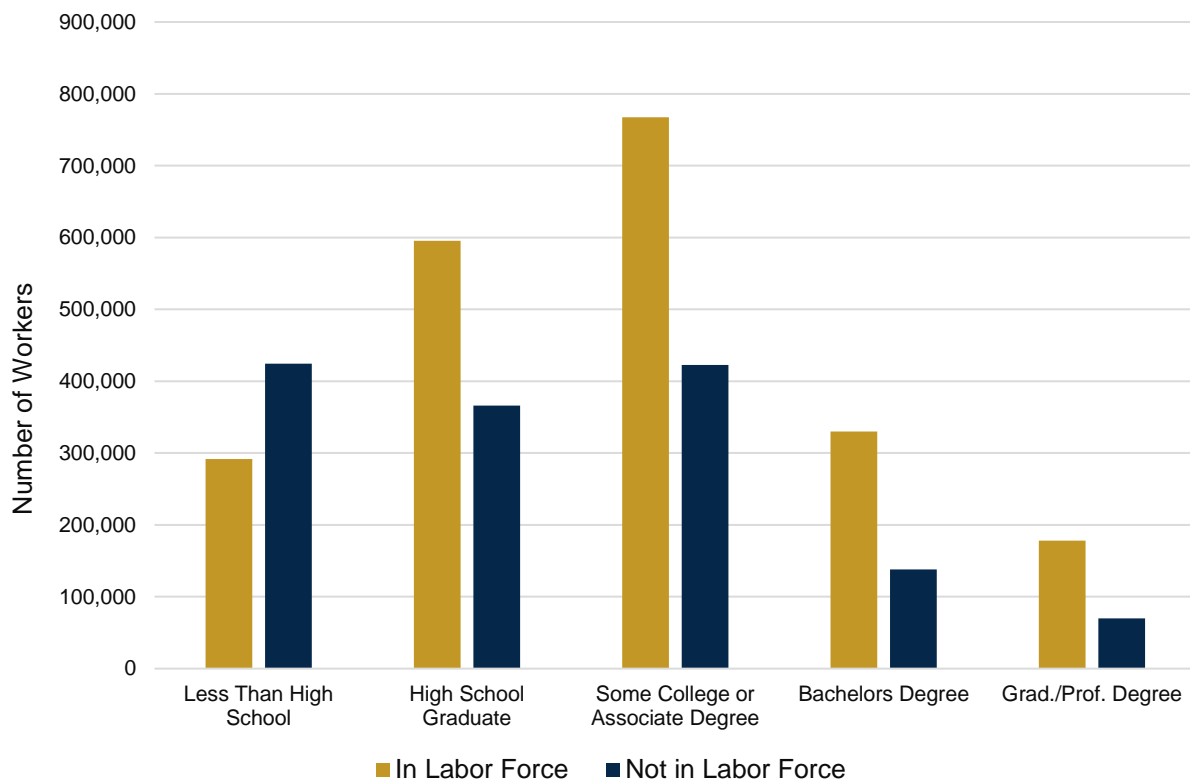


Source: American Community Survey. UCR Center for Economic Forecasting and Development

Educational Attainment

The majority of workers in Inland Empire have at least some college education: 1,275,470 workers (66.9%) fall into this category, compared to the 630,612 (33.1%) workers that have at most a high school degree (Figure 9). Across each of the educational attainment categories listed, the fastest growth has been among those with a bachelor's degree who are in the labor force, which grew 26.2% between 2014 and 2019.

Figure 9: Labor Force Participation by Educational Attainment in Inland Empire, 2019

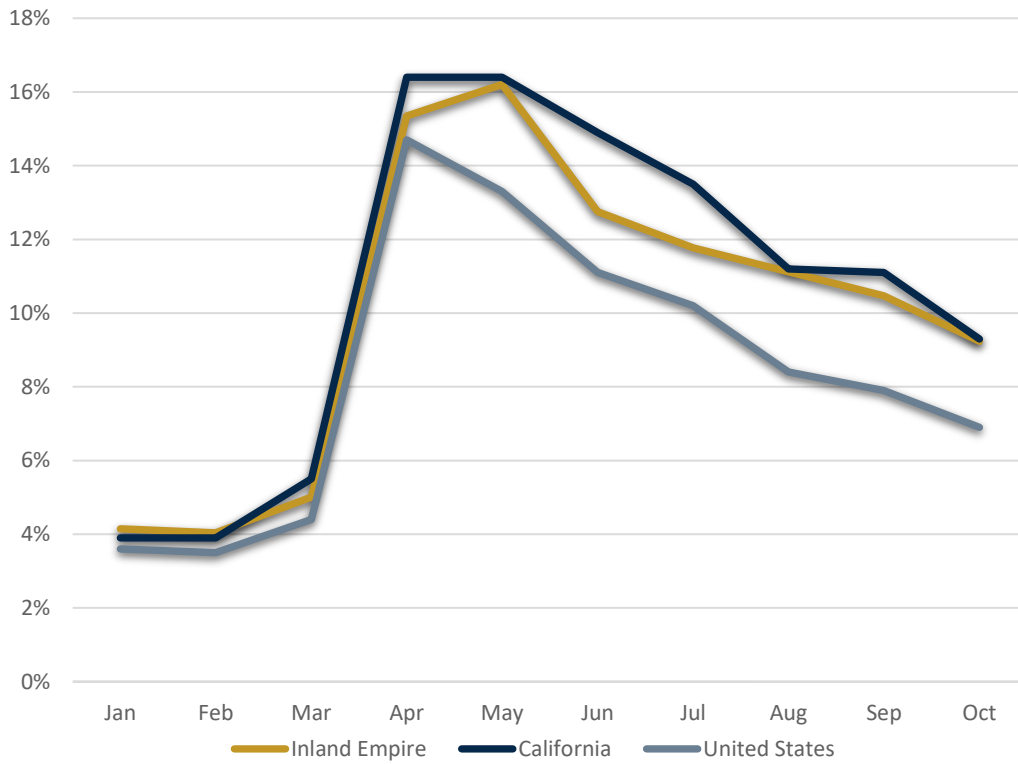


Source: American Community Survey. UCR Center for Economic Forecasting and Development

Unemployment

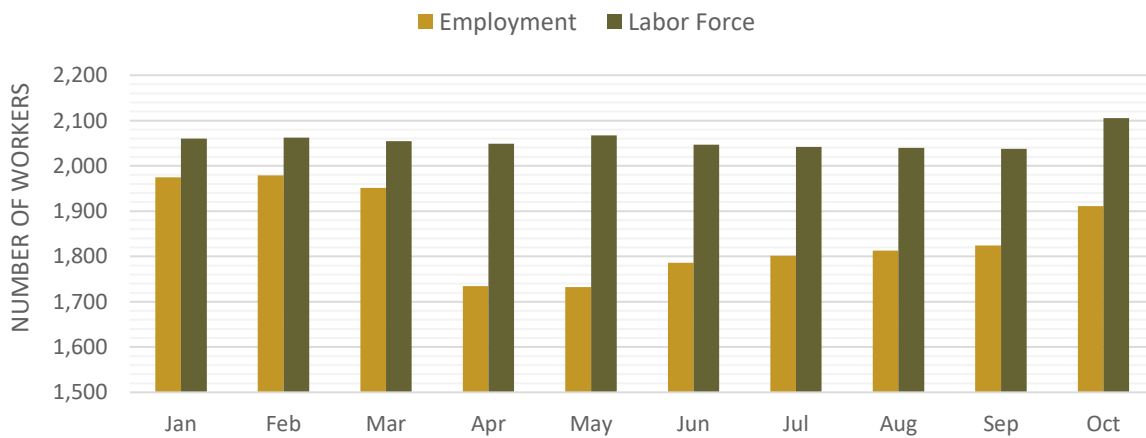
The pandemic has caused the Inland Empire's unemployment rate to increase over the last year, however it has also improved from the lows immediately following statewide lockdown orders (Figure 10). The Inland Empire's unemployment rate is now 9.2%, a far cry from the 4.0% rate a year earlier. The unemployment rate in the Inland Empire is higher relative to the United States (6.9%), but is below California (9.3%). Although unemployment rates remain elevated, the region's labor force has largely recovered (Figure 11). From October 2019 to October 2020, 28,300 workers entered the Inland Empire's labor force, a 1.4% increase. This increase is in stark contrast to declines in the state (-1.1%) and nation (-2.1%) over the period. Without the decrease in California's labor force, the state's unemployment figure would be even higher than the Inland Empire's.

Figure 10: Change in Unemployment Rate in the Inland Empire, January to October 2020



Source: California EDD. Analysis by UCR Center for Economic Forecasting and Development

Figure 11: Change in Employment and Labor Force in the Inland Empire, January to October 2020 (in Thousands)



Source: California EDD. Analysis by UCR Center for Economic Forecasting and Development

Labor Market Demand

Emerging Demand

The Inland Empire's labor market has continued to steadily recover from the COVID-19 pandemic, adding 93,100 jobs since April's lows. Despite the ongoing labor market recovery, year-over-year employment fell 7.1% (-110,600 jobs), one of the largest annual declines on record. The sizeable losses over the last year has also pushed down long-run growth for the region. From October 2015 to October 2020, the Inland Empire has expanded payrolls by just 4.5%.

Although job losses have been widespread, a few bright spots exist. The surge in e-commerce has helped keep the region's Logistics resilient over the last several months. Payrolls in Logistics expanded by 100 employees over the last year, compared with a 3.3% decline in the state over the same period. From a longer-term perspective, Logistics has also been a significant source of job gains for the region. From October 2015 to October 2020, Logistics payrolls expanded by a 45.3%, well above the 4.5% growth in the region overall (Table 4). Health Care (20.4%), Natural Resources and Construction (16.2%), and Wholesale Trade (8.0%) also posted growth levels well above average over the last year.

The short-term job losses caused resulting from the mandates related to the COVID-19 pandemic are also impacting longer-run growth rates. From October 2015 to October 2020, Information (-18.6%), Leisure and Hospitality (-18.1%), and Other Services (-16.8%) all posted sizeable declines in employment levels relative to five years ago. Still, once containment measures related to the virus are able to ease these sectors should have significant job gains as companies ramp up production to meet surging consumer demand.

Table 4: Change in Employment by Industry in the Inland Empire, October 2016 to October 2020 (in Thousands)

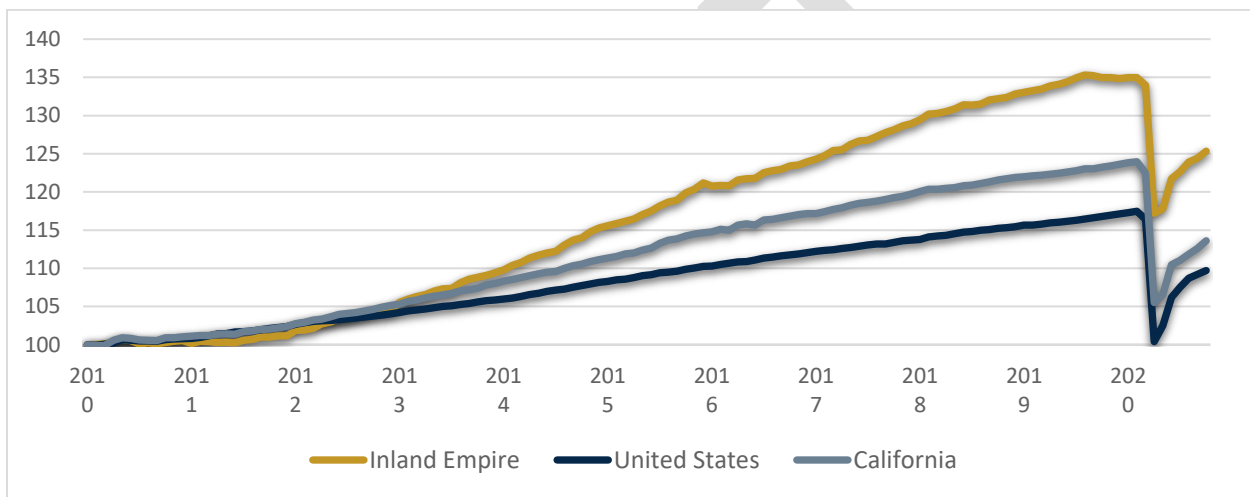
| | October 2020 | 1-Year Percentage Change | 2-Year Percentage Change | 5-Year Percentage Change |
|--------------------------------|--------------|--------------------------|--------------------------|--------------------------|
| Government | 249.45 | -4.7% | -3.2% | 5.8% |
| Health Care | 230.38 | -1.2% | 3.3% | 20.4% |
| Retail Trade | 170.82 | -6.2% | -5.9% | -3.5% |
| Logistics | 146.64 | 0.0% | 8.7% | 45.3% |
| Leisure and Hospitality | 126.38 | -27.6% | -26.5% | -18.1% |
| NR/Construction | 104.58 | -2.0% | -2.7% | 16.2% |
| Administrative Support | 97.94 | -6.4% | -3.5% | -3.1% |
| Manufacturing | 88.86 | -11.6% | -12.7% | -8.9% |
| Wholesale Trade | 66.53 | -0.2% | 0.5% | 8.0% |
| Financial Activities | 44.09 | -0.9% | 0.8% | 0.0% |
| Professional Services | 40.34 | -4.9% | -5.6% | 3.1% |
| Other Services | 36.97 | -18.5% | -19.6% | -16.8% |

| | | | | |
|---------------------------------|-----------------|--------------|--------------|-------------|
| Education | 17.01 | -15.3% | -13.1% | -6.0% |
| Information | 9.66 | -15.2% | -15.0% | -18.6% |
| Management | 9.04 | 2.0% | 7.0% | 0.5% |
| Total Nonfarm Employment | 1,438.70 | -7.1% | -5.2% | 4.5% |

Source: California EDD. Analysis by UCR Center for Economic Forecasting and Development

Employment growth since mid-2020 has kept pace with California and the U.S. (Figure 12).

Figure 12: Indexed Employment Growth for the Inland Empire Compared to California and the United States, 2010 to 2020



Source: California EDD. Analysis by UCR Center for Economic Forecasting and Development

Of all of the industries, Transportation and Warehousing grew at the fastest pace, adding 43,400 jobs, followed by Construction, which added 34,200 jobs and Educational Services, which added 32,100 jobs from 2014 to 2019 (Table 5). The ten fastest growing industries listed in Table 5 added 236,500 jobs in the Inland Empire, or 97.5% of all jobs added in the region between 2014 and 2019.

Table 5: Fastest Growing Industries in the Inland Empire by Number of Workers Added, 2014-2019

| | NUMBER OF WORKERS | | |
|---------------------------------------------------|-------------------|---------|---------|
| | 2014 | 2019 | Change |
| Transportation, warehousing, and utilities | 132,736 | 176,113 | +43,377 |
| Construction | 140,855 | 175,017 | +34,162 |
| Educational services | 146,212 | 178,322 | +32,110 |

| | | | |
|----------------------------------------------|------------------|------------------|-----------------|
| Health care and social assistance | 230,994 | 259,436 | +28,442 |
| Professional and business services | 179,225 | 203,384 | +24,159 |
| Other services, except public administration | 91,710 | 108,971 | +17,261 |
| Public administration | 90,907 | 107,639 | +16,732 |
| Accommodation and food services | 136,901 | 153,296 | +16,395 |
| Retail trade | 228,703 | 244,950 | +16,247 |
| Manufacturing | 169,761 | 177,367 | +7,606 |
| Inland Empire Overall | 1,789,199 | 2,031,743 | +242,544 |

Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

At the industry subsector level, Construction added the most jobs (+34,200), followed by Educational Services (+32,100 jobs) and Warehousing and Storage (+31,700 jobs). These three subsectors added almost 100,000 jobs in the Inland Empire alone. These ten fastest growing subsectors added 197,900 jobs, or 81.6% of the region's total jobs added (Table 6).

Table 6: Fastest Growing Subsectors in the Inland Empire by Number of Workers Added, 2014-2019

| | NUMBER OF WORKERS | | |
|--------------------------------------------------|-------------------|------------------|-----------------|
| | 2014 | 2019 | Change |
| Construction | 140,855 | 175,017 | +34,162 |
| Educational services (primary/secondary) | 146,212 | 178,322 | +32,110 |
| Warehousing and storage | 24,238 | 55,950 | +31,712 |
| Professional and technical services | 74,258 | 97,857 | +23,599 |
| Ambulatory health care services | 80,489 | 97,522 | +17,033 |
| Nonstore retailers | 5,871 | 21,881 | +16,010 |
| Food services and drinking places | 118,672 | 132,936 | +14,264 |
| Administration of human resource programs | 10,822 | 21,684 | +10,862 |
| Couriers and messengers | 11,790 | 21,327 | +9,537 |
| Repair and maintenance | 30,535 | 39,113 | +8,578 |
| Inland Empire Overall | 1,789,199 | 2,031,743 | +242,544 |

Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

In just five years, the presence of e-commerce has expanded significantly (Table 7). Correspondingly, employment in Nonstore Retailers have almost quadrupled (+272.7%) from 2014 to 2019. Employment in Warehousing and Storage (+130.8%) and Administration of Human Resource Programs (+100.4%) have also at least doubled during the same period. The rise of Warehousing and Storage jobs is due to the booming logistics industry in the region, which also likely explains the increase in Transit and Ground Passenger Transportation employment (+88.0%) and Rail Transportation (+33.8%). Administration of Human Resource Programs, which is a

subsector of Public Administration, comprises government establishments primarily engaged in the planning, administration, and coordination of programs for public assistance, social work, and welfare activities.

Table 7: Fastest Growing Subsectors in the Inland Empire by Employment Growth Rate, 2014-2019

| | NUMBER OF WORKERS | | |
|------------------------------------------------------|-------------------|------------------|--------------|
| | 2014 | 2019 | % Change |
| Nonstore retailers | 5,871 | 21,881 | 272.7% |
| Warehousing and storage | 24,238 | 55,950 | 130.8% |
| Administration of human resource programs | 10,822 | 21,684 | 100.4% |
| Transit and ground passenger transportation | 7,885 | 14,825 | 88.0% |
| Couriers and messengers | 11,790 | 21,327 | 80.9% |
| Motion picture and sound recording industries | 4,046 | 5,855 | 44.7% |
| Chemical manufacturing | 11,955 | 16,542 | 38.4% |
| Miscellaneous store retailers | 18,766 | 25,913 | 38.1% |
| Membership associations and organizations | 18,051 | 24,803 | 37.4% |
| Rail transportation | 4,834 | 6,468 | 33.8% |
| Inland Empire Overall | 1,7891,99 | 2,031,743 | 13.6% |

Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

The number of people who work as Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides have almost quadrupled (+278.3%) from 2014 to 2019, highlighting the Inland Empire’s growing needs for basic healthcare services (Table 8). In addition, the number of people working as Counselors, Social Workers, and Other Community and Social Service Specialists (+54.3%) and Religious Workers (+53.0%) also grew substantially, underscoring the region’s increasing demand for social services. Although employment in the Arts, Entertainment, and Recreation industry (+9.1%) grew slower than overall employment in the Inland Empire (+13.6%), some of its related occupations are the fastest growing in the region. There are substantially more Media and Communication Equipment Workers (+93.1%) and Entertainers and Performers, Sports and Related Workers (+66.1%) in 2019 than in 2014.

Table 8: Fastest Growing Occupations in the Inland Empire by Employment Growth Rate, 2014-2019

| | NUMBER OF WORKERS | | |
|------------------------------------------------------------------------------------------------------|-------------------|------------------|--------------|
| | 2014 | 2019 | % Change |
| Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides | 14,271 | 53,987 | 278.3% |
| Media and Communication Equipment Workers | 2,628 | 5,075 | 93.1% |
| Entertainers and Performers, Sports and Related Workers | 6,504 | 10,802 | 66.1% |
| Other Construction and Related Workers | 4,529 | 7,444 | 64.4% |
| Material Moving Workers | 80,196 | 129,125 | 61.0% |
| Counselors, Social Workers, and Other Community and Social Service Specialists | 22,568 | 34,830 | 54.3% |
| Religious Workers | 5,097 | 7,796 | 53.0% |
| Drafters, Engineering Technicians, and Mapping Technicians | 6,739 | 10,117 | 50.1% |
| Animal Care and Service Workers | 3,732 | 5,399 | 44.7% |
| Operations Specialties Managers | 23,580 | 32,942 | 39.7% |
| Inland Empire Overall | 1,7891,99 | 2,031,743 | 13.6% |

Source: American Community Survey. Analysis by UCR Center for Economic Forecasting and Development

Occupational Knowledge, Skills and Abilities

This section highlights the knowledge, skills, and abilities desired by employers across industries for occupations most in demand today as well as for emerging occupations. Tables below list the technical skills as well as workplace success personal attributes or “soft skills” that may be required for a given occupation. See Tables 9 and 10 for the knowledge skills and abilities for the most common occupations in the region and the fastest growing occupations.

Table 9: Desired Knowledge, Skills, and Abilities for Most Common Occupations in the Inland Empire

| | Knowledge | Skills | Abilities | Credentials |
|------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------|
| Material Moving Workers | English Language; Mechanical; Production and Processing; Public Safety and Security; Mathematics | Operation Monitoring; Operation and Control; Monitoring; Critical Thinking; Active Listening; | Multi-limb Coordination; Control Precision; Problem Sensitivity; Near Vision; Manual Dexterity | Usually requires High School Diploma or Higher |
| Construction Trades Workers | Building and Construction; Mechanical; Mathematics; English Language; Customer and Personal Service | Critical Thinking; Coordination; Active Listening; Monitoring; Speaking | Near Vision; Arm-Hand Steadiness; Manual Dexterity; Multi-limb Coordination; Trunk Strength | Usually requires High School Diploma or Higher |
| Retail Sales Workers | Customer and Personal Service; | Active Listening; Service Orientation; | Oral Expression; Oral | Usually requires High |

| | | | | |
|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| | English Language; Sales and Marketing; Mathematics; Clerical | Speaking; Reading Comprehension; Social Perceptiveness | Comprehension; Speech Clarity; Speech Recognition; Problem Sensitivity | School Diploma or Higher |
| Other Management Occupations | Administration and Management; Customer and Personal Service; English Language; Personnel and Human Resources; Education and Training | Speaking; Active Listening; Reading Comprehension; Critical Thinking; Coordination | Oral Expression; Oral Comprehension; Written Comprehension; Problem Sensitivity; Written Expression | Varies from High School Diploma to Bachelor's Degree or higher |
| Motor Vehicle Operators | Customer and Personal Service; Transportation; Public Safety and Security; English Language; Law and Government | Operation and Control; Active Listening; Speaking; Critical Thinking; Operation Monitoring | Far Vision; Near Vision; Multi-limb Coordination; Problem Sensitivity; Control Precision | Usually requires High School Diploma or Higher |
| Information and Record Clerks | Customer and Personal Service; English Language; Clerical; Computers and Electronics; Mathematics | Active Listening; Speaking; Reading Comprehension; Critical Thinking; Service Orientation | Oral Expression; Oral Comprehension; Written Comprehension; Speech Clarity; Speech Recognition | Usually requires High School Diploma or Higher |
| Healthcare Diagnosing or Treating Practitioners | Medicine and Dentistry; Customer and Personal Service; English Language; Psychology; Biology | Active Listening; Critical Thinking; Speaking; Reading Comprehension; Social Perceptiveness | Problem Sensitivity; Oral Expression; Oral Comprehension; Inductive Reasoning; Deductive Reasoning | Usually requires Associate Degree or Higher |
| Preschool, Elementary, Middle, Secondary, and Special Education Teachers | Education and Training; English Language; Psychology; Customer and Personal Service; Computers and Electronics | Speaking; Instructing; Active Listening; Learning Strategies; Reading Comprehension | Oral Expression; Oral Comprehension; Written Comprehension; Problem Sensitivity; Written Expression | Varies from High School Diploma to Bachelor's Degree and/or Certification |
| Supervisors of Sales Workers | Customer and Personal Service; Administration and Management; English Language; Sales and Marketing; Personnel and Human Resources | Active Listening; Speaking; Monitoring Social Perceptiveness; Coordination | Oral Comprehension; Oral Expression; Speech Clarity; Speech Recognition; Problem Sensitivity | Usually requires High School Diploma or Higher |

| | | | | |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------|
| Building Cleaning and Pest Control Workers | Customer and Personal Service; English Language; Public Safety and Security; Administration and Management; Chemistry | Active Listening; Critical Thinking; Time Management; Social; Perceptiveness Speaking | Near Vision; Oral Comprehension; Oral Expression; Speech Clarity; Problem Sensitivity | Usually requires High School Diploma or Higher |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------|

Source: O*NET Online. Analysis by UCR Center for Economic Forecasting and Development

Table 10: Desired Knowledge, Skills, and Abilities for Fastest Growing Occupations in the Inland Empire

| | Knowledge | Skills | Abilities | Credentials |
|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| Material Moving Workers | English Language; Mechanical; Production and Processing; Public Safety and Security; Mathematics | Operation Monitoring; Operation and Control; Monitoring; Critical Thinking; Active Listening; | Multi-limb Coordination; Control Precision; Problem Sensitivity; Near Vision; Manual Dexterity | Usually requires High School Diploma or Higher |
| Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides | Customer and Personal Service; English Language; Public Safety and Security; Psychology; Education and Training | Service Orientation; Social Perceptiveness; Active Listening; Speaking; Monitoring | Oral Comprehension; Oral Expression; Problem Sensitivity; Near Vision; Speech Recognition | Usually requires High School Diploma or Higher |
| Construction Trades Workers | Building and Construction; Mechanical; Mathematics; English Language; Customer and Personal Service | Critical Thinking; Coordination; Active Listening; Monitoring; Speaking | Near Vision; Arm-Hand Steadiness; Manual Dexterity; Multi-limb Coordination; Trunk Strength | Usually requires High School Diploma or Higher |
| Information and Record Clerks | Customer and Personal Service; English Language; Clerical; Computers and Electronics; Mathematics | Active Listening; Speaking; Reading Comprehension; Critical Thinking; Service Orientation | Oral Expression; Oral Comprehension; Written Comprehension; Speech Clarity; Speech Recognition | Usually requires High School Diploma or Higher |
| Preschool, Elementary, Middle, Secondary, and Special Education Teachers | Education and Training; English Language; Psychology; Customer and Personal Service; Computers and Electronics | Speaking; Instructing; Active Listening; Learning Strategies; Reading Comprehension | Oral Expression; Oral Comprehension; Written Comprehension; Problem Sensitivity; Written Expression | Varies from High School Diploma to Bachelor's Degree and/or Certification |
| Business Operations Specialists | English Language; Customer and Personal Service; | Speaking; Active Listening; Reading Comprehension; | Oral Expression; Oral Comprehension; | Varies from High School Diploma to |

| | | | | |
|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| | Administration and Management; Mathematics; Computers and Electronics | Critical Thinking; Writing | Written Comprehension; Deductive Reasoning; Speech Clarity | Bachelor's Degree or higher |
| Counselors, Social Workers, and Other Community and Social Service Specialists | Psychology; Therapy and Counseling; Customer and Personal Service; English Language; Education and Training | Active Listening; Social; Perceptiveness; Speaking; Reading Comprehension; Critical Thinking | Oral Expression; Oral Comprehension; Problem Sensitivity; Written Comprehension; Written Expression | Usually requires Associate Degree or Higher |
| Healthcare Diagnosing or Treating Practitioners | Medicine and Dentistry; Customer and Personal Service; English Language; Psychology; Biology | Active Listening; Critical Thinking; Speaking; Reading Comprehension; Social Perceptiveness | Problem Sensitivity; Oral Expression; Oral Comprehension; Inductive Reasoning; Deductive Reasoning | Usually requires Associate Degree or Higher |
| Other Management Occupations | Administration and Management; Customer and Personal Service; English Language; Personnel and Human Resources; Education and Training | Speaking; Active Listening; Reading Comprehension; Critical Thinking; Coordination | Oral Expression; Oral Comprehension; Written Comprehension; Problem Sensitivity; Written Expression | Varies from High School Diploma to Bachelor's Degree or higher |
| Supervisors of Sales Workers | Customer and Personal Service; Administration and Management; English Language; Sales and Marketing; Personnel and Human Resources | Active Listening; Speaking; Monitoring Social Perceptiveness; Coordination | Oral Comprehension; Oral Expression; Speech Clarity; Speech Recognition; Problem Sensitivity | Usually requires High School Diploma or Higher |

Source: O*NET Online. Analysis by UCR Center for Economic Forecasting and Development

Current Openings and Most Commonly Desired Certifications

An analysis of current openings and the most commonly desired certifications for the three sectors the region plans to focus on was conducted in late January 2021. At that time, 6,169 jobs were identified in healthcare and these positions most commonly required AHA CPR and First Aid Certification in addition to nursing credentials and certifications and NNCC Certifications. Less common were Social Worker-related credentials and certifications, and National Registry of Emergency Medical Technicians. In Manufacturing, 1,662 current openings were identified, and a Commercial Driver's License was the most commonly desired certification, with a small number requesting CPR, First Aid, PMI and ASQ certifications. A total of 1,552 openings were noted in Transportation and Logistics and similar to Manufacturing, a Commercial Driver's License was the most commonly desired certification. A relatively few number of employers requested CPR and First Aid and the RETA certification in this industry. Please see Table 11.

Table 11: Current Openings and Most Commonly Desired Certifications in the Inland Empire (January 2021)

| IERPU Target Sector | Current Openings | Commonly Desired Certifications |
|-------------------------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Healthcare | 6,169 | <ul style="list-style-type: none"> • American Heart Association (AHA) CPR & First Aid • American Red Cross - First Aid Certification • Nursing Credentials and Certifications • Nephrology Nursing Certification Commission (NNCC) Certifications |
| Manufacturing | 1,662 | <ul style="list-style-type: none"> • Commercial Driver's License (CDL) • American Society for Quality (ASQ) Certification • American Heart Association (AHA) CPR & First Aid Certifications • Project Management Institute (PMI) Certifications |
| Transportation and Logistics | 1,552 | <ul style="list-style-type: none"> • Commercial Driver's License (CDL) • Refrigerating Engineers & Technicians Association (RETA) Certification • American Heart Association (AHA) CPR & First Aid Certifications |

Source: CalJOBS. UCR Center for Economic Forecasting and Development

Relevant Gaps Between Employer Needs and Workforce Qualifications

The primary characteristic for which we can base this gap analysis is the education level required for current most common and fastest growing occupations and the education level of the Inland Empire workforce. The vast majority of the occupations currently and growing noted above in Tables 9 and 10 only require a High School Diploma or less and 66.9% of the Inland Empire workforce have at least some college, which is above that level of education. However, most of these are also low-wage occupations and higher-wage occupations such as Healthcare Diagnosing or Treating Practitioners require at least an Associate's Degree or higher. Since more than 33% of Inland Empire residents have a High School Diploma or less, and a portion of the 66.9% do not have an Associate's Degree, there is a qualifications gap here. There is also likely an educational mismatch and those with education levels that include at least some college may not have coursework that prepares them for the high-growth occupation.

III. Fostering Demand-Driven Skills Attainment

IERPU Goals and Regional Indicators

In order to meet the needs of the participants, employers and its organizational partners, the IERPU has developed a comprehensive set of goals for this plan. The goals are categorized in five key areas: 1) Regional Sector-Based Career Pathways, 2) High Road Employment System, 3) Access and Inclusion for All, 4) Future of Work and 5) Regional Coordination and Alignment. Please see Table 12 for a summarized list of the regional goals and Appendix B for the goal list, complete with tactics and indicators for each. Goals that intersect with the region's response to COVID-19 (#8, #11 and #14) are highlighted in color in Appendix B.

As noted under tactics for Goal #1, the region will develop four regional indicators:

Regional Indicator 1: Development of a process to communicate industry workforce needs to supply-side partners

Regional Indicator 2: Development of policies supporting equity and defining job quality

Regional Indicator 3: Identification of shared target populations of emphasis

Regional Indicator 4: Deployment of shared/pooled resources to provide services, training, and education to meet target population needs

The IERPU will coordinate with CWDB and a Technical Assistance Provider Evaluation Team to establish and track outcomes related to the four regional indicators noted above.

Table 12: Inland Empire Regional Goals

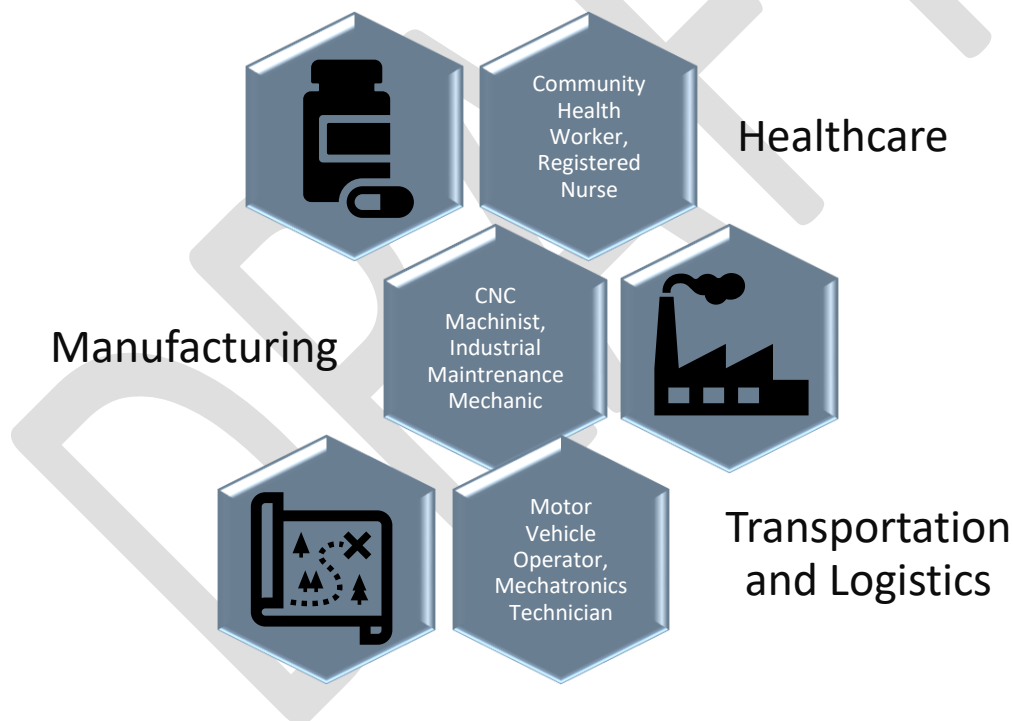
| | |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Regional Sector-Based Career Pathways | #1) Continue to develop and measure participant success in regional sector-based career pathways for both youth and adults, with a focus on the following sectors: 1) Healthcare, 2) Manufacturing and 3) Transportation and Logistics |
| | #2) Ensure all pathways are accessible and lead to a living-wage occupation |
| | #3) Develop pre-apprenticeship and apprenticeship programs in both traditional (e.g. building trades) and non-traditional sectors (e.g. healthcare) |
| High Road Workforce System | #4) Facilitate the necessary partnerships and organizational development among the workforce development boards, America’s Job Centers of California, and other key partners to support high road employment |
| | #5) Develop a small business strategy to support high road entrepreneurship, including the creation and support of high-road jobs |
| | #6) Work with employers to identify career pathways to high-road employment |
| Access and Inclusion for All | #7) Facilitate community involvement to identify and address issues of race, equity and high road principles for the purpose of promoting improved service delivery, income mobility for individuals with barriers for employment, and growth in the regional economy |
| | #8) Development of regional, sub-regional and multi-regional strategies in response to COVID-19 |
| | #9) Improve access to technology and build the digital literacy skills of participants in the region |
| | #10) Improve information and referral system to ensure participants receive the services they need |
| Future of Work | #11) Create a culture of adaptiveness, flexibility and acceptance of change when faced with FOW challenges or major disruptions such as COVID-19 |
| | #12) Respond to the impacts of automation on jobs and career pathways |
| | #13) Prepare participants to thrive in remote and gig work situations and organizations/employers to ensure these jobs are high road |
| | #14) Integrate new on-the-job Health and Safety considerations into services (e.g. social distancing, new OSHA or CDC policies likely to come into effect due to COVID-19) |
| Regional Coordination and Alignment | #15) Conduct an organizational analysis/assessment to improve and streamline service delivery efforts |
| | #16) Increase efficiencies and reduce duplication through regional cooperation |
| | #17) Professional development, training and capacity building of workforce staff and partners |

In-Demand Industry Sectors and Occupations

Based on the Analytical Overview, the IERPU plans to continue developing regional sector pathways in the three sectors with the highest current and emerging demand: 1) Healthcare, 2) Manufacturing and 3) Transportation and Logistics. These three sectors were the region's focus in the prior 2017 – 2020 regional plan and remain the sectors with the most opportunity in the Inland Empire for the next four years.

As noted above in the Analytical Overview, each of these sectors have high road employment opportunities such as Registered Nursing in Healthcare, Industrial Maintenance Mechanic in Manufacturing and Mechatronics Technician in Transportation and Logistics (Figure 13). The education level required for these positions are usually at an associate's degree level primarily, which aligns well with the population of the region as noted in Tables 10 and 11 above. Given the high level of emerging demand in these sectors, there is ample opportunity that facilitates accessibility for participants in the region.

Figure 13: Targeted In-Demand Regional Sectors and Sample Occupations



The approach to developing career pathways in these in-demand industry sectors is captured in the goals the region has collaboratively developed below in Appendix B. Under the first section of the Inland Empire Regional Goals, Regional Sector-Based Career Pathways, the region developed Goals 1-3:

- 1. Continue to develop and measure participant success in regional sector-based career pathways for both youth and adults, with a focus on the following sectors:**
 - a. Healthcare**

- b. Manufacturing**
- c. Transportation and Logistics**

- 2. Ensure all pathways are accessible and lead to a living-wage occupation**
- 3. Develop pre-apprenticeship and apprenticeship programs in both traditional (e.g., building trades) and non-traditional sectors (e.g., healthcare)**

Tactically, the region intends to accomplish the first goal by coordinating with partners; continuing to track labor market information; leveraging a business-to-business approach to employer engagement (such as identifying and using “business champions”) to deepen partnerships with employers in the region; ensuring credentials are portable and stackable and promoting lifelong learning. These tactics are all consistent with current activities in the region and will also result in the development of Regional Indicators 1-4 as identified above.

Ensuring that all pathways lead to a living wage occupation requires the development of a definition of living wage at a subregional level because of the variance in cost of living across the region. The CWDB’s High Road framework will be used as a guide in determining job quality, including the definition of living wage. In order to make pathways more accessible, the region intends to improve the referral process with technology and integrating virtual services. Additionally, the region will support those who have left the workforce in returning, breaking down silos and reducing competition between workforce agencies working together to build career pathways in the region.

Finally, the region has prioritized the development of pre-apprenticeship and apprenticeship programs, building upon foundational programs at the InTech Center, High Desert Training Center and Riverside Community College District. Through improving program alignment, expanding program capacity and incorporating work-based learning opportunities, the region expects to be able to increase the number of participants in these programs, increase the persistence rate or trainees and develop new pre-apprenticeship or apprenticeship programs.

Responding to the Future of Work

All three of the target sectors identified above will be impacted by changes to the economy brought on by automation, the gig economy and remote work. In order to anticipate emerging demand in these sectors, these concepts are germane to career pathways for both youth and adults. The region took this into account in the planning process, intentionally discussed this with partners during input meetings and developed a specific set of goals related to the “Future of Work” in Appendix B, Goals 11-14:

- 11. Create a culture of adaptiveness, flexibility and acceptance of change when faced with FOW challenges or major disruptions such as COVID-19**
- 12. Respond to the impacts of automation on jobs and career pathways**

13. Prepare participants to thrive in remote and gig work situations and organizations/employers to ensure these jobs are high road

14. Integrate new on-the-job Health and Safety considerations into services (e.g., social distancing, new OSHA or CDC policies likely to come into effect due to COVID-19)

Both in response to the changes to the economy that new technology and changing work culture will bring and the long-term impacts of COVID-19, Goal #11 addresses the need to create a culture of adaptiveness in the region. This will include tactics such as creating alignment and trust among stakeholders, improving communication and more specifically, providing support for surge occupations recruitment when needed. An indicator of success is a positive response from employers who are able to recruit from the regional workforce development system to meet changing workforce needs.

Two more goals, Goals #12 and #13, call out responding to and preparing the workforce development system for automation, the gig economy and remote working, ensuring that jobs are high quality. Tactically, it will require reviewing current programs and services to look for opportunities to update them where needed to ensure participants are ready for the changes to existing jobs, or even for new ones that may be created. Building the digital literacy skills of participants will be a keystone of this approach as well as training staff on new technologies in the target sectors. Finally, working with employers to understand how technology, remote work and the gig economy may be changing jobs and how to ensure they are high road jobs will be necessary.

Goal #14 specifically addresses how the pandemic will directly change working conditions on the job, through new health and safety regulations. Workforce development organizations can expect that workspace layouts will change, there may be less individuals in a specific space than before and there may be new standards for cleanliness and sanitization they will need to be aware of. These new regulations will also impact training and in-person services, perhaps impacting the capacity of programs. Demonstrating real-time responsiveness to known and anticipated workplace health and safety changes in addition to policies and procedures for providing services are potential indicators of success.

Implementation of Regional Sector-Based Career Pathways

Assigned Partner Organizations

Implementation of regional sector-based career pathways relies on coordination with key partners. The IERPU consists of the Riverside County Workforce Development Board (RCWDB) and the San Bernardino County Workforce Development Board (SBCWDB), and its primary partners include the agencies listed below in Table 13. In addition, the IERPU works with a number of nonprofit and other support organizations, which participated in the planning process outlined in Appendix A.

Table 13: Assigned Partners

| Agency | Regional Partner |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| California Department of Rehabilitation (DOR) | Inland Empire Regional Office |
| Community Colleges | Barstow, Chaffey, College of the Desert, Copper Mountain, Crafton Hill, Moreno Valley, Mt. San Jacinto, Norco, Palo Verde, Riverside City, San Bernardino Valley, Victor Valley |
| Adult Education Block Grant (AEBG) | Barstow Area Consortium for Adult Education, Victor Valley Adult Education Regional Consortium, Morongo Basin AEBG Consortium, Desert Regional Consortium, Palo Verde River Consortium, Inland Adult Education Consortium, About Students Regional Consortium, S. Riverside AEBG, West End Corridor/ Chaffey Regional AE Consortium |
| Economic Development Centers (EDC) | Coachella Valley Economic Partnership, Inland SoCal Link iHub, California Network for Manufacturing Innovation (CNMI) iHub |
| Small Business Development Centers (SBDC) | Coachella Valley, Inland Empire, Orange County Inland Empire |
| County Office of Education (COE) | San Bernardino, Riverside |
| K-12 Career and Technical Education (CTE) | California Department of Education Region 7 |

Guiding Principles

There are three guiding principles the IERPU and its partners will utilize to foster demand-driven skills attainment in the region:

- 1. Equitable Access to Regional Sector-Based Career Pathways for All:** In order to ensure that all participants in the IE region have equitable access to career pathways, strong supports and services need to be in place. Particularly in response to COVID-19, which has exacerbated existing inequities and exposed new ones. The region plans to develop regional, sub-regional and multi-regional responses to the pandemic, facilitating community involvement to identify long-standing as well as emerging issues of racial and ethnic inequities. Specifically, the region has identified access to technology, Wi-Fi, in-person services as a barrier to equity, particularly for remote areas of the region and has strategies to address these issues. They are discussed in detail below and in Appendix B under “Access and Inclusion for All”.

Automation, the gig economy and remote working are a few concepts that will all have an impact on access and inclusion for participants. These “future of work” issues have the potential to dramatically alter jobs tasks, job quality and possibly to eliminate entire job categories. The IERPU plans to address this through creating a culture of adaptiveness, responding to the impacts of automation, gig economy and remote work in the design of career pathways and considering how new health and safety standards will impact jobs. Please see Appendix B under “Future of Work” for more details.

- 2. High Road Employment Focus:** The IERPU engages in a number of business engagement activities to regularly receive guidance about industry needs and to guide the development of career pathway programs. The goal is to make each business a true partner in workforce development and not only a customer. Both local workforce boards work with business intermediaries such as Chambers of Commerce to leverage a Business to Business or “B2B” approach. The B2B approach utilizes business champions to recruit their peers to become employer partners with the IERPU and its workforce development partners. This type of partnership provides opportunities for the region to encourage high road business practices such as family-supporting wages (used interchangeably with “living wage” in this document), benefits, safe working conditions, fair scheduling practices, and transparent career advancement opportunities.

As a partner with the business community, the IERPU regularly looks for opportunities to provide support to regional businesses in new ways. In 2020, the region worked closely with economic development teams in both counties to support businesses impacted by COVID-19. This included outreach related to Rapid Response and other layoff aversion programs. As an example of a new approach, SBC staff made an average of 1,000 business calls per week to offer the assistance of the SBC COVID-Compliant Business Partnership Program. The program included up to \$5,000 in emergency funding and access to Personal Protective Equipment (PPE) at cost. Being a valuable service provider to businesses in multiple ways builds a stronger partnership and new opportunities for participants with these employers. The IERPU intends to facilitate organizational development, develop a small business strategy for supporting high road entrepreneurship and to work closely with employers to identify career pathways to high road employment. Please see below and Appendix B under “High Road Employment System” for more details.

- 3. A Cohesive Regional Workforce Development System:** The three guiding principles rely on having a cohesive regional workforce development system. Both counties are committed to ensuring that the IERPU is successful in delivering accessible career pathways to the middle class and intend to build upon its successful regional partnership and address outstanding issues as they are identified. This begins with an assessment of the region’s strengths and weaknesses in terms of coordinated service delivery, increasing efficiencies while reducing duplication and professional development, training and capacity building of workforce staff and partners. Please see below and Appendix B under “Regional Coordination and Alignment” for more details.

Regional Organizing Mechanisms

On an ongoing basis, the IERPU Regional Goals will be reviewed against progress made on the indicators that are identified for each goal in Appendix B. There are three key mechanisms for establishing regional indicators and tracking progress on these regional goals:

Implementation of the IERPU Regional Plan : As noted above, the region submitted a proposal for funding its regional planning process, which includes the hiring of a consultant to help establish benchmarks, develop Regional Indicators 1-4 and set indicators for measuring progress. The Joint Annual AJCC MOU Partner Meetings will also be a key tactic for operationalizing the regional plan.



Regional Strategic Planning: In addition to regular local WDB meetings for both SBCWDB and RCWDB, the IE region has the IERPU Steering Committee. This body supports specific regional projects such as Prison to Employment (P2E) in addition to broad-scope regional organizing, training coordination and support. Members from both county workforce boards serve on this committee in addition to other partner organizations. As noted above, a Joint AJCC MOU Partner Meeting is held annually.

Local Strategic Planning: On an ongoing basis, both SBCWDB and RCWDB have local planning processes, focused on ensuring the workforce development system is appropriately responsive to business and community needs. The WDBs rely on LMI data and occupational outlooks from the most current data sources. Occupational outlooks are cross-referenced with the O*NET for education, experience and skills requirements as well as entry-level wage information that is used in identifying workforce needs. These analyses are also used to determine the target industries that the WDBs will prioritize as they plan and implement the local workforce development strategies. Strategic planning sessions of the WDBs are usually scheduled annually for each WDB to identify adjustments to be made to plans or developing new goals as needed.

IV. Enabling Upward Mobility for All Californians

High Road Workforce System

In alignment with the CWDB state workforce plan, a high road workforce development agenda will require regional systems that support high road employment. It is the intention of the IERPU and its partners to prioritize working with employers who provide quality, high road jobs with family-sustaining wages and comprehensive benefits. The region also has a plan for developing a policy related to job quality. This is outlined in the set of regional goals titled “High Road Workforce System” in Appendix B, Goals 4-6:

- 4. Facilitate the necessary partnerships and organizational development among the workforce development boards, America’s Job Centers of California, and other key partners to support high road employment**
- 5. Develop a small business strategy to support high road entrepreneurship, including the creation and support of high-road jobs**
- 6. Work with employers to identify career pathways to high-road employment**

Employer-Driven Training Model

The employer driven training model is a collaborative effort with employers, education partners and the Workforce Development Boards (WDBs). It emerged as a strategy to better support regional businesses as they recover from the COVID-19 pandemic. This model allows the employers to select employees prior to the start of their training, ensuring that participants will be hired upon completion of the training. So far, it has proven to be a successful approach to both a CNA and a Truck Driving training cohort. The region is considering expansion of the model to the manufacturing sector in response to employer needs.

With relation to employers offering high road jobs, the IERPU intends to leverage its industry consultants to work with employer on identifying high-road employment opportunities. Industry consultants for healthcare and manufacturing have been active since 2016 (with a several month interruption in activity for manufacturing in 2020). An industry consultant for transportation and logistics was added in 2019. A new consultant for manufacturing was recently identified in late 2020 and is coming on board at the writing of this plan.

An example of the industry consultants’ responsibilities that will prioritize high road employment is in healthcare where the consultant will assist the region to partner with the LAUNCH Initiative to continue to promote the Community Health Worker (CHW) training program for high road healthcare jobs.

In response to the needs that small businesses in the region express, the IERPU and its partners will identify solutions that include high road jobs. A strong, high-functioning workforce leads to a strong business, creating jobs that pay a living wage, include benefits, and are flexible and supportive to the needs of workers. This goal will also include developing and augmenting entrepreneurship training with education about high road jobs and why they should be part of a business plan. Finally, training will be provided to small business employees to help them with meeting the demands of a high road job and helping make a small business successful.

As described in Goal #4, the region will convene an annual Joint AJCC Partnership Meeting with MOU partners from both counties. An outcome of this meeting will be a formal policy for job quality. The partners will make use of regional LMI data, a cost-of-living assessment for the region, discussion with employers as noted in Goal #1, and feedback from other partners and participants to develop the policy. Aligned with the CWDB Unified Strategic Workforce Development Plan, the region will explore elements of job quality related to family-supporting wages, benefits, safe working conditions, fair scheduling practices, and career advancement opportunities that are transparent.

Finally, the region will develop a formal policy related to job quality as part of the regional plan implementation. This is accomplished through coordination with a consultant to establish benchmarks, develop and measuring progress towards Regional Indicators 1-4. Regional Indicator 2 includes the development of a formal policy related to job quality. The CWDB's High Road Framework will be a key tool in developing this policy and it will include elements of equity, climate and what makes high-quality jobs such as paying a living wage. The annual Joint AJCC Partnership meeting, noted under tactics in Goal #4, will also be leveraged to determine what will be included in this policy.

Equity and Economic Justice

As noted in the Analytical Overview, the IE region is both a culturally diverse and a geographically vast area. There is a prevailing interest to ensure all participants have equitable access to career pathways, no matter where they live or the services they need to be successful. The IERPU has developed a set of goals, with associated tactics and indicators for success under the category of "Access and Inclusion for All" in Appendix B, Goals 7-10:

- 7. Facilitate community involvement to identify and address issues of race, equity and high road principles for the purpose of promoting improved service delivery, income mobility for individuals with barriers for employment, and growth in the regional economy**
- 8. Development of regional, sub-regional and multi-regional strategies in response to COVID-19**
- 9. Improve access to technology and build the digital literacy skills of participants in the region**

10. Improve information and referral system to ensure participants receive the services they need

Goal #7 includes hiring a consultant to establish benchmarks and new strategies, including for access and inclusion. It will include an organizational analysis to determine barriers for specific populations in the system and opportunities to reduce these barriers to entry. It will also include regular community conversations, engagement and feedback to ensure that the IERPU is aware of and addressing any outstanding needs for access and inclusion in regional career pathway programs.

In response to the COVID-19 pandemic as well as in relation to access and inclusion, a response at multiple levels – regional, sub-regional and multi-regional – is necessary. It will take regular engagement with partners, participants and employers to develop new strategies, both short- and long-term to help the region’s economy recover from the pandemic. Providing more accessible and safer in-person services through co-location of staff in partner agencies is an important tactic to achieve this. Finally, the pandemic also highlighted an ongoing need to improve the access to technology and build digital literacy in the region. The region intends to support efforts to identify and connect communities who need better access and disseminate information at AJCCs and partner organizations as well.

Other indicators of success for this group of goals include new policies to support equity, access and inclusion that are co-developed by regional partners, benchmarks on current performance and measurements to identify success in this area. In order to address the need for digital literacy, AJCCs and partner organizations will add training to workshops and programs. Finally, new tools and resources will be identified or created to assist workforce staff with ensuring access and inclusion for all.

Across WIOA core partners, Community Colleges, Adult Education Programs and community-based organizations the IERPU will also identify shared target populations of emphasis as part of the development of Regional Indicator 3.

Access to Programs for Special Populations

The IERPU partners, with other agencies and community-based organizations (CBOs), continue to serve multiple other special populations and subpopulations including low-income individuals, foster youth, disconnected youth, English Language Learners (ELL), and Persons with Disabilities (PWD). Both WDBs have leveraged these partnerships as part of a regional strategy as well as program development and co-enrollment of shared customers.

Partnerships will continue to be developed to reach and serve special populations throughout the region. IERPU partners rely on the Inland Regional Center (IRC) and the Department of Rehabilitation (DOR) for connections and referrals to PWD living in Independent Living Centers (ILC). IRC and DOR case manage and provide services to PWD including those residing in ILCs and other independent living facilities in the Inland Empire. Co-enrollment of special populations with CBOs allows for additional services to be provided including supportive services, mental health services, Healthcare, training, counseling, childcare, among others as needed to ensure customer success.

During the annual Joint AJCC Partnership Meeting with both counties that is outlined in Goal #4, a regional planning process will be developed to review target populations to look for any necessary service strategy adjustments or additions. This will be based on the partners' observations about the needs of the community, specific population needs and relevant regional demographic data.


Working with Employers and Training Providers to Ensure Equal Access

As noted under "Access and Inclusion for All" above, the region is committed to working with employers, training providers and all partners to ensure that historically unserved and underserved have equal access to regional sector pathways, earn and learn opportunities and supportive services.

Due to the COVID-19 pandemic, the region has set a goal to develop regional, sub-regional and multi-regional strategies to address access and inclusion issues that were either created or exacerbated by the pandemic (see Goal #8). The strategies will address ways to ensure regular engagement of community partners in relation to health and safety issues, addressing both short- and long-term needs of participants (e.g., the availability of virtual services while the pandemic is still a significant concern vs. returning to more in-person services when it is safe to do so).

As described earlier, the region is very geographically large and access to services in remote parts of either county is an issue. Goal #9 addresses this issue by working with regional agencies to advocate for improved broadband access infrastructure, offering access to Wi-Fi in all regional partner locations and building the digital literacy of participants. Indicators of success here include access to affordable and accessible Wi-Fi in the majority of residential locations in the region and increased access to digital literacy training through AJCC workshops and programs or through partner collaboration.

Finally, the region will develop a formal policy related to equity as part of the regional planning process. Both counties have already formally recognized racism as a public health crisis, which provides a strong foundation for developing the policy. This will be accomplished through coordination with a consultant (Goal #7) to establish benchmarks, develop and measuring progress towards Regional Indicators 1-4. Regional Indicator 2 includes the development of a formal policy related to equity. The annual Joint AJCC Partnership meeting, noted under tactics in Goal #4, will also be leveraged to determine what will be included in this policy.



**Providing Access to Jobs for
Justice-Involved Individuals:
The Inland Empire Prison to Employment
Initiative (P2E)**

The Inland Empire Prison to Employment Initiative connects individuals who were formerly incarcerated and other justice-involved individuals with high demand jobs in the labor market with the goal of reducing recidivism. Both Riverside and San Bernardino Counties have partnered with several community-based organizations to provide the services including Operation New Hope, Center for Employment Opportunities, Inland SoCal United Way, San Bernardino Community College District, Goodwill, Reintegration Academy and Starting Over, Inc.

These organizations assist individuals with training and employment opportunities including unsubsidized and transitional (subsidized) employment opportunities. In addition, participants are able to access case management and supportive services to pave the way to a successful job.

V. Aligning, Coordinating, and Integrating Programs and Services

System Alignment

Having all workforce system partners moving together toward a shared purpose requires continuous assessment of efficiencies and gaps, followed by changes to improve efficiency. Agreeing on good communication and written agreements are important, but do not tell the whole story of proper system alignment. Keeping this in mind, the IERPU has developed a robust set of goals for system alignment, categorized under “Regional Coordination and Alignment” in Appendix B, Goals 15-17:

- 15. Conduct an organizational analysis/assessment to improve and streamline service delivery efforts**
- 16. Increase efficiencies and reduce duplication through regional cooperation**
- 17. Professional development, training and capacity building of workforce staff and partners**

The next steps for system alignment will be identified through an organizational assessment conducted by a committee comprised of county workforce staff and regional partners. The committee will identify strengths, weaknesses, opportunities and threats that can be used to develop strategies to close gaps, increase efficiencies, reduce duplication and ensure workforce services are as efficient and effective as possible. Tactics for implementing these new strategies will likely include working with various regional coalitions, business organizations and AJCC system partners in both counties.

Other key tactics that will increase system alignment goals include generating, sharing and utilizing quarterly reporting to track progress. It is important for WDB directors, project leads and service delivery partners to be on the same page with current progress as they make decisions about service delivery strategy. In addition, the region will ensure WDB members from both boards participate in AJCC MOU partner meetings at regular intervals. This gives them a better understanding of the tactical challenges and needs of the day-to-day operations as they help shape regional strategies.

Finally, professional development, training and capacity building of workforce staff and partners will be conducted as part of system alignment. Collaborating as a region, the number of workforce staff trained will be tracked and a method to determine impact of the training will be implemented. The local plans for both San Bernardino County and Riverside County contain additional details about the content of workforce staff training.

Joint Annual AJCC MOU Partner Meeting

On an annual basis, the two AJCC MOU Partner groups from both SBCWDB and RCWDB will co-develop an agenda and meet to discuss region-wide workforce activities in order to align and coordinate efforts. Generally, the group will identify needs for coordination among participant services, employer engagement and support services for the shared populations. This body will be a core part of developing Regional Indicators 1-4, benchmarking current activities and setting metrics to determine success against the four indicators. Another priority for this group during the term of this plan is to assist in coordinating capacity building for MOU partners and training for staff.

IERPU MOU and Administrative Cost Arrangements

The RCWDB and SBCWDB entered into a MOU in April of 2018 to formalize their partnership as the IERPU, agree to coordinate on regional planning and implementation, staff and workforce board training and to jointly carry out tasks that are outlined in grant funding from the CWDB. It also established a framework for service agreements between the two counties for subgrants received by either county related to regional workforce development. As one of the first agreements of its kind in the state, it has served as a model for other regions. Please see Appendix C for the complete agreement (to be added in final draft).

As Local Workforce Development Areas (LWDAs), workforce funds are awarded separately from CWDB with either county serving as the administrative and fiscal lead. The MOU created as an “umbrella” agreement for the use of regional funds per IERPU regional WIOA plans, allows for sharing of funds between the two counties, regardless of the designated administrative lead.

Scope of Services in the MOU:

- i. Work with county staff and the CWDB staff to deepen regional collaborations
- ii. Develop and build workforce/education/economic development partnerships
- iii. Engage employers as full partners in the workforce system
- iv. Support the implementation of regional activities

A primary subgrant the two workforce boards officially coordinate together on under the terms of this MOU is the state Regional Plan Implementation (RPI) grant, currently the 4.0 iteration. A few activities the counties will coordinate in the current cycle include:

- Stakeholder engagement, and inclusion, strategic partnership development within and across the region (supporting strategic partnership development in singular communities and counties, sub-regional partnership initiatives, and/or expanding or building partnerships across multiple jurisdictions).
- Facilitating community conversations, engagement, and/or training on issues of race, equity and high road principles for the purpose of promoting improved service delivery, income mobility for individuals with barriers for employment, and growth in the regional economy.
- Convene annual Joint AJCC Partnership meeting with Riverside, San Bernardino County and AJCC partners to share best practices, review labor market data and regional plan activities.

In the last planning period, RPI 3.0, the region developed a workplan and collaborated on included activities such as the IERPU Steering Committee (see above under “Regional Organizing Mechanisms”), developing contracts for manufacturing and healthcare consultants, Next Gen Logistics/Transportation Partnership meetings, regular bi-weekly staff meetings including Business Services Solutions and training for participants in the targeted industry sectors.

VI. Conclusion

The IERPU looks forward to implementing this regional workforce development plan with its partners over the next four years. While the data has pointed the region toward specific industries for focusing its sector-based career pathway development efforts - namely in Healthcare, Manufacturing and Transportation and Logistics - there are other important considerations for the regional workforce development system. This plan seeks to balance the employment demand observed in the data with the future of work, access and inclusion, building a high road employment system and ensuring regional system coordination - all while continuing to manage the economic recovery from COVID-19.

With the guiding principles of creating equitable access to regional, sector-based career pathways for all, a high road employment focus and maintaining a cohesive regional workforce development system, the IERPU will continue to realize its vision of a reinvented regional system that engages business and industry in identifying high quality jobs and designing training programs to prepare a competitive workforce.

Appendix A: Stakeholder and Community Engagement Summary

As part of the plan development process, the IERPU held a series of interactive input sessions to engage its stakeholders and gain valuable insight for community needs and resources to develop proposed goals.

Process

Sessions and Attendance

| Mode of Outreach | Target of Outreach | Summary of Attendance | Comments |
|--------------------------------------------------------|--------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------------------------------------|
| Virtual Conference | Assigned Partners, AJCC MOU Partners, Service Providers and other Stakeholders | 126* and 41 | Sessions held 12/17/20 and 1/13/21 |
| Workforce Development Board Meeting Workshop (Virtual) | San Bernardino County Workforce Development Board (Planning Workshop) | Approx. 15 | Workshop held at regular board meeting 12/16/20 |
| Virtual Conference | Small Working Groups of San Bernardino County Workforce Development Board | 2- 4 board members per session | Small group discussions held with board members 1/4/21, 1/6/21, 1/12/21, 1/21/21 |
| Workforce Development Board Meeting Workshop (Virtual) | Riverside County Workforce Development Board (Planning Workshop) | 83 | Board meeting called specifically to discuss proposed plan goals on 1/11/21 |
| Virtual Conference | Regional Employer Partners | 65 | Session held 1/20/21 |

* 126 were registered but technical difficulties with Zoom kept attendance to 100 during the session. Participants who were not able to attend on 12/17/20 were invited to attend on 1/13/21

Format

All sessions were held via Zoom and leveraged a collaborative whiteboard tool, Miro. The sessions included a mix of presenting information and then collecting input in small breakout rooms (max of 20 people) per breakout.

In larger sessions, information was added to the shared board space by a facilitator; in smaller sessions, individuals were given a brief training and added content to the board themselves for a virtual “gallery walk” to provide input.

After small group breakouts, we would debrief as a group.

Analysis

Review of the input sessions including leveraging the “top 3” presented by each breakout area (if the meeting had such a report back) as well as looking for repeated ideas/phrases, and the main facilitator’s observation of ideas that were well received during the course of each discussion.

Feedback

The workforce development boards received overall positive feedback that the meetings were highly engaging and inclusive, seeking input from both vocal participants, as well as leveraging chat feature to also incorporate feedback provided by less vocal participants – this allowed for a more inclusive participation format.

Breakout room facilitators reported that they were able to engage all participants effectively and keep participation high.

Nearly all participants in sessions stayed online and engaged for the full meeting time.

Synthesis of Input

Overarching themes:

- Work collaboratively to avoid competitive duplication of services, including referral system and stronger communication; “warm hand-offs.” Partner with stakeholders to identify and break down silos.
- Better shared data – both service provider, as well as labor market and state level data (e.g., ETPL).
- Leveraging virtual services – the surge forward in using Zoom during COVID-19 broke down seeming barriers to working virtually with clients, and also identified barriers to access for some members of the community.
- All groups clearly identified alignment with various partners in the education system, not just K-12, but also adult education, community colleges
- Partnering with employers both to review and understand data, and also take time to educate and engage them on crucial topics. Employers can be informed of the new terms/thinking of the workforce system.
- Leveraging and engaging workforce partners in labor market data so everyone is on the same page about trends and projections.
- Protect small businesses. “Mom and pop” business are a staple of our economy, and can get quickly left behind as things change.
- Asset mapping surfaced in several conversations as a possible next step to identifying resources, looking for duplication of services/possible partnerships, and lifting up the assets of the community overall. They also specified some best practices to inform the region that will help spur things ahead.
- All groups discussed the disparate impact on vulnerable populations, and that serving these communities will be as much about workforce services as mental health, housing and other supports that take into consideration the social and economic impacts of the pandemic as it exacerbated individual/family challenges.
- Discussed ensuring the different needs of rural vs. urban areas, and keeping in mind the variation in industries across the region.

Career Pathways to the Middle Class



- Apprenticeship Programs - building trades and non-traditional Industries. Some industries are established, but need to focus on industry where there is more opportunity.
- Engaging with businesses and the education systems, largely to increase partnership and specifically to raise up awareness for students and parents to jobs which do not require a 4-year degree
- Begin with the end in mind – leverage labor market data to forecast demand, and work with employers to clearly mine the data and clarify needs.
- Improve the eligibility process for pathway opportunities, and ensure the pathways focus on living-wage jobs and that have a progression to better paying.
- Make sure it is clear that career pathways are both for youth and adults

COVID-19



- Consistent collaboration and communication emerged as both a strength of what emerged during the crisis, and also something to focus on moving ahead.
- Engaging with the community and employers will be essential in addressing what “normal” will be moving ahead. The pandemic forced partners to embrace some automation, and adapt quickly. All sessions discussed how to continue the flexibility, creativity and quick pivoting that partners did during the most restrictive of pandemic restrictions.
- The input strongly reflected that we are not getting back to “normal” but rather the pandemic revealed capacity to gear-up quickly and address online-learning.
- The pandemic also highlighted disparities for vulnerable populations, in terms of (and not limited to) underlying health and mental health issues, and digital divide challenges.
- Ensuring safety of all workforce partners will be an ongoing concern – partners had to double their “footprint” to ensure safety, and navigate the logistics of accessing PPE/safety equipment.

NOTE: this began as a separate discussion group during input sessions, but the impact of COVID-19 was discussed in every group.

Appendix B: Inland Empire Regional Workforce Goals

Below are the IERPU Workforce Goals for 2021-2024, along with associated tactics (how goals will be accomplished) and indicators (how success will be achieved). Goals highlighted in color are part of the region’s response to COVID-19.

| Regional Sector-Based Career Pathways | | |
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| Goal | Tactics | Indicators |
| <p>1. Continue to develop and measure participant success in regional sector-based career pathways for both youth and adults, with a focus on the following sectors:</p> <ul style="list-style-type: none"> • Healthcare • Manufacturing • Transportation and Logistics <p><i>Note: the region will also continue to pursue other emerging sectors and occupations as they are identified.</i></p> | <ul style="list-style-type: none"> • Coordinate with partners to implement IERPU’s RPI 4.0 proposal • Utilize labor market information, workforce board guidance and feedback from employers to ensure strategies are relevant and effective • Leverage a business-to-business (B2B) approach and deepen partnerships with employers in the region • Ensure credentials are portable and stackable through coordination among regional partners • Promote lifelong learning as part of career pathway development | <ul style="list-style-type: none"> • <u>Regional Indicator 1:</u> Development of a process to communicate industry workforce needs to supply-side partners • <u>Regional Indicator 2:</u> Development of policies supporting equity and defining job quality • <u>Regional Indicator 3:</u> Identification of shared target populations of emphasis • <u>Regional Indicator 4:</u> Deployment of shared/pooled resources to provide services, training, and education to meet target population needs |
| <p>2. Ensure all pathways are accessible and lead to a living-wage occupation</p> | <ul style="list-style-type: none"> • Develop an agreed-upon definition of living wage that is based on consistently and readily accessible | <ul style="list-style-type: none"> • Regional Indicator 2 (above) • System in place to track co-enrolled participants to engaged |

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| | <p>metrics and able to be regularly (e.g., annually) updated</p> <ul style="list-style-type: none"> • Improve the referral process by utilizing technology, integrating virtual and in-person services • Support people who have left the workforce in retraining and returning to jobs in target sectors, particularly those impacted by job loss in retail and hospitality sectors • Improve efficiency through breaking down silos and reducing competition between agencies • Leverage the CWDB High Road Framework to guide the definition of job quality and high road employment | <p>them more holistically throughout their career path</p> <ul style="list-style-type: none"> • Definition of high road occupations for the Inland Empire (Regional Indicator 2) • Definition of living wage at a subregional level |
| <p>3. Develop pre-apprenticeship and apprenticeship programs in both traditional (e.g., building trades) and non-traditional sectors (e.g., healthcare)</p> | <ul style="list-style-type: none"> • Improve program alignment and expand pre-apprenticeship and apprenticeship opportunities in the region • Leverage existing apprenticeship programs at InTech, High Desert Training Center, and Riverside Community College District • Incorporate work-based learning opportunities to gain hands-on experience where possible | <ul style="list-style-type: none"> • Increase in the # of participants in existing apprenticeship programs • Increased persistence rate in training programs and # of job placements • Development of new pre- and/or standard apprenticeship programs in target sectors |
| High Road Workforce System | | |
| Goal | Tactics | Indicators |
| <p>4. Facilitate the necessary partnerships and organizational</p> | <ul style="list-style-type: none"> • Convene annual Joint AJCC Partnership meeting with | <ul style="list-style-type: none"> • Regional Indicators 1-4 (above) |

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| <p>development among the workforce development boards, America’s Job Centers of California, and other key partners to support high road employment</p> | <p>Riverside, San Bernardino County and AJCC partners to share best practices, review labor market data and regional plan activities, and determine the four regional indicators</p> <ul style="list-style-type: none"> • Coordinate with RPI 4.0 Technical Assistance Provider Evaluation Team to establish and track outcomes • Assessment of critical infrastructure; management and facilitation of organizational change where needed • Staff professional development and organizational capacity building • Regional planning process to develop additional identified target populations. • Continuing to assess how COVID-19 has impacted employers and customers | <ul style="list-style-type: none"> • New and/or enhanced services and practices that support high-road employment |
| <p>5. Develop a small business strategy to support high road entrepreneurship, including the creation and support of high-road jobs</p> | <ul style="list-style-type: none"> • Listen to the needs of small businesses • Offer more options for entrepreneurship training • Training targeted to small business employees to meet higher performance standards | <ul style="list-style-type: none"> • Development of 3-4 digital tools to support high-road entrepreneurship and high-road jobs • Provide access to high-quality entrepreneurship training for small business owners and youth |
| <p>6. Work with employers to identify career pathways to high-road employment</p> | <ul style="list-style-type: none"> • Leverage industry consultants to work with employers to identify high-road employment opportunities and necessary skills and qualifications | <ul style="list-style-type: none"> • Identification of required skills and qualifications for high-road employment in target industries • Regional Indicator 1 (above) • Regional Indicator 2 (above) |

| | <ul style="list-style-type: none"> Empower business engagement staff at County and AJCCs to identify and engage high-road employers | |
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| Access and Inclusion for All | | |
| Goal | Tactics | Indicators |
| <p>7. Facilitate community involvement to identify and address issues of race, equity and high road principles for the purpose of promoting improved service delivery, income mobility for individuals with barriers for employment, and growth in the regional economy</p> | <ul style="list-style-type: none"> Follow County procurement procedures to contract with a consultant to assist with establishing benchmarks, developing and measuring progress towards Regional Indicators 1-4 Organizational analysis/assessment to improve/streamline service delivery efforts. Leverage regular community conversations, engagement, and/or training to surface issues and potential solutions Deployment of shared/pooled resources to provide services, training, and education to ensure equity, access and inclusion | <ul style="list-style-type: none"> Regional Indicator 2: policy for equity (above) Regional Indicator 3: shared target populations (above) Established benchmarks and measurements to track progress towards ensuring equity, access and inclusion The development and/or obtainment of tools to assist workforce staff with ensuring access and inclusion Development of Regional Indicators 1-4 (above) |
| <p>8. Development of regional, sub-regional and multi-regional strategies in response to COVID-19</p> | <ul style="list-style-type: none"> Regular engagement with partners, participants and employers to understand health and safety issues Development of new strategies to address issues, both short- and long-term Provide more accessible and safer in-person services through co-location of staff in partner agencies | <ul style="list-style-type: none"> Coordinated regional, sub- and multi-regional strategies to address layoffs through Rapid Response and other services Adjusted participant service delivery strategies Co-locating staff in remote areas of the region for in-person services in |

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| | | county offices, libraries, community colleges and nonprofit agencies |
| 9. Improve access to technology and build the digital literacy skills of participants in the region | <ul style="list-style-type: none"> • Advocate to identify communities with limited Wi-Fi / internet access and support planning to improve access, working with appropriate local agencies • Disseminate information about Wi-Fi access for participants in all regional AJCCs and/or through partner collaboration • Building digital literacy modules into existing training and services | <ul style="list-style-type: none"> • Affordable and accessible Wi-Fi is more readily available in the region • Increased access to digital literacy training through AJCC workshops and programs or through partner collaboration |
| 10. Improve information and referral system to ensure participants receive the services they need | <ul style="list-style-type: none"> • Explore 1-2 potential technology solutions for information and referral management • Develop standard procedures for referrals between agencies that improve the uptake of new services by participants | <ul style="list-style-type: none"> • The selection and implementation of an information and referral system • Final standard procedures for referrals between agencies |
| Future of Work | | |
| Goal | Tactics | Indicators |
| 11. Create a culture of adaptiveness, flexibility and acceptance of change when faced with FOW challenges or major disruptions such as COVID-19 | <ul style="list-style-type: none"> • Create alignment and trust among employers, training providers, education and public agencies in responding to a changing environment • Improve communication and alignment among regional partners (see Regional Coordination and Alignment) | <ul style="list-style-type: none"> • Development of metrics for measuring and determining effectiveness of communication and culture change • Positive response from employers in response to a changing economic environment |

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| | <ul style="list-style-type: none"> • Support for surge occupation recruitment efforts from Business Services staff | |
| <p>12. Respond to the impacts of automation on jobs and career pathways</p> | <ul style="list-style-type: none"> • Review programs and services to participants for potential impacts due to automation and update as necessary • Provide professional development to organizational staff to better understand automation and specific technologies relevant to target sectors • Gather feedback from employers on how technology is changing in the workplace and what skills and qualifications are needed | <ul style="list-style-type: none"> • Identification of 3-4 new programs or augmentation of existing programs to address automation in a target sector • Offering at least one new professional development opportunity to staff related to automation and new technologies |
| <p>13. Prepare participants to thrive in remote and gig work situations and organizations/employers to ensure these jobs are high road</p> | <ul style="list-style-type: none"> • Building digital literacy skills for participants (see Access and Inclusion) • Preparing participants for how to identify and perform in high-quality gig and remote work opportunities, including learning employability skills • Working with employers to identify remote work opportunities and skills/qualifications, etc. • Working with employers to ensure gig and other contingent working arrangement create high road jobs | <ul style="list-style-type: none"> • Increased access to digital literacy training through AJCC workshops and programs or through partner collaboration • Employers, participants and workforce partners are coordinating to ensure job opportunities that are remote or gig/contingent by nature are considered high road, as defined by job quality standards developed in Regional Indicator 2 (above) |
| <p>14. Integrate new on-the-job Health and Safety considerations into services (e.g., social distancing, new OSHA or CDC policies likely</p> | <ul style="list-style-type: none"> • Monitor local, state and federal guidelines related to public health and employment | <ul style="list-style-type: none"> • Real-time responsiveness to known and anticipated health and safety considerations for services and employment |

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| <p>to come into effect due to COVID-19)</p> | <ul style="list-style-type: none"> • Prepare partners and participants for anticipated working environments with more social distancing, more remote working arrangements and stricter health and safety standards • Business Services teams share best practices and resources with businesses | <ul style="list-style-type: none"> • Include awareness of new working conditions in participant services and training • Policies and procedures for providing services that are responsive to new guidelines and anticipated on-the-job working conditions |
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Regional Coordination and Alignment

| Goal | Tactics | Indicators |
|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>15. Conduct an organizational analysis/assessment to improve and streamline service delivery efforts</p> | <ul style="list-style-type: none"> • Assemble a committee to conduct a strategic planning session for regional workforce development staff | <ul style="list-style-type: none"> • Identification of Strengths, Weaknesses, Opportunities and Threats (SWOT analysis) • Set of strategies that leverage strengths, take advantage of opportunities, address weaknesses, and plans for potential threats • Documented clarification of roles between WDBs, AJCCs MOU Partners, County workforce staff and other partners |
| <p>16. Increase efficiencies and reduce duplication through regional cooperation</p> | <ul style="list-style-type: none"> • Coordinate with regional coalitions, business organizations, AJCC System partners, community colleges, etc. • Identify and share related and relevant state and federal grant projects that should be aligned/coordinated with the regional effort | <ul style="list-style-type: none"> • Increased capacity and local technical assistance planning and local board development to incorporate strategies for system alignment and upward mobility for residents • Participation in a minimum of two statewide meetings per year • Participation in meetings with LWDBs and partners to keep them |

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| | <ul style="list-style-type: none"> • Work with Regional Training Coordinators, regional coalitions, professional development partners, and the CWDB to build capacity of LWDB staff and partners. • Receive and review regional initiative quarterly reports, ensure report(s) are shared with LWDB directors and project leads • Have members from both WDBs participate in MOU partner meetings | informed about current regional initiatives |
| 17. Professional development, training and capacity building of workforce staff and partners | <ul style="list-style-type: none"> • IERPU will promote quality services by collaborating on professional development and staff training leveraging regional training coordination funds and other regional funding | <ul style="list-style-type: none"> • Regional Indicator 4 (above) • Track number of workforce staff trained and evaluate impact of professional development |

EXECUTIVE COMMITTEE



ACTION ITEM #2.3

SUBMITTAL DATE: April 21, 2021

SUBJECT: America's Job Centers of California Subsequent Re-Certification

RECOMMENDED MOTION: That the Workforce Development Board (WDB) Executive Committee receive information regarding the America's Job Centers of California (AJCC) certification process of its comprehensive and affiliate locations.

BACKGROUND:

The Workforce Innovation and Opportunity Act (WIOA) establishes a framework under which Local Boards are responsible for maintaining a network of high-quality, effective AJCCs. To assist in these efforts, the California Workforce Development Board (State Board), in consultation with an AJCC Certification Workgroup comprised of state-level partners and Local Board representatives, developed objective criteria and procedures for Local Boards to use when certifying the AJCCs within their Local Workforce Development Areas. The WIOA Joint Final Rule outlines three key requirements for AJCC certification: effectiveness of the AJCC, physical and programmatic accessibility for individuals with disabilities, and continuous improvement. California's certification process is centered on these key requirements and sets a statewide standard of service delivery that ensures all customers consistently receive a high-quality level of service.

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

The State Board gave the Local Boards the maximum flexibility to conduct the AJCC certification through an on-site, remote/virtual, or desk review evaluation due to COVID-19 AJCC certifications must meet the requirements of the State Board's Directive WSD20-08, AJCC Comprehensive and Affiliate/Specialized Certification.

Riverside County WDB, as a local Board, is responsible for maintaining the County's AJCCs. The County currently has four comprehensive AJCC's located in Riverside, Indio, Hemet, and Moreno Valley and six specialized AJCC's (i.e. youth opportunity centers) located in Riverside, Perris, Hemet, Lake Elsinore, Moreno Valley, and Indio. In those AJCCs, career services are provided by California Family Life Center and Arbor E&T staff, and One-Stop Operator services are currently provided by Equus.

Baseline AJCC Certification

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

AJCC Comprehensive

The following requirements must be met in order for each of Riverside County's comprehensive AJCCs to receive Baseline Certification:

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

Affiliate/Specialized Baseline AJCC Certification

The following requirements must be met in order for each of Riverside County's affiliate/specialized AJCCs to receive Baseline AJCC Certification:

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

AJCC Certification Indicator Assessment

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

The AJCC Certification Indicators are as follows:

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

For the AJCC Comprehensive Certification, interviews were conducted with Riverside County staff, partners and the AJCC Operator along with the review of customer surveys, to rate our four comprehensive centers and complete the matrix. Completed matrix for Riverside, Hemet, Indio, and Moreno Valley AJCC's as well as for the Affiliates are attached.

Continuous Improvement Plan

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

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

Since the State Board's goal is for WDB to work with each of their comprehensive and affiliate/specialized AJCCs to continually improve and progress within each AJCC Certification Indicator, the WDB must attest to developing the Continuous Improvement Plan with target dates with the AJCC. The Continuous Improvement Plan must be completed by **December 31, 2021**.

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

The AJCC Certification Indicator Assessment is due to the State Board by November 1, 2021. However, staff estimate the submission of the assessment to the State by April 30, 2021, in conformance with the due date previously provided by the State Board in their draft Directive.

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| EXECUTIVE COMMITTEE Date: Approval: Yes/No | BOARD OF SUPERVISORS CONCURRENCE Required: Yes/No |
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Affiliate/Specialized AJCC Certification Matrix Baseline Criteria

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

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

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Hemet Youth Opportunity Center

| Implements the signed Memorandums of Understanding (MOU) | Yes | No |
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| 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"/> |
| 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 following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51-52) • <i>Disabled Persons Act</i> (California Civil Code Section 54-55) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135 | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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

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

Signature

Patrick Ellis

Name

Chair, Riverside County Workforce Development Board

Title

Affiliate/Specialized AJCC Certification Matrix Baseline Criteria

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

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

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Perris Youth Opportunity Center

| 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"/> |
| 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 following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51-52) • <i>Disabled Persons Act</i> (California Civil Code Section 54-55) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135 <p>Such requirements include, but are limited to, the following:</p> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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| <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity. • Providing for the physical accessibility of the AJCC to individuals with disabilities. | | |
| Was WIOA Section 188 compliance monitoring completed for PY 19-20? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| If yes, briefly describe the findings: The annual monitoring documentation for Arbor's financial service contract with Mt. San Jacinto College (MSJC) was not submitted to the Workforce Development Division as required. | | |
| Was a corrective action plan submitted? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings open or closed?: Click here to enter text. If closed, as of what date?: Click here to enter text. | | |
| The AJCC meets all Baseline Criteria for Baseline AJCC Certification | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

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

Signature

Patrick Ellis

Name

Chair, Riverside County Workforce Development Board

Title

Affiliate/Specialized AJCC Certification Matrix Baseline Criteria

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

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

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Lake Elsinore Youth Opportunity Center

| Implements the signed Memorandums of Understanding (MOU) | Yes | No |
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| 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"/> |
| 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 following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51-52) • <i>Disabled Persons Act</i> (California Civil Code Section 54-55) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135 | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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

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

Signature

Patrick Ellis

Name

Chair, Riverside County Workforce Development Board

Title

Affiliate/Specialized AJCC Certification Matrix Baseline Criteria

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

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

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Moreno Valley Youth Opportunity Center

| 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"/> |
| 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 following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51-52) • <i>Disabled Persons Act</i> (California Civil Code Section 54-55) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135 | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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

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

Signature

Patrick Ellis

Name

Chair, Riverside County Workforce Development Board

Title

Affiliate/Specialized AJCC Certification Matrix Baseline Criteria

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

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

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Perris Youth Opportunity Center

| 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"/> |
| 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 following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51-52) • <i>Disabled Persons Act</i> (California Civil Code Section 54-55) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135 <p>Such requirements include, but are limited to, the following:</p> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

| | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------|
| <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity. • Providing for the physical accessibility of the AJCC to individuals with disabilities. | | |
| Was WIOA Section 188 compliance monitoring completed for PY 19-20? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| If yes, briefly describe the findings: The annual monitoring documentation for Arbor's financial service contract with Mt. San Jacinto College (MSJC) was not submitted to the Workforce Development Division as required. | | |
| Was a corrective action plan submitted? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Is the status of the findings open or closed?: Closed | | |
| If closed, as of what date?:3.31.21 | | |
| The AJCC meets all Baseline Criteria for Baseline AJCC Certification | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

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

Signature

Patrick Ellis

Name

Chair, Riverside County Workforce Development Board

Title

Affiliate/Specialized AJCC Certification Matrix Baseline Criteria

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

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

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Rubidoux Youth Opportunity Center

| 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"/> |
| 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 following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51-52) • <i>Disabled Persons Act</i> (California Civil Code Section 54-55) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135 | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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

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

Signature

Patrick Ellis

Name

Chair, Riverside County Workforce Development Board

Title

AJCC Certification Indicator Assessment

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

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

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

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

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Hemet Youth Opportunity Center (Managed by California Family Life Center)

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

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

AJCC Certification Indicators

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

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

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

The Hemet YOC is located on a main street and inside a shopping center. Its reception area provides an open and friendly environment with a staff ready to check them in and provide information and direct participant to staff that will address their inquiries. The Hemet YOC is equipped with ADA Stations, TTY phone, handicapped parking, and accessibility throughout the building. They also have access to American Sign Language translators as well as bilingual (Spanish) staff to help serve participants whose primary language is not English. Case managers and related YOC staff are trained to support participants and guide them in finding and meeting their goals as well as helping them address challenges and barriers via the centers services or referrals to partners whom they have long established working relationships. The Hemet AJCC will continue its focus on providing these services and addressing barriers to improvement along with its resources and established partnerships.

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

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

Quality Indicators

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

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

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

The Hemet YOC hold regular partner meetings to review continuous quality improvement strategies, staff communicates regularly with partners to inquire on better methods of serving them and they provide the opportunity for youth participants to attend these meetings. Hemet YOC also conducts electronics surveys to worksites (business partners) to obtain feedback on participants and address concerns promptly. Some of the partnerships include Mt. San Jacinto College, Care-A-Van Transit, Inc., Riverside Office of Education/Come Back Kids and Nexus Consulting. Many of the partners are located on site or provide services on site on scheduled days. The Hemet YOC has been present in the community and cultivated strong collaboration with partners in the community that seek its services and will continue to do so as is seeks other partnerships.

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

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

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

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

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

The Hemet YOC focus' on providing a well-rounded list of services to participants. Staff are required and encourage to participate in staff development trainings and are provided with an array of professional development tools (e.g. online trainings). They conduct an assessment of participants and work closely to assist them in developing their Individual Service Strategy that helps the focus on their objective and goals. The Hemet YOC is staffed with career coaches and knowledgeable staff to support participants. These services include but is not limited to paid work experience and educational and career guidance. They conduction regular surveys to participants, partners, and businesses to constantly evaluate areas of need, improvement, or best practices. Their strong partnerships help provide resource to participants. The Hemet YOC will continue its staff development practices and seek resources and opportunities for services, to support participants in their educational and career goals.

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

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

AJCC Certification Indicators

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

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

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

The Hemet YOC's offers occupational training programs in in demand industries such as Healthcare, Construction and Logistics. These in demand occupations are identified by the Workforce Development Board and educational partners based on labor market information and trends in Riverside County. Participants are introduced to these occupations that have opportunities for growth and development. Along with occupational training, participants are also introduced to post-secondary education and guided through the enrollment process. Along with these education and skills development opportunities participants are given the option to participate in a paid work experience. The Hemet YOC will continue to seek providers and programs to offer an array of training options in targeted in-demand sectors.

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

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

AJCC Certification Indicators

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

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

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

The Hemet YOC (Managed by California Family Life Center) forms part of the list of Partner on the Memorandum of Understanding for Riverside County AJCC's and actively participates in meetings with education, employment development and workforce development partners as well as businesses in targeted industry sectors. They work collaboratively to align and stay abreast of training and skills development with the labor market needs and trends. These skills are fostered among participants to lead them on an educational and/or career pathway that will provide entry level employment with opportunities for growth and development. The business liaison works closely with businesses in the community to foster and develop those close working relationships and job opportunities in targeted sectors. The Hemet YOC will continue to work closely with its businesses in obtaining feedback to help address challenges and focus on areas of improvement.

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

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

AJCC Certification Indicators

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

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

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

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

The Hemet YOC holds regular trainings, sends staff to conferences and holds special trainings based on survey data to address any areas of improvement or request made by staff. They also hold regular partner meetings where staff is cross-trained and updated on any changes. This provides the opportunity for staff to continuously gain knowledge and foster good communication to effectively provide services. Staff also has access to online trainings and professional development tools.

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

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

AJCC Certification Indicators

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

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

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

The Hemet YOC surveys its participants and partners and encourages them to provide their feedback in order to address those areas that require focus and improvement and acknowledge areas of success to integrate into best practices. They monitor their worksites and work closely with them on participants skill development, skills needs of the worksites and connection to resources that address business needs. This allows participants and partners to feel they have equity in the program, voice their opinion and make room for change. Special trainings and speakers provided for staff all come from surveying staff and partners.

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

Signature
Patrick Ellis

Name
Chair, Riverside County Workforce Development Board

Title

AJCC Certification Indicator Assessment

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

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

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

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

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Indio Youth Opportunity Center

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

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

AJCC Certification Indicators

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

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

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

The Indio Youth Opportunity Center (YOC) has a welcoming reception area with staff attentive and ready to assist and guide participants. Staff is prepared to check-in customers and guide them to the appropriate person based on their needs. The reception is also supplied with flyers and brochures on partner services and resources, job fair and employment information. The YOC staff includes career coaches equipped to assist participants and refer them to partner services to help address barriers to employment. The Indio YOC is also ADA accessible and provides equipment such as ADA station and TTY phone.

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

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

Quality Indicators

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

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

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

The Indio YOC maintains strong relationships with partners and businesses that support their service delivery. These partners include education, business and community-based organizations such as SIATech Charter School, College of the Desert, Job Corps, Operation Safe House and Find Food Bank. Some of these partners are even located onsite permanently or on a part-time basis that facilitates the referral process and access to these services for participants. They hold meetings with collaborative partners on a regular (currently these meetings are all held virtually) to provide updates, address referrals and challenges, processes, and procedures. The Indio YOC has a long-established relationship with partners in the community including businesses (worksites).

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

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

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

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

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

The Indio YOC conducts regular customer-service training that includes HIPPA law, service delivery among other topics. This training consists of a minimum of 16 hours as part of an annual staff recertification. This allows for the skill development of staff as part of their quality control process and a continuous review and opportunity for any areas of improvement. Staff is cross trained in all areas and knowledgeable in partner services to be able to guide and assist customers as well as provide them with information and resources that may be beneficial to them. Participants are guided by a case manager during their participation in the program that helps them establish an Individual Service Strategy and walk them through each goal and objective by providing support services resources and opportunities.

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

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

AJCC Certification Indicators

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

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

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

The goal of the Indio YOC is to expand participants' skill base and equip them with skills and knowledge for post-secondary education and/or a career pathway. The Indio YOC focuses on developing the skill of participants by offering educational and training options. They prepare participants through career guidance and planning, occupational skills training and post-secondary education exploration maintaining the focus on in-demand occupations in targeted industries. These career pathways are identified along with educational providers and workforce Development partners who identify in-demand occupations in targeted industry sectors. Along with career pathways the Indio YOC also offers, paid work experience opportunities and support services to assist the participant and address any challenge they may be faced with while seeking their goals.

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

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

AJCC Certification Indicators

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

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

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

The Indio YOC (Arbor E&T) forms part of the Partner Memorandum of Understanding in Riverside County and actively participates in meetings with education, employment development and workforce development partners as well as businesses in targeted industry sectors. They work collaboratively to align and stay abreast of training and skills development with the labor market needs and trends. These skills are fostered among participants to lead them on an educational and/or career pathway that will provide entry level employment with opportunities for growth and development. The Indio YOC works closely with its businesses and continuously obtains written and verbal feedback that helps them address the area of improvement.

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

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

AJCC Certification Indicators

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

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

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

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

The Indio YOC holds regular training for its management and staff in alignment with their quality control criteria. Including conferences, online training to reinforce topics as well as keep up to date on labor market trends and shifts in demand occupations. The Indio YOC invest lots of time and effort in providing opportunities for staff development. Staff members and partners are quality instructors, trainers, career coaches, business liaisons trained every year in intake, eligibility, referral systems and cross-trained in various areas to provide support as needed. They also hold quarterly trainings for new partner staff. Staff is well trained and knowledgeable to answer questions and provide participants the necessary information.

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

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

AJCC Certification Indicators

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

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

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

The Indio YOC gives the opportunity to provide feedback to participants as well as business partners and constantly review areas of room for improvement. These surveys are provided in various formats (e.g. paper and electronic, including QR Code) for convenience purposes. The results of these surveys are reviewed by the quality control team and shared with management and staff at regular weekly meetings to address feedback and seek areas for improvement or best practices to cultivate.

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

Signature
Patrick Ellis

Name
Chair, Riverside County Workforce Development Board

Title

AJCC Certification Indicator Assessment

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

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

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

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

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Lake Elsinore Youth Opportunity Center

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

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

AJCC Certification Indicators

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

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

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

The Lake Elsinore YOC is situated right off the historic part of town, close to city hall and is easily accessible via public transportation. The YOC also ensures it complies with ADA regulations for easy accessibility for participants with handicapped parking, signage, entry ramps, automatic doors and TTY phones. Its entry is welcomed by a reception area with staff to answer inquires and direct participants. They also have access to American Sign Language translators as well as bilingual (Spanish) staff to help serve participants whose primary language is not English. The center has established working relationships with the Probations Department, Department of Public Social Services, and homeless shelters that refer participants for service. They are staffed with case managers and related YOC staff who are trained to support participants and guide them in finding and meeting their goals. They have experience in helping participants address challenges and barriers via the centers services and referrals to partners. The YOC has long established working relationships and will continue to expand these based on participants needs.

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

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

Quality Indicators

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

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

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

The Lake Elsinore YOC holds weekly staff meetings and regular partner meetings to review continuous quality improvement strategies, staff communicates regularly with partners to inquire on better methods of serving them and they provide the opportunity for youth participants to attend these meetings. The Lake Elsinore YOC also offers surveys to worksites (business partners) and has a close working relationship to obtain feedback on participants and address concerns promptly. Some of the partnerships include Mt. San Jacinto College, Care-A-Van Transit, Inc., Riverside Office of Education/Come Back Kids and Lake Elsinore Unified School District. Many of the partners are located on-site or provide services on-site on scheduled days. The YOC accommodates the needs of the community and provides presentation about youth services as well as participates in events outside of regular business hours (e.g. evenings and weekends). The Lake Elsinore YOC has been present in the community and has cultivated strong collaboration with partners that seek its services and will continue to do so as it seeks other partnerships.

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

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

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

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

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

The Lake Elsinore YOC offers an extensive list of services to participants. It provides staff development as it requires and encourage staff to participate in trainings in addition to an array of professional development tools (e.g. online trainings) made available to them. They conduct participants assessments and work closely to help them enhance their skills by developing their Individual Service Strategy that helps them create and focus on their objectives and goals. The Lake Elsinore YOC is staffed with knowledgeable career coaches, life coaches and business liaisons to support participants. These services include but are not limited to paid work experience and educational and career guidance. They conduction regular surveys to participants, partners, and businesses to constantly evaluate areas of need, improvement, or best practices. Their strong partnerships help provide resource to participants. The Lake Elsinore YOC will continue its staff development practices, to augment resources and opportunities for services in order to support participants in their educational and career goals.

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

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

AJCC Certification Indicators

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

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

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

The Lake Elsinore YOC's offers occupational training programs in in demand industries such as Healthcare, Construction and Logistics. These in demand occupations are identified by the Workforce Development Board and educational partners based on labor market information and trends in Riverside County. Participants are introduced to these occupations that have opportunities for growth and development. Along with occupational training, participants are also introduced to post-secondary education and guided through the enrollment process. Along with these education and skills development opportunities participants are given the option to participate in a paid work experience. The Lake Elsinore YOC has accommodated participants in seeking bilingual work sites for the paid work experience services. The YOC will continue to seek providers and programs to offer training options in targeted in-demand sectors as trends change.

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

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

AJCC Certification Indicators

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

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

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

The Lake Elsinore YOC (Managed by California Family Life Center) forms part of the list of Partners on the Memorandum of Understanding for Riverside County AJCC's and actively participates in meetings with education, employment development and workforce development partners as well as businesses in targeted industry sectors. They work collaboratively to align and stay abreast of training and skills development with the labor market needs and trends. These skills are fostered among participants to lead them on an educational and/or career pathway that will provide entry level employment with opportunities for growth and development. The business liaison works closely with businesses in the community to foster and develop those close working relationships and job opportunities in targeted sectors. The Lake Elsinore YOC will continue to work closely with its businesses in obtaining feedback to help address challenges and focus on areas of improvement.

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

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

AJCC Certification Indicators

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

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

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

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

The Lake Elsinore YOC holds regular trainings, has staff participate in conferences, and holds special trainings based on survey data to address any areas of improvement or request made by staff. They also hold regular partner meetings where staff is cross-trained and updated on any changes. This provides the opportunity for staff to continuously gain knowledge and foster good communication to effectively provide services. Staff is also given the opportunity and encouraged to utilize an array of professional development tools (e.g. online trainings).

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

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

AJCC Certification Indicators

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

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

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

The Lake Elsinore YOC surveys its participants and partners and encourages them to provide their feedback in order to address areas that require focus and improvement as well as acknowledge areas of success. The feedback is synthesizing during strategic planning at the management level and improvement plans are put in place and shared with and staff. The Lake Elsinore YOC monitors its worksites and works closely with them on participants skill development, skill needs of the worksite and connection to resources that address business needs. This allows participants and partners to feel they have equity in the program, voice their opinion and make room for change. Special trainings and speakers provided for staff all come from surveying staff and partners.

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

Signature
Patrick Ellis

Name
Chair, Riverside County Workforce Development Board

Title

AJCC Certification Indicator Assessment

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

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

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

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

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Moreno Valley Youth Opportunity Center

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

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

AJCC Certification Indicators

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

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

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

The Moreno Valley Youth Opportunity Center (YOC) is located within a shopping center right at the corner of major cross streets of the city. It provides a welcoming reception area with staff attentive and ready to assist and guide participants. Staff is prepared to check-in customers and guide them to the appropriate person based on their needs. The reception is also supplied with information on partner services and resources and employment. The YOC staff includes career coaches, business liaisons and staff equipped to assist participants and refer them to partner services to help address barriers to employment. The Moreno Valley YOC is also ADA accessible with handicapped parking, easy entry accessibility and provides equipment such as ADA station and TTY phone.

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

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

Quality Indicators

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

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

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

The Moreno Valley YOC maintains strong relationships with partners and businesses that support their service delivery. These partners include education, business and community-based organizations such as SIATech Charter School, Moreno Valley College, Job Corps and Operation Safe House. Some of these partners are even located onsite permanently or on a part-time basis that facilitates the referral process and access to these services for participants. They hold meetings with collaborative partners on a regular basis (currently these meetings are all held virtually) to provide updates, address referrals and challenges, processes, and procedures. The Moreno Valley YOC has a long-established relationship with partners in the community including businesses (worksites).

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

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

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

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

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

The Moreno Valley YOC strongly adheres to its customer service practices. It conducts regular customer-service training that include HIPPA law and service delivery among other topics. This training are part of 16 hour minimum training requirement as part of an annual staff recertification. This allows for the skill development of staff as part of their quality control process and a continuous review and opportunity for any areas of improvement. Staff is cross trained in all areas and knowledgeable in partner services to be able to guide and assist customers as well as provide them with information and resources that may be beneficial to them. They offer a variety of educational and career pathways. Participants are guided by a case manager during their participation in the program that helps them establish an Individual Service Strategy and walk them through each goal and objective by providing support services resources and opportunities.

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

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

AJCC Certification Indicators

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

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

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

The goal of the Moreno Valley YOC is to expand participants' skill base and equip them with skills and knowledge through post-secondary education and/or a career pathway. It utilized assessment tools to identify participants skills needs and interest. They utilize different platforms (e.g. ONET) to help staff gain a better understanding of youth likes (i.e. what jobs they would be good at). The Moreno Valley YOC focuses on developing the skill of participants by offering workshops as well as educational and career pathways options. They prepare participants through career guidance and planning, occupational skills training and post-secondary education exploration maintaining the focus on in-demand occupations in targeted industries. These career pathways are identified along with educational providers and workforce Development partners who identify in-demand occupations in targeted industry sectors. Along with career pathways the Moreno Valley YOC also offers, paid work experience opportunities and support services to assist the participant and address any challenge they may be faced with while seeking their goals.

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

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

AJCC Certification Indicators

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

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

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

The Moreno Valley YOC (Arbor E&T) forms part of the Partner Memorandum of Understanding in Riverside County AJCC's and actively participates in meetings with education, employment development and workforce development partners as well as businesses in targeted industry sectors. They work collaboratively to align and stay abreast of training and skills development with the labor market needs and trends. These skills are fostered among participants to lead them on an educational and/or career pathway that will provide entry level employment with opportunities for growth and development. The Moreno Valley YOC business liaison works closely with its businesses and continuously obtains written and verbal feedback that helps them address the area of improvement.

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

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

AJCC Certification Indicators

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

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

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

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

The Moreno Valley YOC holds regular training for its management and staff in alignment with their quality control criteria. These including conferences, online training to reinforce topics as well as keep up to date on labor market trends and shifts in demand occupations. The Moreno Valley YOC invest lots of time and effort in providing opportunities for staff development. Staff members and partners are quality instructors, trainers, career coaches, business liaisons trained every year in intake, eligibility, referral systems and cross-trained in various areas to provide support as needed. They also hold quarterly trainings for new partner staff. Staff is well trained and knowledgeable to answer questions and provide participants the necessary information.

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

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

AJCC Certification Indicators

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

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

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

The Moreno Valley YOC provides opportunity to provide feedback to participants as well as business partners and constantly review areas of room for improvement. These surveys are provided in various formats (e.g. paper and electronic, including QR Code) for convenience purposes. The results of these surveys are reviewed by the quality control team and shared with management and staff at regular weekly meetings to address feedback and seek areas for improvement or best practices to cultivate.

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

Signature
Patrick Ellis

Name
Chair, Riverside County Workforce Development Board

Title

AJCC Certification Indicator Assessment

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

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

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

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

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Perris Youth Opportunity Center

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

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

AJCC Certification Indicators

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

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

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

The Perris Youth Opportunity Center (YOC) has a welcoming reception area with staff attentive and ready to assist and guide participants. Staff is prepared to check-in customers and guide them to the appropriate person based on their needs. The reception is also supplied with flyers and brochures on partner services and resources, job fair and employment information. The YOC staff includes career coaches as well as other staff equipped to assist participants and refer them to partner services to help address barriers to employment. The Perris YOC is also ADA accessible and provides equipment such as ADA station and TTY phone.

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

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

Quality Indicators

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

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

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

The Perris YOC maintains strong relationships with partners and businesses that support their service delivery. These partners include education, business and community-based organizations such as SIATech Charter School, College of the Desert, Job Corps, Operation Safe House and Find Food Bank. Some of these partners are even located onsite permanently or on a part-time basis that facilitates the referral process and access to these services for participants. They hold meetings with collaborative partners on a regular basis (currently these meetings are all held virtually) to provide updates, address referrals and challenges, processes, and procedures. The Perris YOC has a long-established relationship with partners in the community including businesses (worksites).

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

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

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

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

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

The Perris YOC conducts regular customer-service training that includes HIPPA law, service delivery among other topics. This training is included in 16 hour minimum annual staff recertification. This allows for the skill development of staff as part of their quality control process and a continuous review and opportunity for any areas of improvement. Staff is cross trained in all areas and knowledgeable in partner services to be able to guide and assist customers as well as provide them with information and resources that may be beneficial to them. Participants are guided by a case manager during their participation in the program that helps them establish an Individual Service Strategy and walk them through each goal and objective by providing support services resources and opportunities.

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

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

AJCC Certification Indicators

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

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

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

The goal of the Perris YOC is to expand participants' skill base and equip them with skills and knowledge through post-secondary education and/or a career pathway. The Perris YOC assesses participants and focuses on developing the lacking skills by offering educational and training options. They prepare participants through career guidance and planning, occupational skills training and post-secondary education exploration maintaining the focus on in-demand occupations in targeted industries. These career pathways are identified along with educational providers and workforce Development partners who identify in-demand occupations in targeted industry sectors. Along with career pathways the Perris YOC also offers, paid work experience opportunities and support services to assist the participant and address any challenge they may be faced with while seeking their goals.

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

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

AJCC Certification Indicators

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

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

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

The Perris YOC (Arbor E&T) forms part of the Partner Memorandum of Understanding in Riverside County and actively participates in meetings with education, employment development and workforce development partners as well as businesses in targeted industry sectors. They work collaboratively to align and stay abreast of training and skills development with the labor market needs and trends. These skills are fostered among participants to lead them on an educational and/or career pathway that will provide entry level employment with opportunities for growth and development. The Perris YOC will work closely with businesses to access their need and areas of improvement.

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

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

AJCC Certification Indicators

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

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

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

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

The Perris YOC holds regular training for its management and staff in alignment with their quality control criteria. Including conferences, online training to reinforce topics as well as keep up to date on labor market trends and shifts in demand occupations. The Perris YOC invest lots of time and effort in providing opportunities for staff development. Staff members and partners are quality instructors, trainers, career coaches, business liaisons trained every year in intake, eligibility, referral systems and cross-trained in various areas to provide support as needed. They also hold quarterly trainings for new partner staff. Staff is well trained and knowledgeable to answer questions and provide participants the necessary information.

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

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

AJCC Certification Indicators

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

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

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

The Perris YOC gives the opportunity to provide feedback to participants as well as business partners and constantly review areas of room for improvement. These surveys are provided in various formats (e.g. paper and electronic, including QR Code) for convenience purposes. The results of these surveys are reviewed by the quality control team and shared with management and staff at regular weekly meetings to address feedback and seek areas for improvement or best practices to cultivate.

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

Signature
Patrick Ellis

Name
Chair, Riverside County Workforce Development Board

Title

AJCC Certification Indicator Assessment

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

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

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

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

Name of Local Board Riverside County Workforce Development Board
Name of AJCC Rubidoux Youth Opportunity Center

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

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

AJCC Certification Indicators

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

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

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

The Rubidoux YOC is located right off a main and highly transited street and is easily accessible via public transportation. The YOC is also ADA compliant with easy accessibility for participants outside and inside building. Its entry includes a reception area with couches and chairs and knowledgeable staff to answer inquires and direct participants. They also have access to American Sign Language translators as well as bilingual (Spanish) staff to help serve participants whose primary language is not English. The center has established working relationships with the county departments and community based organization that refer participants (e.g. foster, justice involved, homeless youth) for service. Their staff includes case managers, life coaches and related YOC staff who are trained to support participants and guide them in finding and meeting their goals. They have experience in helping participants address challenges and barriers via the centers services and referrals to partners. The YOC has long established working relationships and and continuously works to expand these based on participant needs.

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

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

Quality Indicators

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

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

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

The Rubidoux YOC holds weekly staff meetings and regular partner meetings and reviews continuous quality improvement strategies, staff communicates regularly with partners to inquire on better methods of serving them and they provide the opportunity for youth participants to attend these meetings. The Rubidoux YOC also offers surveys to worksites (business partners) and maintains close working relationships to obtain feedback on participants and address concerns promptly. Some of the partnerships include Mt. San Jacinto College, Care-A-Van Transit, Inc., Riverside Office of Education/Come Back Kids and Rubidoux Unified School District. Many of the partners are located on-site or provide services on-site on scheduled days. The YOC accommodates the needs of the community and provides presentation about youth services as well as participates in events outside of regular business hours (e.g. evenings and weekends). The Rubidoux YOC has been present in the community and has cultivated strong collaboration with partners that seek its services and will continue to do so as it seeks other partnerships.

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

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

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

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

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

The Rubidoux YOC offers an array of services to participants to help them establish, guide and attain their educational and/or career goals. It provides staff development as it requires and encourages staff to participate in trainings in addition to an array of professional development tools (e.g. online trainings) made available to them. They conduct participants assessments and work closely to help them enhance their skills by developing their Individual Service Strategy that helps them create and focus on their objectives and goals. The Rubidoux YOC is staffed with knowledgeable career coaches and business liaisons to support participants and work with partners and businesses. These services include but are not limited to paid work experience and educational and career guidance as well as support services. They conduct regular surveys to participants, partners, and businesses to constantly evaluate areas of need, improvement, or best practices. Their strong partnerships help provide resource to participants. The Rubidoux YOC will continue its staff development practices, to augment resources and opportunities for services in order to support participants in their educational and career goals.

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

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

AJCC Certification Indicators

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

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

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

The Rubidoux YOC's focuses on offering occupational training programs in in demand industries such as Healthcare, Construction and Logistics. These in demand occupations are identified by the Workforce Development Board, educational and employment development partners based on labor market information and trends in Riverside County. Participants are introduced to these occupations that have opportunities for growth and development. Along with occupational training, participants are also introduced to post-secondary education and guided through the enrollment process. Along with these education and skills development opportunities participants are given the option to participate in a paid work experience. The Rubidoux YOC partners with Flabob Airport as one of their work experience worksites. The YOC will continue to seek providers and programs to offer training options in targeted in-demand sectors as trends change.

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

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

AJCC Certification Indicators

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

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

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

The Rubidoux YOC (Managed by California Family Life Center) forms part of the list of Partners on the Memorandum of Understanding for Riverside County AJCC's and actively participates in meetings with education, employment development and workforce development partners as well as businesses in targeted industry sectors. They work collaboratively to align and stay abreast of training and skills development with the labor market needs and trends. These skills are fostered among participants to lead them on an educational and/or career pathway that will provide entry level employment with opportunities for growth and development. The business liaison works closely with businesses in the community to foster and develop those close working relationships and job opportunities in targeted sectors. The Rubidoux YOC will continue to work closely with its businesses in obtaining feedback to help address challenges and focus on areas of improvement.

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

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

AJCC Certification Indicators

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

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

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

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

The Rubidoux YOC has staff participate in consistent trainings, conferences and holds special trainings based on survey data to address any areas of improvement or request made by staff. They also hold regular partner meetings where staff is cross-trained and updated on any changes. This provides an opportunity for staff to continuously gain knowledge and foster good communication to effectively provide services. Staff is also given the opportunity and encouraged to utilize an array of professional development tools (e.g. online trainings).

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

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

AJCC Certification Indicators

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

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

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

The Rubidoux YOC regularly surveys its participants and partners and encourages them to provide their feedback in order to address areas that require focus and improvement as well as acknowledge areas of success. The feedback is analyzed during strategic planning management meetings and improvement plans are developed and shared with and staff. The Rubidoux YOC monitors its worksites and works closely with them on participants skill development, skill needs of the worksite and connection to resources that address business needs. This allows participants and partners to feel they have equity in the program, voice their opinion and provide room for change. This also helps build skill levels up to employer expectations. Special trainings and speakers provided for staff all come from surveying staff and partners.

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

Signature
Patrick Ellis

Name
Chair, Riverside County Workforce Development Board

Title

AJCC Certification Indicator Assessment

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

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

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

Local Boards must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by April 30, 2021.

Name of Local Board **Riverside County Workforce Development Board**

Name of AJCC **Blythe (Affiliate) AJCC**

AJCC Certification Indicator #1: The AJCC physical location and facility enhances the customer experience.

| US DOL Characteristics of a High Quality AJCC | California State Plan Vision and Strategies |
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| <p>a. The physical layout of the AJCC must inform and engage customers in staff-supported activities and allow for workshops, group meetings and a robust basic career services, rather than moving all customers to the AJCC resource room computers to conduct a job search.</p> | <p>a. The vision for the AJCC system in California, is to provide seamless customer-centered services focused on demand driven skills attainment and upward mobility for all Californians. The services should be delivered by aligning, coordinating, and integrating the programs and services of required and optional partners.</p> <p>b. AJCCs must be a professional and clean environment where customers are greeted as they enter the AJCC. Information should be readily available about all partner program services, including how to access them.</p> |

AJCC Certification Indicators

- The location of the AJCC is convenient for customers (including those with barriers to employment). It has adequate parking and is accessible by public transportation (where available).
- External signage clearly identifies the location as an AJCC.
- The AJCC is clean with a professional appearance.
- The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance.
- The AJCC’s resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order.
- The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff.
- The AJCC has internal signage to help customers easily navigate the AJCC.
- Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.
- Adequate safety and security precautions are in place to protect both customers and staff.

AJCC Certification Indicator #1: The AJCC physical location and facility enhances the customer experience.

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

The Blythe AJCC is located on the Palo Verde College campus and is also close in proximity to public transportation which is in walking distance which is convenient for customers.

Services are available both virtually and in person by appointment (due to the pandemic), and customers are able to access services by staff and partnering staff by simply contacting staff at the AJCC for services.

Signage is also visible outside of the building, on the door and throughout the center. Customers are to navigate throughout the center based on signage. The site also has a very neat and organized career resource center, an interview room, and a conference room for workshops, when completed in person.

Center is also ADA compliant and has signage to indicate special services available.

AJCC Certification Indicator #2: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #2: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

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

Staff is diverse and is centered to assist customers with their program needs, provide both virtual and in person (by appointment only for now), and refer individuals to utilize the county workforce website which is available 24/7 for additional workforce development services.

Diversity is welcomed and accommodated, and staff is open to assist all that come in for services as well as providing preferences for veterans.

AJCC Certification Indicator #3: The AJCC actively supports the One-Stop system through effective partnerships.

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

Quality Indicators

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

AJCC Certification Indicator #3: The AJCC actively supports the One-Stop system through effective partnerships.

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

Staff meet with located and co-located partners about four/five times a year, where services are shared among all partners, those co-located and non-co-located to provide center activities and updates to better service the customers.

A referral system is in place and partners are all aware of how to utilize. Resources are leveraged through effective community partnerships.

AJCC Certification Indicator #4: The AJCC provides integrated, customer-centered services.

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

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

AJCC Certification Indicator #4: The AJCC provides integrated, customer-centered services.

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

Upon entering the AJCC, customers are greeted respectfully. They are asked of their needs of service and directed to the service of request.

AJCC staff is fully aware of all partner (co-located and non-located) of services to assist the clientele served within the center. Staff meetings/trainings are held in the mornings and cross training with partners are held at least four/five times a year.

Being that this location is ran by one of the partnering agencies (EDD), there is a registration process one must complete in order to receive services. WIOA services are available should they wish to receive those as well.

AJCC Certification Indicator #5: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathway.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #5: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.

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

Customers are provided with information describing what is the most current business that's being pursued by an economic organization and works with those customers to see if their skillset matches what those businesses are looking for.

If customers aren't skilled in certain regional sector areas, they could possibly obtain job training through WIOA funding.

AJCC Certification Indicators #6: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.

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

AJCC Certification Indicators

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

AJCC Certification Indicators #6: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs

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

AJCC staff are fully aware of the labor market conditions and share this information with their customers. They assist the customers with finding employment based on what's currently being shown as a profitable sector based on the information in the LMI reports and assist the client accordingly.

The AJCC system promotes partnership with businesses and industries that connect customers to those local high-quality jobs.

The Blythe AJCC is equipped with Business Solutions team and works with both the Palo Verde College staff and Indio BST as well to assist in hosting job fairs, OJT assistance and much more.

AJCC Certification Indicator #7: The AJCC has high-quality, well-informed, and cross-trained staffing.

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

AJCC Certification Indicators

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

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

AJCC Certification Indicator #7: The AJCC has high-quality, well-informed, and cross-trained staffing.

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

AJCC staff meets every morning, and meetings with center partners are held often. Staff are also trained on how to use CalJOBS to assist customers with registering as well as other partners.

All are knowledgeable of programs offered by each partner and all receive training on a regular basis.

AJCC Certification Indicator #8: The AJCC achieves business results through data-driven continuous improvement.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #8: The AJCC achieves business results through data-driven continuous improvement.

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

The AJCC staff are aware of WIOA performance measures and the importance of providing accurate data.

Customers are able to complete comment cards to share of their experience while visiting the CRA and information data is used to better support the needs of the center. Center improvements for the center's operation is cost effective.

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

Signature
Patrick Ellis

Name
Chair, Riverside County Workforce Development Board

Title

Affiliate/Specialized AJCC Certification Matrix Baseline Criteria

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

Local Boards must submit a completed matrix to their Regional Advisor for each affiliate/specialized AJCC by April 30, 2021.

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Blythe Affiliate AJCC

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

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

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

Signature

Patrick Ellis

Name

Chair, Riverside County Workforce Development Board

Title

AJCC Certification Indicator Assessment

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

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

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

Local Boards must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by April 30, 2021.

Name of Local Board **Riverside County Workforce Development Board**

Name of AJCC **Hemet AJCC**

AJCC Certification Indicator #1: The AJCC physical location and facility enhances the customer experience.

| US DOL Characteristics of a High Quality AJCC | California State Plan Vision and Strategies |
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| <p>a. The physical layout of the AJCC must inform and engage customers in staff-supported activities and allow for workshops, group meetings and a robust basic career services, rather than moving all customers to the AJCC resource room computers to conduct a job search.</p> | <p>a. The vision for the AJCC system in California, is to provide seamless customer-centered services focused on demand driven skills attainment and upward mobility for all Californians. The services should be delivered by aligning, coordinating, and integrating the programs and services of required and optional partners.</p> <p>b. AJCCs must be a professional and clean environment where customers are greeted as they enter the AJCC. Information should be readily available about all partner program services, including how to access them.</p> |

AJCC Certification Indicators

- The location of the AJCC is convenient for customers (including those with barriers to employment). It has adequate parking and is accessible by public transportation (where available).
- External signage clearly identifies the location as an AJCC.
- The AJCC is clean with a professional appearance.
- The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance.
- The AJCC’s resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order.
- The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff.
- The AJCC has internal signage to help customers easily navigate the AJCC.
- Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.
- Adequate safety and security precautions are in place to protect both customers and staff.

AJCC Certification Indicator #1: The AJCC physical location and facility enhances the customer experience.

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

The Hemet AJCC is located in close proximity to public transportation which is in walking distance that's very convenient for customers.

At this time, services are available both virtually and in person by appointment (due to the pandemic), and customers are able to access services by staff and its partners by simply contacting staff via email, phone or by walking in.

Signage for the Hemet location is visible outside of the building and well as throughout the center. Clients are able to navigate throughout the AJCC based on the signage and is able to reach out to staff if needed. The site also has a nice career resource center, and workshop area for in-person training/workshops

Center is also ADA compliant and has signage to indicate special services available.

AJCC Certification Indicator #2: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #2: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

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

The Hemet staff is diverse and is able to assist customers with their program needs. They are able to provide both virtual and in person (by appointment only for now) and refer individuals to utilize the county workforce website which is available 24/7 for additional workforce development services.

Diversity is welcomed and staff is devoted to dedicating more time for those that need the additional assistance in accessing resources.

AJCC Certification Indicator #3: The AJCC actively supports the One-Stop system through effective partnerships.

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

Quality Indicators

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

AJCC Certification Indicator #3: The AJCC actively supports the One-Stop system through effective partnerships.

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

Staff are aware of partner services but would love more additional training that could be even more helpful for their customers.

A referral system is in place and partners are aware of the Connect I.E. referral system. Resources are leveraged through effective community partnerships.

AJCC Certification Indicator #4: The AJCC provides integrated, customer-centered services.

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

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

AJCC Certification Indicator #4: The AJCC provides integrated, customer-centered services.

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

Upon entering the Hemet AJCC, customers are greeted respectfully. They are asked of their needs of service and directed to the service of request. Then, the Office Assistant will assist, and they will sign in into the VOSS greeter as well.

AJCC staff is fully aware of all partners (co-located and non-located) of services to assist the clientele served within the center. Staff meets weekly with co-workers and monthly with the whole WDC department.

Although there isn't any specific registration, one must meet eligibility to receive services and training.

AJCC Certification Indicator #5: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathway.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #5: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.

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

Customers are provided with information describing what is the most current business that's being pursued by an economic organization and staff works with those customers to see if their skillset matches that of what those businesses are looking for.

If customers aren't skilled in certain regional sector areas, they could possibly obtain job training through WIOA funding if eligible.

AJCC Certification Indicators #6: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.

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

AJCC Certification Indicators

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

AJCC Certification Indicators #6: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs

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

Hemet AJCC staff are familiar with the labor market conditions and share this information with their customers to assist in identifying career pathways.

The AJCC system promotes partnership with businesses and industries that connect customers to those local high-quality jobs.

The Hemet AJCC is equipped with Business Solutions team and works with the WDC business team staff for information and to provide information on employment opportunities and hiring events.

AJCC Certification Indicator #7: The AJCC has high-quality, well-informed, and cross-trained staffing.

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

AJCC Certification Indicators

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

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

AJCC Certification Indicator #7: The AJCC has high-quality, well-informed, and cross-trained staffing.

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

AJCC staff meets weekly, and although aware of services offered by partners, more training would be nice.

Staff are also trained on how to use CalJOBS to assist customers with registering as well as other partners.

All are knowledgeable of programs offered by each partner and all receive training on a regular basis.

AJCC Certification Indicator #8: The AJCC achieves business results through data-driven continuous improvement.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #8: The AJCC achieves business results through data-driven continuous improvement.

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

Hemet AJCC staff are aware of WIOA performance measures and the importance of providing accurate data.

Customers are able to complete comment cards to share of their experience while visiting the CRA and information data is used to better support the needs of the center. Center improvements for the center's operation is cost effective.

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

Signature
Patrick Ellis

Name
Chair, Riverside County Workforce Development Board

Title

Comprehensive AJCC Certification Matrix Baseline Criteria

The Baseline America's Job Center of CaliforniaSM (AJCC) Certification is intended to ensure that every comprehensive AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements.

Local Boards must submit a completed matrix to their Regional Advisor for each comprehensive AJCC by April 30, 2021.

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Hemet AJCC

| Baseline Criteria | Yes | No |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------|
| Implements the signed Memorandums of Understanding (MOU) | | |
| A Memorandum of Understanding (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| The signed MOU identifies the AJCC as a comprehensive. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| The AJCC is implementing the MOU specifications applicable to comprehensive centers. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Implements the Local Board defined roles and responsibilities of the AJCC Operator and Career Services Provider | | |
| AJCC Operator selected in compliance with WSD19-13. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Roles and responsibilities of AJCC Operator are clearly identified. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Career Services Provider selected in compliance with WSD19-13. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Roles and responsibilities of the Career Services Provider within the AJCC are clearly identified. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305) | | |

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

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

Signature

Patrick Ellis

Name

Chair, Riverside County Workforce Development Board

Title

AJCC Certification Indicator Assessment

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

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

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

Local Boards must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by April 30, 2021.

Name of Local Board **Riverside County Workforce Development Board**

Name of AJCC **Indio AJCC**

AJCC Certification Indicator #1: The AJCC physical location and facility enhances the customer experience.

| US DOL Characteristics of a High Quality AJCC | California State Plan Vision and Strategies |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>a. The physical layout of the AJCC must inform and engage customers in staff-supported activities and allow for workshops, group meetings and a robust basic career services, rather than moving all customers to the AJCC resource room computers to conduct a job search.</p> | <p>a. The vision for the AJCC system in California, is to provide seamless customer-centered services focused on demand driven skills attainment and upward mobility for all Californians. The services should be delivered by aligning, coordinating, and integrating the programs and services of required and optional partners.</p> <p>b. AJCCs must be a professional and clean environment where customers are greeted as they enter the AJCC. Information should be readily available about all partner program services, including how to access them.</p> |

AJCC Certification Indicators

- The location of the AJCC is convenient for customers (including those with barriers to employment). It has adequate parking and is accessible by public transportation (where available).
- External signage clearly identifies the location as an AJCC.
- The AJCC is clean with a professional appearance.
- The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance.
- The AJCC’s resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order.
- The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff.
- The AJCC has internal signage to help customers easily navigate the AJCC.
- Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.
- Adequate safety and security precautions are in place to protect both customers and staff.

AJCC Certification Indicator #1: The AJCC physical location and facility enhances the customer experience.

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

The Indio AJCC located in close proximity to public transportation which is in walking distance to the center.

Services are available both virtually and in person by county staff and some partners during the pandemic. Customers are able to access services with staff and with partners by simply contacting staff via email, phone for one-on-one services or by walking in for services.

Signage is located visibly outside as well as throughout the center. Clients are able to navigate throughout the AJCC based on the signage to access ADA assistance and other partner services and is able to reach out to staff if needed.

The site also has a nice career resource center and workshop area for in-person training/ workshops.

Center is also ADA compliant and has signage to indicate special services available.

AJCC Certification Indicator #2: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #2: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

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

The Indio AJCC center is staffed to assist customers with their program needs.

Staff is able to provide both virtual and in person services and provide additional assistance, if needed, for those with barriers.

Staff does a great job in accommodating customers when additional assistance is needed.

AJCC Certification Indicator #3: The AJCC actively supports the One-Stop system through effective partnerships.

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

Quality Indicators

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

AJCC Certification Indicator #3: The AJCC actively supports the One-Stop system through effective partnerships.

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

Staff are aware of the services co located and non co located partners have to offer and the partners are aware and familiar of the services offered through the Workforce Development system.

A referral system is in place for both partners and Workforce Development staff to utilize. Resources are leveraged through effective community partnerships.

AJCC Certification Indicator #4: The AJCC provides integrated, customer-centered services.

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

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

AJCC Certification Indicator #4: The AJCC provides integrated, customer-centered services.

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

Upon entering the Indio AJCC, customers are greeted respectfully. During the pandemic, they are asked a couple of questions and temperature is checked of those that enter the building.

Customers are asked of their service needs and then directed to the appropriate location.

AJCC staff and partners are aware of partners (co-located and non-located) and of their services to assist clients. Staff attend monthly staff meetings.

Customers must meet the eligibility requirements to receive services and training through WIOA.

AJCC Certification Indicator #5: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathway.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #5: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.

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

Indio Staff work with Customers and provide the employment opportunities based on the client's skillset. Once identified, those employment opportunities are shared with the customers.

If customers aren't skilled in certain regional sector areas, they could possibly obtain job training through WIOA funding if eligible.

AJCC Certification Indicators #6: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.

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

AJCC Certification Indicators

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

AJCC Certification Indicators #6: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs

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

The Indio AJCC staff is aware of the information presented in the monthly LMI reports. Staff is familiar of local businesses and is able to assist customers based on their skillset to those businesses looking to hire.

The AJCC system promotes partnership with businesses and industries that connect customers to those local high-quality jobs. The center works with local businesses on a regular and host several job fairs at the Indio AJCC location.

The Indio AJCC has a very active Business Solutions team and works to provide information on employment opportunities and hiring events on a regular basis.

AJCC Certification Indicator #7: The AJCC has high-quality, well-informed, and cross-trained staffing.

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

AJCC Certification Indicators

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

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

AJCC Certification Indicator #7: The AJCC has high-quality, well-informed, and cross-trained staffing.

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

There are several meetings held at the Indio office. There's a monthly meeting with staff, a meeting for clerical staff, and a separate meeting for the career coaches. Training on partner services is completed as well to discuss strategies to better serve the customers.

Staff are knowledgeable of partner services and trained on their services as well.

AJCC Certification Indicator #8: The AJCC achieves business results through data-driven continuous improvement.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #8: The AJCC achieves business results through data-driven continuous improvement.

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

The Indio AJCC is aware of WIOA performance measures and the importance of providing accurate data.

Customers are able to complete comment cards to share of their experience while visiting the CRA and information data is used to better support the needs of the center. Center improvements for the center's operation is cost effective.

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

Signature
Patrick Ellis

Name
Chair, Riverside County Workforce Development Board

Title

Comprehensive AJCC Certification Matrix Baseline Criteria

The Baseline America's Job Center of CaliforniaSM (AJCC) Certification is intended to ensure that every comprehensive AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements.

Local Boards must submit a completed matrix to their Regional Advisor for each comprehensive AJCC by April 30, 2021.

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Indio AJCC

| Baseline Criteria | Yes | No |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------|
| Implements the signed Memorandums of Understanding (MOU) | | |
| A Memorandum of Understanding (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| The signed MOU identifies the AJCC as a comprehensive. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| The AJCC is implementing the MOU specifications applicable to comprehensive centers. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Implements the Local Board defined roles and responsibilities of the AJCC Operator and Career Services Provider | | |
| AJCC Operator selected in compliance with WSD19-13. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Roles and responsibilities of AJCC Operator are clearly identified. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Career Services Provider selected in compliance with WSD19-13. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Roles and responsibilities of the Career Services Provider within the AJCC are clearly identified. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305) | | |

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

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

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

Signature

Patrick Ellis

Name

Chair, Riverside County Workforce Development Board

Title

AJCC Certification Indicator Assessment

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

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

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

Local Boards must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by April 30, 2021.

Name of Local Board **Riverside County Workforce Development Board**

Name of AJCC **Moreno Valley AJCC**

AJCC Certification Indicator #1: The AJCC physical location and facility enhances the customer experience.

| US DOL Characteristics of a High Quality AJCC | California State Plan Vision and Strategies |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>a. The physical layout of the AJCC must inform and engage customers in staff-supported activities and allow for workshops, group meetings and a robust basic career services, rather than moving all customers to the AJCC resource room computers to conduct a job search.</p> | <p>a. The vision for the AJCC system in California, is to provide seamless customer-centered services focused on demand driven skills attainment and upward mobility for all Californians. The services should be delivered by aligning, coordinating, and integrating the programs and services of required and optional partners.</p> <p>b. AJCCs must be a professional and clean environment where customers are greeted as they enter the AJCC. Information should be readily available about all partner program services, including how to access them.</p> |

AJCC Certification Indicators

- The location of the AJCC is convenient for customers (including those with barriers to employment). It has adequate parking and is accessible by public transportation (where available).
- External signage clearly identifies the location as an AJCC.
- The AJCC is clean with a professional appearance.
- The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance.
- The AJCC’s resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order.
- The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff.
- The AJCC has internal signage to help customers easily navigate the AJCC.
- Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.
- Adequate safety and security precautions are in place to protect both customers and staff.

AJCC Certification Indicator #1: The AJCC physical location and facility enhances the customer experience.

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

The Moreno Valley AJCC is a newly designated AJCC (as of January 2021) and is located in close proximity to public transportation which is in walking distance to the center.

Services are available both virtually and in person by some partners, but the center is and has remained open during the pandemic. Customers are able to access services by staff and its partners by simply contacting staff via email, phone or by walking in for services.

Signage has been updated to reflect the new name of the center and is visible outside throughout the center.

Clients are able to navigate throughout the AJCC based on the signage to access ADA assistance and other partner services and are able to reach out to staff if needed. The site also has a nice career resource center and workshop area for in-person training/ workshops.

Center is also ADA compliant and has signage to indicate special services available.

AJCC Certification Indicator #2: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #2: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

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

The Moreno Valley AJCC staff is diverse and is able to assist customers with their program needs. They are able to provide both virtual and in person services and refer individuals to WDC County staff for additional workforce development services. If assistance is needed for those with barriers, staff will allow more time to assist with their needs.

Staff is devoted to dedicating more time for those that need the additional assistance in accessing resources.

AJCC Certification Indicator #3: The AJCC actively supports the One-Stop system through effective partnerships.

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

Quality Indicators

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

AJCC Certification Indicator #3: The AJCC actively supports the One-Stop system through effective partnerships.

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

Staff are aware of internal partner services and of services offered by outside partners. Moreno Valley AJCC staff meets every Monday, and this helps with aligning services among partners and Workforce Development.

A referral system is in place and partners are aware of the Connect I.E. referral system. Resources are leveraged through effective community partnerships.

AJCC Certification Indicator #4: The AJCC provides integrated, customer-centered services.

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

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

AJCC Certification Indicator #4: The AJCC provides integrated, customer-centered services.

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

Upon entering the Moreno Valley AJCC, customers are greeted respectfully. They are asked of their needs of service and directed to the service of request, if available. Due to the pandemic, a checking of temperatures and providing hand sanitizing is also a part of the onboarding customer experience.

AJCC staff and partners are aware of all partners (co-located and non-located) and of their services to assist the clientele served within the center. Staff meets weekly on Mondays.

Although there isn't any specific registration, one must meet eligibility to receive services and training, but in order to receive OJT training through WIOA, eligibility is needed.

AJCC Certification Indicator #5: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathway.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #5: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.

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

Staff work with Customers and provide the employment opportunities based on the client's skillset. Once identified, those employment opportunities are shared with the customers.

If customers aren't skilled in certain regional sector areas, they could possibly obtain job training through WIOA funding if eligible.

AJCC Certification Indicators #6: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.

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

AJCC Certification Indicators

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

AJCC Certification Indicators #6: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs

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

Some of the Moreno Valley AJCC staff is aware of some of the information presented in the monthly LMI reports. The staff are familiar enough of the business training portion and the sectors. More training will be made available so that staff can receive a better understanding on the usage of the LMI information.

The AJCC system promotes partnership with businesses and industries that connect customers to those local high-quality jobs. The center works with local businesses on a regular and host several job fairs and employment opportunities for many.

The Moreno Valley AJCC is equipped with Business Solutions team and works with staff to provide information on employment opportunities and hiring events.

AJCC Certification Indicator #7: The AJCC has high-quality, well-informed, and cross-trained staffing.

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

AJCC Certification Indicators

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

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

AJCC Certification Indicator #7: The AJCC has high-quality, well-informed, and cross-trained staffing.

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

Moreno Valley staff meets weekly on a Monday and training on partner services is completed as well to discuss strategies to better serve the customers.

All are knowledgeable of programs offered by each partner and all receive training on a regular basis.

AJCC Certification Indicator #8: The AJCC achieves business results through data-driven continuous improvement.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #8: The AJCC achieves business results through data-driven continuous improvement.

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

Moreno Valley AJCC staff are aware of WIOA performance measures and the importance of providing accurate data. There's a Workforce/County staff within the center that can assist with WIOA matters.

Customers are able to complete comment cards to share of their experience while visiting the CRA and information data is used to better support the needs of the center. Center improvements for the center's operation is cost effective.

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

Signature
Patrick Ellis

Name
Chair, Riverside County Workforce Development Board

Title

Comprehensive AJCC Certification Matrix Baseline Criteria

The Baseline America's Job Center of CaliforniaSM (AJCC) Certification is intended to ensure that every comprehensive AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements.

Local Boards must submit a completed matrix to their Regional Advisor for each comprehensive AJCC by April 30, 2021.

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Moreno Valley AJCC

| Baseline Criteria | Yes | No |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------|
| Implements the signed Memorandums of Understanding (MOU) | | |
| A Memorandum of Understanding (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| The signed MOU identifies the AJCC as a comprehensive. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| The AJCC is implementing the MOU specifications applicable to comprehensive centers. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Implements the Local Board defined roles and responsibilities of the AJCC Operator and Career Services Provider | | |
| AJCC Operator selected in compliance with WSD19-13. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Roles and responsibilities of AJCC Operator are clearly identified. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Career Services Provider selected in compliance with WSD19-13. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Roles and responsibilities of the Career Services Provider within the AJCC are clearly identified. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305) | | |

AJCC Certification Indicator Assessment

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

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

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

Local Boards must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by April 30, 2021.

Name of Local Board **Riverside County Workforce Development Board**

Name of AJCC **Riverside AJCC**

AJCC Certification Indicator #1: The AJCC physical location and facility enhances the customer experience.

| US DOL Characteristics of a High Quality AJCC | California State Plan Vision and Strategies |
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| <p>a. The physical layout of the AJCC must inform and engage customers in staff-supported activities and allow for workshops, group meetings and a robust basic career services, rather than moving all customers to the AJCC resource room computers to conduct a job search.</p> | <p>a. The vision for the AJCC system in California, is to provide seamless customer-centered services focused on demand driven skills attainment and upward mobility for all Californians. The services should be delivered by aligning, coordinating, and integrating the programs and services of required and optional partners.</p> <p>b. AJCCs must be a professional and clean environment where customers are greeted as they enter the AJCC. Information should be readily available about all partner program services, including how to access them.</p> |

AJCC Certification Indicators

- The location of the AJCC is convenient for customers (including those with barriers to employment). It has adequate parking and is accessible by public transportation (where available).
- External signage clearly identifies the location as an AJCC.
- The AJCC is clean with a professional appearance.
- The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance.
- The AJCC’s resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order.
- The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff.
- The AJCC has internal signage to help customers easily navigate the AJCC.
- Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.
- Adequate safety and security precautions are in place to protect both customers and staff.

AJCC Certification Indicator #1: The AJCC physical location and facility enhances the customer experience.

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

The Riverside AJCC is located in close proximity to public transportation which is in walking distance to the center.

Services are available both virtually and in person by appointment (due to the pandemic), and customers are able to access services by staff and its partners by simply contacting staff via email, phone or by walking in to use computers.

Signage for the Riverside location is visible outside on the actual building as well as signage in the hallways and on the center's door. Signage is also throughout the center.

Clients are able to navigate throughout the AJCC based on the signage to access ADA assistance and other partner services and is able to reach out to staff if needed. The site also has a nice career resource center and workshop area for in-person training/ workshops.

Center is also ADA compliant and has signage to indicate special services available.

AJCC Certification Indicator #2: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #2: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.

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

Riverside staff is diverse and is able to assist customers with their program needs. They are able to provide both virtual and in person (by appointment only for now) and refer individuals to utilize the county workforce website which is available 24/7 for additional workforce development services. If assistance is needed for those with barriers, staff will allow more time to assist with their needs.

Diversity is welcomed and staff is devoted to dedicating more time for those that need the additional assistance in accessing resources.

AJCC Certification Indicator #3: The AJCC actively supports the One-Stop system through effective partnerships.

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

Quality Indicators

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

AJCC Certification Indicator #3: The AJCC actively supports the One-Stop system through effective partnerships.

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

Staff are aware of internal partner services and of services offered by outside partners. Riverside AJCC staff meets on Mondays and this helps with aligning services among partners and Workforce Development.

A referral system is in place and partners are aware of the Connect I.E. referral system. Resources are leveraged through effective community partnerships.

AJCC Certification Indicator #4: The AJCC provides integrated, customer-centered services.

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

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

AJCC Certification Indicator #4: The AJCC provides integrated, customer-centered services.

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

Upon entering the Riverside AJCC, customers are greeted respectfully. They are asked of their needs of service and directed to the service of request, if available.

AJCC staff and partners are aware of all partners (co-located and non-located) of services to assist the clientele served within the center. Staff meets weekly on Mondays and monthly with the whole WDC department.

Although there isn't any specific registration, one must meet eligibility to receive services and training.

AJCC Certification Indicator #5: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathway.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #5: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.

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

Customers are provided with information describing what is the most current business that's being pursued by an economic organization and staff works with those customers to see if their skillset matches and what those businesses are looking for.

If customers aren't skilled in certain regional sector areas, they could possibly obtain job training through WIOA funding if eligible.

AJCC Certification Indicators #6: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.

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

AJCC Certification Indicators

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

AJCC Certification Indicators #6: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs

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

Riverside AJCC staff are familiar with the labor market conditions and share this information with their customers to assist in identifying career pathways. Ongoing training is always welcomed for better understanding of changes to the market.

The AJCC system promotes partnership with businesses and industries that connect customers to those local high-quality jobs.

The Riverside AJCC is equipped with Business Solutions team and works with staff to provide information on employment opportunities and hiring events.

AJCC Certification Indicator #7: The AJCC has high-quality, well-informed, and cross-trained staffing.

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

AJCC Certification Indicators

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

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

AJCC Certification Indicator #7: The AJCC has high-quality, well-informed, and cross-trained staffing.

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

AJCC staff meets weekly on a Monday and training on partner services is completed as well to discuss strategies to better serve the customers.

Staff are also trained on how to use CALJobs to assist customers with registering as well as other partners.

Many are knowledgeable of programs offered by each partner and all receive training on a regular basis.

AJCC Certification Indicator #8: The AJCC achieves business results through data-driven continuous improvement.

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

AJCC Certification Indicators

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

AJCC Certification Indicator #8: The AJCC achieves business results through data-driven continuous improvement.

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

Riverside AJCC staff are aware of WIOA performance measures and the importance of providing accurate data.

Customers are able to complete comment cards to share of their experience while visiting the CRA and information data is used to better support the needs of the center. Center improvements for the center's operation is cost effective.

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

Signature
Patrick Ellis

Name
Chair, Riverside County Workforce Development Board

Title

Comprehensive AJCC Certification Matrix Baseline Criteria

The Baseline America's Job Center of CaliforniaSM (AJCC) Certification is intended to ensure that every comprehensive AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements.

Local Boards must submit a completed matrix to their Regional Advisor for each comprehensive AJCC by April 30, 2021.

Name of Local Board Riverside County Workforce Development Board

Name of AJCC Riverside AJCC

| Baseline Criteria | Yes | No |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------|
| Implements the signed Memorandums of Understanding (MOU) | | |
| A Memorandum of Understanding (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| The signed MOU identifies the AJCC as a comprehensive. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| The AJCC is implementing the MOU specifications applicable to comprehensive centers. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Implements the Local Board defined roles and responsibilities of the AJCC Operator and Career Services Provider | | |
| AJCC Operator selected in compliance with WSD19-13. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Roles and responsibilities of AJCC Operator are clearly identified. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Career Services Provider selected in compliance with WSD19-13. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Roles and responsibilities of the Career Services Provider within the AJCC are clearly identified. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305) | | |

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

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

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

Signature

Patrick Ellis

Name

Chair, Riverside County Workforce Development Board

Title

EXECUTIVE COMMITTEE



ACTION ITEM #2.4

DATE: April 21, 2021

SUBJECT: Approve the Application for Subsequent Local Area Designation and Local Board Recertification for Program Years 2021-2023, required by the California Workforce Development Board.

RECOMMENDATION: That the Riverside County Workforce Development Board (WDB) Executive Committee approve and WDB Chairperson execute, on behalf of the WDB, the Application for Subsequent Designation and Recertification for Program Years 2021-2023.

BACKGROUND:

The Riverside County Workforce Development Board (WDB) is a private sector led policy and oversight body that supports economic expansion and the development of the regional workforce. The WDB is governed by the Workforce Innovation and Opportunity Act of 2014 (WIOA). Federal funds received under WIOA are allocated to activities that link resources, people, business, and education, resulting in a competitive workforce. Related programs and services benefit workers and employers in Riverside County.

The purposes of this Action Item are to a) renew Riverside County's designation as a Local Workforce Development Area and b) recertify the WDB as a Local Workforce Development Board. This action allows Riverside County to continue receiving WIOA funding and allows the WDB to continue providing oversight of WIOA activities in Riverside County.

The California Workforce Development Board (State Board) is responsible for designating Local Areas and certifying Local Boards. The State Board designated Riverside County as a Local Area and certified the WDB as a Local Board initially in 2015 and again in 2016 and 2019 for two-year periods each. Current designation and certification are set to expire on June 30, 2021.

To request continued designation and recertification, the State Board requires submission of the attached Application for Subsequent Designation and Recertification for Program Years 2021-2023 (Application). The WDB Chair and the Chair of the Riverside County Board of Supervisors (as local Chief Elected Official) must sign the Application, which is attached hereto. The WDB has met requirements set forth in the Application, including performing successfully, sustaining fiscal integrity, engaging in the regional planning process, and meeting membership requirements.

Approval of this Action Item constitutes the WDB's approval to submit the Application to the State Board for approval on or before April 30, 2021. Upon WDB approval of this Action Item, staff will similarly request authorization from the Board of Supervisors to submit the Application. Subject to the State Board's approval of the Application, subsequent designation and recertification will be effective July 1, 2021 for a two-year period, ending June 30, 2023.

| | |
|---------------------------|----------------------------------|
| EXECUTIVE COMMITTEE | BOARD OF SUPERVISORS CONCURRENCE |
| Date: Approval: Yes/No | Required: Yes/No |

**Local Area Subsequent Designation and
Local Board Recertification
Application for Program Year 2021-23**

Local Workforce Development Area

Riverside County Housing, Homelessness Prevention and Workforce
Solutions/Workforce Development Division

Application for Local Area Subsequent Designation and Local Board Recertification

This application will serve as your request for Local Workforce Development Area (Local Area) subsequent designation and Local Workforce Development Board (Local Board) recertification for Program Year (PY) 2021-23 under the *Workforce Innovation and Opportunity Act* (WIOA).

If the California Workforce Development Board (CWDB) determines the application is incomplete, it will either be returned or held until the necessary documentation is submitted. Please contact your [Regional Advisor](#) for technical assistance or questions related to this application.

Riverside County Workforce Development Board

Name of Local Area

1325 Spruce Street

Mailing Address

Riverside, CA, 92507

City, State, ZIP

Date of Submission

Carrie Harmon, Director of Workforce Development

Contact Person

951.955.3100

Contact Person's Phone Number

Local Board Membership

The WIOA Section 107(b)(2)(A) through (E) states the requirements for nominating and selecting members in each membership category. The WIOA Section 107(b)(2)(A) requires that business members constitute a majority of the Local Board. The chairperson shall be a business representative, per WIOA Section 107(b)(3).

The local Chief Elected Official (CEO) is required to provide the names of the individuals appointed for each category listed on the following pages, and attach a roster of the current Local Board which identifies each member's respective membership category.

Business – A majority of the members must be representatives of businesses in the Local Area who (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policy-making or hiring authority; (ii) represent businesses, including small businesses, or organizations; and (iii) are appointed from among individuals nominated by local business organizations and business trade association (WIOA Section 107[b][2][A]).

Please identify the Local Board chairperson by typing CHAIR after their name.

| Name | Title | Entity | Appointment Date | Term End Date |
|----------------------------|--------------------------------------------------------------|-------------------------------------|------------------|---------------|
| Patrick Ellis, Chair | President/CEO/ WDB Chairperson | Murrieta Chamber of Commerce | 05/02/2019 | 05/02/2021 |
| Jamil Dada | Vice President/WDB Vice Chairperson | Provident Bank | 10/12/2020 | 10/12/2022 |
| Barbara Howison | Administrator | Library Systems and Services | 06/18/2019 | 06/18/2021 |
| Joshua Naggar | Attorney at Law | Naggar Law | 07/23/2019 | 07/23/2021 |
| Cherie Crutcher | AVP Strategic Communication/Gov. Relation Community Outreach | Riverside Community Hospital | 02/02/2021 | 02/02/2023 |
| Angelov Farooq | Principle | AVM Innovation Consulting, LLC | 10/12/2020 | 10/12/2022 |
| Diane Strand | Owner | JDS Video & Media Productions, Inc. | 07/15/2019 | 07/15/2021 |
| Francisca Ledoux Hernandez | Vice President | Riverside Medical Clinic | 06/18/2019 | 06/18/2021 |
| Juan De Lara | Risk Manager | Federated Insurance | 08/01/2020 | 07/31/2022 |
| Layne Arthur | Vice President | Balfour Beatty Construction | 08/28/2020 | 08/28/2022 |
| Lea Petersen | Public Affairs Manager | Southern California Gas Company | 01/25/2020 | 01/24/2022 |
| Peter Hubbard | Government Affairs Manager | American Medical Response | 08/28/2020 | 08/27/2022 |
| Darlene Wetton | Chief Executive Officer | Temecula Valley Hospital | 03/23/2020 | 03/23/2022 |
| Sonia Nunez | Human Resources Manager | McLane Foodservice | 07/30/2019 | 07/30/2021 |
| Connie Golds | Executive Director | Desert Best Friends Closet | 01/14/2020 | 01/13/2022 |

Labor – Not less than 20 percent of the members must be representatives of workforce within the Local Area who must include (i) representatives of labor organizations who have been nominated by state labor federations; (ii) a member of a labor organization or a training director from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area; and may include (iii) representatives of community-based organizations with demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, veterans, or individuals with disabilities; and (iv) representatives of organizations with

demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth and/or out-of-school youth (WIOA Section 107[b][2][B]).

California Unemployment Insurance Code (CUIC) Section 14202(b)(1) further requires and specifies that at least 15 percent of Local Board members shall be representatives of labor organizations unless the local labor federation fails to nominate enough members. For a local area in which no employees are represented by such organizations, other representatives of employees shall be appointed to the board, but any local board that appoints representatives of employees that are not nominated by local labor federations shall demonstrate that no employees are represented by such organizations in the local area.

| Name | Title | Entity | Appointment Date | Term End Date |
|---------------------|-------------------------------|---------------------------------------------------------------------|-------------------------|----------------------|
| 1. Ricardo Cisneros | Executive Secretary/Treasurer | American Federation of Labor & Congress of Industrial Organizations | 04/26/2019 | 04/26/2021 |
| 2. Celene Perez | Political Director | Inland Empire Labor Council | 07/23/2019 | 07/23/2021 |
| 3. Greg Elgan | Business Representative | Operating Engineers Local 12 | 07/23/2019 | 07/23/2021 |
| 4. Ken Orr | Regional Coordinator | Southern California Laborer’s Apprenticeship | 02/15/2019 | 02/15/2021 |

Education – Each Local Board shall include representatives of entities administering education and training activities in the Local Area who must include (i) a representative of eligible providers administering WIOA Title II adult education and literacy activities; (ii) a representative of institutions of higher education providing workforce investment activities; and may include (iii) representatives of local educational agencies, and community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment (WIOA Section 107[b][2][C]).

| Name | Title | Entity | Appointment Date | Term End Date |
|-------------------|---------------------------|----------------------------------------------------------------|------------------|---------------|
| 1. Morris Myers | Executive Director | Workforce and Economic Development for Mt. San Jacinto College | 02/15/2021 | 02/15/2023 |
| 2. Wolde-AB Isaac | Chancellor | Riverside Community College District | 09/09/2020 | 09/09/2022 |
| 3. JoDee Slyter | Regional Director | Corona Norco USD Adult Education | 09/24/2019 | 09/23/2021 |
| 4. Rosibel Ochoa | Associate Vice Chancellor | University of California, Riverside Extension | 01/23/2021 | 01/23/2022 |

Economic and Community Development – Each Local Board shall include representatives of governmental, economic, and community development entities serving the Local Area who must include (i) a representative of economic and community development entities; (ii) a representative from the state employment service office under the *Wagner-Peyser Act*; (iii) a representative of the Vocational Rehabilitation program; and may include (iv) representatives of agencies or entities administering programs serving the Local Area relating to transportation, housing, and public assistance; (v) Representatives of philanthropic organizations serving the Local Area; and (E) individuals or representatives of entities as the local CEO in the Local Area may determine to be appropriate (WIOA Section 107[b][2][D] and [E]).

| Name | Title | Entity | Appointment Date | Term End Date |
|--------------------|--------------------------------------|------------------------------------|------------------|---------------|
| 1. Cheri Greenlee | Riv. Workforce Serv. Cluster Manager | Employment Development Department | 12/14/2019 | 12/13/2021 |
| 2. Alfonso Jimenez | Staff Services Manager I | Department of Rehabilitation | 03/21/2020 | 03/21/2022 |
| 3. Grant Gautsche | Business Representative | Riverside Veteran Service | 05/02/2019 | 05/02/2021 |
| 4. Mary Jo Ramirez | Director | California Family Life Center | 08/18/2019 | 08/18/2021 |
| 5. Javier H. Lopez | Director of Community Relations | Coachella Valley Housing Coalition | 11/10/2020 | 11/10/2022 |

Performed Successfully

The Local Area hereby certifies that it has performed successfully, defined as having met 80 percent of their negotiated performance goals in PY 2018-19 or PY 2019-20 for the following indicators:

- Employment Rate 2nd Quarter After Exit
- Median Earnings

| PY 2018 Performance Goals | | | | |
|-----------------------------------------------|---------------|---------------------------|--------------|------------------------------------------------------------|
| | Adults | Dislocated Workers | Youth | |
| Employment Rate 2nd Quarter After Exit | 71.5% | 74.2% | 68.2% | Employment or Education Rate 2nd Quarter After Exit |
| Median Earnings 2nd Quarter After Exit | \$6,501 | \$8,359 | BASELINE | Median Earnings |

| PY 2019 Performance Goals | | | | |
|----------------------------------------|---------|--------------------|----------|-----------------------------------------------------|
| | Adults | Dislocated Workers | Youth | |
| Employment Rate 2nd Quarter After Exit | 74.1% | 71.3% | 71.8% | Employment or Education Rate 2nd Quarter After Exit |
| Median Earnings 2nd Quarter After Exit | \$6,766 | \$8,036 | BASELINE | Median Earnings |

Sustained Fiscal Integrity

The Local Area hereby certifies that it has not been found in violation of one or more of the following during PY 18-19 or PY 19-20:

- *Final determination of significant finding(s)* from audits, evaluations, or other reviews conducted by state or local governmental agencies or the Department of Labor identifying issues of fiscal integrity or misexpended funds due to the willful disregard or failure to comply with any WIOA requirement.
- *Gross negligence* – defined as a conscious and voluntary disregard of the need to use reasonable care, which is likely to cause foreseeable grave injury or harm to persons, property, or both.
- *Failure to observe accepted standards of administration* – Local Areas must have adhered to the applicable uniform administrative requirements set forth in Title 2 *Code of Federal Regulations* (CFR) Part 200.

Certify No Violation

The Riverside County Workforce Development Board has not been found in violation of gross negligence or failure to observe accepted standards of administration.

There were 4 fiscal findings for Fiscal and Procurement review during PY 2018-2019, and we have submitted a response and are awaiting the final monitoring report. We have not received any reports for EO, Program or Fiscal and Procurement monitoring completed by the State for PY 2019-20.

Engaged in Regional Planning

Engaged in regional planning is defined as participating in and contributing to regional planning, regional plan implementation, and regional performance negotiations. The Local Area hereby certifies that it has participated in and contributed to regional planning and negotiating regional performance measures in the following ways:

The Inland Empire Regional Planning Unit (IERPU) is comprised of the San Bernardino County Workforce Development Board (SBCWDB) and the Riverside County Workforce Development Board (RCWDB). The two WDBs of the IERPU created a vision statement for the region to set the strategic direction for planning and implementation.

The workforce development vision for the Inland Empire is a reinvented regional system that engages business and industry in identifying high quality jobs and designing training programs to prepare a competitive workforce. The IERPU partners will prepare the workforce by ensuring that services address barriers to employment and promote educational attainment to create pathways from dependency to prosperity.

As part of a four-year planning process, the IERPU developed a regional workforce development plan to address the needs of the Inland Empire community. The purpose of this planning process and regional plan creation serves to develop equitable, regional, sector-based career pathways in target sectors, ensuring access and inclusion for all the region's residents, businesses, and organizations.

Our team began the planning by conducting an inclusive process, gathering input for the regional plan from partner organizations, employers, and other stakeholders in a series of interactive virtual meetings. Participants were asked to provide ideas for how the region's workforce system can meet the needs of the community in five key areas: responding to COVID-19; developing career pathways to the middle class; providing access and inclusion for all; preparing for the future of work; and building a high road workforce system. The IERPU worked together as members of both workforce development boards, the Riverside County Workforce Development Board and the San Bernardino County Workforce Development Board, to process the input received and incorporate it into the plan. This newly minted IERPU 2021-2024 plan serves as a strategic roadmap for current regional coordination and implementation.

The Regional Organizers and WDB Administrative Leadership for both Riverside and San Bernardino Counties also review previous goals and discuss current trajectories prior to coordinating with the state in negotiating regional performance measures. These collaborative meetings ensure thoughtful review and regional consensus by both counties moving forward.

Local Area Assurances

Through PY 21-23, the Local Area assures:

- A. It will comply with the applicable uniform administrative requirements, cost principles, and audit requirements (WIOA Section 184[a][2] and [3]).

Highlights of this assurance include the following:

- The Local Area's procurement procedures will avoid acquisition of unnecessary or duplicative items, software, and subscriptions (in alignment with Title 2 CFR Section 200.318).
- The Local Area will maintain and provide accounting and program records, including supporting source documentation, to auditors at all levels, as permitted by law (Title 2 CFR Section 200.508).

Note that failure to comply with the audit requirements specified in Title 2 CFR Part 200 Subpart F will subject the Local Area to potential cash hold (Title 2 CFR Section 200.338).

- B. All financial reporting will be done in compliance with federal and State regulations and guidance.

Highlights of this assurance include the following:

- Reporting will be done in compliance with Workforce Services Directive WSD19-05, *Monthly and Quarterly Financial Reporting Requirements*, (December 4, 2019).
- All closeout reports will comply with the policies and procedures listed in WSD16-05, *WIOA Closeout Requirement*, (July 29, 2016).

Note that failure to comply with financial reporting requirements will subject the Local Area to potential cash hold. (Title 2 CFR Section 200.338)

- C. Funds will be spent in accordance with federal and state laws, regulations, and guidance.

Highlights of this assurance include:

- The Local Area will meet the requirements of the *California Unemployment Insurance Code Section 14211*, to spend a minimum of 30 percent of combined total of WIOA Title I adult and dislocated worker formula fund allocations on training services.
- The Local Area will not use funds to assist, promote, or deter union organizing (WIOA Section 181[b][7]).

- D. The Local Board will select the America's Job Center of CaliforniaSM operator(s), with the agreement of the local CEO, through a competitive process such as a Request for Proposal, unless granted a waiver by the state (WIOA Section 121[d][2][A] and 107[g][2]).
- E. The Local Board will collect, enter, and maintain data related to participant enrollment, activities, and performance necessary to meet all CalJOBSSM reporting requirements and deadlines.
- F. The Local Board will comply with the nondiscrimination provisions of WIOA Section 188, including the collection of necessary data.
- G. The Local Area will engage in and contribute to, regional planning and regional plan implementation (for example, Local Area has participated in regional planning meetings and regional plan implementation efforts, and the Local Board and local CEO have reviewed and approved the regional plan and modifications).
- H. The Local Area will participate in regional performance negotiations.
- I. It will comply with CWDB policies and guidelines, legislative mandates and/or other special provisions as may be required under federal law or policy, including the WIOA or state legislation.
- J. Priority shall be given to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career and training services funded by WIOA Adult funding (WIOA Section 134[c][3][E] and *Training and Employment Guidance Letter* [TEGL] 10-09, and TEGL 19-16).

Application Signature Page

Instructions – The local CEO and Local Board chair must sign and date this form. Electronic signatures are permitted for the PY 21-23 application.

By signing the application below, the local CEO and Local Board chair request subsequent designation of the Local Area and recertification of the Local Board. Additionally, they agree to abide by the Local Area assurances included in this application.

Local Workforce Development Board Chair

Local Chief Elected Official

Signature

Signature

Patrick Ellis

Karen Spiegel

Name

Name

Chairperson

Chair of the Board of Supervisors

Title

Title

Date

Date

FORM APPROVED COUNTY COUNSEL

BY: Lisa Sanchez 3/31/2021
LISA SANCHEZ DATE

EXECUTIVE COMMITTEE



ACTION ITEM #2.5

DATE: April 27, 2021

SUBJECT: Request to approve Workforce Innovation and Opportunity Act (WIOA) fund transfer from Adult Category to Dislocated Worker Category

RECOMMENDATION: That the Workforce Development Board (WDB) Executive Committee, on behalf of the WDB, approve the WIOA fund transfer in the amount of \$1.7 Million dollars from the Adult category to the Dislocated Worker category.

BACKGROUND: The Workforce Innovation and Opportunity Act (WIOA) funds activities that serve job seekers ages 18 and over in two categories: Adult and Dislocated Worker. The Adult WIOA category refers to participants who are low income, basic skills deficient, and/or are recipients of public assistance. The Dislocated Worker WIOA category refers to participants who are no longer in the workforce as a result of job loss, mass layoffs, global trade dynamics, or transitions in economic sectors.

Riverside County Workforce Development's annual budget allocates WIOA funds to either the Adult category or the Dislocated Worker category. Funds in those budget categories may then be used to finance activities that benefit corresponding job seeker groups (i.e., participants that qualify under the Adult category or participants that qualify under the Dislocated Worker category).

Prior to the COVID-19 pandemic, when the unemployment rate was at historic lows, WIOA funds in the Adult category were expended more rapidly than Dislocated Worker funds. This is primarily because most job seekers receiving services were not unemployed and therefore did not qualify as Dislocated Workers. However, business closures due to COVID have caused that trend to shift. Many of the job seekers currently being assisted have been laid-off, qualify as Dislocated Workers, and are more appropriately served under that WIOA category. It is therefore necessary to make a corresponding shift in funding in the budget.

The WDB is empowered under WIOA to approve the transfer of funds between Adult and Dislocated Worker budget allocations when necessary. The purpose of this Action Item is to memorialize that authorization. Specifically, staff are proposing to move \$1.7 Million from the Adult category to the Dislocated Worker Category (see below funding breakdown). Should the Executive Committee approve this Action Item, the next step will be for staff to submit to the state Employment Development Department a related request to transfer funds between WIOA categories.

| | ADULT | Dislocated Worker |
|------------------------------------------------|----------------------|--------------------|
| Current Allocation by WIOA Category | \$5,128,059 | \$4,339,994 |
| Amount Proposed for Transferred | (\$1,700,000) | \$1,700,000 |
| Funds Available After Proposed Transfer | \$3,428,059 | \$6,039,994 |

| | |
|------------------------------------------------------------------|------------------------------------------------------|
| EXECUTIVE COMMITTEE Date: April 21, 2021 Approval: Yes | BOARD OF SUPERVISORS CONCURRENCE Required: No |
|------------------------------------------------------------------|------------------------------------------------------|

Transfer of Funds Request Budget Plan

Local Area Riverside County Workforce Development Division
Date Prepared 3/12/2021
Subgrant Number AA111025
Year of Appropriation 2020

| Grant Code | Adult to DW | DW to Adult |
|-----------------------------------------------|-----------------------------------------------|------------------------------------|
| <input type="checkbox"/> 201 → 299 | <input type="checkbox"/> 201 → 299 | <input type="checkbox"/> 501 → 499 |
| <input checked="" type="checkbox"/> 202 → 200 | <input checked="" type="checkbox"/> 202 → 200 | <input type="checkbox"/> 502 → 500 |

| FUNDING IDENTIFICATION | ADULT | DW |
|----------------------------------------------|------------------|------------------|
| 1. Formula Allocation | 5,128,059 | 4,339,994 |
| 2. Prior Adjustments - Plus or Minus | 0 | 0 |
| 3. Previous Amounts Transferred | 0 | 0 |
| 4. Current Amount to be Transferred | (1,700,000) | 1,700,000 |
| 5. TOTAL FUNDS AVAILABLE (Lines 1 through 4) | 3,428,059 | 6,039,994 |

| TOTAL ALLOCATION COST CATEGORY PLAN | | |
|-------------------------------------------------------------|------------------|------------------|
| 6. Program Services (Lines 6a through 6c) | 3,085,253 | 5,435,995 |
| a. Career Services (WIA Core Services / Intensive Services) | 2,159,677 | 3,805,196 |
| b. Training Services | 925,576 | 1,630,798 |
| c. Other | | |
| 7. Administration | 342,806 | 603,999 |
| 8. TOTAL (Lines 6 plus 7) | 3,428,059 | 6,039,994 |

| QUARTERLY TOTAL EXPENDITURE PLAN (cumulative) | | |
|-----------------------------------------------|---------|---------|
| 9. September 2020 | 0 | 0 |
| 10. December 2020 | 0 | 0 |
| 11. March 2021 | 171,403 | 302,000 |
| 12. June 2021 | 188,543 | 332,200 |
| 13. September 2021 | 207,398 | 365,420 |
| 14. December 2021 | 228,137 | 401,962 |
| 15. March 2022 | 307,985 | 542,648 |
| 16. June 2022 | 384,982 | 678,310 |
| 17. September 2022 | 442,729 | 780,057 |
| 18. December 2022 | 451,584 | 795,658 |
| 19. March 2022 | 498,882 | 875,224 |
| 20. June 2022 | 546,416 | 966,517 |

| COST COMPLIANCE PLAN (maximum 10%) | | |
|-------------------------------------------------------|---------------|---------------|
| 21. % for Administration Expenditures (Line 7/Line 5) | 10.00% | 10.00% |

Leslie Trainor, Deputy Director Workforce Development
951-955-6615
Contact Person, Title
Telephone Number
Comments

Transfer of Funds Request

1. Local Area Riverside County Workforce Development Division

2. Subgrant Number AA111025 3. Request Date 03/12/2021

4. Program Year 2020 5. Transfer Request No 01

6. Direction of Transfer (Check One):

Adult to Dislocated Worker

Dislocated Worker to Adult

 201 → 299 501 → 499 202 → 200 502 → 500

7. Amount of Transfer \$1.7 Million

8. Contact Person Leah Deslate-Soliva

9. Contact Person's Telephone Number 951-955-0348

10. All transfer requests must be approved and signed off by the Local Board.

Date of Local Board meeting to discuss transfer 04/21/2021Date of Local Board meeting to approve transfer 04/21/2021

11. By signing below, the Local Area Administrator/Designee requests a transfer of funds and certifies that this transfer request was approved at the Local Board Meeting on the date indicated above.

Signature _____

Name Leslie TrainorTitle Deputy Director, Workforce Development DivisionDate 04/21/2021

12. Taking into account the factors described under the Transfer of Funds Procedures section on page 5 of the directive, describe the Local Board's reasoning to request a transfer of funds.

Due to the ongoing impacts of the COVID-19 Pandemic and continued layoffs by employers, there has been a greater need to provide WIOA services to dislocated workers.

Transfer of Funds Request Participant Plan

Local Area: Riverside County

Prepared Date 3/22/2021

Enter the number of individuals in each category.

| TOTALS FOR PY 2019/2020 & 2020/2021 | ADULT | DW |
|-------------------------------------------------------------------------|--------------|--------------|
| 1. Registered Participants Carried in from PY 2019/2020 | 213 | 176 |
| 2. New Registered Participants for PY 2020/2021 | 794 | 940 |
| 3. Total Registered Participants for PY 2020/2021 (Line 1 plus 2) | 1,007 | 1,116 |
| 4. Exiters for PY 2020/2021 | 650 | 643 |
| 5. Registered Participants Carried Out to PY 2020/2021 (Line 3 minus 4) | 357 | 473 |

| PROGRAM SERVICES | | |
|------------------------------------------------------------|------------|------------|
| 6. Career Services | 418 | 567 |
| a. Basic Career Services (WIA Core Services) | | |
| b. Individualized Career Services (WIA Intensive Services) | 418 | 567 |
| 7. Training Services | 380 | 316 |

| EXIT STATUS | | |
|-------------------------------------|-----|-----|
| 8. Entered Employment | 649 | 642 |
| 9. Training-Related | 172 | 78 |
| 10. Entered Military Service | | |
| 11. Entered Apprenticeship Program | | |
| 12. Exited for Exclusionary Reasons | 1 | 0 |

Leslie Trainor

Contact Person, Title

951-955-6615

Telephone Number

Comments:

Year of fund allocation is 2020. Riverside County Workforce Development estimated enrollments based on our Program Year 2019-2020 enrollments and our Program Year 2020-2021 goals.

EXECUTIVE COMMITTEE



ACTION ITEM #2.6

DATE: April 21, 2021

SUBJECT: Program Year (PY) 2021/22 Workforce Innovation and Opportunity Act (WIOA) contract renewal for the One-Stop Operator.

RECOMMENDATION: That the Riverside County Workforce Development Board (WDB) approve the contract renewal for Arbor E&T LLC as the One-Stop Operator for the America’s Job Centers (AJCC) of California, Workforce Development Centers of Riverside County.

BACKGROUND: On February 28, 2020, County of Riverside Purchasing Department released a Request for Proposal (RFP) to solicit One-Stop Operator services from an experienced and qualified entity to serve as the One-Stop Operator for the Housing, Homelessness Prevention, Workforce Solutions (HHPWS)/Workforce Development Division (WDD) /America’s Jobs Centers of California (AJCC). As a result, Arbor E&T LLC (known as Equus) was the sole respondent submitted for consideration and reviewers recommended for contract award. Arbor E&T LLC was awarded as the One-Stop Operator during Program Year (PY) 2020/21, commencing July 1, 2020 through June 30, 2021. Subsequent annual approvals though June 30, 2023 are contingent upon Equus meeting the deliverables stated in the agreed upon scope of services and continued funding allocation from WIOA.

The One-Stop Operator serves as the facilitator and coordinator of the AJCC partner shared services. The AJCC One-Stop Operator coordinates partners and service providers using the Partner Memorandum of Understanding (MOU). The AJCC One-Stop Operator provides proactive and innovative ways to involve partners, facilitating and assessing reports on the implementation of partner responsibilities and contributions agreed upon in the Partner MOU.

Arbor E&T has successfully met the deliverables and services outlined in the scope of work for PY 2020-21. Therefore, HHPWS/WDD is requesting to renew Arbor E&T LLC contract for continued service for PY 2021-22 (July 1, 2021 through June 30, 2022) for a total cost of \$100,000.

| Contractor | One-Stop Operator | Total Cost |
|----------------------------------------------|----------------------------------|-------------------|
| Arbor E&T LLC | Coordinate WIOA Partner Services | \$100,000 |
| TOTAL COST PY 2021/2022 NOT TO EXCEED | | \$100,000 |

| | |
|------------------------------------------------------|----------------------------------------------------------|
| EXECUTIVE COMMITTEE Date: Approval: Yes/No | BOARD OF SUPERVISORS CONCURRENCE Required: Yes/No |
|------------------------------------------------------|----------------------------------------------------------|

EXECUTIVE COMMITTEE



ACTION ITEM #2.7

DATE: April 21, 2021

SUBJECT: Program Year (PY) 2021/2022 Workforce Innovation and Opportunity Act (WIOA) Youth Services Program contracts extension.

RECOMMENDATION: That the Riverside County Workforce Development Board (WDB) Executive Committee approve a three (3) month extension with an additional three (3) month option of the current Youth Program contracts due to the Youth Services Program Request for Proposal currently taking place, to continue operating the youth program services in the six (6) service areas within Riverside County during the period of July 1, 2021-September 30, 2021 with option to extend through December 30, 2021.

BACKGROUND: The Riverside County Workforce Development Division (WDD) and the Workforce Development Board (WDB) established the Youth Opportunity Center (YOC) system in 2000 under the Workforce Investment Act to provide “One-Stop” centers for youth to receive federally funded workforce services. On January 3, 2014, the Workforce Innovation and Opportunity Act (WIOA) was enacted by Congress and signed into law on July 22, 2014. One of the goals is to produce comprehensive support systems that can provide “at risk youth” with improved “long-term” relationships and ongoing support which will enable the youth to make a successful transition into the workforce. WIOA specifically targets “at-risk” youth ages 16 to 24 who require temporary or ongoing intervention in order to succeed academically. They are also adolescents who are less likely to transition successfully into adulthood and achieve economic self-sufficiency. WDD currently contracts out the operation of six YOC's throughout Riverside County located in Hemet, Indio, Lake Elsinore, Moreno Valley, Perris and the City of Jurupa Valley.

On May 6, 2020, Action Item #2.2 was brought to the WDB Executive Committee for approval. The recommendation at that time was to extend the existing contracts with Equus Workforce Solutions (Equus) and California Family Life Center (CFLC) to run the six Youth Opportunity Centers (YOC) for six months. The WDB decided that with the uncertainty of the COVID-19 pandemic emergency, a one (1) year extension would be best to sustain the stability of our programs and services to Riverside County young adults.

Currently, pursuant to WIOA regulations, WDD is competitively procuring service providers to operate the six YOC's for a four (4) year period contingent on funding and performance. Current contracts expire June 30, 2021. Procurement is underway for the upcoming four (4) year period. WDD is working with Riverside County Purchasing Department on several other Request for Proposals, this heavy load along with Coronavirus (COVID-19) pandemic related routine procedure delays has caused a longer processing time. As a result of these delays

and in order to allow for sufficient time to transition and have the new PY2021/2022 contracts in place, WDD staff recommends extending the existing six (6) YOC contracts for three (3) months with an additional three (3) month extension option in the event this is needed, starting July 1, 2021 through September 30, 2021 with option to extend through December 30, 2021.

WDD staff funding recommendations detailed below allocates \$645,000 for Equus and \$645,000 for California Family Life Center, totaling \$1,290,000, for the proposed three month extension period from July 1, 2021 through September 30, 2021.

| Recommended Service Provider | YOC Location | 2020/2021 Funding Recommendation |
|--------------------------------------|---------------------------------|-----------------------------------------|
| Equus Workforce Solutions | Indio | \$215,000 |
| Equus Workforce Solutions | Moreno Valley | \$215,000 |
| Equus Workforce Solutions | Perris | \$215,000 |
| California Family Life Center | Hemet | \$215,000 |
| California Family Life Center | Lake Elsinore | \$215,000 |
| California Family Life Center | Rubidoux (Jurupa Valley) | \$215,000 |

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| EXECUTIVE COMMITTEE Date: April 21, 2021 Approval: Yes | BOARD OF SUPERVISORS CONCURRENCE Required: Yes |
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