

**POLICY BOARD
MEETING**

**December 17, 2024
Tuesday**

12:00 Noon

AGENDA

A Meeting of the SELACO Workforce Development Policy Board

**Executive Board Room
Lakewood City Hall
5000 Clark Avenue
Lakewood, CA**

12:00 noon, Tuesday, December 17, 2024

1. Call to Order

2. Pledge of Allegiance

3. Roll Call

Member Rene Trevino, Councilmember, City of Artesia
Member Naresh Solanki, Mayor, City of Cerritos
Member Hector Sosa, Mayor Pro Tem, City of Downey
Member Dandy De Paula, Mayor Pro Tem, City of Hawaiian Gardens
Member Tony Ayala, Vice Mayor, City of Norwalk
Member Brenda Olmos, Councilmember, City of Paramount
Vice Chairman Sonny Santa Ines, Council Member, City of Bellflower
Chairman Jeff Wood, Council Member, City of Lakewood

4. Self-Introduction of Guests

5. Public Comments

6. Consent Calendar

A. Approval of the Minutes of the Policy Board meeting of October 15, 2024 Page 1

B. WDB Attendance Roster 6

C. Program Report for 07/01/24-09/30/24 8

7. Business Session

A. Report from the WDB Executive Director

B. Annual Appointments to the Workforce Development Board 32

SELACO Workforce Development Policy Board Agenda

December 17, 2024

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| C. Approval to Submit AJCC Certification Indicator | 33 |
| D. Fifth Amendment to Employment Agreement between
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and Yolanda Castro | 77 |
| E. Policy Board Meeting Schedule for 2025 | 80 |
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| 8. Information Items | |
| 9. Interesting Correspondence | |
| 10. Items from Staff | |
| 11. Board Member Comments | |
| 12. Adjournment to Meeting to be Held on February 18, 2025, in the City of
Bellflower | |

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN THIS MEETING, PLEASE CONTACT THE SELACO WDB AT (562) 402-9336. NOTIFICATION OF AT LEAST 48 HOURS PRIOR TO THE MEETING WILL ENABLE STAFF TO MAKE REASONABLE ARRANGEMENTS TO ENSURE ACCESSIBILITY TO THIS MEETING. ASSISTIVE LISTENING DEVICES ARE AVAILABLE FOR THIS MEETING. PLEASE ADVISE STAFF IF YOU DESIRE TO USE THIS DEVICE.

MINUTES
A MEETING OF THE
WORKFORCE DEVELOPMENT POLICY BOARD
OF SOUTHEAST LOS ANGELES COUNTY

October 15, 2024

12:00 noon

SELACO WDB
10900 E. 183rd Street
Suite 350
Cerritos, CA

CALL TO ORDER

The Policy Board Meeting was called to order by Chairman Jeff Wood at 12:05 p.m.

PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Vice Chairman Santa Ines.

ROLL CALL

POLICY BOARD MEMBERS PRESENT: Jeff Wood, Lakewood, Chairman; Sonny Santa Ines, Bellflower, Vice Chairman; Rene Trevino, Artesia; Hector Sosa, Downey; Tony Ayala, Norwalk.

POLICY BOARD MEMBERS ABSENT: Naresh Solanki, Cerritos; Dandy De Paula, Hawaiian Gardens; Brenda Olmos, Paramount.

OTHERS PRESENT: Jack Joseph, Policy Board Administrator/Policy Director; Rudy Villareal, SELACO Workforce Development Board Member; Yolanda Castro, SELACO WDB Executive Director; Matthew Slentz, SELACO WDB Deputy General Counsel; Kay Ford, SELACO WDB Deputy Director of Administrative/Business Services; Corina Coronel, SELACO WDB Deputy Director of Program Operations; Sandra Michel, SELACO WDB Director of Contracts, Policy, and Compliance; Chau Diep, SELACO WDB Chief Financial Officer; Carol Reyes Davis, SELACO WDB Human Resources Manager; Rosa Cuellar, SELACO WDB Career Development Specialist.

PUBLIC COMMENTS

There were no public comments.

CONSENT CALENDAR

A. Approval of the Minutes of the Policy Board Meeting of June 18, 2024

B. WDB Attendance Roster

C. Program Report for 07/01/24-08/31/24

It was moved by Member Trevino, seconded by Member Sosa, to approve the consent calendar. The motion was approved unanimously.

BUSINESS SESSION

A. Report from the WDB Executive Director

WDB Executive Director Yolanda Castro introduced Rosa Cuellar, SELACO Career Development Specialist, who will be moving on to work for Cal State University Long Beach. Deputy Director of Program Operations Corina Coronel introduced Rosillo Vega, who came to SELACO out of foster care and gained work experience in social work in Downey, which led to her being hired full-time by the 1020 Club, an organization that works with at-risk youth in Downey.

Ms. Castro reported that the first stakeholder meeting regarding the development of a new Local Plan was held this morning. She briefly reviewed the schedule of meetings regarding the development of the Local and Regional plans, with the next scheduled one being an October 29th Los Angeles Basin Regional Plan Community Stakeholder Forum.

Ms. Castro thanked the City of Lakewood for recognizing SELACO as a non-profit serving the city as well as the surrounding cities. She said she had met with the City of Paramount staff to promote youth services available to residents and that City staff provided a list of all business licenses, which will be helpful in linking them to the ETP program. She said she presented at the Gateway Cities Council of Governments summit last week regarding the value to businesses of working with local workforce development boards. She reviewed the annual Meeting of the Minds Conference held in Monterey in September.

Ms. Castro announced that Deputy Executive Director Kay Ford would be retiring in February after nine years at SELACO. She said she would be going to the WDB with a proposed revised organization chart at their October 24th meeting.

B. Annual Appointments to the Workforce Development Board

No action was taken on this matter.

C. Approval for SELACO WDB to Continue Delivery of Adult and Dislocated Workers Services

The Executive Director reviewed the procedure which SELACO WDB needs to follow to secure state approval for SELACO to continue to deliver career services in the local area for the 2025-26 through 2028-29 program years. She said SELACO had accomplished the first step by procuring a One Stop Operator to serve as the agency's facilitator of the mandatory partners. She said staff must secure approval from both the Policy Board and the Workforce Development Board of the Application for Approval to the State by March 1, 2025. She said a similar request will be submitted to the WDB in January.

It was moved by Member Sosa, seconded by Vice Chairman Santa Ines to approve SELACO WDB to maintain the role as provider of Adult and Dislocated Worker Services from PY 2025-26 to PY 2028-29; and authorize staff to proceed with completion of an Application of Approval for review and approval at the Policy Board meeting to be held in February 2025. The motion was approved unanimously.

D. Approval of SELACO WDB Budget for Program Year 2024-2025

The Executive Director presented a summary of the Program Year 2024-2025 Budget. She said the budget reflected a reduction in WIOA funding, but increases in other programs, so that the budget reflects full-service operations with only minor operational changes. She said the budget also includes a 4% COLA increase for SELACO staff.

Ms. Castro said overall projected operational revenues are projected to increase by a net of \$629,643, and expenditures by a total of \$705,077. With the projected revenues and proposed expenditures, the SELACO WDB unobligated balance at the close of the program year would be an estimated \$1,456,592, which represents a decrease of \$100,136 from the previous year-end balance.

After discussion, it was moved by Vice Chairman Santa Ines, seconded by Member Trevino, to approve the proposed budget for Program Year 2024-25 as submitted, authorize the Executive Director to submit a request to the State to transfer 60% of Dislocated Workers funding to Adult Services, and to approve a staff COLA increase of 4% effective as of the pay period beginning July 29, 2024. The motion was approved unanimously.

INFORMATION ITEMS

There were no items presented.

INTERESTING CORRESPONDENCE

A. Success Stories

The Executive Director referred the Policy Board to a recent success story for a program participant from Lynwood.

ITEMS FROM STAFF

There were no items from staff.

BOARD MEMBER COMMENTS

Member Trevino reported that the Joint Personnel Committee had met and will have completed its work by the end of the year. He said there is a competitive election in Artesia with four candidates for two seats. He announced that the City of Artesia had recruited a new city manager, Abel Avalos, who comes to Artesia from the City of Lakewood. He said Artesia had recently held its Diversity Festival, which was attended by approximately 30,000 people. He said groundbreaking on a new Metro station in Artesia would be taking place on October 30th.

Vice Chairman Santa Ines said that the recent Bellflower car show had attracted a huge attendance. He said the Mayor's Prayer Breakfast was upcoming.

Member Sosa congratulated Bellflower on its successful car show. He said the Downey State of the City Address would be held on October 23rd. He announced the groundbreaking of the new Kolar Family YMCA would be held in Downey next week.

CLOSED SESSION

Conference with Legal Counsel—Pending Litigation (Government Code Section 54956.9(d)(1))

Trixie Ramoso v. SELACO

The Policy Board adjourned to closed session at 12:47 p.m.

The Policy Board returned to open session at 1:00 p.m.

The Deputy General Counsel announced that the Policy Board had met in closed session and had authorized settlement of the litigation.

ADJOURNMENT

It was the consensus of the Policy Board to adjourn to a meeting to be held in the City of Lakewood on December 17, 2024. The meeting was adjourned at 1:01 p.m.



**SELACO WDB Board of Directors
Attendance Roster – PY 24/25**

Board Member	7/25/24	9/26/24	10/24/24	1/23/25	3/27/25	5/22/25
1. Burrell, Ashley Rehabilitation Organization	X	X	X			
2. Chan, Connie Public Employment Service	X	X	X			
3. Cueva, Sergio Business Representative City of Hawaiian Gardens	AE	X	X			
4. Drake, Aaron Business Representative City of Bellflower	X	X	AE			
5. Espitia, Ben Secretary/Treasurer Labor Organization	X	AE	X			
6. Gomez, Belle Education Entity	X	X	X			
7. Kucera, Kevin Labor Organization	AE	AE	AE			
8. LeGaspi, Richard Chair Business Representative City of Norwalk	X	X	X			
9. Levine, Barbara Economic Development	AE	X	AE			
10. McGehee, Shannon Business Representative City of Paramount	A	A	A			
11. Nam, Leila Business Representative City of Artesia	X	X	X			
12. Parada, Erika Business Representative City of Lakewood	AE	X	A			

Board Member	7/27/23	9/28/23	10/26/23	1/25/24	3/28/24	5/23/24
13. Perez, Genoveva Business Representative City of Paramount	X	X	X			
14. Polley, Tracy Business Representative City of Norwalk	X	X	X			
15. Rochin, Blanca Education Entity	AE	X	X			
16. Ryder, Tim Business Representative City of Hawaiian Gardens	AE	X	AE			
17. Saucedo-Garcia, Cristina Business Representative City of Downey	AE	AE	AE			
18. Segura, Michael Business Representative City of Lakewood	X	X	X			
19. Shah, Jawahar Business Representative City of Cerritos	A	A	X			
20. Trivedi, Sanjay Business Representative City of Cerritos	AE	AE	A			
21. Uttecht, Greg Business Representative City of Artesia	X	X	X			
22. Villareal, Rudy Labor Organization	X	X	X			
23. Wehage, Larry Vice Chair Business Representative City of Bellflower	X	X	X			
24. VACANT Labor Organization						
25. VACANT Labor Organization						
26. VACANT Labor Organization						
27. VACANT Business Representative City of Cerritos						

X = PRESENT A = ABSENT AE = ABSENCE EXCUSED SP = SPECIAL MEETING ~ = NO MEETING

XV = PRESENT VIRTUAL



Operations Report

3RD REPORT OF PY 2024 – PY 2025

JULY 1, 2024 – SEPTEMBER 30, 2024

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PURPOSE

The Southeast Los Angeles County Workforce Development Board (SELACO WDB) respectfully submits the sixth Program Operations Report for the program year 2021-2022. This report reflects the various grants and services offered to our local job seekers and employers. This report includes information on America's Job Center of California Activity, Adult Programs, Youth Programs, Employer Services, Special and Regional Programs. The report will reflect performance and activity requirements of our funding entities.

SPOTLIGHT

SELACO WDB proudly represented at the California Workforce Associate; Meeting of the Minds Monterey (CWA; MMM) with board members Larry H, Richard L, and Ashley B, alongside executive director Yolanda C and team members Sandra M, Corina C, and Carol R. This year's theme, *From Process to Implementation*, resonated with our recent partnership with CalAPS and Bellflower Unified on the EMT student's pilot. Our board members gained valuable insights during a special board track, while staff explored innovative strategies from other workforce boards. Yolanda opened the second day's session, and our vice chair, Larry, closed the conference so well that he's been invited to return!



IN-THE-KNOW WITH SELACO

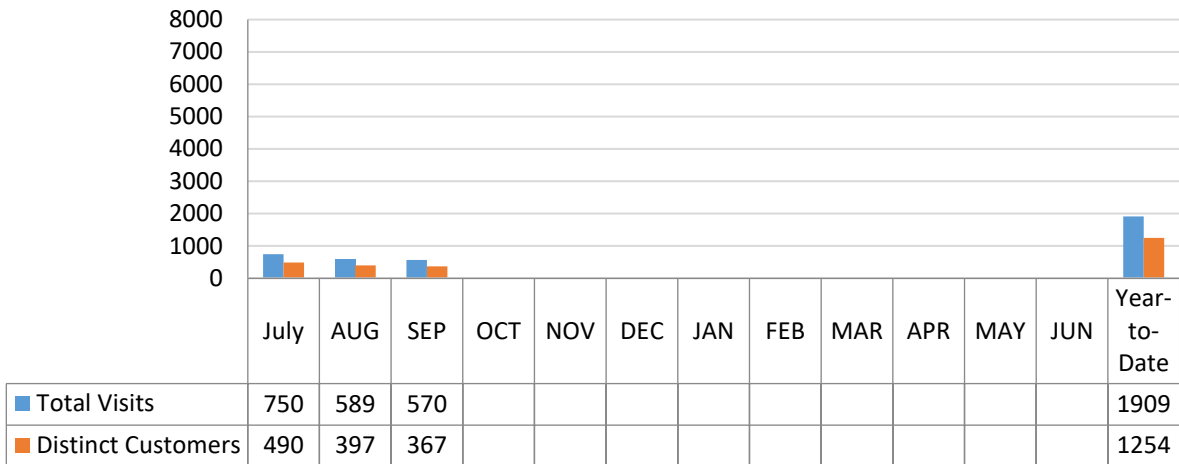
“In-the-Know with SELACO” is the name of the SELACO WDB Constant Contact company newsletter. Our newsletter is published quarterly and features articles highlighting recent activities and events including board and community engagement, special programs and success stories. Constant Contact also allows SELACO to deliver mass emails to multiple groups all at the same time without affecting the company server. We use Constant Contact to promote job recruitments and announcements for events such as The Collaborative Community Network meetings and Disability Awareness Training as well as in-house to inform staff. The following link provides you access to our most recent publication of “In-the-Know with SELACO”: [In-The-Know](#)

AMERICA'S JOB CENTER OF CALIFORNIA (AJCC) OVERVIEW

CAREER SERVICES

Program Year 2024 – 2025

Customer Visits to AJCC



Program Year 2023 – 2024

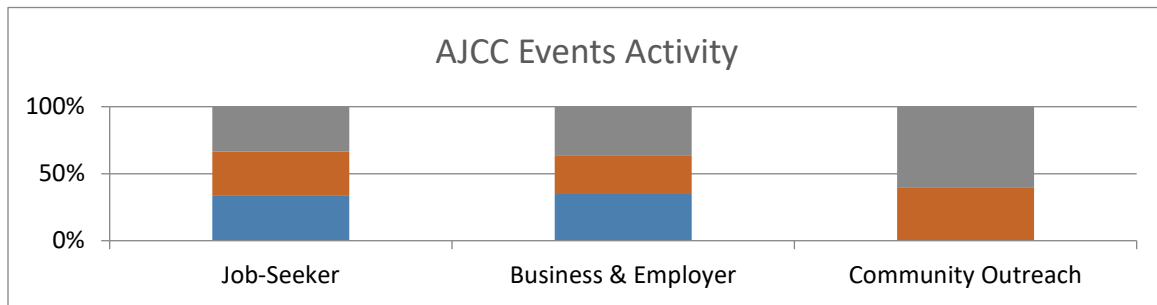
	July	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Year-to-Date
Total Visits	561	640	636	709	629	506	653	625	638	635	754	769	7755
Distinct customers	374	381	391	422	392	374	659	397	409	403	488	498	5188

Customer Visits by City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other



EVENTS



ADULT JOB SEEKER PROGRAMS

EVENTS

JOB SEEKER EVENTS	DESCRIPTION
Virtual Job Club	Partnered with Microsoft to host a LinkedIn presentation
Virtual Youth Workshops	Virtual workshops for youth focused on job readiness, job preparation, interview skills, and resume building
Reemployment Services and Eligibility Assessment (RESEA)	EDD host a workshop to Review of job search activity and sharing of resource information.
Job Interview Preparation and Practice Workshop	It is the interview that lands the job offer, NOT the résumé. Ease those Job Interview jitters with preparation and practice.
Be a Super Star Employee Workshop	This workshop offers an opportunity to learn how to become the employee that you would be proud to be.
Career Academy for Targeted Sectors (CATS)	Virtual bootcamp for young adults, allowing them the opportunity to establish a career pathway.
BUSINESS & EMPLOYER EVENTS	DESCRIPTION
Pancakes for Professionals	Downey Chamber Networking meeting
Ribbon Cutting	Lakewood ribbon cutting for ace hardware
Casual Connections	Bellflower business to business chamber meeting
Bellflower morning mingle	Bellflower morning mingle meeting
Disneyland Info Session	Hosted a Disneyland recruitment info session and 26 people attended
LAPD Recruitment	Hosted the LAPD monthly recruitment and 8 people attended.
Downey Chamber Morning Networking	Chamber Event
Bellflower Camber	Chamber Event
Norwalk Chamber of Commerce & Friends of the Norwalk Library	Digital Resource Exploration/On-Line Resources-Sept. is National Library Card Sign-Up Month/Creating Connections Luncheon
Artesia Chamber of Commerce	Interfaced with like-minded individuals, growing my network with the business community
CTE Business Advisory Committee	Support educators, students and businesses in developing, establishing and evaluating CTE programs to ensure students are well prepared for the world of work.
CA Federation of Labor Unions, AFL-CIO	Leadership Panel, EDD Work Sharing Program, Worker Adjustment & Retraining Notifications (WARN), Rapid Response Reporting & Lessons Learned & Best Practices, Layoff Aversion, Business Engagement
SHARE Collaborative Housing/COG	Explored our focus areas and resources to learn more about our work.
OUTREACH EVENTS	DESCRIPTION
Bellflower Casual Connections	Chamber Meeting
Bellflower Morning Mingle	Chamber Meeting
Norwalk Community Action for Peace Coalition Meeting	Office of OVP
Hawaiian Gardens Community Action for Peace Coalition Meeting	Office of OVP

WIOA ADULT

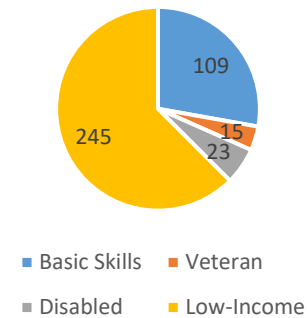
To prepare workers -- particularly individuals with barriers to employment -- for good jobs by providing job search assistance and training. The Adult Program provides an emphasis on serving public assistance recipients, other low-income individuals, and individuals who are low-skilled.

WIOA PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Negotiated PY 24/25	Q1 PY 24/25	Q2 PY 24/25	Q3 PY 24-25	Q4 PY 24-25
Employed 2 nd Quarter after Exit	67.5%	71.8%			
Employed 4 th Quarter after Exit	65.5%	63.2%			
Median Earnings	\$7,622	\$8,202.36			
Credential Rate	66.0%	85.7%			
Measurable Skill Gain (MSG)	73.0%	53.8%			

Activity Breakdown	
Carryover	265
Enrollments	76
Exits	5
Employed at Closure	10
Program Services	
Occupational Skills Training	26
On the Job Training	1
Transitional Jobs	3
Supportive Services	41
Follow-up Services	16

Priority Population



WIOA Adult Enrollment by City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other



WIOA DISLOCATED WORKER (DW)

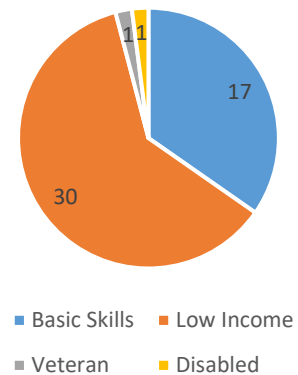
To prepare workers -- particularly individuals recently separated from employment -- for good jobs by providing job search assistance and training. The Dislocated Worker Program provides an emphasis on serving transitioning veterans, homemakers, recently unemployed, and struggling independent business owners.

WIOA PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Negotiated PY 23/24	Q1 PY 24/25	Q2 PY 24/25	Q3 PY 24/25	Q4 PY 24/25
Employed 2 nd Quarter after Exit	71.0%	100%			
Employed 4 th Quarter after Exit	71.8%	71.4%			
Median Earnings	\$9,800	\$11,478.98			
Credential Rate	75.4%	100%			
Measurable Skill Gain	78.0%	84.6%			

Activity Breakdown	
Carryover	38
Enrollments	3
Exits	0
Employed at Closure	0
Program Services	
Occupational Skills Training	0
On the Job Training	0
Supportive Services	9
Follow-up Services	1

Priority Population



WIOA Dislocated Worker Enrollment by City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other

TRANSITIONAL SUBSIDIZED EMPLOYMENT (TSE)

The TSE program is a program in collaboration with the South Bay Workforce Development Board that provides individuals the opportunity to gain the skills and hands on experience needed to transition into their next job and/or career. The program also gives companies a chance to give back to the community and provide opportunities for individuals to gain access into the workforce. SELACO WDB's role in bridging the gap between both parties is to help meet employer's workforce needs by providing qualified, pre-screened applicants.

TSE PERFORMANCE INDICATORS PER QUARTER

TSE Performance Measures PY 24/25	Allocations	Goal	Actual
Projected Enrollments	25	25	3
Exit and Follow-up 6 Months After Exit	25	25	39

Carryover
44

TSE WEX PLACEMENT BY CITY

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other

3

WIOA YOUTH SELACO

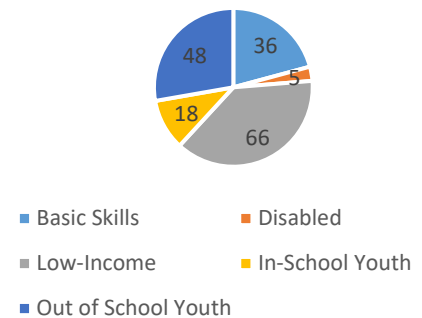
To prepare youth (ages 14-24) with barriers to employment – for good jobs by providing career exploration and training. The Youth Program provides an emphasis on serving public assistance recipients, other low-income individuals, basic skills deficient, pregnant or parenting young, foster youth, and youth with additional barriers to employment.

WIOA PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Negotiated PY 23/24	Q1 PY 24/25	Q2 PY 24/25	Q3 PY 24/25	Q4 PY 24/25
Employed or Placed in Education 2 nd QT after Exit	72.0%	75%			
Employed or Placed in Education 4 th QT after Exit	69.6%	69.2%			
Median Wage	\$4,500	\$5,933.31			
Credential Rate	61.0%	100%			
Measurable Skills Gain	80.0%	2.9%			

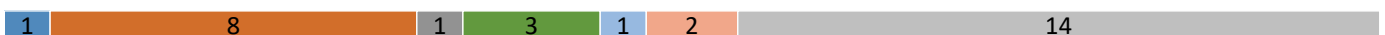
Out-of-School Activity Breakdown	Actual
Carryover	61
Enrollments	30
Exits	1
Employed at Closure	
Program Services	
Occupational Skills Training	15
Enrolled in Secondary Education	0
Work Experience	8
Supportive Services	85
Follow-up Services	0

Priority Population



WIOA Youth Enrollment By City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other



WIOA YOUTH ABC

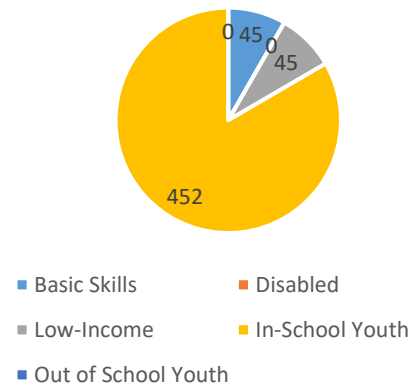
To prepare youth (ages 17-21) with barriers to employment – for good jobs by providing career exploration and training. The Youth Program provides an emphasis on serving public assistance recipients, other low-income individuals, basic skills deficient, pregnant or parenting young, foster youth, and youth with additional barriers to employment.

WIOA PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Negotiated PY 23/24	Q1 PY 24/25	Q2 PY 24/25	Q3 PY 24/25	Q4 PY 24/25
Employed or Placed in Education 2 nd QT after Exit	72.0%	0%			
Employed or Placed in Education 4 th QT after Exit	69.6%	50%			
Median Wage	\$4,500	\$0			
Credential Rate	61.0%	100%			
Measurable Skills Gain	80.0%	0%			

In-School Activity Breakdown	Actual
Carryover	45
Enrollments ABC	0
Exits	0
Employed at Closure	
Program Services	
Enrolled in Secondary Education	0
Work Experience	0
Supportive Services	0
Follow-up Services	0

Priority Population



WIOA Youth Enrollment By City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other

WIOA YOUTH HAWKEYE

To prepare youth (ages 17-21) with barriers to employment – for good jobs by providing career exploration and training. The Youth Program provides an emphasis on serving public assistance recipients, other low-income individuals, basic skills deficient, pregnant or parenting young, foster youth, and youth with additional barriers to employment.

WIOA PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Negotiated PY 23/24	Q1 PY 24/25	Q2 PY 24/25	Q3 PY 24/25	Q4 PY 24/25
Employed or Placed in Education 2 nd QT after Exit	72.0%				
Employed or Placed in Education 4 th QT after Exit	69.6%				
Median Wage	\$4,500				
Credential Rate	61.0%				
Measurable Skills Gain	78.0%				

In-School & Out of School Activity Breakdown	Actual
Carryover	0
Enrollments ABC	0
Exits	0
Employed at Closure	0
Program Services	
Enrolled in Secondary Education	0
Work Experience	0
Supportive Services	0
Follow-up Services	0

Priority Population

- Basic Skills
- Disabled
- Low-Income
- In-School Youth
- Out of School Youth

WIOA Youth Enrollment By City

- Artesia
- Bellflower
- Cerritos
- Downey
- Hawaiian Gardens
- Lakewood
- Norwalk
- Paramount
- Other

YOUTH@WORK

The Youth@Work program designed to provide work-based learning to Los Angeles County's youth ages 14-21. The goal of the program is to introduce young people to the workplace, gain valuable employment skills and earn an income. Through this process, youth receive up to 20 hours of paid Personal Enrichment and Work Readiness Training (PET) to help them acquire some of the basic "soft skills" necessary to succeed in the workplace. Youth also work on average of 100 hours of work experience after the completion of the PET for a total of 120 hours of combined work preparation and work experience. Youth will also receive a monthly performance evaluation to better gauge their individual strengths and weakness. Upon completion of the program, youth receive a certificate of Work Readiness.

YOUTH@WORK ENROLLMENT GOALS

Agency	CalWORKs		Foster		JJCPA		Other Under Served Youth (OUSY)		System Involved Youth (SIY)		TOTAL	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
City of Hawaiian Gardens	N/A	N/A	N/A	N/A	N/A	N/A	30	25	20	15	50	40
Artesia	N/A	N/A	N/A	N/A	N/A	N/A	20	11	N/A	N/A	20	11
ABCUSD	N/A	N/A	N/A	N/A	N/A	N/A	30	29	20	11	50	40
SELACO	N/A	N/A	15	0	N/A	N/A	10	0	5	0	30	0

Progress	CalWORKS	Foster	JJCPA	OUSY	SIY	Total
Enrollments	0	0	0	65	26	91
Exits	0	0	0	0	0	0

Youth@Work Enrollment by City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other



BRIDGE TO WORK

The Bridge-to-Work-Foster program works with foster youth that are eligible to enroll in the Independent Living Program (ILP) and aims to get them started on a path to a high wage career.

BRIDGE TO WORK PERFORMANCE INDICATORS PER QUARTER

B2W Projected Goals	Goal	Actual
Projected Enrollments	11	0
Exits	11	0

PY22-23 Carryover

3

Bridge to Work Enrollment by City

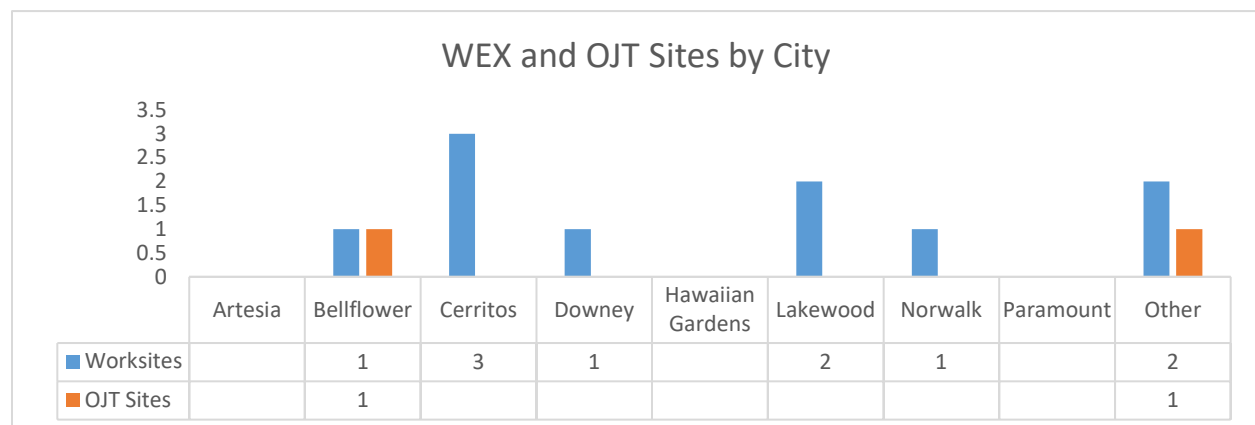
■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other

BUSINESS SERVICES

Business services engage with a diverse range of employers to promote business representation on the local board and develop effective linkages with employers to support local workforce investment activities. Develop and deliver innovative workforce investment services and strategies for employers, which may include career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers.

Offer appropriate recruitment and other business services on behalf of employers, including small employers, which may include services such as providing information and referral to specialized business and services not traditionally offered through the one-stop delivery system. Provide assistance to employers in managing reductions in force in coordination with rapid response activities and strategies for the aversion of layoffs, which strategies may include early identification of firms at risk of layoffs, use of feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment and training activities to address risk factors.

Activity Breakdown	
Job Fairs/ Special Recruitments	0
Job Development	1
Resume Referral	1
Candidate Pre-screening	0
Employer Networking	53
Referral to Community Services	9
Tax Credit Program Awareness	20
Rapid Response	5
Lay-off Aversion	0
Total	89



BUSINESS NEEDS ASSESSMENT

A business needs assessment is a systematic process of identifying, analyzing, and prioritizing the needs of a business. It involves gathering and evaluating information about the organization's current state, needs, future goals, and any gaps that exist between the two. The purpose of a needs assessment is to provide a clear understanding of what the business needs to improve performance, efficiency, and effectiveness. This information is then used to develop strategies and action plans to address these needs and achieve the organization's objectives.

Business Needs Assessment					
Goal: 100 Completed: 57			Actual: 57 Outcome: 59		
Industry		Type of Need		Results	
Construction	6	Recruitment and Hiring	41	Recruitment and Hiring	0
Healthcare	8	Upskills training for current employees.	5	Upskills training for current employees.	1
Hospitality	16	Subsidized wages for new employees/ trainees	7	Subsidized wages for new employees/ trainees	10
Information Technology (IT)	1	Layoff prevention and aversion	0	Layoff prevention and aversion	0
Logistics	4	Tax Incentives	0	Tax Incentives	5
Manufacturing	2	Other:	4	Other:	43
Other:	20				

Business Needs Assessment

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other



EMPLOYER TRAINING PANEL (ETP)

SELACO WDB is a prime contractor for the State’s Employment Training Panel (ETP) enterprise, a performance-based initiative supporting job creation and retention, through customized skills training. ETP is funded by a special California corporate tax and differs from other workforce development programs whose emphasis is on pre-employment training. SELACO WDB, with ETP funds, fulfills its mission by reimbursing the cost of employer-driven training for incumbent workers. Overall, the ETP program helps to ensure that California businesses will have the skilled workers they need to remain competitive. Employers must be able to effectively train workers in response to changing business and industry needs. While the need for workforce training is critical, businesses generally reserve capacity-building dollars for highly technical and professional occupations – Limiting investment in training for frontline workers who produce goods and deliver services. ETP helps to fill this gap by funding training that is targeted to the frontline workers.

Eligible Training Panel (ETP)		
ET-23-0162 (Contract Term: 2023-2025)		
	Planned	Actual
Enrollments	405	223
Completions	405	223
Retention	380	159

SPECIAL AND REGIONAL PROGRAMS

CHILD DEVELOPMENT PROGRAM REGIONAL SUPPORTIVE SERVICES 3.0

Facilities	Planned Enrollments	Actual Enrollments
A. J. Padelford Child Development Center 11922 169 th Street, Artesia, CA 90701 Center Director: Liz Quintanilla Phone Number: (562) 926-2427	18	18
Artesia Child Development Center 18730 Clarkdale Avenue, Artesia, CA 90701 Center Director: Malajat Raja Phone Number: (562) 653-0290	60	70
Bellflower Child Development Center 447 Flower Street, Bellflower, CA 90706 Center Director: Regina Mayo Phone Number: (562) 804-7990	20	32
Bellflower II Child Development Center 14523 Bellflower Blvd., Bellflower, CA 90706 Phone Number: (562) 867-8399	47	57
Lakewood Child Development Center 5225-A Hayter Avenue, Lakewood, CA 90712 Center Director: Maria Navarro Phone Number: (562) 531-9440	28	53
Maywood Child Development Center 4803 58 th Street, Maywood, CA 90270 Center Director: Silvia Guzman Phone Number: (323) 560-5656	33	41
Norwalk Child Development Center 14000 San Antonio Drive, Norwalk, CA 90650 Center Director: Silvia Guzman Phone Number: (562) 864-1958 ++0	28	32
Total	234	303

COUNCIL OF GOVERNMENTS (COG) - HOMELESS EMPLOYMENT PROGRAM

In collaboration with Gateway Cities Council of Government, SELACO WDB, SHARE and HUB cities, the Homeless Employment Program is designed to provide immediate shelter for the homeless within the Gateway region, followed by employment and training services. The overall goal of the project is to support homeless candidates secure permanent housing, long term employment and self-sufficiency.

The role of each partner:

Gateway Cities: will serve as the project administrator and provide oversight/guidance to the selected providers.

SHARE! Collaborative Housing: will provide affordable permanent supportive housing in single-family houses throughout Los Angeles County and assist candidates in addressing issues that hinder their ability to secure full time employment. Once barriers to employment have been addressed, SHARE will refer candidates to the workforce partners for training and employment services.

SELACO WDB and HUB Cities: each agency will support 50 candidates. Services will include:

- Co-enrollment into WIOA
- Career planning
- Development of Individual Employment Plans that may include paid work experience, vocational training, On-the-Job training, and/or placement into full time employment
- Ongoing Case Management
- Follow-Up services for one year after exit

Referral Activity		
	Planned	Actual
Referrals to SHARE	N/A	0
Referrals from SHARE	N/A	0
Enrollments resulting from SHARE referrals	50	5

PY23-24 Carryovers
8

Enrollment Activity		
	Planned	Actual
Attended a Job Search Workshop	20	0
Completed Individual Service Plan	50	0
Internships	8	0
Secured Part-time Employment	3	0
Secured Full-time Employment	28	0
Retained Employment (3-months)	23	0
Increased wages	40	0

COG Home Enrollment by City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other

1	1	1	2
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REGIONAL EQUITY AND RECOVERY PARTNERSHIP (RERP)

The overall goal of the Regional Equity and Recovery Partnership (RERP) is to improve job quality and job access for individuals from underserved and underrepresented populations, meet the skill and profitability needs of employers and meet the economic, social, and environmental needs of the community. SELACO will provide program coordination and management, data collection and reporting, and partner with Cerritos College to provide training in supply chain logistics

Contract Term April 18, 2023 – October 31, 2025

RERP PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Planned	Actual
New Enrollment	35	30
Individuals in Training	35	17
Individuals Completed Training	30	17
Attained Industry Recognized Certificate or Credential	30	17
Employment Obtained	30	7

RERP Enrollment by City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other



PRISON TO EMPLOYMENT – P2E

The Workforce Development Boards WDB) of the Los Angeles region (LARPU) submitted a plan to create a regional approach in serving reentry individuals and the justice system. The plan was awarded under Prison to Employment (P2E) through the California Workforce Development Board in January of 2023.

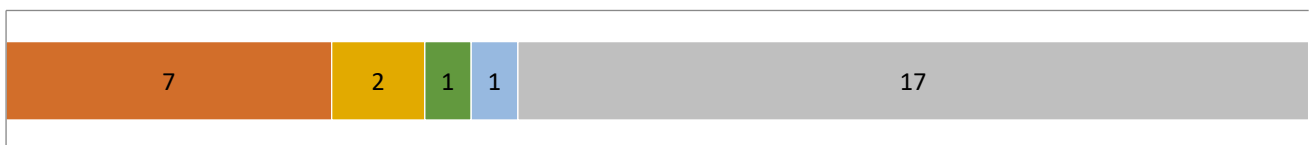
Contract Term April 4, 2023 – December 31, 2025

P2E INITIATIVE PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Planned	Actual
New Enrollment	26	28
Individuals in Training	9	11
Individuals Completed Training	8	7
Attained Industry Recognized Certificate or Credential	8	7
Placement in Postsecondary Education	1	0
Placement in State Approved Apprenticeship	3	1
Employment	16	11

P2E Enrollment by City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other



HOME INITIATIVE - HOME

The SELACO RISE project is designed to move individuals from homelessness to employment with a focus on individual assessment, job readiness, support services, skills training, earn and learn/on-the-job training, placement and retention in a job which pays a living wage. In order to end individual homelessness, job retention is crucial to the success of these individuals and will require the necessary supports to be provided by Mentored. Our overall objective is to meet the employment challenges facing homeless persons in their search for employment and to facilitate their assimilation into the workplace thereby enhancing the outcomes within the workforce.

HOME INITIATIVE PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Planned	Actual
New Enrollment	15	0
WIOA Co-enrollments	11	0
Placements	11	0
Exits	N/A	0

Program Services	Planned	Actual
Follow-up Services	11	0
On the job Training	7	0
Transitional Jobs	8	0
Supportive Services	N/A	0

PY23-24 Carryovers
8

HOME Enrollment by City

■ Artesia
 ■ Bellflower
 ■ Cerritos
 ■ Downey
 ■ Hawaiian Gardens
 ■ Lakewood
 ■ Norwalk
 ■ Paramount
 ■ Other



GLOSSARY OF TERMS

AJCC:	American Job Center of California
ASE:	Academic Skills Enhancement
CalJOBS:	California Job Services
CWDB	California Workforce Development Board
DEI:	Disability Employment Initiative
EDD:	Employment Development Department
ETP:	Employment Training Panel
GED:	General Education Development
LMI:	Labor Market Information
PJSA:	Personalized Job Search Assistance
SELACO WDB:	Southeast Los Angeles County Workforce Development Board
STEPS:	Steps to Economic and Personal Success Workshop
TSE:	Transitional Subsidized Employment
WDB:	Workforce Development Board
WIOA:	Workforce Innovation and Opportunity Act

To: SELACO WDB Policy Board

From: Jack Joseph, Policy Board Administrator

Date: December 17, 2024

Subject: Consideration of Annual Appointments to the WDB

Annual Appointments

The re-appointments of the following private sector members of the Workforce Development Board to new two-year terms were held over from the meeting of June 18, 2024. If re-appointed or replaced, the new terms would expire on June 30, 2026.


Artesia Private Sector—Greg Uttecht (Fabrica Fine Carpets and Rugs)
Cerritos Private Sector—Jay Shah (Arihant Management Consultants)
Downey Private Sector—Currently vacant due to Vijay Patel resignation
Paramount Private Sector—Shannon McGehee (World Energy)



MEMORANDUM

DATE: December 17, 2024

TO: SELACO Policy Board

FROM: Yolanda L Castro, Executive Director 

RE: Approval to Submit AJCC Certification Indicator Assessment

On October 24, 2024, The Southeast Los Angeles County Workforce Development Board (SELACO WDB) reviewed and approved the attached AJCC Certification Indicator Assessment. See attached Board Memo

Attached for your review and approval is the SELACO WDB AJCC Certification Indicator Assessment.

NOTE: Certification was submitted to the State on November 1, 2024, as required by State Directive. Policy Board approval is for the record.

The Southeast Los Angeles County Workforce Development Board (SELACO WDB) America's Job Center of California (AJCC) is seeking approval of the submission of our AJCC Certification Indicator Assessment, in accordance with the requirements set by the State of California Employment Development Department (EDD) and California Workforce Development Board in Directive Number: WSD23-05. The assessment, was submitted on November 1, 2024. The assessment evaluates the performance of our AJCC against the Certification Indicators that aim to drive continuous improvement and alignment with the state's workforce strategies.

The AJCC Certification Indicator Assessment serves as a key tool to identify both the strengths of our Cerritos AJCC and areas where we can focus on further enhancing the quality of our services. The indicators are designed to ensure that we meet the standards outlined in the Training and Employment Guidance Letter (TEGL) 04-15 and California's Unified Strategic Workforce Development Plan. It is also an opportunity for us to demonstrate our commitment to exceeding these expectations where possible.

The attached Continuous Improvement Plan, prepared by the SELACO WDB Staff, has been submitted to the SELACO WDB State Regional Advisor as evidence of our commitment to continuous improvement.

Action Required:


Seeking approval for the record, of the submitted AJCC Certification Indication Assessment. This will affirm that the Policy Board has reviewed the completed assessment submitted to the State on November 1, 2024.



MEMORANDUM

DATE: October 24, 2024

TO: SELACO WDB Board of Directors

FROM: Yolanda L Castro, Executive Director 

RE: Approval to Submit AJCC Certification Indicator Assessment

The Southeast Los Angeles County Workforce Development Board (SELACO WDB) America's Job Center of California (AJCC) is seeking approval for the submission of our AJCC Certification Indicator Assessment, in accordance with the requirements set by the State of California Employment Development Department (EDD) and California Workforce Development Board in Directive Number: WSD23-05. The assessment, which must be submitted by November 1, 2024, evaluates the performance of our AJCC against the Certification Indicators that aim to drive continuous improvement and alignment with the state's workforce strategies.

The AJCC Certification Indicator Assessment serves as a key tool to identify both the strengths of our Cerritos AJCC and areas where we can focus on further enhancing the quality of our services. The indicators are designed to ensure that we meet the standards outlined in the Training and Employment Guidance Letter (TEGL) 04-15 and California's Unified Strategic Workforce Development Plan. It is also an opportunity for us to demonstrate our commitment to exceeding these expectations where possible.

Action Required:

Seeking approval to submit the AJCC Certification Indication Assessment. This will ensure that SELACO WDB is in full compliance with state requirements and positioning ourselves to maintain and improve our service delivery to job seekers and businesses.

We kindly request the Board's formal approval to proceed with the submission of the assessment.

Comprehensive AJCC Baseline Certification Matrix

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

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

Name of Local Board Southeast Los Angeles County Workforce Development Board

Name of AJCC Southeast Los Angeles County Workforce Development Board AJCC

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

Implements the Local Board defined roles and responsibilities of the AJCC Operator and Career Services Provider	Yes	No
The AJCC Operator selected is in compliance with WSD22-13, <i>Selection of AJCC Operators and Career Services Providers</i> .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The roles and responsibilities of the AJCC Operator are clearly identified.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The Career Services Provider selected is in compliance with WSD22-13.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The roles and responsibilities of the AJCC Career Services Provider are clearly identified.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305)	Yes	No
The AJCC has at least one Title I staff person physically present. (Note: Consideration may be given to remote/virtual services implemented due to the COVID-19 pandemic.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to all basic and individualized career services identified in WIOA Joint Final Rule Section 678.430 .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The 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"/>
The AJCC provides access to any employment and training activities carried out under WIOA Section 134(d).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to programs, services, and activities of all required AJCC partners by having partner staff physically co-located at the AJCC, having a staff person at the AJCC who has been cross trained to provide information about partner programs, or having direct linkage through technology to staff who can provide meaningful information or services.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides workforce and labor market information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides customers with access to programs, services, and activities during regular business hours.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51) • <i>Disabled Persons Act</i> (California Civil Code Section 54) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135-11139 	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Allow service animals to be permitted, even if there is a “no pets” policy. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in and enjoy the benefits of the program or activity. • Providing physical accessibility of the AJCC to individuals with disabilities. 		
Was WIOA Section 188 compliance monitoring completed for PY 2021-22?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?</p> <p>If yes, briefly describe the findings.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Was a corrective action plan submitted? --- Not Applicable	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings open? --- Not Applicable	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Is the status of the finding closed? --- Not Applicable</p> <p>If closed, as of what date? Click here to enter text.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The AJCC meets all Baseline Criteria for Baseline AJCC Certification	<p>Yes</p> <input checked="" type="checkbox"/>	<p>No</p> <input type="checkbox"/>

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

Signature

Name

Title

Date

AJCC Certification Indicator Assessment

The America's Job Center of CaliforniaSM (AJCC) Certification Indicator Assessment is intended to encourage continuous improvement by identifying areas where an AJCC is exceeding quality expectations, as well as areas where improvement is needed. The Certification Indicators were developed in alignment with the Training and Employment Guidance Letter 04-15, California's Unified Strategic Workforce Development Plan (State Plan), and the AJCC Certification Workgroup's vision for California's One-Stop delivery system.

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

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

Name of Local Board: Southeast Los Angeles County Workforce Development Board

Name of AJCC: Southeast Los Angeles County Workforce Development Board AJCC

AJCC Type: Comprehensive

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

- 1) A focused review of Southeast Los Angeles County's Workforce Development Board's (SELACO WDB) AJCC; and
- 2) Review of operations and service delivery from a system perspective, which takes into account services offered by or in cooperation with partner organizations, both inside and outside the SELACO WDB AJCC.

This approach enabled the evaluator to complete a site-specific assessment of baseline compliance, while recognizing that most of the Indicator Assessment criteria can and should be addressed from a system perspective.

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

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

- A. Reflect a welcoming environment to all customer groups who are served by the AJCC. All AJCC staff are courteous, polite, responsive, and helpful to job seekers, businesses, and others who visit the AJCC location, or by telephone or e-mail. AJCC staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.
- B. Ensure meaningful access to all customers. AJCCs must be physically and programmatically accessible to all customers, including individuals with disabilities. In doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to communicate with customers with disabilities or Limited English Proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. AJCCs use assistive technology and flexible business hours to meet the range of customer needs.
- C. Include both virtual and center-based service delivery for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any given time. The system can expand its reach by delivering robust virtual services; and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations, and other partners.

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.
- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.

- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.
- The AJCC uses the principles of universal and human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, or educational level.
- The AJCC implements the veteran's preference and priority of service requirements.
- The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.
- The AJCC delivers both AJCC-based and virtual services.
- The AJCC ensures that people with disabilities can access virtual services in a manner that is comparable to those without a disability.

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

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

The local workforce system, including the AJCC, administered by SELACO WDB provides universal access to services, while ensuring that individuals with barriers are also able to take advantage of a wide range of services that address their specific needs and support their attainment of skills and employment. The central location of the center makes it accessible to customers throughout the WDB's eight-city service area. The AJCC facility, along with the SELACO WDB staff and partners who provide services, are well equipped to assist customers with all types and levels of experience, including job seekers with one or more barriers to employment.

Areas of substantive strength include:

1. Services are Universally Accessible

In keeping with requirements of WIOA Title I and guidance published by the California Employment Development Department (EDD), the SELACO WDB AJCC provides universal access to basic career services and resources. Such services are available to all customers without completing an eligibility certification process. Included among these services is information on jobs and the labor market, along with descriptions of myriad workforce, education, human services, and allied support programs and services provided by workforce system partners and various other organizations throughout the service area and in adjacent communities.

2. Services Address the Needs of Diverse Populations and the AJCC Effectively Serves Various Target Groups

SELACO WDB staff and partner representatives assigned to the center represent diverse languages and cultures. As such, they both groups understand and appreciate diversity and work well with diverse customers. SELACO WDB recognizes that staff benefit from training to increase their understanding of individuals with various barriers to employment. As described throughout this assessment, such training has been provided on many occasions and will be offered in the future.

Examples of successful strategies, collaboration, and services for diverse populations include:

- Partnership with NPower to bridge the digital literacy
- Collaboration with LA CADA, which provides housing for reentry individuals
- Collaboration with SHARE! Housing, which provides temporary housing assistance for unhoused individuals
- Provision of American Sign Language Interpretation
- Use of Google translate tools

Partners and programs that enhance the capacity of the AJCC to serve diverse populations by having an on-site presence, either full- or part-time include: CalFresh, Cerritos College, the California Department of Rehabilitation, EDD's Disabled Veterans' Outreach Program, Greater Los Angeles Agency on Deafness, PATH (services for homeless individuals), Salvation Army Veterans Employment Services, SCORE, and Veterans Peer Network.

3. Advancement of Equal Opportunity Strategies is Ongoing

The Equal Opportunity (EO) Officer function is shared across the organization by three managers, splitting up responsibilities for EO issues pertaining to participants, staff, and contractors. These individuals are charged with updating policies and providing training in connection with their areas of responsibility. They attend annual workshops offered by EDD, chambers of commerce, and other organizations offering labor law updates, and later bring this information to monthly senior leadership meetings to promote a broad understanding among agency management. The three managers with EO responsibilities regularly share information and coordinate guidance on EO policy.

4. A Plan is in Place to Guide Services for Individuals with Limited English Proficiency

On behalf of the AJCC and all its workforce programs, SELACO WDB has developed and implemented a Limited English Proficiency Plan. The plan describes business practices for assisting customers with limited English proficiency, outlines steps to assure meaningful access to services, and indicates specific actions for assessing the needs of this important target population and providing individuals with appropriate services. Features of the plan are put to use often, as many individuals seeking services from the AJCC and the local workforce system do not speak English fluently. As with any center customers, English language learners (ELLs) are triaged and, later, more fully assessed by center staff to identify their needs and priorities. Staff utilize a "Babel" tagline and notice as a tool to identify foreign languages spoken by customers. Many SELACO WDB, EDD, and staff of other partners are bilingual in various language (e.g., Spanish, Tagalog, Mandarin) and are able to assist ELLs. An interpretation service may also be used, as necessary. Customers may be referred to local education agencies for English-as-a-Second Language (ESL) instruction or businesses that hire non-English speakers. Materials in other languages, including Spanish, are available in the center. One clear example of the plan being put into action is the availability of Spanish language GED preparation courses twice weekly at the AJCC.

5. Veterans Receive Priority of Service

SELACO WDB complies with all federal and state requirements pertaining to preference and priority of service for veterans. SELACO has adopted the state policy on this matter and staff is fully informed on requirements for serving veterans. As an extension of SELACO WDB's priority in serving veterans, a section of the AJCC's resource room has been dedicated to highlighting specialized programs and services for veterans.

6. Hours of Operation Support Effective Service Delivery

While the center's official hours of operation are 8:00 a.m. until 5:00 p.m., Monday through Friday, AJCC staff provides services and is engaged in activities that take place outside regular business hours, at night, and on weekends. Staff participates in meetings, training, hiring events, recruitment activities, rapid response sessions, business-sponsored events, and other work-related activities during non-traditional work hours.

To accommodate both customer needs and employee preferences, some AJCC staff work alternate schedules, such as 7:00 a.m. to 4:30 p.m. or 9:00 to 6:30 p.m. These schedules offer many benefits, such as enhancing the organization's ability to reach clients for follow-up outside their regular work hours. For the same purpose, some staff may choose to work on Saturdays once per quarter.

Services and information available through SELACO WDB's website are available around the clock

7. Virtual Service Delivery Supports Equity and Accessibility

SELACO WDB has long used its website to make information about the AJCC's programs and services available to the broadest possible audience of job seekers, businesses, system partners, and other stakeholders. With the onset of the worldwide pandemic in 2020, SELACO WDB management and staff, in coordinating with various partners, quickly went to work to develop and implement virtual versions of various processes and services. Among these services were: completing applications and intake; career readiness workshops; and case management. RESEA workshops, rapid response orientations, and other "group" activities were also moved online. Schools made most training programs available through virtual formats and even some forms of work-based learning were migrated online. On the business services side of the AJCC, recruitment events were held online, along with nearly every other service offered to local employers. As recovery from the pandemic phase of COVID-19 has been achieved and many customers have returned to the use of in-person services, the foregoing virtual services remain in place. AJCC representatives report that the most enduring of these online services include workshops, support for developing individual employment plans, gaining access to support services, and accessing job leads. Web-based media remains a leading approach to promoting AJCC and workforce system services.

The AJCCs services are largely accessible to individuals with disabilities.

Improvement could be realized in the following areas:

1. Continue to Assess the Accessibility of Online Services

SELACO WDB should continue to assess the accessibility of all online services, features, and functions for individuals with disabilities, including those who are neuro-divergent.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

High-quality and effective partnerships are a hallmark of SELACO WDB's local workforce development system. Such partnerships include relationships with organizations that administer specified, federally funded programs mandated by WIOA, along with collaborations with a wide range of other public and private organizations offering programs and services that complement those offered by the AJCC.

SELACO WDB's building and maintaining strong working partnerships is a foundational strategy for ensuring the success of customers. This approach to service delivery recognizes customers' needs are best met holistically and that an array of services consisting of diverse resources is often required to ensure that job seekers are fully prepared for opportunities within the local labor market and that business have access to a variety of services that enable them to thrive within a competitive labor market.

Areas of substantive strength include:

1. The Partners Convene Regularly

SELACO WDB hosts various meetings on a regular basis that promote communication and collaboration among SELACO WDB/AJCC staff, partners, and community stakeholders. These include

- An annual all staff meeting
- Quarterly System Management Team (SMT) meetings of partner representatives led by the AJCC Operator
- Monthly meeting of partners and stakeholders that are members of SELACO WDB's Community Collaborator Network and its three committees: Business, Youth, and Special Populations.
- Quarterly Staff and Partner Meetings
- Monthly department meetings
- Interdepartmental meetings, as needed

Holding the foregoing meetings is a critical element in ensuring that all organizations and staff delivering workforce services through the AJCC and throughout the local workforce system have information that is necessary to providing high quality services.

2. Partners Value the AJCC and the Local Workforce System

SELACO WDB leadership and staff have spent the better part of four decades developing and nurturing relationships with system partners, including state agencies, departments of Los Angeles County, and local organizations implementing federal mandates. While WIOA was implemented in 2015, the AJCC's partnerships date back much farther. Based on decades of working together, the partners understand that customers served by all WIOA-mandated

programs are shared customers and that all partners' customers have much in common. For example, many of the individuals seeking services through the AJCC are unemployed and are applicants for or recipients of unemployment insurance. This simple fact makes these individuals shared customers of EDD and, likely, WIOA Title I services. As job seekers explore the center's services and are assessed, it is frequently the case that they will need the services of multiple programs. Given the fact that so many AJCC customers are shared among the partners, it is natural that staff identifies with the AJCC system.

3. The AJCC Outreaches to Customers of Non-Co-Located System Partners

SELACO WDB and the AJCC frequently conduct outreach to all partners, including those not co-located at the center to inform them about center-based services and activities and to encourage their customers to participate in such services and activities. Direct email messaging, events calendar, and a newsletter are strategies used to inform offsite partner organizations about events at the AJCC and those sponsored by SELACO WDB at other locations that would be valuable to partner customers. These may include workshops, job fairs, or community resource events.

To increase the effectiveness of the AJCC and improve the delivery of services to individuals throughout the local workforce development area, SELACO WDB has adopted a boots on the ground approach. This strategy has staff frequently going out into the community to bring the AJCC to potential customers. Participation at community events and frequent co-location at adult schools, high schools, community centers, local government facilities, and partner sites results in residents having easier access to services and greater knowledge about workforce programs and services.

4. AJCC and Partner Staff Understand the Inventory of Services Available throughout the Local Workforce System

Over several years, cross training among the partners has resulted in AJCC staff and system partner representatives having a good working knowledge of partners programs and services. SELACO WDB has created a compendium of this information within a resource and referral guide. The guide crosswalks participant needs and interests to providers that provide corresponding services. It also provides contact information, basic eligibility guidelines, and a summary of processes required for enrollment or access.

5. Materials Promoting the Broader Workforce System Are in Place

SELACO WDB and the AJCC promote partner services through information provided within the center's resource room and online through social media postings, and partners do the same. A flyer/brochure has been developed that not only identifies all system partners, but clearly and succinctly communicates to potential customers the features of benefits of the local workforce system, such as education and training, job preparation, financial aid, referrals to job opportunities, and a broad range of support services.

6. A Defined Referral Process is in Place

The referral process among partners outlined in the AJCC MOU is being widely utilized by most partners. The strongest evidence that referrals have value and convert to the provision of service is the number of co-enrollments that occur. AJCC management notes that referrals made to the center by partners have a high rate of conversation to enrollment in WIOA Title I programs or other center-based services. More than 90% of SELACO WDB's WIOA Title I participants are co-enrolled with one or more other fund sources, including partner programs and specialized grants.

SELACO WDB has been a statewide leader in securing agreements from partners to make referrals to the AJCC using CalJOBS, which enables tracking. For Partners using CalJOBS, which now include agencies such as the California Department of Rehabilitation and the Los Angeles County Department of Public Social Services, tracking of referrals is available through the system. For others, referrals are recorded in case notes and AJCC staff follow-up verbally and/or in writing with organizations sending or receiving referrals.

7. Center Staff Makes Use of Various Access Points to Engage with Customers

While WIOA core and other mandated partner programs promote the AJCC, SELACO WDB's establishment of the local Community Collaborate Network (CCN) has provided a strategic advantage for the AJCC with regard to creating numerous community access points, both in terms of physical sites and web-based connections. CCN includes participation from dozens of local organizations of all types, sizes, and areas of focus, including schools, libraries, counseling centers, community clinics, shelters, youth programs, and more. Many of these organizations actively promote the AJCC and the local workforce system by providing information during orientation, distributing brochures, and making referrals. Others maintain hyperlinks to SELACO WDB on their websites. As such, there are dozens of points of access to the workforce system throughout Southeast Los Angeles County.

Improvement could be realized in the following areas:

1. Establish Opportunities for More Cross Training among Local Stakeholders

While cross training that has occurred among mandated and optional partners is impressive, a greater base of knowledge would be further add to the effectiveness of organizations that are part of the network of providers that comprise the local workforce system in Southeast Los Angeles County. SELACO WDB should examine opportunities to promote more cross training taking place among all partners and for recording and cataloging training sessions so that information is available following presentations.

2. Create a Partner Satisfaction Survey

To supplement current efforts and strategies to capture information on partners' satisfaction with the AJCC and the local workforce development system, SELACO WDB should develop a survey that could be administered annually to identify areas where partners see the most value for their organizations and customers, and where improvement could be made.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

- AJCC staff identifies with the AJCC system (and not just their specific program), believes that all AJCC customers are shared customers, and contributes to providing a positive AJCC experience for every AJCC customer.
- AJCC staff have received customer service and customer-centered design training.
- AJCC staff is cross trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.
- The AJCC has clearly identified the roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners, and the AJCC has an integrated functional organizational chart.

- The AJCC has a system in place to promptly greet all AJCC customers, identify the reason for their visit and their needs, and connect them to appropriate services as quickly as possible.
- The AJCC has developed integrated customer flow procedures that respond to customer need and moves customers seamlessly between AJCC entry and service delivery with as few hand-offs as possible.
- All AJCC co-located partners have identified the Career Services that apply to their program, and the AJCC has developed methods to align/integrate the delivery of those services.
- The AJCC has established protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.

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

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

SELACO's WDB's AJCC services are operated under an integrated service delivery model, through which WIOA Title I, Wagner-Peyser, Veterans services, and other system partner staff work together to meet the needs of customers. The AJCC is characterized by its strong customer focus. This focus is exemplified by the system's intentional adoption of human-centered design strategies and approaches and by day-to-day practices that emphasize services that meet customers where they are, providing those that best address individual needs and circumstances. For more than two decades, SELACO WDB has been implementing customer-centered design strategies and was an early adopter of "Simply Better!," a U.S. Department of Labor (DOL) continuous improvement project that was intensively focused on the "voice of the customer."

Areas of substantive strength include:

1. Partners Identify with the AJCC Brand and the Local Workforce System

As stated in response to Indicator 2, SELACO WDB leadership and staff have spent the better part of four decades developing and nurturing relationships with system partners. Given the fact that so many AJCC customers are shared among the partners, it is natural that partner staff identifies with the AJCC system.

2. Customer-Centered Design is An Integral Strategy

As suggested by the opening narrative for this indicator, SELACO WDB has long maintained a strong customer focus and has developed services, adopted approaches, designed facilities, and built partnerships that improve the quality of the customer experience and of customer outcomes. As SELACO WDB's leadership identifies emerging or evolving marketplace and labor force needs, human-centered design principles are applied to the development of new services and delivery strategies. This approach is central to the AJCC's continuous improvement processes.

3. Training Has Been Provided on Customer-Centered Design and Customer Service

In addition to customer-focused training that various center staff and partner representatives have attended at workforce development conferences, SELACO WDB has also brought customer service training directly to staff in both virtual and in-person formats. A few years ago, AJCC staff and partners participated in "*Customer Service Success with Angry and Challenging People*," which was presented by Larry Robbins. In 2021, SELACO WDB's Executive Director participated in specialized customer-centered design training led by former U.S. Department of Labor Regional Administrator Virginia Hamilton, who is an expert on this topic. More recently, some AJCC staff have participated in other customer service and customer-centered design training activities sponsored by partners or

available online. Training on these topics should be reimplemented, updated, and expanded.

4. The AJCC Has An Effective Process to Greet Customers and Get Them to Appropriate Services

For individuals visiting the AJCC's resource room, a concierge approach is used to warmly greet them, determine the purpose of their visit, and get them connected as quickly as possible to the services that they are looking for. SELACO WDB (WIOA Title I) and EDD Wagner-Peyser (WIOA Title III) are available to assist first-time and returning customers in navigating information and resources, utilizing computer technology, and registering in CalJOBS.

5. Staff and Partners Roles are Defined within the AJCC

SELACO WDB's AJCC operates under an integrated service delivery (ISD) model, which utilizes staff and resources from various partners (principally WIOA Titles I and III) to deliver services to the center's customers. Staff are organized across three functional teams: a Welcome Team; a Workforce Team; and a Skills Team. Individuals from SELACO WDB, EDD, or other partners may functionally manage center activities at times when they are specifically assigned such responsibilities.

6. Career Services are Aligned with Those of Other Workforce System Partners

As part of the development of the Infrastructure Funding Agreement (IFA) portion of the AJCC MOU, along descriptions of other AJCC costs shared among the partners, SELACO WDB surveyed system partners regarding the WIOA-defined career services that are provided as part of their programs. A matrix that summarizes these services has been incorporated into the MOU. The MOU also indicates the funds that partners devote to the provision of career services.

7. Co-Enrollment is an Effective Strategy to Ensure that Customers Gain Access to the Full Range of Services They Need

The AJCC and system partners frequently cross refer and co-enroll customers. Once customers are co-enrolled in two or more programs, they are co-case managed by the applicable partners. Examples of programs with which WIOA Title I participants are co-enrolled include training funded under the Trade Adjustment Act; Wagner-Peyser services, which are provided at the AJCC by EDD representatives; Rehabilitation Act programs operated by the California Department of Rehabilitation; various workforce-related services administered by the Los Angeles County Department of Public Social Services for recipients of public assistance; and WIOA Title II adult education services. More than 90% of SELACO WDB's WIOA Title I program participants are co-enrolled in at least one other program. Co-enrollment is a key AJCC strategy to meet the holistic needs of participants, including individuals with barriers to employment.

Improvement could be realized in the following areas:

1. Expand System Knowledge on Customer-Centered Design

While many SELACO WDB managers and staff have participated in one or more types of training focused on customer services and others have been trained in the principals of human and customer-centered design, all AJCC staff and partners could benefit from such training to increase their effectiveness in serving customers. WDB leadership should consider providing additional customer-focused training in connection with the professional development plan that is recommended in connection with Indicator 6, which follows.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

- All AJCC staff knows the regional target sectors, can identify regional sector career pathways, and can understand what those mean in terms of providing services to customers.
- The AJCC has skill development and training opportunities for customers at all skill and experience levels.
- The AJCC staff assist customers in accessing and enrolling in robust training services, including career pathways, integrated education and training, workforce preparation, work-based learning, and apprenticeship.
- AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
- The AJCC does not implement a “sequence of service requirement” for training and does not have cumbersome entry steps that prohibit easy access to education and training that leads to industry-recognized credentials.
- The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.
- The AJCC strives to increase the number of all AJCC customers receiving skill development and training services, resulting in industry-recognized credentials.

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

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

AJCC staff treat job seekers as individuals, recognizing that each customer's path to employment and a career will reflect unique needs and circumstances, including, for some, overcoming barriers. For customers needing to develop skills required to qualify for employment, various training programs are available. While many job seekers choose classroom-based programs offered by public and private institutions that have been placed on a list of eligible training providers, others prefer training offered in real work setting, such as on-the-job training, which offers the opportunity to earn and learn. These services include a range of unique career pathway projects that SELACO WDB and other organizations have implemented to respond to the needs of regional target sectors and emerging occupations.

Based as an assessment of their existing skills, AJCC customers may also be connected to programs that help them to improve basic skills, such as reading, writing, and math; attain a high school diploma or equivalent; or participate in English-as-a-Second Language classes.

Areas of substantive strength include:

1. AJCC Services Support Customers in Both Accessing Training and Securing Employment

Customers connect to the AJCC and the workforce system with a wide range of experience levels, interests, and levels of preparedness to pursue work in in-demand careers. As such, there are no set standards for the services that any one individual will receive. For customers that possess skills that are in demand, direct placement in employment may represent the best option. For others who lack a strong set of work skills, training may be required to build specific skills required for a job along a specific career pathway. Career Specialists understand that assessment results and service planning are key tools for assisting customers in determining the services they will need on the job.

2. Staff Has a Working Knowledge of Regional Target Sectors

AJCC staff and partners have received training from representatives of LAEDC on the regional economy and EDD on how to review, interpret, and utilize labor market information. Staff that provide direct services to job seekers could benefit from additional training on how to use labor market information to better assist customers to identify appropriate career pathways, develop in-demand skills, secure industry-recognized credentials, and find jobs.

Please note that this information, along with a corresponding recommendation, is repeated in response to Indicators 5 and 6.

3. Training is Available for Participants with Various Levels of Skills

The AJCC serves individuals from all backgrounds and with all levels of experience. Whether participants have low levels of educational attainment or are displaced workers with a college degree, programs are available to meet their needs for skills development. Training opportunities range from basic skills courses (e.g., adult basic education, GED, ESL) to advanced skills training for individuals who have significant work experience, but require new skills due to being displaced from employment or because they are seeking skill upgrades. In addition to training options from institutional providers (e.g., adult schools, community colleges), skills training at all levels, from beginner to advanced, can be provided through work-based learning modalities, such as on-the-job training.

4. Various Types of Training Are Available

The AJCC's location within the most populous county in the nation provides job seekers with the advantage of being able to access hundreds of programs in Los Angeles County and in Orange County communities that are adjacent to SELACO WDB's service area. Center staff work in collaboration with job seekers to select training that is best suited to their employment goals and long-range career objectives. Emphasis is placed on training connected to the region's priority sectors and, whenever possible, on training programs located in or near Southeast Los Angeles County

5. Staff Support Customers in Navigating Options Before Selecting Training

Career Development Specialists are adept at guiding customers in the exploration of careers and selection of associated training programs. Using web-based career resources, customers can review information about skills required for jobs, content and length of training programs required to secure such skills, entry-level and higher wages, and career ladders and lattices associated with entry-level jobs. The primary responsibility of AJCC staff is to assist customers in making fully informed decisions about careers and participation in skills training.

6. Support Service are Available to Enable Customers Participation in Training

SELACO WDB's intention is to ensure that job seekers using its services to prepare for and to seek employment have access to a full range of support that will enable them to achieve their planned educational and employment outcomes. In recognition that supportive services are not an entitlement nor are they intended as a source of supplemental income, SELACO WDB has defined their purpose and developed a policy and procedures for determining customers' support needs and for identifying the best resources to meet those needs, including the utilization of funds from partner programs.

The most commonly needed services include transportation assistance (including bus passes and gas vouchers); work-related clothing, uniforms, tools and supplies; temporary shelter; regular housing; assistance in covering utility costs; child and dependent care; payments for tests, licenses and other employment-related

prerequisites; medical, dental and legal services; and counseling of every type. Other forms of support may be available based on individual needs and circumstances. SELACO WDB also provides needs-related payments to participants for whom this form of support is suitable.

7. SELACO WDB Has No Sequence of Services Requirement

As required by WIOA, SELACO WDB does not implement a sequence of service requirement for customers to access training. For customers needing to develop skills and earn credentials to qualify for employment, AJCC staff attempts to facilitate their enrollment into training as quickly and efficiently as possible.

8. SELACO WDB Continually Works to Ensure Training Availability is Sufficient to Meet Local Needs

Broadly, the AJCC staff strive to meet the career goals of job seekers and the talent needs of business and it is frequently the case that job seekers' enrollment in training and earning credentials support these objectives. The decision to enroll an AJCC customer in training is an individual one and reflects the job seeker's experience, goals, and circumstances. Over the last several years, the availability of new training programs and unique sector-focused projects has resulted in many customers choosing to participate in training for new skills that will make them more competitive in the marketplace.

Improvement could be realized in the following areas:

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

To strengthen knowledge of the labor market among direct services staff, leadership should procure or develop a training program addressing basic economics; local labor market information and how to use it in service planning; the region's target industries; regional and local sector strategies; career pathways and industry-specific training programs; and quality jobs. This training would support staff's ability to effectively support job seekers in making decisions about training and preparation for jobs and careers.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers.
- The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.

- The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- The AJCC is an integral partner in the implementation of the Local Board's integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.
- The AJCC offers a wide range of AJCC-based services for employers, including referrals of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies.
- The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies it for continuous improvement.

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

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

Business, labor, and economic development representatives on the board promote strong connections to the businesses community. SELACO WDB's business services team utilizes a variety of strategies to engage companies within targeted industries regarding their hiring needs and skills required for both new employees and their current workforce. While engagement with businesses enables the AJCC to match its customers with job opportunities, it also serves to inform those representing the local workforce system about the broader workforce needs of key industry sectors. Business engagement is foundational to the system's ability to work with partners, including education, on the development of curricula and career pathway programs.

Areas of substantive strength include:

1. Staff Has Adequate Knowledge of the Regional Economy and the Local Labor Market

On various occasions, AJCC staff has received training on labor market information and the economy from representatives of EDD, Econovue, and the Los Angeles Economic Development Corporation (LAEDC). While members of the AJCC's Business Services Team have a strong knowledge of the regional economy, including the region's high-growth and other priority sectors, and high road employers, other staff may lack in-depth knowledge in these subjects. Improving all frontline staff knowledge would strengthen the ability of the AJCC and partners to guide job seekers in making critical decisions about jobs and careers.

2. System Staff Are Focused on Quality Jobs

SELACO WDB's Career Development Specialists, Business Services Representatives, and other AJCC staff recognize the value of quality jobs in terms of preparing job seekers to achieve self-sufficiency and earn a self- or family-sustaining wage. Features of job quality include, but are not limited to, good wages, stability, promotional opportunities, benefits, and predictable work schedules. While the California Workforce Development Board, the U.S. Department of Labor, and other public and private organizations have developed definitions for and established criteria denoting job quality, staff and system partners acknowledge that factors reflecting quality can vary among workers and across areas.

3. Staff and Partners Engage with Local Business Leaders to Secure Input on the Workforce Needs of Businesses

SELACO WDB leadership, managers, staff from the Business Services Team, and partner representatives frequently engage with business leaders regarding their hiring, training, and other workforce needs. Such engagement takes place through:

one-on-one discussions with businesses, including through the use of businesses needs assessments; industry association and chamber of commerce events; collaborations with organized labor; and via relationships with business-serving and business-supporting organizations such as LAEDC, the local Small Business Development Center, and the U.S. Small Business Administration.

4. The Partners Utilize an Integrated Business Services Strategy

The local workforce system partners recognize that coordination of business services helps to minimize redundant efforts and potential “employer fatigue” that can occur when multiple organizations make contact. One strategy that is used by SELACO WDB to integrate services provided to businesses is to host or collaborate in job fairs and recruitment events supported by multiple workforce system partners. Other examples of business services coordination include sharing business hiring needs and recruitment information with the organizations that comprise the Community Collaborative Network and coordinating partner agency participation in rapid response activities that are deployed to assist workers facing layoffs.

5. A Variety of Services is Available to Business Customers

The center, through the efforts of the Business Services Team, provides an extensive variety of services to employers, including, but not limited to: recruitment, candidate screening, skills verification, needs assessment, specialized recruitment events, employer-specific hiring, job fairs, screening of candidates, workshops, lay-off aversions services, rapid response to lay-off events, development of work-based learning programs (e.g., on-the-job training, work experience), and skills development for incumbent workers, through WIOA Title I programs or SELACO WDB services under contract with the California Employment Training Panel.

6. A Process to Survey Business Satisfaction Is in Place

SELACO WDB’s Business Services Team has developed surveys that they direct to businesses for which the center has conducted recruitment (including those that participated in job fairs), companies having participated in a specialized training programs, and businesses with OJT agreements. Because of the wide range of services that the AJCC offers to business and the many points at which businesses receive services, a structured survey (such as one based on the American Customer Satisfaction Index) that addresses satisfaction with a wide range of services would be beneficial.

Improvement could be realized in the following areas:

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

To strengthen knowledge of the labor market among direct services staff, leadership should procure or develop a training program addressing basic economics; local labor market information and how to use it in service planning;

the region's target industries; regional and local sector strategies; career pathways and industry-specific training programs; and quality jobs. This training would support staff's ability to effectively support job seekers in making decisions about training and preparation for jobs and careers.

This is repeated from Indicator 4

2. Lead the Workforce Development Board in the Development of a Local Definition of Job Quality

SELACO WDB leadership should examine how developing or adopting a definition of job quality may benefit the AJCC and its customers by creating a common understanding of opportunities that are targeted by the local workforce system. With the increasing focus by federal and state workforce program administrators on job quality, adopting a local definition would enable SELACO WDB to establish performance target for metrics identified in connection with the definition.

3. Expand the Use of Business Surveys

As SELACO WDB provides a variety of services to business customers ranging from those that represent a single service (e.g., participation in a SELACO WDB-sponsored job fair, a rapid response orientation) to others that represent a series of services provided over sustained periods (e.g., customized training programs, including those serving incumbent workers), capturing feedback on these services is critical to assessing their value. SELACO WDB should develop and implement one or more survey instruments to secure feedback from business customers on the content and quality of the services that they receive.

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

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

- A. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to all job seekers, including those with disabilities and businesses, in an integrated, regionally focused framework of service delivery. AJCC staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross-training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers. AJCC staff are routinely trained and are keenly aware of how their particular function supports and contributes to the overall vision of the local board.
- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

SELACO WDB has a long history of devoting resources to staff training and development. AJCC and partner staff quality is built not only by years of experience and formal staff training, but also by structured and informal information sharing, which takes place throughout the local workforce system. Integrated team huddles, on-site partner meetings, and gatherings of the SMT and CCN ensure that all individuals, irrespective of their roles, remain well prepared to fulfill their assigned functions and to serve AJCC customers.

Areas of substantive strength include:

1. Management and Staff Meet Frequently

SELACO WDB hosts various meetings on a regular basis that promote communication and collaboration among SELACO WDB/AJCC staff, partners, and community stakeholders. These include

- An annual all staff meeting
- Quarterly SMT meetings of partner representatives led by the AJCC Operator
- Monthly meeting of partners and stakeholders that are members of SELACO WDB's Community Collaborator Network and its three committees: Business, Youth and Special Populations.
- Quarterly Staff and Partner Meetings
- Monthly department meetings
- Interdepartmental meetings, as needed

Holding the foregoing meetings is critical element in ensuring that all organizations and staff delivering workforce services through the AJCC and throughout the local workforce system have information that is necessary to providing high quality services.

This information is repeated from a response to Certification Indicator 2.

2. Cross Training on Partner Programs Is Regularly Scheduled

As indicated, the system partners have agreed to provide training to staff and provisions for cross training are outlined in the partner MOU. The core partners host open houses throughout the years during which management and staff provide in-depth orientations to their counterparts, with these sessions serving as cross training. Such training includes information on eligibility for each partner's services. Because the local workforce system includes an extensive array of stakeholders that participate in the Community Collaborative Network and that serve as community access points for the AJCC, expanding training opportunities could help to expand staff's overall knowledge about a broad range of programs.

3. Training Staff Occurs Throughout the Year

Opportunities for training are available through a range of formats from SELACO-hosted workshops, to sessions hosted by partners, along with online and conference-based training. To ensure that all organizations and staff get the information they need, a structured professional development plan for all staff and partners may be beneficial.

4. Staff has a Working Knowledge on How to Apply Labor Market Information to Their Work

As stated in response to Indicator 5, AJCC staff and partners have received training from representatives of EDD on how to review, interpret, and utilize labor market information. Staff that provide direct services to job seekers could benefit from additional training on how to use labor market information to better assist customers to identify career pathways, develop in-demand skills, secure industry-recognized credentials, and find jobs.

5. Staff is Trained in the Use of CalJOBS

All staff have been trained in the use of CalJOBS. SELACO WDB has been a leader among local boards throughout the state in securing agreements from system partners to utilize CalJOBS and has facilitated partner staff being trained in the use of the system.

6. Staff is Knowledgeable about Approaches and Strategies to Serve Workers with Disabilities and Other Vulnerable Populations

Training on how to better serve customers with disabilities and others with barriers to employment is much desired by staff. Various training sessions in which staff and both co-located and offsite partners have participated include: Windmills training by DOR representatives; training for businesses on working with individuals with disabilities; working with individuals with mental health diagnoses; and serving individuals with autism. Other workshops in which AJCC staff have participated include those dealing with sensitivity and various sessions focused on diversity, equity, and inclusion,

7. Staff Has Been Training in Customer Service Strategies

As indicated in response to Indicator 3, many staff have received training in various customer services-related topics. Because strong customer service skills are critical to the work that AJCC staff provide, additional training on this topic should be regularly scheduled.

8. Staff Has Received Training in Various Topics Pertaining to Key Industries

As addressed in response to Certification Indicators 4 and 5, staff have various levels of knowledge about occupations and skills associated with key industries. Members of the AJCC's Business Services Team and some other staff have a strong knowledge of the regional economy, including the region's high-growth and other priority sectors, and high road employers. More training on career pathways, job quality, and high road training partnerships would benefit staff.

Improvement could be realized in the following areas:

1. Create an Annual Professional Development Plan for AJCC Staff and Partners

As indicated, SELACO WDB regularly sponsors training sessions for its staff and for local workforce system partners. Agency leadership should examine opportunities to develop an annual professional development plan, which would include training on key topics for staff, including those who deliver services directly to job seekers. Training on core topics such as customer-centered design, customer service, and using labor market information in career planning could be incorporated into such a plan.

2. SELACO WDB Leadership Should Identify Opportunities to Design and Implement a Structured Labor Market Information Training Program for All Staff

To strengthen knowledge of the labor market among direct services staff, leadership should procure or develop a training program addressing basic economics; local labor market information and how to use it in service planning; the region's target industries; regional and local sector strategies; career pathways and industry-specific training programs; and quality jobs. This training would support staff's ability to effectively support job seekers in making decisions about training and preparation for jobs and careers.

This is repeated from Indicators 4 and 5.

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

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

- A. Use common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market-driven, and accountable to participants and taxpayers. Center performance is transparent and accountable to the communities and regions served; data entry staff are trained and understand the importance of data validation, data collection processes, and the importance of accurate reporting.
- B. Develop and implement operational policies that reflect an integrated performance, communication, and case management system, and use technology to achieve integration and expanded service offerings.

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

The use of data to record and track results is critical to the operation of successful workforce development programs and to determining how well programs and services meet the needs of both job seeker and business customers. Data informs every aspect of the WDB's programs from design to delivery to evaluation. Data used for these purposes may be either quantitative or qualitative in nature. Data sources are many and, while a wide variety of data sets are used frequently, the WDB regularly tests and utilizes new data reference points as they are identified.

Labor market information (LMI) and analysis from public sources, such as the U.S. Department of Labor's Bureau of Labor Statistics and California EDD's Labor Market Information Division, as well as proprietary data bases, are commonly used to identify industry and occupational targets for participant training and job placement. Regional and local LMI supplements such data. Information from business leaders, economic development professionals, industry associations, and others with an intimate knowledge of the local labor market serves to provide both real time insights and forecasts on business needs, which are essential to the WDB's and the AJCC's developing and implementing programs and process improvements.

WIOA's performance indicators provide a means of measuring program effectiveness with respect to job placement, wages, job retention, credential attainment and more. SELACO WDB managers and staff regularly review program performance on these indicators, which provides a clear picture of how well services are translating into results.

Data obtained directly from customers is also key to ensuring that programs and services address customers' priorities, needs, and preferences. Needs assessments and satisfaction surveys are among the most common methods utilized by SELACO WDB to determine what customers want and their opinions on the value and effectiveness of the services that they have received. Customer feedback is reviewed regularly and often serves as the basis for improvements to content and delivery of services.

Areas of substantive strength include:

1. SELACO WDB Performance Supports Performance of Core Partners

The SELACO WDB is responsible for achieving goals leading to attainment of the measures under the WIOA Title I Adult and Dislocated Worker programs that they operate. WIOA Title I program goals are also supported by the center. While the WDB has not established a structured plan to support all core partners or others in their achievement WIOA performance measures, there are many ways in which the WDB and the AJCC contribute to the capacity of core partner programs to meet these measures. Among these are the following:

- The extensive business outreach efforts of the WIOA Title I-funded system create relationships with companies across the county that lead to job opportunities for customers of all system partners;
- Job orders identified by SELACO WDB staff are made available to partner staff, thereby becoming accessible to a much larger pool of candidates, including potentially, customers of all core partners;
- The system partner's sharing of strategies, including those pertaining to services and performance, which can be applied to all partner programs; and
- Co-enrollment of participants across multiple program and funds streams lead to performance outcomes that can be claimed by all partners providing services.

2. Program Performance is Regularly Reported to the Board

Service and performance data are presented at meetings of the full workforce development board, which take place every other month. Such presentations highlight year-to-date performance for WIOA formula programs and a wide range of special projects and initiatives. This data is also reported every other month to SELACO WDB's Policy Board, which is comprised of an elected official from each of the eight cities within the local workforce area.

3. Programs Are Operated with Cost Efficiency

Given limited funding available through WIOA Title I formula-funded grant programs, SELACO's executive leadership, finance officer, managers, WDB, and Policy Board are vigilant with regard to development and oversight of the agency budget, including AJCC operations. Having one large comprehensive career center, rather than multiple smaller center helps minimize brick and mortar costs. An infrastructure funding agreement seeks to secure maximum contributions to the center from system partners. Co-location of partners within the center is a critical strategy to ensure that costs are contained at acceptable levels. One of the principal strategies used by the AJCC to stretch limited WIOA formula resources is to leverage funds from other programs. More than 90% of SELACO WIOA Title I participants are co-enrolled with one or more other fund sources, including partner programs and specialized grants. Periodically, SELACO WDB applies for and secures specialized funding, which supplements core resources and further promotes cost effective service delivery.

4. The AJCC Collects Customer Satisfaction

SELACO WDB has developed instruments to survey the satisfaction of center customers. For job seekers participating in AJCC services, there are four key points at which surveys are administered. One is the AJCC resource center, where customers conduct career exploration and research, access labor market information, examine details about available training programs, and look for jobs. At any point in their use of these resources, customers can provide feedback. At the conclusion of workshops that the AJCC offers to enhance customer's job seeking skills, participants are asked to complete a survey. For customers enrolled in a WIOA Title I formula-funded program or in similar services, a Career

Development Specialist will administer a survey at completion of the intake and enrollment processes. Customers are made aware that they can continue to submit feedback utilizing the survey process at any time during their participation in career services and training.

As described in response to Indicator 5, members of SELACO WDB's Business Services Team also collects customer input by surveying business customers at specific points, such as following their participation in job fairs and hiring events.

5. SELACO WDB Responds to Customer Feedback

While use of surveys is a core strategy for securing customer feedback, such information is also obtained through other efforts. These include comments made verbally to staff and management, emails, and written messages that are hand delivered and sent through traditional mail. SELACO leadership collects and manages all customer feedback. Compliments are recorded or saved and those expressing them are thanked by staff. Recommendations for improvement are subject to the review of appropriate managers and processes described below. Social media comments that require a response are reviewed by managers and are addressed directly by them or by assigned to staff with specific knowledge regarding subjects being addressed. SELACO has formal complaint procedures in place that are provided to all customers, as well as a structured process for filing complaints alleging violations of civil rights.

6. SELACO WDB Analyzes Performance, Customer Satisfaction, and Other Factors to Continuously Improve Program and Services

WDB and center management review customer feedback and identify improvements suggested by customer input. Monthly, as a team, managers will review surveys and other input received. Information expressing dissatisfaction and/or recommendations for change serves a basis for discussion on the need for potential process improvements. The "service results team" may take action to implement improvements or bring the matter to senior leadership for further discussion before implementing process improvement strategies. When customers' concerns touch upon broader system issues, they may be brought to the SMT for input.

7. SELACO WDB Pursues Technical Assistance and Support as Needs Are Identified

While center management and staff demonstrate significant expertise in many crucial areas, periodically, SELACO WDB engages external experts to provide technical assistance and support addressing a range of issues, such as data security, human resources, legal matters, and financial management. Expertise of WDB and Policy Board members has been used on various occasions. Technical assistance on topics dealing with AJCC operations (e.g., case management, job readiness skills training) usually take the form of staff training. Depending on specific needs for technical assistance, SELACO WDB may reach out to representatives from EDD, the California Workforce Development Board, the

California Workforce Association, or other sources, such as firms or individuals with unique knowledge, skills, or capabilities.

Improvement could be realized in the following areas:

1. Expand the Use of Business Surveys

As SELACO WDB provides a variety of services to business customers ranging from those that represent a single service (e.g., participation in a SELACO WDB-sponsored job fair, a rapid response orientation) to others that represent a series of services provided over sustained periods (e.g., customized training programs, including those serving incumbent workers), capturing feedback on these services is critical to assessing their value. SELACO WDB should develop and implement one or more survey instruments to secure feedback from business customers on the content and quality of the services that they receive.

This is repeated from Indicator 5.

2. Develop a Structured Process for Promoting and Reporting on Continuous Improvement

With its strong customer focus on and commitment to continuous improvement, SELACO WDB leadership should consider summarizing and publishing information on outcomes and improvements in program design, content, and service delivery. Such information would not merely communicate to the public achievements that have been made, but how SELACO WDB uses customer satisfaction, program performance, labor market, and other data to drive improvement.

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

Signature

Name

Title

Date

To: SELACO WDB Policy Board

From: SELACO Joint Personnel Committee

Date: December 17, 2024

**Subject: Fifth Amendment to Employment Agreement Between
Southeast Los Angeles County Workforce Development Board
And Yolanda Castro**

Background and Summary

On September 26, 2024, the Joint Personnel Committee met to conduct the annual performance evaluation of WDB Executive Director Yolanda Castro. Following the discussion of her evaluation with Ms. Castro, the Joint Personnel Committee met again on November 15, 2024, to consider an adjustment to her compensation package.

It was the consensus of the Committee to recommend that the Executive Director receive a cost-of-living adjustment of 4%, which is consistent with the COLA that had been previously authorized for SELACO staff. Additionally, the Committee agreed to recommend that Ms. Castro be allowed to forego medical insurance coverage through SELACO and instead receive a monthly stipend of \$350.77, as well as an annual bonus of \$1,000 paid in December. This is consistent with a perk available to other SELACO employees who document that they have medical insurance coverage outside of their employment with SELACO. The difference between the cost to SELACO of the annual insurance premiums and the payment of the in-lieu stipends results in an annual savings to SELACO of over \$9,500.

The attached amendment to the Employment Agreement with the Executive Director incorporates the above-mentioned changes to her compensation package, which would be effective as of January 1, 2025.

Recommendation

It is the recommendation of the Joint Personnel Committee to approve the attached Fifth Amendment to the Employment Agreement Between Southeast Los Angeles County Workforce Board and Yolanda Castro.

**Fifth Amendment to Employment Agreement
Between
Southeast Los Angeles County Workforce Development Board
and
Yolanda Castro**

This Fifth Amendment to the First Amended and Restated Employment Agreement (“Agreement”) is made and entered into this 17th day of December 2024, by and between the Southeast Los Angeles County Workforce Development Board, a California non-profit corporation (SELACO WDB), hereinafter called “Employer,” and Yolanda L. Castro, an individual, hereinafter called “Employee.” Employer and Employee may be referred to in this Agreement collectively as “the Parties.”

WHEREAS, Employee has fulfilled the duties of the position of Executive Director of the SELACO WDB since March 1, 2013 to the satisfaction of Employer; and

WHEREAS, Employee’s original two-year Employment Agreement was renewed for an additional two years under the terms of the First Amended and Restated Employment Agreement, with an expiration date of October 31, 2017 and renewed again for an additional five years through a Second Amendment to Employment Agreement; and

WHEREAS, in January 2023, the Third Amendment to Employee’s Employment Agreement was approved, adjusting Employee’s annual salary and extending the term of Employee’s existing Employment Agreement for an additional five years, until December 31, 2027; and

WHEREAS, in March 2024, the Fourth Amendment to Employee’s Employment Agreement was approved, adjusting Employee’s annual salary; and

WHEREAS, Employee and Employer now desire to adjust Employee’s annual salary to provide for a 5% cost of living adjustment and update other terms as set forth herein; and

NOW, THEREFORE, in consideration of the mutual covenants herein contained, the Parties agree as follows:

I. Section 5("Salary") of the Agreement is amended to read:

Effective January 1, 2025, Employee’s annual salary is \$152,835.90 (one hundred, fifty-two thousand, eight hundred and thirty-five dollars and ninety cents). Employer agrees to pay Employee for her services rendered pursuant hereto, a monthly salary of \$12,736.33, payable at the same time as other employees of Employer are paid, less any legally authorized withholding, such as federal and state taxes.

II. Section 9 (“Insurance Benefits”) of the Agreement is amended to read:

Effective January 1, 2025, Employee waives medical insurance coverage, which shall entitle Employee to “in lieu” payments of \$350.77/month, which is taxable compensation. Employee

shall also receive an insurance waiver bonus of \$1,000 in the month of December for each calendar year that Employee has waived the insurance benefit. For example, to the extent that Employee continues to waive the Employer medical insurance benefit for the entire 12 month calendar year 2025, Employee shall receive a waiver bonus of \$1,000 for December 2025.

Employee shall continue to receive Employer provided dental, vision and life insurance coverage as provided to other management employees.

III. All other terms and conditions of the First Amended and Restated Employment Agreement shall remain the full force and effect, unless otherwise amended in writing.

IN WITNESS WHEREOF, Employer has caused this Agreement to be signed and duly executed on its behalf by its Chairman of the Board, in triplicate, on the 17th day of December, 2024.

Employee has accepted the terms and conditions set forth in this Agreement effective as of the date of her signature below.

SOUTHEAST LOS ANGELES COUNTY WORKFORCE
DEVELOPMENT BOARD

By: _____
Richard LeGaspi, Chair Date

ATTEST:

By: _____
Ben Espitia , Secretary to the Board

EMPLOYEE:

By: _____
Yolanda L. Castro Date

To: SELACO WDB Policy Board
From: Jack Joseph, Policy Board Administrator
Date: December 17, 2024
Subject: Policy Board Meeting Schedule for 2025

Continuing the current rotation of cities hosting the bi-monthly Policy Board meetings, the tentative schedule of meetings to be held in 2025 is listed below. In addition to the regular rotation, staff has requested that the December meetings be held at the SELACO WDB offices in Cerritos.

February 18, 2025—Bellflower

April 15, 2025—Artesia

June 17, 2025—Hawaiian Gardens

August 19, 2025—Downey

October 21, 2025—Paramount

December 16, 2025—SELACO WDB