

Executive Committee and FULL WDB BOARD OF DIRECTORS' MEETING

January 27, 2022

Thursday

3:00



Executive Committee and FULL WDB BOARD OF DIRECTORS' MEETING

**SELACO WDB
10900 E 183rd Street, Suite 350
Cerritos, CA 90703**

**January 27, 2022
Thursday
3:00 PM – 5:00 PM**

**Join Zoom Meeting
<https://us06web.zoom.us/j/86065881138>**

**Meeting ID: 860 6588 1138
Passcode: 337376**

Pursuant to AB 361 Government Code section 54953, subdivision (e)(3), the Board may conduct its meetings remotely and may be held via video conference. Pursuant to such Executive Order, the SELACO WDB/Policy Board/Executive Committee may participate remotely and not be physically present in the physical Meeting Room. Until further notice and as such Executive Orders remain in effect, the Board may also allow public participation to continue via live public comment conducted over ZOOM.

AGENDA

CALL TO ORDER	Dameron
PLEDGE OF ALLEGIANCE	Dameron
ROLL CALL	Espitia
2020-2021	
PUBLIC COMMENTS	Drake
CHAIR'S COMMENTS	Dameron
EXECUTIVE DIRECTOR'S MESSAGE / UPDATE / STAFF REPORT	Castro

Executive Committee and FULL WDB Board of Directors' Meeting

January 27, 2022

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CONSENT CALENDAR	Dameron	
1A. Teleconference Requirements		3
1B. Approval of Minutes October 28, 2021		5
1C. Approval of Fiscal Reports 07/01/20 – 12/31/21		10
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ACTION ITEM (S):		
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245. Employee Parking		45
246. Non-Solicitation		46
340. Visitors		47
248. Political Activities		48
249. Use of Vehicle for SELACO WDB Business		50
3. SELACO WDB Vaccination Policy	Castro	51
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4. SELACO WDB Annual Audit Report for Fiscal Year 2020-2021	Castro	60
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7. Statement of Qualifications Procurement for Consultants Policy	Castro	65
8. Virtual Intake Policy	Castro	70
BUSINESS ADVISORY COMMITTEE REPORT	Levine	

Presentation / Information / Recommendations

ACTION ITEM (S):

NONE

INFORMATION ITEM (S):

Materials related to an item on this agenda submitted to the SELACO WDB after distribution of the agenda packet are available for public inspection in the SELACO WDB office at 10900 E. 183rd Street, Suite 350, Cerritos, CA 90703 during normal business hours.

ONE STOP OPERATOR REPORT	Girdner	
Presentation / Information / Recommendations		
ACTION ITEM (S): NONE		
INFORMATION ITEM (S): NONE		
INFORMATION ITEM (S):		
1. Ethics Training AB1234	Castro	74
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INTERESTING CORRESPONDENCE		
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POLICY BOARD ITEMS/REQUESTS	Dameron	
AGENDA REQUESTS FOR NEXT MEETING	Dameron	
CHAIR'S CLOSE	Dameron	
ADJOURNMENT OF OPEN SESSION	Dameron	

Policy Board Meeting: February 15, 2022

Next Full WDB Meeting: March 24, 2022

Meetings of the SELACO WDB are accessible to persons with disabilities. The SELACO WDB will provide reasonable accommodations upon request. Requests should be received at least 72 hours prior to the meeting. Please call (562) 402-9336 to request accommodations.

Materials related to an item on this agenda submitted to the SELACO WDB after distribution of the agenda packet are available for public inspection in the SELACO WDB office at 10900 E. 183rd Street, Suite 350, Cerritos, CA 90703 during normal business hours.



**SELACO WDB Board of Directors
Attendance Roster – PY 21/22**

Board Members	7/22 2021	9/23 2021	10/28 2021	1/27 2022	3/24 2022	5/26 2022				
1. Blanco, Peter Rehabilitation Organization	X	X	X							
2. Chan, Connie Public Employment Service	Approved by Policy Board 10/19/21		X							
3. Crespo, Leonard Business Representative City of Paramount	X	A	X							
4. Dameron, Mark Chair Business Representative – City of Lakewood	X	X	X							
5. Derthick, Joseph Business Representative – City of Norwalk	X	X	X							
6. Drake, Aaron Vice Chair Business Representative – City of Bellflower	X	X	X							
7. Espitia, Ben Secretary/Treasurer Labor Organization	X	AE	AE							
8. Gomez, Belle Education Entity	A	X	X							
9. Gutierrez, Liza Marie Business Representative - City of Hawaiian Gardens	A	A	A							
10. Kucera, Kevin Labor Organization	AE	AE	AE							
11. Levine, Barbara Economic Development	X	X	AE							

Board Members	7/23 2020	9/24 2020	10/22 2020	1/28 2021	3/25 2021	5/27 2021				
12. McGehee, Shannon Business Representative City of Paramount	X	A	X							
13. Nam, Leila Business Representative City of Artesia	X	A	X							
14. Patel, Vijay Business Representative – City of Downey	X	AE	A							
15. Polley, Tracy Business Representative – City of Norwalk	X	X	X							
16. Rapue, Judith Labor Organization	A	A	A							
17. Ryder, Tim Business Representative – City of Hawaiian Gardens	X	X	AE							
18. Saucedo-Garcia, Cristina Business Representative – City of Downey	AE	AE	X							
19. Segura, Michael Business Representative – City of Lakewood	Approved by Policy Board 10/19/21		X							
20. Shah, Jawahar Business Representative City of Cerritos	X	X	X							
21. Todd, Sharon Education Entity	X	AE	X							
22. Trivedi, Sanjay Business Representative – City of Cerritos	X	A	X							
23. Uttecht, Greg Business Representative City of Artesia	A	X	X							
24. Wehage, Larry Business Representative City of Bellflower	X	X	X							
25. VACANT Labor Organization										
26. VACANT Labor Organization										
27. VACANT Labor Organization										

X = Present A = Absent AE = Absence Excused SP = Special Meeting ~ = No Meeting

RESOLUTION NO. 2022-0127

A RESOLUTION OF THE SOUTHEAST LOS ANGELES COUNTY WORKFORCE DEVELOPMENT BOARD AUTHORIZING REMOTE TELECONFERENCE MEETINGS OF THE SOUTHEAST LOS ANGELES COUNTY WORKFORCE DEVELOPMENT BOARD PURSUANT TO GOVERNMENT CODE SECTION 54953(e)

WHEREAS, Government Code section 54953(e), as amended by Assembly Bill No. 361, allows legislative bodies to hold open meetings by teleconference without reference to otherwise applicable requirements in Government Code section 54953(b)(3), so long as the legislative body complies with certain requirements, there exists a declared state of emergency, and one of the following circumstances is met:

1. State or local officials have imposed or recommended measures to promote social distancing.
2. The legislative body is holding the meeting for the purpose of determining whether as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.
3. The legislative body has determined that, as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.

WHEREAS, the Governor of California proclaimed a state of emergency pursuant to Government Code section 8625 on March 4, 2020; and

WHEREAS, the Southeast Los Angeles County Workforce Development Board previously adopted Resolution No. [2021-1028] finding that the requisite conditions exist for the Southeast Los Angeles County Workforce Development Board to conduct teleconference meetings under California Government Code section 54953(e); and

WHEREAS, more than thirty days have passed since Resolution No. [2021-1028] was adopted and the Southeast Los Angeles County Workforce Development Board has not met since Resolution No. [2021-1028] has passed; and

WHEREAS, the Southeast Los Angeles County Workforce Development Board desires to hold and continue holding its public meetings by teleconference consistent with Government Code section 54953(e).

NOW, THEREFORE, THE SOUTHEAST LOS ANGELES COUNTY WORKFORCE DEVELOPMENT BOARD DOES HEREBY RESOLVE AS FOLLOWS:

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

Section 2. Conditions for Initial Teleconferencing Meeting are Met. The Southeast Los Angeles County Workforce Development Board found on the 28th day of October, 2021 and hereby finds and declares the following, as required by Government Code section 54953(e)(3):

1. The Governor of California proclaimed a state of emergency on March 4, 2020, pursuant to Government Code section 8625, which remains in effect.
2. State or local officials have imposed or recommended measures to promote social distancing.

Section 2. Conditions for Continued Teleconferencing Meeting are Met. Although more than thirty days have passed since Resolution No. [2021-1028] was adopted, this Resolution is adopted in the spirit of continuing the findings made in Resolution No. [2021-1028]. In keeping with Resolution No. [2021-1028] and Section 2 above, the Southeast Los Angeles County Workforce Development Board hereby finds and declares the following, as required by Government Code section 54953(e)(3):

1. The Southeast Los Angeles County Workforce Development Board has reconsidered the circumstances of the state of emergency declared by the Governor pursuant to his or her authority under Government Code section 8625;
2. The state of emergency continues to directly impact the ability of members of the Southeast Los Angeles County Workforce Development Board to meet safely in person; and
3. State and local officials have imposed or recommended measures to promote social distancing.

PASSED AND ADOPTED by the Southeast Los Angeles County Workforce Development Board, this 27th day of January, 2022, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

**WORKFORCE DEVELOPMENT BOARD
OF THE SOUTHEAST LOS ANGELES COUNTY, INC.**

**Executive Committee and FULL WDB BOARD OF DIRECTORS
MINUTES**

October 28, 2021

2:59 PM

SELACO WDB
VIA Zoom

CALL TO ORDER

The SPECIAL meeting of the Executive Committee and FULL WDB Board of Directors' was called to order by Mark Dameron, Chair at 3:02 p.m.

PLEDGE OF ALLEGIANCE

Mark Dameron led the pledge of allegiance.

ROLL CALL

WDB BOARD DIRECTORS PRESENT

Blanco, Peter	Chan, Connie
Crespo, Leonard	Dameron, Mark
Derthick, Joseph	Drake, Aaron
Gomez, Belle	McGehee, Shannon
Nam, Leila	Polley, Tracy
Saucedo-Garcia, Cristina	Segura, Michael
Shah, Jawahar	Todd, Sharon
Trivedi, Sanjay	Uttecht, Greg
Wehage, Larry	

WDB BOARD DIRECTORS ABSENT

Gutierrez, Liza Marie	Patel, Vijay
Rapue, Judith	

WDB BOARD DIRECTORS EXCUSED

Espitia, Ben	Kucera, Kevin
Levine, Barbara	Ryder, Tim

SELACO WDB STAFF PRESENT:

Alvarez, Meredith	Castro, Yolanda	Cardona, Jefferson
Coronel, Corina	Davis, Carol	
Diep, Chau	Ford, Kay	
Ferranti-Lansdown, Tammy	Gutierrez, Jeanette	
Michel, Sandra	Sandoval, Ben	

MEMBERS OF THE PUBLIC PRESENT:

Girdner, Stacey – SELACO One Stop Operator
Joseph, Jack – Policy Board Administrator

PUBLIC COMMENTS

None

CHAIR'S COMMENTS

Mark Dameron, Chair introduced new board members Connie Chan representing the Employment Development Department (EDD) and Michael Segura representative the City of Lakewood, owner of Farmer's Insurance.

Chairman Dameron shared with the group that in August, he attended the annual conference Meeting of the Minds in Monterey with staff members Carol, Ben and Yolanda and Policy Board Member Sonny Santa Ines. The focus of the conference was Diversity, Equity and Inclusion.

EXECUTIVE DIRECTOR'S MESSAGE/UPDATE/STAFF REPORT

A two-day staff retreat took place that included the leadership team and selected front line staff to engage in activities to:

- Establish a mind set for “refining” our existing system of operation considering our move out of the pandemic – what needs to change what should stay the same.
- Revising our role as a convener of WIOA services, as a provider of job seeker services and prover of business services.
- Staff began the conversation around diversity, equity and inclusion. How are these initiatives integrated into our system of services and what would a DEAI mission look like for SELACO.
- Staff began the process of evaluation their individual departments identifying key functions and operations manuals/handbook for each department.

A special committee to support the process in the selection of a Deputy Director of Program Operation:

- Last month I presented the process and foundation to move forward with the selection of a Deputy Director of Program Operations. The memo is in the package for the board to ratify the action to move forward taken by the Executive Committee.
- As I am preparing to begin the recruitment process, I would like to have a Special Committee to support my review and selection process.
- I have informed our Policy Board that I anticipate a retirement in about five years. It's important to me that the next five years are spent coaching and mentoring two Deputy Directors who understand from A to Z the functions of my job. Two Deputy Directors who can be strong support to the next Executive Director or who may be potential candidates for the positions.
- The Policy Board has identified three people to join me on this committee. I'd like to have two members of the WDB Executive Team, or have our chair appoint a member of our board to support this effort.
- This will be a time Commitment:
 - o There will be an initial meeting to review the organization chart and the impact on the organization structure.
 - o To review/enhance my proposed selection process.
 - o A meeting to discuss the interviewing process and who will be involved in initial and final interviewing activity.
 - o A final meeting to present my selection and process moving forward with a New Deputy Director.
 - o Because this is such a critical position for SELACO, I will not be rushing through this selection. In January I will provide an update on the process and

no later Than July 1, 2022, I hope to have the right candidate to support SELACO progress in service delivery to our customer base.

2023 will be SELACO's 40th Anniversary since its establishment in 1983 – We need to celebrate!

ACTION ITEM(S)

1) AJCC Comprehensive Certification – Approval to Submit

A motion was made by Joseph Derthick to approve the attached Baseline Criteria Matrix and authorize the Board Chair to sign the required documents without the full board view of the AJCC Certification Indicator Assessment allowing staff to meet the State deadline of November 1, 2021. All comments submitted to the State Regional Advisor, in accordance with State Directive WSD20-08, will be presented and modified if needed at the January 2022 scheduled board meeting, seconded by Larry Wehage. With no further discussion, motion carries to approve. Abstained – Connie Chan

*****Meeting of the SPECIAL session has concluded, and the meeting has moved into the regular scheduled meeting.

CONSENT CALENDAR

A motion was made by Joseph Derthick to approve the Consent Calendar as presented, seconded by Larry Wehage. With no further discussion, motion carries to approve.

1A. Approval of Minutes: September 23, 2021

1B. Approval of Fiscal Reports for Periods: 07/01/20 – 09/30/21

1C. Approval of Program Report for: 07/01/20 – 09/30/21 (Receive and file)

ACTION ITEM(S)

2. Ratify the Executive Committee's Approved Action Item from the September 23, 2021, Executive Committee Meeting

A motion was made by Larry Wehage to Ratify the Approval of the Executive Committee action items on September 23, 2021, seconded by Connie Chan. With no further discussion, motion carries to approve. Abstained – Mark Dameron, Joseph Derthick, Aaron Drake

- 1) Consent Calendar
 - A) Approval of Minutes July 22, 2021
 - B) Approval of Fiscal Report 07/01/20-08/30/21
 - C) Approval of Program Report 07/01/20-08/30/21
- 2) Implementing Phase II of the SELACO WDB Updated Organizational Chart
- 3) Approval of Work from Home Policy
- 4) Approval of SELACO WDB Budget for Program Year 2021-22
- 5) SELACO WDB Petty Cash Policy and Procedure

- 6) WIOA (new) Policies
- 7) Release a Request for Proposal – Single Audit Services
- 8) Request for Proposal Release: In School Youth Services

3. Teleconference Requirements:

- 1) **AB 361**
- 2) **Attachment A**
- 3) **Attachment B**
- 4) **Attachment C**

A motion was made by Joseph Derthick to accept Legal Councils recommended “Initial Resolution” as presented, seconded by Leonard Crespo. With no further discussion, motion carries to approve.

4. Childcare Center Lease Agreement – Lakewood Christ Presbyterian Church

A motion was made by Aaron Drake to authorize the Executive Director to renew the lease agreement with the Lakewood Christ Presbyterian Church for the premises located at 5225 Hayter Avenue, Lakewood, CA, for a term of ten years, effective November 1, 2021, with an end term date of October 31, 2031, seconded by Joseph Derthick. With no further discussion, motion carries to approve.

5. Approval of Fiscal Manager Job Description

A motion was made by Connie Chan to approve the attached job description for a Fiscal Manager, seconded by Joseph Derthick. With no further discussion, motion carries to approve.

6. Home to Employment Program (H2E)

A motion was made by Joseph Derthick anticipating that funding will be released in January 2022, staff is requesting:

- Authorization to accept the Gateway Cities Home Project funding in the amount of \$244,145
- Authorization to sign a contract with the Gateway Cities for the H2E 2022 project
- Authorize staff to secure a contract with MENTOR to support virtually mentoring services for 42 participants not to exceed \$10,000

Seconded by Sharon Todd. With no further discussion, motion carries to approve.

BUSINESS ADVISORY COMMITTEE REPORT

Joseph Derthick announced that the last meeting took place on October 20th via Zoom.

ACTION ITEM(S):

None

INFORMATION ITEM(S):

None

ONE STOP OPERATOR REPORT

The progress of the System Management Team (SMT) can be found on page 137 of the agenda packet. The SMT is comprised of all the mandatory partners.

ACTION ITEM(S):

None

INFORMATION ITEM(S):

None

INFORMATION ITEM(S):

1. Ethics Training AB1234

Page 139 of the agenda shows the most updated list of board members who completed the mandatory ethics training. All board members must complete a two-hour training. Please contact Carol for direct link to online course or for any questions.

INTERESTING CORRESPONDENCE

1. Success Stories

The board was referred to page 140 of the agenda.

BOARD MEMBER COMMENTS

Connie Shan reported out that November 1, 11 staff will be redirected out and there will be an additional UI Navigator at SELACO.

POLICY BOARD ITEMS/REQUESTS

None

AGENDA REQUESTS FOR NEXT MEETING

None

CHAIR'S CLOSE

None

ADJOURNMENT OF OPEN SESSION

The meeting was adjourned at 4:12 p.m.

SELACO WDB
Statement of Activities (by Fund)
From 7/1/21 through 12/31/21

	Employment Training Panel Grant	LA County Grants	Pre-School Grant	WIOA Adult&DW & Special Projects	WIOA Youth Grant	WIOA Rapid Response / Lay-Off Aversion Grants	Other Grants	Non-WIOA Training Expenditures	Total
Revenues	11,264	(200,754)	1,668,207	684,470	251,202	55,963	232,019	58,816	2,761,187
Accounts Receivable	0	421,573	0	299,666	93,024	27,500	35,795	0	877,558
Total Revenues	11,264	220,819	1,668,207	984,136	344,226	83,463	267,814	58,816	3,638,745
Expenditures									
Administration Services	13,177	28,130	153,425	106,125	44,135	11,713	21,214	0	377,918
Contracted Program Costs	0	151,209	1,242,570	29,272	1,633	0	2,400	0	1,427,083
Support Services	0	1,834	0	12,106	944	0	1,601	0	16,484
Vendor Training	0	0	0	78,353	29,125	0	12,448	58,816	178,742
Work Exp/Skillz Menu/Supplies	0	24,213	0	5,826	20,087	0	143,734	0	193,860
WIOA Core/Basic Career Services	0	0	0	214,813	64,950	0	21	0	279,784
WIOA Intensive/Individualized Career Svcs	0	0	0	195,310	14	0	0	0	195,325
WIOA Follow-Up Career Services	0	0	0	86,899	8,386	0	92	0	95,377
WIOA Business Services	0	0	0	146,375	59,654	0	0	0	206,029
Other Program Costs	76,393	15,433	0	2,793	107,023	71,750	75,808	0	349,199
Cash Expenditures	89,569	220,819	1,395,994	877,873	335,950	83,463	257,317	58,816	3,319,802
Accrued Expenditures	0	0	0	106,263	8,276	0	10,497	0	125,036
Total Expenditures	89,569	220,819	1,395,994	984,136	344,226	83,463	267,814	58,816	3,444,837
Net Income (Loss)	(78,305)	-	272,213	-	-	-	-	-	193,907.38

SELACO WDB
Statement of Functional Expenditures
From 7/1/21 through 12/31/21

	Administrative Services	Contracted Program Cost	Support Services	Vendor Training	Work Exp / Skills Menu Program	WIOA				Other Program Costs	Total	
						WIOA Core / Basic Career Services	Intensive / Individualized Career Services	WIOA Follow-Up Career Services	WIOA Business Services			
Expenditures												
Personnel	228,820	0	0	0	0	220,684	157,857	72,508	167,510	297,867	1,145,246	
Non-Personnel	112,884	0	0	0	0	59,100	37,452	22,869	38,519	51,332	322,157	
Training	36,214	1,427,083	0	303,778	193,860	0	15	0	0	0	1,960,951	
Support Services	0	0	16,484	0	0	0	0	0	0	0	16,484	
Total Expenditures	377,918	1,427,083	16,484	303,778	193,860	279,784	195,325	95,377	206,029	349,199	3,444,837	

SELACO WDB
Statement of Functional Expenses - TR - 0201 Administrative Services
From 7/1/2021 Through 12/31/2021
(In Whole Numbers)

		Total
Expenditures		
Personnel		
Salaries & Wages	50100	160,537
Social Security Tax	50200	11,596
Medicare Tax	50210	2,712
Workers Comp - Staff	50220	1,467
UI & ETT Taxes	50250	346
Employee Benefits	50300	41,524
Employer 403(B) Contributions	50403	10,638
Total Personnel		228,820
Non-Personnel		
Mileage	51100	11
Conferences/Staff Development	51200	10,251
Meeting Expenses	51230	235
Rent	52100	35,098
Telephone	52200	1,944
Office Equipment	52330	88
Leased Equipment	52350	287
Repair & Maintenance	52360	2,416
Outreach/Recruitment	53300	1,740
Office Supplies	53400	4,111
Subscriptions/Dues/Memberships	53600	10,834
Insurance	53900	2,492
Professional Services	54100	33,530
Legal	54300	6,999
Bank Charges/Miscellaneous	59990	2,846
Total Non-Personnel		112,884
Training		
Cost Reimbursement Billing	60300	36,214
Total Training		36,214
Total Expenditures		377,918

SELACO WDB
Statement of Functional Expenses - TR - 0202 Contracted Program Cost
From 7/1/2021 Through 12/31/2021
(In Whole Numbers)

		Total
Expenditures		
Non-Personnel		
Subscriptions/Dues/Memberships	53600	0
Total Non-Personnel		0
Training		
Cost Reimbursement Billing	60300	1,266,871
Other Contracted Services	60400	110,821
Day Care Rent	66000	49,391
Total Training		1,427,083
Total Expenditures		1,427,083

SELACO WDB
Statement of Functional Expenses - TR - 0203 Supportive Services
 From 7/1/2021 Through 12/31/2021
 (In Whole Numbers)

		Total
Expenditures		
Support Services		
Direct Support Payment	65200	16,484
Total Support Services		16,484
Total Expenditures		16,484

SELACO WDB
Statement of Functional Expenses - TR - 0204 Vendor Training Payments
 From 7/1/21 Through 12/31/21
(In Whole Numbers)

	Total
Expenditures	
Training	
Vendor Training	303,778
Vendor Training - ETP	0
Non-WIOA Training Expenditures	0
Total Expenditures	303,778

SELACO WDB
Statement of Functional Expenses - TR - 0205 Work Experience / Skillz Menu Program
 From 7/1/2021 Through 12/31/2021

		Total
Expenditures		
Training		
Wages - WE/Internship	60500	177,130.41
SS Tax - WE/Internship	60510	11,387.00
MC Tax - WE/Internship	60520	2,595.65
WC - WE/Internship	60530	2,396.77
Participant Incentive Payments	65401	350.00
Total Training		193,859.83
Total Expenditures		193,859.83

SELACO WDB
Statement of Functional Expenses - TR - 0206 WIOA Career Services

From 7/1/2021 Through 12/31/2021

(In Whole Numbers)

		Core / Basic Services	Intensive / Individualized Services	Follow-Up Services	Total
Expenditures					
Personnel					
Salaries & Wages	50100	152,031	110,077	49,486	311,594
Social Security Tax	50200	10,923	7,791	3,613	22,327
Medicare Tax	50210	2,555	1,822	845	5,222
Workers Comp - Staff	50220	1,547	1,167	550	3,263
UI & ETT Taxes	50250	169	86	16	271
Other Payroll Adjustments	50255	(37)	(484)	0	(521)
Employee Benefits	50300	41,057	29,930	13,930	84,918
Employer 403(B) Contributions	50403	12,439	7,468	4,069	23,975
Total Personnel		220,684	157,857	72,508	451,048
Non-Personnel					
Mileage	51100	238	6	4	248
Conferences/Staff Development	51200	2,702	1,222	655	4,579
Meeting Expenses	51230	40	24	13	77
Rent	52100	42,333	27,703	13,642	83,678
Telephone	52200	1,358	1,379	652	3,389
Office Equipment	52330	81	48	24	153
Leased Equipment	52350	317	219	105	641
Repair & Maintenance	52360	1,755	898	465	3,117
Outreach/Recruitment	53300	296	136	60	491
Office Supplies	53400	3,627	1,736	734	6,097
Subscriptions/Dues/Memberships	53600	3,935	2,653	1,193	7,781
Insurance	53900	2,331	1,336	985	4,652
Professional Services	54100	43	74	4,339	4,456
Legal	54300	0	18	0	18
Total Non-Personnel		59,057	37,452	22,869	119,379
Training					
Training Supplies	60600	0	15	0	15
Miscellaneous Account	99999	43	0	0	43
Total Training		43	15	0	59
Total Expenditures		279,784	195,325	95,377	570,486

SELACO WDB
Statement of Functional Expenses - TR - 0207 Business Services

From 7/1/2021 Through 12/31/2021

(In Whole Numbers)

		Total
Expenditures		
Personnel		
Salaries & Wages	50100	119,832
Social Security Tax	50200	8,313
Medicare Tax	50210	1,944
Workers Comp - Staff	50220	1,205
UI & ETT Taxes	50250	684
Employee Benefits	50300	29,038
Employer 403(B) Contributions	50403	6,494
Total Personnel		167,510
Non-Personnel		
Mileage	51100	396
Conferences/Staff Development	51200	4,690
Meeting Expenses	51230	407
Rent	52100	22,543
Telephone	52200	1,269
Office Equipment	52330	57
Leased Equipment	52350	197
Repair & Maintenance	52360	1,564
Outreach/Recruitment	53300	722
Office Supplies	53400	2,420
Subscriptions/Dues/Memberships	53600	3,106
Insurance	53900	1,045
Professional Services	54100	72
Legal	54300	30
Total Non-Personnel		38,519
Total Expenditures		206,029

SELACO WDB
Statement of Functional Expenses - TR - 0208 Other Program Costs
From 7/1/21 through 12/31/21

	Employment Training Panel	WIOA Youth	WIOA Rapid Response / Lay-Off Aversion	WIOA Special Project (AA)	Transitional Subsidized Employment (TSE)	Other Funds	Total
Personnel							
Salaries & Wages	48,493	61,580	44,361	-	11,157	47,079	212,670
Payroll Taxes/WC	4,896	5,841	4,191	-	1,122	4,561	20,611
Employee Benefits	12,011	20,070	12,222	-	4,101	16,183	64,586
Total Personnel	<u>65,400</u>	<u>87,491</u>	<u>60,774</u>	<u>-</u>	<u>16,380</u>	<u>67,823</u>	<u>297,867</u>
Non - Personnel							
Mileage	152	173	3	15	0	222	564
Conferences/Staff Development	44	837	511	-	54	60	1,507
Meeting Expenses	-	16	8	-	-	-	25
Rent/Utilities	8,117	13,359	7,112	-	2,376	5	30,968
Telephone	422	746	409	-	132	655	2,364
Furniture/Equipment	72	159	88	-	20	94	433
Repair & Maintenance	52	608	361	-	14	202	1,237
Outreach/Recruitment	-	93	63	-	-	-	155
Supplies	859	991	715	743	93	434	3,836
Subscriptions & Dues	816	1,548	1,136	-	148	643	4,291
Insurance	436	995	554	-	110	983	3,078
Consulting	23	7	11	2,035	456	335	2,867
Legal Payments	-	-	6	-	-	-	6
Total Non-Personnel	<u>10,993</u>	<u>19,532</u>	<u>10,977</u>	<u>2,793</u>	<u>3,403</u>	<u>3,634</u>	<u>51,332</u>
 Total Expenditures	 <u>76,393</u>	 <u>107,023</u>	 <u>71,750</u>	 <u>2,793</u>	 <u>19,783</u>	 <u>71,457</u>	 <u>349,199</u>

SELACO WDB
Statement of Functional Expenditures
From 7/1/21 through 12/31/21

Line Item Description	Current Period Actual	Budget	Budget Variance	Total Budget Remaining (%)
PERSONNEL COSTS				
Salaries/Wages	804,634	2,174,541	1,369,907	63.0%
Payroll Taxes/WC	79,438	202,556	123,119	60.8%
Employee Benefits	261,174	572,664	311,491	54.4%
TOTAL PERSONNEL COSTS	1,145,246	2,949,762	1,804,517	61.2%
NON-PERSONNEL COSTS				
Mileage	1,219	10,000	8,781	87.8%
Conference/Staff Development	21,027	75,000	53,973	72.0%
Meeting Expenses	744	7,500	6,756	90.1%
Rent/Utilities	172,287	340,396	168,109	49.4%
Telephone	8,966	24,000	15,034	62.6%
Furniture & Equipment	1,857	20,000	18,143	90.7%
Repair & Maintenance	8,335	17,000	8,665	51.0%
Outreach/Recruitment	3,109	15,000	11,891	79.3%
Supplies	16,465	55,000	38,535	70.1%
Subscriptions/Dues/Memberships	26,012	54,000	27,988	51.8%
Insurance	11,267	34,000	22,733	66.9%
Professional Fees	40,925	150,000	109,075	72.7%
Legal Fees	7,053	25,000	17,947	71.8%
Interest Expense/Miscellaneous	2,890	6,000	3,110	51.8%
TOTAL NON-PERSONNEL COSTS	322,157	832,896	510,739	61.3%
TOTAL IN-HOUSE COSTS	1,467,402	3,782,658	2,315,256	61.2%
TRAINING & SUPPORT SERVICES				
Vendor Training Payments				
AB1111 Initiative: Breaking Barriers to Empl	14,481	51,088	36,607	71.7%
Employment Training Panel (ETP)	-	261,333	261,333	100.0%
LA County - Homeless Initiative (Measure H)	-	29,000	29,000	100.0%
Prison to Employment (P2E)	17,245	24,125	6,880	28.5%
Workforce Accelerator Fund (WAF 9.0)	-	88,800	88,800	100.0%
WIOA Adult	118,203	359,655	241,452	67.1%
WIOA Dislocated Workers	4,423	179,286	174,864	97.5%
WIOA Youth	37,401	119,202	81,802	68.6%
WIOA SP Covid19 Response	53,209	56,935	3,726	6.5%
Non-WIOA Training Expenditures	58,816	246,500	187,684	76.1%
Subtotal	303,778	1,415,924	1,112,146	78.5%

SELACO WDB
Statement of Functional Expenditures
From 7/1/21 through 12/31/21

<u>Line Item Description</u>	<u>Current Period Actual</u>	<u>Budget</u>	<u>Budget Variance</u>	<u>Total Budget Remaining (%)</u>
Cost Reimbursements / Contracted Services				
AB1111 Initiative: Breaking Barriers to Empl	14,082	25,218	11,136	44.2%
Day Care Pre-School / Renovation	1,278,784	2,832,939	1,554,155	54.9%
Employment Training Panel (ETP)	-	15,000	15,000	100.0%
Gateway Cities' Homeless Employment Prg	2,400	2,400	0	0.0%
LA County - Youth @ Work	59,611	755,915	696,304	92.1%
LA County - Homeless Initiative (Measure H)	-	10,000	10,000	100.0%
LA County - Prob Invest	91,598	120,050	28,452	23.7%
WIOA Youth	-	300,000	300,000	100.0%
WIOA SP Covid19 Response	-	762	762	100.0%
WIOA One-Stop Operator	10,013	40,000	29,987	75.0%
WIOA Security Guard	6,810	31,130	24,320	78.1%
Subtotal	<u>1,463,297</u>	<u>4,133,414</u>	<u>2,670,116</u>	<u>64.6%</u>
Work Experience / Skillz Menu Program				
Downey's USD MADE Career Initiative	135,167	136,271	1,104	0.8%
LA County - Youth @ Work	15,999	70,850	54,851	77.4%
LA County - Homeless Initiative (Measure H)	8,214	25,500	17,286	67.8%
Prison to Employment (P2E)	8,567	10,686	2,119	19.8%
WIOA Adult	5,701	30,000	24,299	81.0%
WIOA Dislocated Workers	-	30,000	30,000	100.0%
WIOA Youth	20,212	185,638	165,427	89.1%
Subtotal	<u>193,860</u>	<u>488,945</u>	<u>295,085</u>	<u>60.4%</u>
Training Supplies				
Employment Training Panel	-	0	0	0.0%
Prison to Employment (P2E)	-	845	845	100.0%
WIOA Adult	4	5,000	4,996	99.9%
WIOA Dislocated Workers	4	5,000	4,996	99.9%
WIOA Youth	8	2,000	1,992	99.6%
Subtotal	<u>15</u>	<u>12,845</u>	<u>12,830</u>	<u>99.9%</u>
Direct Support Payments				
AB1111 Initiative: Breaking Barriers to Empl	90	581	491	84.5%
LA County - Youth @ Work	48	3,500	3,452	98.6%
LA County - Homeless Initiative (Measure H)	1,786	6,500	4,714	72.5%
Prison to Employment (P2E)	1,601	1,785	185	10.4%
WIOA Adult	8,085	30,000	21,915	73.1%
WIOA Dislocated Workers	3,931	30,000	26,069	86.9%
WIOA Youth	944	25,000	24,056	96.2%
Subtotal	<u>16,484</u>	<u>97,366</u>	<u>80,882</u>	<u>83.1%</u>
TOTAL TRAINING & SUPPORT SVCS	<u>1,977,435</u>	<u>6,148,495</u>	<u>4,171,060</u>	<u>67.8%</u>
GRAND TOTAL	<u>3,444,837</u>	<u>9,931,153</u>	<u>6,486,316</u>	<u>65.3%</u>

SELACO WDB
Balance Sheet
December 31, 2021

*** Preliminary ***

	Day Care & Day Care Facilities Revolving Funds	Employment Training Panel (ETP)	Transitional Subsidized Employment (TSE)	WIOA Adult	WIOA Dislocated Workers	WIOA Youth	WIOA Rapid Response	WIOA Special Projects	Other Grants	General Funds	Pools	Total
Assets												
Cash & Cash Equivalents	1,534,930	9,469	17,872	(106,213)	(57,964)	(84,748)	(27,500)	(6,561)	(8,415)	286,043	(22,309)	1,534,605
Petty Cash	-	-	-	-	-	1,000	-	-	-	-	3,000	4,000
Accounts Receivable	11,935	155,793	10,600	-	-	-	-	-	67,451	-	4,792	250,571
Deposit	9,100	-	-	-	-	-	-	-	-	-	20,238	29,338
Due from Other Fund	-	-	-	-	-	(32,800)	-	-	-	143,979	-	111,179
Fixed Assets	1,005,713	-	-	-	-	-	-	-	-	-	-	1,005,713
Accumulated Depreciation	(963,948)	-	-	-	-	-	-	-	-	-	-	(963,948)
Total Assets	1,597,730	165,262	28,472	(106,213)	(57,964)	(116,548)	(27,500)	(6,561)	59,036	430,023	5,721	1,971,458
Liabilities and Net Assets												
Liabilities												
Accounts Payable	-	167,228	-	2,616	-	-	-	-	55,908	-	1,651	227,403
Accrued Expenses	-	-	-	-	-	-	-	-	2,796	-	-	2,796
Due to CDE	9,100	-	-	-	-	-	-	-	-	-	-	9,100
Due to EDD	-	-	-	-	-	1,000	-	-	-	-	27,115	28,115
Due to Toastmasters Intl	-	-	-	-	-	-	-	-	-	-	-	-
Due to Vendors (ETP)	-	-	-	-	-	-	-	-	(400)	-	50	(350)
Due to Other Fund	-	44,674	1,494	-	-	-	-	-	97,811	-	(32,800)	111,179
Payroll Clearing	-	-	-	-	-	-	-	-	-	-	9,705	9,705
Revenues Received in Advance	1,248,986	-	18,310	-	-	(32,800)	-	-	346,080	-	-	1,580,577
Total Liabilities	1,258,086	211,902	19,804	2,616	-	(31,800)	-	-	502,196	-	5,721	1,968,525
Net Assets												
Current YTD Net Income	272,213	(78,305)	(12,785)	(103,623)	(57,964)	(84,748)	(27,500)	(6,561)	(457,880)	(1,461)	-	(558,614)
Unrestricted	67,431	31,665	21,452	(5,206)	-	-	-	-	14,721	431,484	-	561,547
Total Net Assets	339,644	(46,640)	8,668	(108,829)	(57,964)	(84,748)	(27,500)	(6,561)	(443,159)	430,023	-	2,933
Total Liabilities and Net Assets	1,597,730	165,262	28,472	(106,213)	(57,964)	(116,548)	(27,500)	(6,561)	59,036	430,023	5,721	1,971,458



Operations Report

SIXTH REPORT

JULY 1, 2021 – DECEMBER 31, 2021

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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.

Success Story

Mark Duran, Norwalk

Workforce Challenge:

Mark was rehired as a mechanical engineer with his previous employer on a 4-month, temporary assignment. At the end of February 2021, he was laid off again, but took this time to recover from shoulder surgery. Mark visited the AJCC in Cerritos to find out about his unemployment insurance, but also sought information about job training from the SELACO Workforce Development Board. SELACO WDB scheduled Mark to take a very valuable job training, but unfortunately due to challenges, the school needed to postpone training to 6 months to a year out. He continued to search for positions online using Indeed, LinkedIn, CalJOBS, and Monster but felt that his biggest challenge was understanding how job searching has changed.

Workforce Solution:

SELACO WDB helped Mark by exposing him to various networking sites, new approaches to resumé writing and how to brand himself. "The staff have been very helpful to me. I have seen their dedication to their customers. They have provided relevant and timely information regarding job searching." stated, Mark. He attended different workshops and Job Club on Fridays, watched recommended videos, networked, and developed relations with several online recruiters, one of which helped him land his current position.

Workforce Outcome and Results:

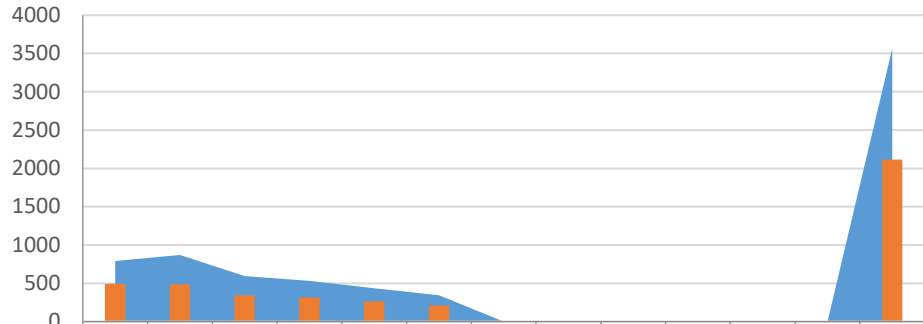
After several months, Mark was approached by a recruiter who saw his resumé on Indeed.com. Following the interview process, he was offered a full-time position in the beauty industry for a company that makes hydra dermabrasion equipment and formulas in North Long Beach. He will be working as a SOLIDWORKS Designer creating new product designs and updating SolidWorks drawings. Mark appreciates the good salary and that the job is only a 20-minute drive from his home. He stated that the youthful staff are enjoyable to be around, and that he also enjoys working on the product line that this company produces. Mark advises other job seekers, "Up until recently, when looking for a job we would reveal our skills at using a particular software or our ability to operate a piece of equipment. We would list the companies we worked for and what we did there. Today, this seems to be the wrong approach. We need to let the potential employer know how valuable an asset we are, demonstrate how we will improve the quality of their team and convince them that we will contribute to the company's success."

Congratulations, Mark!

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](#)

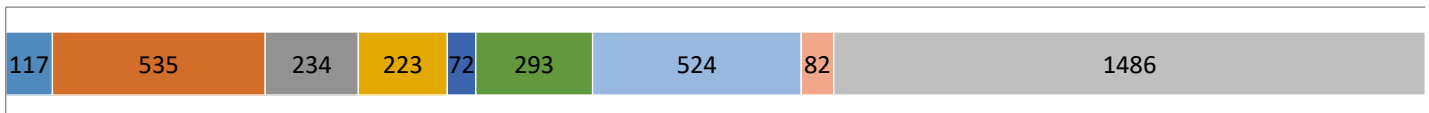
Customer Visits to AJCC

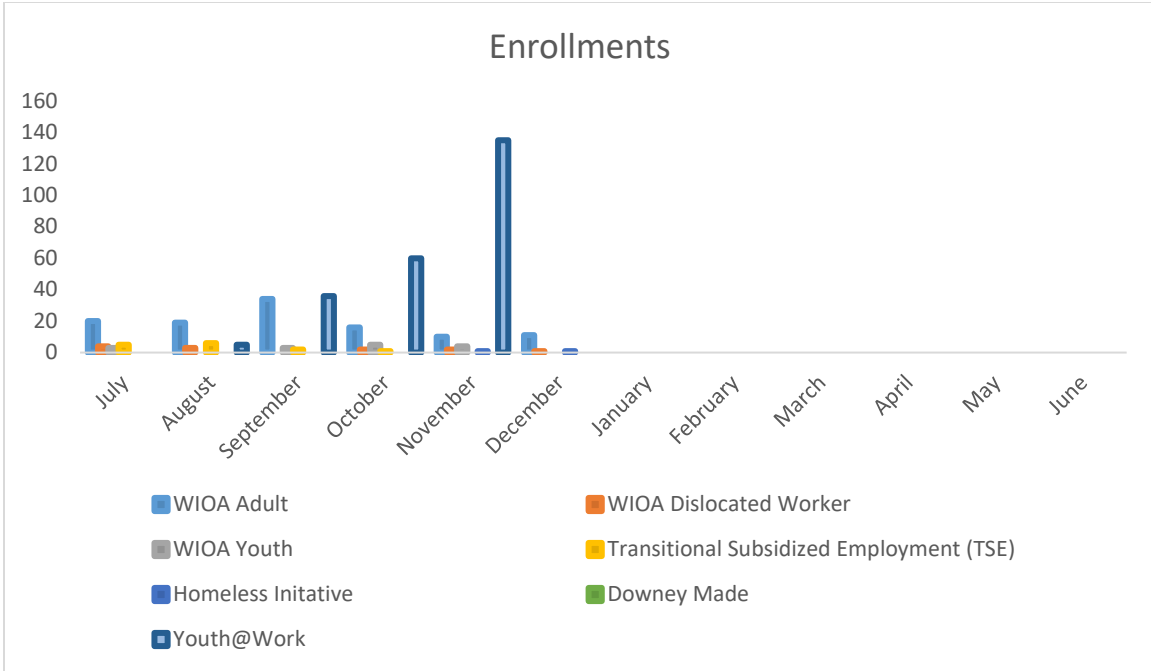


	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Year-to-Date
Total Visits	792	870	593	532	435	344							3566
Distinct Customers	493	487	343	315	266	210							2114

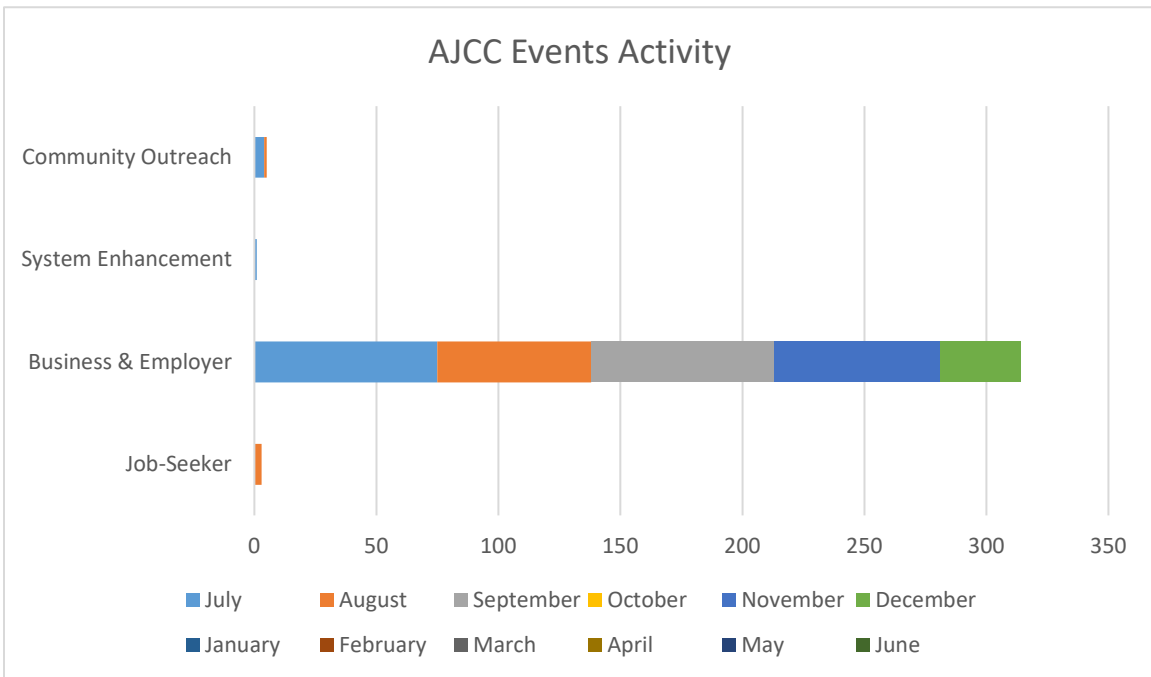
Customer Visits by City

■ 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
CCN	The business community and service agencies meet and connect to promote self-reliance, life-long learning, and a healthy community.
SYSTEM ENHANCEMENT EVENTS	DESCRIPTION
OUTREACH EVENTS	DESCRIPTION

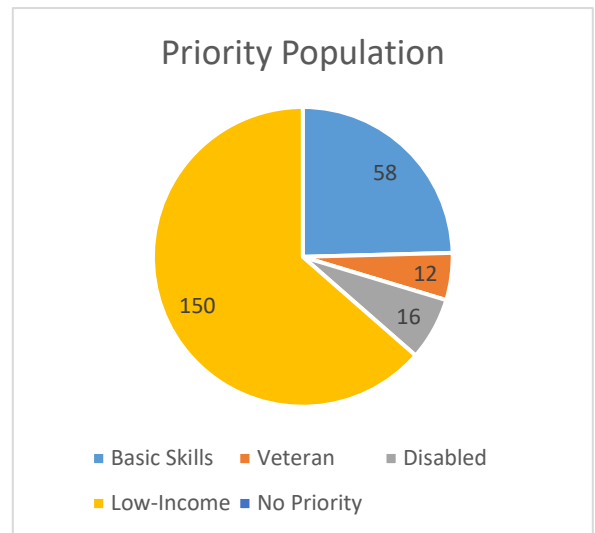
WIOA ADULT

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

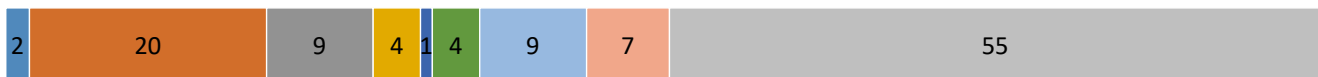
Performance Measure	Negotiated PY 21/22	Q1 PY 21/22	Q2 PY 21/22
Employed 2 nd Quarter after Exit	72.9%	57.4%	72.7%
Employed 4 th Quarter after Exit	71.4%	63.0%	64.7%
Median Earnings	\$8,079	\$7,117.36	\$8,813.60
Credential Rate	40%	66.7%	40.0%
Measurable Skill Gain (MSG)	52%	48.7%	38.5%

Activity Breakdown	
Carryover	139
Enrollments	111
Exits	94
Program Services	
Active Training Services	27
Active On the Job Training Services	8
Supportive Services	72



WIOA Adult Enrollment by City

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



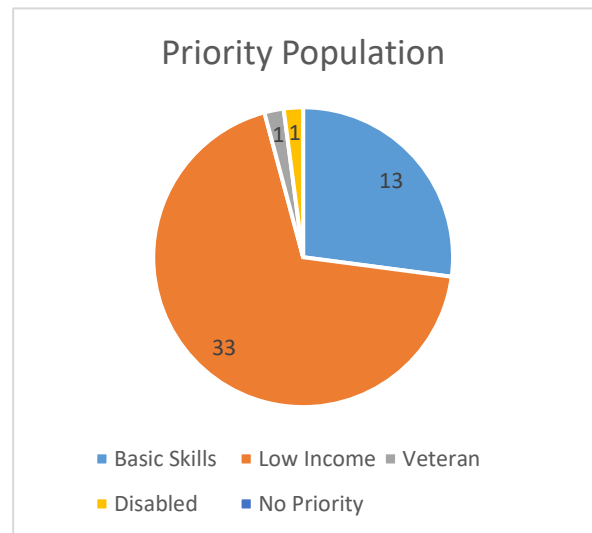
WIOA DISLOCATED WORKER (DW)

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 21/22	Q1 PY 21/22	Q2 PY 21/22
Employed 2 nd Quarter after Exit	73.8%	41.8%	43.5%
Employed 4 th Quarter after Exit	73.8%	58.8%	56.3%
Median Earnings	\$8,546	\$3,616.60	\$5,980.16
Credential Rate	56.4%	88.9%	66.7%
Measurable Skill Gain	50%	48.7%	34.8%

Activity Breakdown	
Carryover	86
Enrollments	11
Exits	39
Program Services	
Training	8
Work Experience/OJT	0
Supportive Services	18



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 21/22	Goal	Actual
Enrollments	40	14
WEX Placements	40	14
WEX Completions	40	0
Employment Placement	40	0
Employment Retention-Follow-up	40	0

Carry-Over Performance Measures PY 20/21	Carryover Projection	Active/Actual
WEX Placements	20	20
WEX Completions	20	0
Employment Placement	43	0
Employment Retention-Follow-up	23	23

TSE WEX PLACEMENT BY CITY

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



HOMELESS INITIATIVE

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.

HOMELESS INITIATIVE PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Planned	Actual
New Enrollment	15	21
WIOA Co-enrollments	15	9
Placements	15	0

Program Services	Planned	Actual
Work Experience	15	2
On the Job Training	15	0
Supportive Services	15	12

Homeless Initiative Enrollment by City

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



WIOA YOUTH

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 20/21	Q1 PY 21/22	Q2 PY 21/22
Employed or Placed in Education 2 nd QT after Exit	62.9%	68.8%	87.5%
Employed or Placed in Education 4 th QT after Exit	68.0%	72.2%	78.6%
Median Wage	\$4,558.71	\$5,377.90	\$5,177.87
Credential Rate	40%	91.7%	86.4%
Measurable Skills Gain	52%	20%	15.4%

Out-of-School Activity Breakdown	Actual
Carryover	36
Enrollments	16
Exits	11
Program Services	
Training	4
Work Experience	8
Supportive Services	20

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 receives 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 gage 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	28	8	0	0	0	0	26	14	26	17	80	39
SELACO	0	0	23	12	12	8	0	0	0	0	35	20
ABCUSD	92	4	0	0	0	0	124	22	17	9	233	35

Progress	CalWORKS	Foster	JJCPA	OUSY	SIY	Total
Enrollments	12	12	8	36	26	94
Exits	0	0	0	0	0	0

BRIDGE TO WORK

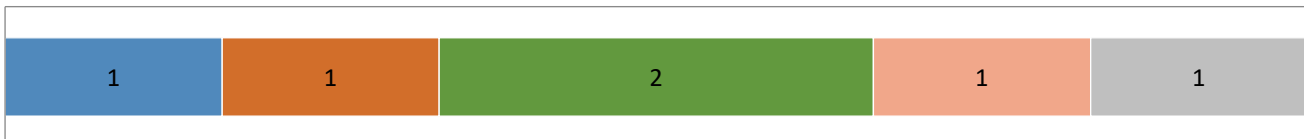
The Bridge-to-Work-Foster program works with foster youth that are eligible to enroll in the Independent Living Program (ILP) and aims to get them started on a path to a high wage career.

BRIDGE TO WORK PERFORMANCE INDICATORS PER QUARTER

B2W Project Goals			
	Planned Enrollments	Actual Enrollments	Completions
WEX Placements	15	6	0
WEX Completions	15	0	0
Exits	15	0	

Bridge to Work Enrollment by City

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

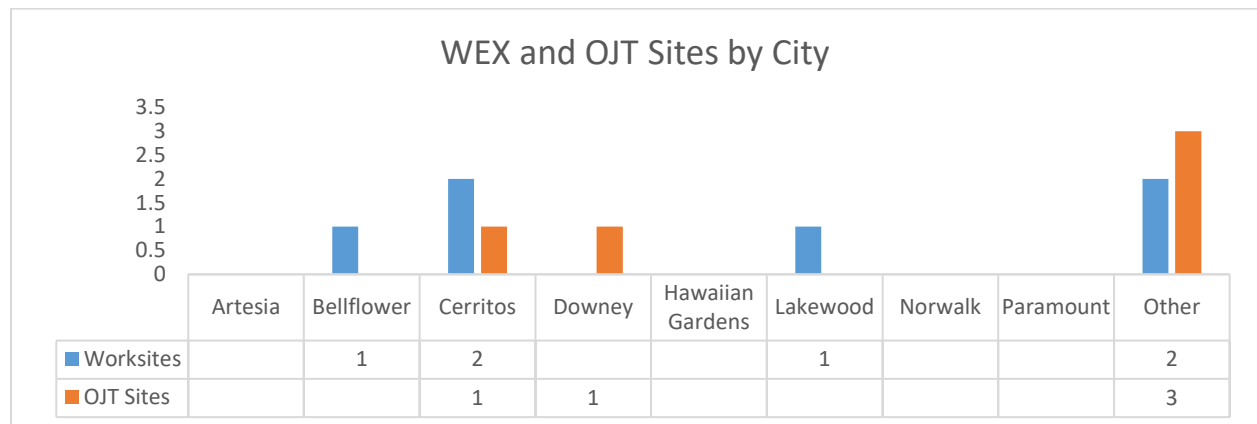


BUSINESS SERVICES

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	1
Job Development	214
Special Recruitments	16
Rapid Response	1
Lay-off Aversion	0
Total	232



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-20-0219 (Contract Term: 2019-2021)		
	Planned	Actual
Enrollments	973	1,171
Completions	971	971
Retention	897	897

Eligible Training Panel (ETP)		
ET-21-0333 (Contract Term: 2021-2023)		
	Planned	Actual
Enrollments	686	56
Completions	686	19
Retention	686	19

SPECIAL AND REGIONAL PROGRAMS

CHILD DEVELOPMENT PROGRAM

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	88	43
Artesia Child Development Center 18730 Clarkdale Avenue, Artesia, CA 90701 Center Director: Malajat Raja Phone Number: (562) 653-0290	77	55
Bellflower Child Development Center 447 Flower Street, Bellflower, CA 90706 Center Director: Regina Mayo Phone Number: (562) 804-7990	88	58
Bellflower II Child Development Center 14523 Bellflower Blvd., Bellflower, CA 90706 Phone Number: (562) 867-8399	96	60
Lakewood Child Development Center 5225-A Hayter Avenue, Lakewood, CA 90712 Center Director: Maria Navarro Phone Number: (562) 531-9440	94	60
Maywood Child Development Center 4803 58 th Street, Maywood, CA 90270 Center Director: Silvia Guzman Phone Number: (323) 560-5656	96	70
Norwalk Child Development Center 14000 San Antonio Drive, Norwalk, CA 90650 Center Director: Silvia Guzman Phone Number: (562) 864-1958	40	32
Total	579	378

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	
Referrals to SHARE	48
Referrals from SHARE	48
Enrollments resulting from SHARE referrals	48

ENROLLMENT ACTIVITY	
Work Experience (WEX)	4
On-the-Job Training (OJT)	0
Completed STEPS	27
Paired with a Mentor	25
Training	3
Employment Placement	20
Housing Placement	40
Supportive Services	16
Exits	20

COG Home Enrollment by City

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



ACCELERATOR GRANT 9.0

SELACO WDB in partnership with South Bay Workforce Investment Board, Health Impact, HASC (Hospital Association of Southern California) and Downey Adult School have been awarded funding under the State’s Accelerator Grant WAF.90 for the development of a Specialty Nursing Training and Apprenticeship Project. The WAF9.0 will focus on establishing an apprenticeship model that will allow access to high demand and high wage positions in the specialty nursing sector.

The project goal is to enroll 15 to 20 eligible candidates into the Specialty Nursing Apprenticeship, 25 to 30 eligible candidates into a CNA/Phlebotomy training program and 25 to 30 eligible candidates into a Clinical Laboratory Scientist training program.

Accelerator Project Goals			
	Planned Enrollments	Actual Enrollments	Completions
Specialty Nursing Apprenticeship	20	0	
CNA/Phlebotomy training program	30	0	
Clinical Laboratory Scientist training program	30	0	

Accelerator 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



MEMORANDUM

DATE: January 27, 2022
TO: SELACO WDB Board of Directors
FROM: Yolanda Castro, Executive Director 
RE: HR Policy Update: Personnel Policies and Procedures

As presented at your July 25, 2019 board meeting, Staff is currently working with our HR consultant and legal counsel on updating our HR Personnel Policies and Procedures (PPP) Manual. This manual is used for Directors and Managers to help guide them in the supervision of their staff.

Currently, we have 48 policies and. As a reminder, rather than bringing all PPP to you at once, we will bring before you various sections at a time for your review and approval until we have completed all updates.

Today, we have the following 5 policies attached for your review and approval:

- 245 – Employee Parking
- 246 – Non-Solicitation
- 340 – Visitors
- 248 – Political Activities
- 249 – Use of Vehicle for SELACO WDB Business

Action Required:

Review and approve the PPP as presented.

Southeast Los Angeles County Workforce Development Board	Policy # 245
Personnel Policies and Procedures	Date: 10/2021
	Page 1 of 1

EMPLOYEE PARKING

Scope

This policy applies to all employees.

Policy

SELACO WDB provides space for employees to park. Parking is located all around the building and is shared with other building tenants.

Accessible parking spaces are marked and also located all around the building.

For the general safety of all, driving at speeds unsafe for the parking lot conditions or careless control of your vehicle will not be tolerated on SELACO WDB property.

Procedures

- A. A Manager and/or Director who becomes aware of an employee's unsafe driving practices in agency parking lots will conduct appropriate disciplinary action.
- B. A Manager and/or Director who becomes aware that an employee has parked in a designated handicapped parking space will conduct appropriate disciplinary action.

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DRAFT

Southeast Los Angeles County Workforce Development Board	Policy # 246
Personnel Policies and Procedures	Date: 10/2021
	Page 1 of 1

NON-SOLICITATION

Scope

This policy applies to all employees.

Policy

Employees may not solicit during work time for any purpose.

Employees may not distribute literature during work time in work areas.

Persons not employed by SELACO WDB may not solicit or distribute any kind of literature on SELACO WDB premises at any time or for any purpose.

Definitions

Work time. All time on the work premises other than before and after work, and during meal periods and rest breaks. Work time does not include the working time of both the employee doing the soliciting or distributing, and the employee to who the soliciting or distributing is directed.

Work areas. All areas on SELACO WDB premises and job sites including reception areas and administrative areas. Working areas do not include employee lounges, employee lunchrooms, and employee rest and break areas.

Procedures

- A. A Manager and/or Director who observes an employee soliciting or distributing during work time in work areas will ask the employee to cease that activity.
- B. An employee who refuses to cease soliciting and/or distributing literature during work time in work areas will be subject to disciplinary action, up to and including termination.
- C. A Manager and/or Director who observes a person not employed by SELACO WDB soliciting or distributing at any time on the premises will ask that person to cease the activity, and, if appropriate, escort the person off the premises.

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Southeast Los Angeles County Workforce Development Board	Policy #340
Personnel Policies and Procedures	Date: 10/2021
	Page 1 of 1

VISITORS

Scope

This policy applies to all employees.

Policy

SELACO WBD welcomes the opportunity to meet employees' families or friends in the office. However, we ask that all visitors, check in with the receptionist.

We also require that all visitors, vendors, customers and delivery people be escorted at all times while on SELACO WDB premises.

DRAFT

Southeast Los Angeles County Workforce Development Board	Policy # 248
Personnel Policies and Procedures	Date: xx/xxxx
	Page 1 of 2

POLITICAL ACTIVITIES

Scope

This policy applies to all employees.

Policy

SELACO WDB employees are responsible for observing certain limits in their political activities. SELACO WDB employees may not solicit political funds or contributions from other employees, or participate in political activities while representing SELACO WDB.

Employees should not say or publish anything which implies SELACO WDB endorsement of any candidate, cause or activity.

SELACO WDB employees working on federally funded programs are subject to regulations of the Hatch Act.

Procedures

- A. Employees covered by the Hatch Act may not:
 - 1) Use their official authority or influence for the purpose of interfering with or affecting the result of an election or nomination for public office.
 - 2) Directly or indirectly coerce, attempt to coerce, command, or advise employees or other persons who are subject to these restrictions to pay, lend, or contribute anything of value to a party, committee, organization, agency or person for political purposes.
 - 3) Become a candidate for partisan elective in a partisan primary, general or special election. Employees should contact their Manager and/or Director to determine their position is covered by the Hatch Act.
- B. An employee who is on sick leave, vacation, or leave without pay will continue to be covered by the Hatch Act while on leave.
- C. An employee who engages in any of the following improper political activities shall be subject to immediate disciplinary action which may include termination:
 - 1) Participates in partisan or nonpartisan political activities during working hours.
 - 2) Represents oneself as a spokesperson of the funding program while engaging in any political activities.
 - 3) Uses their official position, authority or influence as an employee for the purposes of interfering with or affecting the result of an election or nomination for a party or public office.
 - 4) Discriminates, or threatens discrimination, against or in favor of any employee or customer because of his political beliefs or affiliations or requires any applicant, employee or customer to dissolve his/her political affiliation.
 - 5) Offers any person employment, promotion, or benefits under the program

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Policy # 248

Date: xx/xxxx

Page 2 of 2

as reward for the support or defeat of any political party or candidate for public or party office or threatens or creates disadvantage in employment as penalty for such support.

6) Engages in any political activities prohibited by the regulations of the funding program.

D. Nothing in this policy shall be interpreted as denying an employee's right to vote, to express their opinion on political matters, or to otherwise participate in political activities.

DRAFT

Southeast Los Angeles County Workforce Development Board	Policy # 249
Personnel Policies and Procedures	Date: <u>xx/xxxx</u>
	Page 1 of 1

USE OF VEHICLE FOR SELACO WDB BUSINESS

Scope

This policy applies to all employees.

Policy

Employees requested to drive their own vehicles for SELACO WDB business will be required to submit proof of a valid driver's license and current automobile insurance coverage as required by California law. Employees are also asked to enroll in the State of California Department of Motor Vehicles (DMV) Employee Pull Notice (EPN) Program.

Procedures

- A. Human Resources will obtain proof of current driver's license and current automobile insurance from new employees. Human Resources will also provide new employees with the DMV EPN Authorization for Release of Driver Record Information during new hire orientation.
- B. Human Resources will receive regular driver information from the DMV and will conduct annual verification of valid automobile insurance coverage. Documentation of this information and annual verification will be kept in files separate from the employee's personnel file.
- C. If a Manager and/or Director requests that an employee drive their own vehicle for SELACO WDB business, they are required to ensure that the employee has a valid drivers license and current automobile insurance coverage by checking with the Fiscal Unit. Employees without such documentation on file may not drive an agency vehicle for any purpose or their own vehicle for SELACO WDB business.
- D. In the event of an accident resulting in personal injury or property damage, the employee driving the vehicle is required to report the accident to the police. The employee should obtain and write down all pertinent information from all parties and witnesses involved and make no statement regarding responsibility or lack of it for the accident. If possible, the employee should stay in the vehicle until assistance arrives. The employee should contact his/her Manager and/or Director or Human Resources as soon as it is possible.

Deleted: Employees who drive SELACO WDB vehicles (e.g., Youth Corps positions) are also required to submit proof of a valid driver's license.¶

Deleted: The Fiscal Unit will conduct annual verification of valid drivers license and current automobile insurance coverage. Documentation of this annual verification will be sent to the Fiscal Unit for inclusion in the employee's personnel file. Human Resources will obtain proof of current

Deleted: The Fiscal Unit will obtain proof of current drivers license and current automobile insurance coverage from new employees. Human Resources will receive regular


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MEMORANDUM

DATE: January 27, 2022

TO: SELACO WDB Board of Directors

FROM: Yolanda Castro, Executive Director 

RE: SELACO WDB Vaccination Policy

The LA County Board of Supervisors adopted an urgency ordinance on December 7, 2021. The Ordinance requires all organizations contracted to operate County programs to implement a vaccine policy. On December 22, 2021, SELACO WDB (Workforce Development Board) received the attached vaccine mandate. The mandate requires all contractor personnel who 1) interact in person with County employees, interns, volunteers, and commissioners, 2) work on County-owned or controlled property while performing services under a county contract, and/or 3) come into contact with the public while performing services under a contract with the County, to:

- 1) Provide one-time verification that they are fully vaccinated, or
- 2) If the Contractor personnel is granted a valid medical or sincerely held religious belief exemption by its employer, provide a weekly certification through the Contractor of a negative polymerase chain reaction (“PCR”) or antigen test as evidence that they are in compliance with the mandate.

This Ordinance applies to SELACO WDB staff connected to County funded programs and service providers contracted with SELACO WDB to support the delivery of County-funded programs. Programs operated by SELACO WDB that are County funded and apply to the County Ordinance include:

- Youth at Work, Earn and Learn Program – Program designed to support local youth with 120 hours of paid work experience. Youth benefiting from this program are Foster Youth, Probation Youth, CalWorks Youth, and Low-Income Youth.
- Transitional Subsidized Employment Program – Program designed to assist Public Assistance recipients enter the workforce.
- Home 2 Employment Program – County funded program that supports moving residents from homelessness to housing followed by job search assistance and full-time employment.

- Local Agencies contracted with SELACO WDB to support County funded programs:
- ABC Unified School District – ABC USD is a contractor under our contracted Youth at Work, EarnWork, Earn and Learn Program.
- City of Hawaiian Gardens – Also a contractor under our contracted Youth Earn and Learn Program.

The County Ordinance requires personnel delivering services under a County-funded program or engaged with the public connected to the program to be fully vaccinated or undergo testing if they can obtain a religious or health exemption. The conditions of the Ordinance appear to state that testing is not an option for personnel if their decision not to vaccinate is not connected to a health condition or religious belief.

The Ordinance also applies to participants. Unvaccinated participants cannot receive services under County funded programs. Vaccination status will be part of the eligibility and assessment process. Testing is an option if participants can demonstrate a health condition or sincerely held religious belief. However, at this time, County funds are not available to cover the cost of testing. In addition, the coordination of managing weekly testing of youth participants will add an extra burden on the staff and assigned worksite.

It is staff understanding that the Ordinance applies to all SELACO WDB personnel including those who work in departments that are not directly involved with service delivery but may interact with employees that support service delivery. For example, Fiscal personnel who process work experience payroll and distribute the checks to the Case Manager who works directly with the participants.

SELACO WDB is currently in compliance with all state, and local mandates as it pertains to personnel and customers' safety against the COVID-19 virus. However, as it pertains to vaccination and SELACO WDB staff:

39% are fully vaccinated with a booster

22% are fully vaccinated no booster

14% are not vaccinated

25% have declined to declare. Note that “declined to declare” are treated as not vaccinated.

Concerns with the Ordinance as it is interpreted by County staff:

1) Get a vaccination, health, or religious exemption, or remove unvaccinated personnel from engaging in any element of a County-funded programs. Currently all SELACO WDB staff are leveraged by all programs we operate. Removing personnel who cannot secure a health or religious exemption compromises our ability to maintain the employee.

2) We operate our services under one roof, per the County’s interpretation of “Public” I may be faced with stationing staff at home 100% of their work time or terminate their employment. While some positions can support a full-time work from home assignment, it is not as feasible for other positions.

3) Forcing personnel to vaccinate, with no testing option, places SELACO WDB at risk of losing key personnel that are either terminated or choose to leave. Replacing staff will require new hires that are vaccinated or can prove exemption for health or religious purpose. This is a drastic change in personnel for a situation that is fluid, and constantly changing.

To address the County Ordinance SELACO WDB management has prepared the attached Vaccination Policy. The proposed Policy embraces a “Vaccinate or Test” approach for existing employees, without requiring a religious or medical exemption, which is consistent with similar mandates throughout the State for health care workers and public safety. (For new hires, vaccination will be a condition of employment; however, weekly testing will be offered as a reasonable accommodation for applicants asserting a medical or religious exemption from vaccination). The proposed direction is based on two assumptions:

The County’s official document addressing Frequently Asked Questions (FAQs) has within its introduction the following statement:

“The County’s Ordinance requirements do not replace any applicable federal, state, local and departmental rules, regulations, requirements and laws that may be applicable to Contractors.” Management’s interpretation of this statement is that a Vaccine Policy review and approved by our governing board which requires either vaccination or weekly testing will not be replaced by the County Ordinance.

In addition, a partner WDB structured under a city has several departments receiving County funding. These departments were informed that if they have a policy with mandatory testing for all who are not vaccinated is sufficient.

Potential risk: Upon completion of the existing County contract the County will monitor SELACO WDB activity and may determine that SELACO WDB’s interpretation is incorrect. At which time we present our position and evidence affirming why we believe it meets the objectives of the County Ordinance. If rejected, we will revisit the Policy and reassess the need to return to the Board with a revised vaccination policy.

Action Required:

Approve the proposed SELACO WDB Vaccination Policy as presented for implementation effective February 1, 2022.

COVID-19 VACCINATIONS OF COUNTY CONTRACTOR PERSONNEL

You are receiving this notice because the County of Los Angeles (“County”) has identified you or your company/entity as performing services under a contract with the County (“Contractor”). In accordance with the urgency Ordinance adopted by the County of Los Angeles Board of Supervisors on December 7, 2021 as contained in Chapter 2.212, COVID-19 Vaccinations of County Contractor Personnel of County Code Title 2 – Administration, Division 4 (“Ordinance”), all Contractor Personnel who (1) interact in person with County employees, interns, volunteers, and commissioners, (2) work on County owned or controlled property while performing services under a County contract, and/or (3) come into contact with the public while performing services under a contract with the County, must first:

1. Provide one-time verification that they are fully vaccinated, OR
2. If the Contractor Personnel is granted a valid medical or sincerely held religious belief exemption by its employer, provide a weekly certification through the Contractor of a negative polymerase chain reaction (“PCR”) or antigen test as evidence that they are in compliance with the mandate.

“Contractor Personnel” means all employees of a Contractor, and persons working on its behalf on a Contract with the County, including but not limited to, subcontractors of any tier. As many Contractor Personnel perform services in which they come into contact with other people in the course of their work for the County and are in a position to transmit or contract COVID-19 while they are at work, it is essential that the County require effective health and safety practices.

Nothing can provide a higher level of protection against COVID-19 or do more to speed the County’s recovery than vaccines, which are safe and lifesaving. Convenient and community-based vaccination sites can be found via <http://www.publichealth.lacounty.gov/media/coronavirus/vaccine/index.htm>.

The Centers for Disease Control and Prevention (“CDC”) has stated that vaccination is an effective tool to prevent the spread of COVID-19 and benefits both vaccine recipients and those they come into contact with, including persons who for reasons of age, health, or other conditions cannot themselves be vaccinated, and the appearance in the County of the highly transmissible Delta and Omicron variants of COVID-19 has substantially increased the risk of infection for the County’s workforce and members of the public.

To ensure compliance with the Ordinance, the County must receive written confirmation (see Attached) that all Contractors covered by the Ordinance will fulfill the requirements of the Ordinance. Contractor Personnel who are not vaccinated shall not perform services alongside the County’s workforce, for the County in County owned or controlled property, or provide services to the public on behalf of the County, unless the Contractor Personnel has first been granted a valid medical or sincerely held religious belief exemption by its employer and received a negative test result from a COVID-19 PCR or antigen test within 72 hours of their work schedule starting in any applicable week (unless the contracting County department requires otherwise). This applies regardless of the amount of time during the day that Contractor Personnel are performing services for the County. Contractors will have to provide weekly certifications for any unvaccinated Contractor Personnel.

As a condition of your Contract with the County, you must comply with all applicable laws, regulations, ordinances and requirements during your performance of work for the County. While the Ordinance is effective immediately, you will have until **January 1, 2022** to comply with the Ordinance requirements.

COVID-19 CONTRACTOR NOTIFICATION & CERTIFICATION

You must be in full compliance with the Ordinance by **January 1, 2022** by: (1) verifying proof of vaccination for your Contractor Personnel performing services for the County; and (2) for any unvaccinated Contractor Personnel that the employer has granted a valid medical or religious exemption, ensure the person does not perform work on the Contract unless they received a negative COVID-19 PCR or antigen test within the immediately preceding 72 hours of their work schedule starting in any applicable week (unless the contracting County department requires otherwise). You must ensure there is no interruption of service to the County if you, or any of your Contractor Personnel, are precluded from working due to an inability to comply with the Ordinance.

A representative of a County department that oversees your Contract may seek additional documentation from you at any time when necessary to ensure compliance with the Ordinance. Please sign, date and return the acknowledgement attached to this notice within seven (7) days to the County Contact below. If you are unable to comply with the requirements of this notice and the Ordinance, you must notify the County contact immediately. Failure to contact the County department representative or return the acknowledgement may result in your company being in default of your Contract with the County.

Subcontractors do not need to submit a certification to the County, however, prime contractors are responsible for ensuring their subcontractors are in compliance and will certify for their subcontractors as part of certifying for all Contractor Personnel.

If you have any questions, please visit <https://doingbusiness.lacounty.gov> for more information, including for a copy of the Ordinance, answers to Frequently Asked Questions, tools for businesses to assist them with establishing vaccination policies and getting their personnel vaccinated such as template policies, forms, and more; or contact your County contracting contact.

Joel Villanova, County Contract Administrator
L.A. County Department of Public Social Services
12900 Crossroads Parkway South
City of Industry, CA 91746
JoelVillanova@dps.lacounty.gov
Phone: (562) 908-3579

Certification of Compliance

**Urgency Ordinance, County Code Title 2 – Administration, Division 4 – Miscellaneous – Chapter 2.212
(COVID-19 Vaccinations of County Contractor Personnel)**

I, _____, on behalf of _____, (the
“Contractor”), certify that on County Contract _____ [ENTER
CONTRACT NUMBER AND NAME]:

_____ All Contractor Personnel on this Contract are fully vaccinated as required by the
Ordinance.

_____ Most Contractor Personnel on this Contract are fully vaccinated as required by the
Ordinance. The Contractor or its employer of record, has granted a valid medical or religious exemption
to the below identified Contractor Personnel. Contractor will certify weekly that the following
unvaccinated Contractor Personnel have tested negative within 72 hours of starting their work week
under the County Contract, unless the contracting County department requires otherwise. The
Contractor Personnel who have been granted a valid medical or religious exemption are [LIST ALL
CONTRACTOR PERSONNEL]:

I have authority to bind the Contractor, and have reviewed the requirements above and further
certify that I will comply with said requirements.

Signature

Date

Title

Company/Contractor Name



SELACO WDB COVID-19 Vaccination Policy

SCOPE

This policy applies to all employees.

INTRODUCTION

Guidance provided by the federal Centers for Disease Control and Prevention (CDC), the California Department of Public Health (CDPH), the Los Angeles County Department of Public Health (LADPH), and other local health authorities related to the SARS-CoV2 virus (COVID-19) uniformly cite vaccination as the most effective way to prevent transmission of COVID-19, limit severe illness, subsequent hospitalizations, and death.

In addition, as a recipient of County fundings, the SELACO WDB is required, as identified in County ordinance, to establish vaccination guidelines. These guidelines will remain in place as long as they are consistent with applicable local, state or federal requirements or repealed by the SELACO WDB Board of Directors.

To best protect its employees from the spread of COVID-19 and fulfill its obligation to service its customers, the SELACO WDB is adapting a COVID-19 Vaccination Policy (Policy).

AUTHORITIES

- Centers for Disease Control and Prevention (CDC)
- California Public Department of Public Health (CDPH)
- Los Angeles County Department of Public Health (LADPH)
- Los Angeles County Code Chapter 2.212 (COVID-19 Vaccinations of County Contractor Personnel)
- Cal/OSHA COVID-19 Emergency Temporary Standards (ETS)

DEFINITIONS

Fully Vaccinated: An individual is “fully vaccinated” if it has been at least 14 days since an individual has received the second dose in a 2-dose COVID-19 vaccine series (e.g. Pfizer BioNTech, Moderna) or a single dose COVID-19 vaccine (e.g. Johnson & Johnson/Janssen) or the final dose of any vaccine authorized by the World Health Organization (e.g. AstraZeneca/Oxford).

Unvaccinated: An individual is “unvaccinated” if they have not been vaccinated or if they have not received the second dose in a 2-dose COVID-19 vaccine series (e.g. Pfizer BioNTech, Moderna) or a single dose COVID-19 vaccine (e.g. Johnson & Johnson/Janssen) or the final dose of any vaccine authorized by the World Health Organization (e.g. AstraZeneca/Oxford). For purposes of this Policy, an individual who declines to state their vaccination status will also be considered as “unvaccinated”.

Booster: Means any additional dose of a COVID-19 vaccine authorized for use by the U.S. Food and Drug Administration (FDA).

COVID-19 Test: A cleared, approved, or authorized, including in an Emergency Use Authorization (EUA) by the United States Food and Drug Administration (FDA) to detect current infection with the SARS-CoV-2 virus that is administered in accordance with authorized instructions. This test is not both self-administered and self-read unless observed by the employer or an authorize telehealth proctor.

Employees funded under an LA County contract: Employees supporting program operations that charge time on their timecard to a county-funded program.

Public: Enrolled participants, employers engaged in worksite supervision, staff engaged in outreach, recruitment, enrollment, training, case management, and placement activities are considered the “Public.”

Engagement: Defined as spending 15-minutes or more with a member of the “Public”.

POLICY

All SELACO WDB employees are required to complete, sign, date and submit a Vaccination Status Self-Attestation Form to the Human Resources Department. All forms will be stored in a confidential file separate from employees’ personnel folders.

All staff that self-attested as not fully vaccinated or declined to state their vaccination status will undergo weekly testing for the COVID-19 virus.

Failure to comply with this Policy may result in corrective action, up to and including termination.

PROCEDURES

1. All SELACO WDB employees are required to complete, sign, date, and submit a Vaccination Self-Attestation Form to the Human Resources (HR) Department (Attachment 1: SELACO WDB Vaccination Self-Attestation Form).
2. All new hires (those beginning employment on or after February 1, 2022) will be advised that they must be fully vaccinated as a condition of employment. A reasonable accommodation for a medical condition or sincerely held religious belief which precludes vaccination will be considered, which includes mandatory weekly testing.
3. New employees will be required to provide proof of fully-vaccinated status prior to beginning their employment with SELACO WDB.
4. Existing employees who decline to state their vaccination status will be considered as unvaccinated.
5. Employees that are unvaccinated are required to test weekly for the COVID-19 virus.
6. Employees required to test weekly will be compensated for the time taken to complete their testing requirements.
7. Employees required to test weekly have three options for testing:
 - a. **No-Cost Testing Sites**: The HR Department will provide all employees with a list of no-cost testing sites. Employees required to test weekly will be released from work


- Friday morning to take the test. Employees required to test weekly will work from home until a negative test result is received and submitted to HR.
- b. **In-Office Test:** When available staff can return to the HR Department to administer an in-office test. The test will be interpreted by HR.
 - c. **Paid Testing** – In rare occasions, when no-cost site testing or in-office testing are not available or accessible, employees may select a paid testing site. Costs for the COVID-19 tests taken at a fee-based site will be reimbursed by the SELACO WDB if options 1 and 2 above were not available.
8. Test results will be submitted and reviewed by HR personnel. Note, all test results will be stored in a confidential file separate from employees' personnel folders. Testing results and all personal items used in documenting the conditions in which a staff member will be tested or not tested will be filed and secured under Federal laws that govern employee medical privacy.
 9. Managers and/or Directors will be informed of positive test results that prevent the employee from reporting to work.
 10. Upon receipt of test results, employee's return to the office will be determined based on guidelines from health authorities that are currently in effect.
 11. Managers and/or Directors will be informed of test results and return to work recommendation
 12. Records pertaining to an employee's vaccination status and COVID-19 tests are considered confidential health records for purposes of SELACO WDB employee records and privacy policies and are only to be shared with individuals who have a legitimate need to know such information, as required by law.
 13. Situations not clearly defined in this policy will be reviewed and addressed by the Executive Director.



MEMORANDUM

DATE: January 27, 2022

TO: SELACO WDB Board of Directors

FROM: Yolanda Castro, Executive Director 

RE: SELACO WDB Annual Audit Report for Fiscal Year 2020-2021

We submit for your review and approval the annual audit report and management letter for Fiscal Year 2020-21. There were no findings or questioned costs identified in the audit. The management letter contained no comments. There are three things in the audit report we would like to point out:

1. That in the auditor's opinion the reports "present fairly" the financial position of SELACO WDB. That attestation is on page 1 of the report.
2. That SELACO WDB has a positive "net assets" balance (\$553,920). That information is on page 3 of the report.
3. That there are no findings and questioned costs. That information is on pages 39-42 of the report.

The audit report also contained no items of material noncompliance.

Action Required:


Approve the audit report and direct the Executive Director to forward the audit report to the Policy Board for review and distribute copies to all necessary agencies.



MEMORANDUM

DATE: January 27, 2022

TO: SELACO WDB Board of Directors

FROM: Yolanda Castro, Executive Director 

RE: Request for Proposal: Single Auditing Services Results

On September 23, 2022, the Board approved the release of a Request for Proposals (RFP) from qualified independent auditing firms to conduct “Single Auditing” services for the fiscal year ending June 30, 2022.

The SELACO WDB released the RFP per the timeline approved and received a total of five (5) proposals.

Proposals:

- Harshwal & Company
- Moss, Levy & Harzheim
- The Pun Group
- RJI International
- Vasin, Heyn & Company

The review of the proposals was completed on 1/14/2022, by a panel of four (4) members. The panel consisted of two (2) board members, one (1) SELACO WDB fiscal staff member, and one (1) subject-matter expert.

Panel:

- Meredith Alvarez
- Ron Crossley
- Mark Dameron
- Ben Espitia

Per the evaluation and scoring of the review panel, and per the scoring sheet certification of the recorders, it is the recommendation to award a contract to Moss, Levy and Harzheim. Moss, Levy and Harzheim were unanimously scored as the top candidate by the entire panel of four (4).

Proposals, panelist individual scoring sheets, and panel tabulation in its entirety are available for public review upon request. Below is the Panel tabulation as it was certified and recorded.

	Proposals				
Panelist	Harshwal & Co.	Moss, Levy, & Harzheim	Pun Group	RJI	Vasin, Heyn & Co.
M. Alvarez	54	88	54	49	81
R. Crossley	40	50	32	31	34
M. Dameron	66	73	55.5	43	63
B. Espitia	74.5	81	76	63	72.5
Total(s)	234.5	292	217.5	186	250.5

The contract recommendation is a one-year (1) contract at the estimated cost of \$26, 485.00, with an option to extend services, upon mutual agreement and upon a contract performance review, for three (3) succeeding years thereafter.

Action Required:


- Approve and authorize the SELACO WDB Executive Director to award a one-year contract to Moss, Levy and Harzheim at the estimated cost of \$26, 485.00, with an option to extend for three (3) additional years, upon a contract performance review.
- If applicable, approve and authorize the SELACO WDB Executive Director to award a three-year (3) term extension to the Moss, Levy and Harzheim contract, upon the successful completion of the contract performance review.



MEMORANDUM

DATE: January 27, 2022

TO: SELACO WDB Board of Directors

FROM: Yolanda Castro, Executive Director 

RE: Request for Proposal: In-School Youth Services Results

Per directive WSD17-07, local Boards are required to conduct an open and competitive process to select their In-School Youth Providers.

On September 23, 2021, the Board approved the release of a Request for Proposal (RFP) to procure SELACO WDB's In-School Youth Services, for an 18-month Program extending through program Year 2021-2022, with an option to extend services based on available funding, performance, and upon mutual agreement, for two (2) succeeding years thereafter.

The RFP was released per the timeline approved and was finalized on 1/21/2022. The SELACO WDB received one (1) proposal from the ABC Unified School District.

Upon the results of the RFP released, and upon review of the proposal, it is the recommendation of the SELACO WDB's Policy and Compliance Department to offer a contract to the ABC USD per the SELACO WDB's Sole Source Procurement provisions.

The recommendation to award a contract to the ABC USD is on the premise of ABC USD's long-standing experience in delivering high-quality youth services, ability to leverage resources, and primarily, proven success and efficacy in achieving contractual goals for past contracts between the SELACO WDB and ABC USD.

If approved, programs implemented under this contract will focus primarily on youth ages 17 and 18 and at a minimum will receive:

- *Work Readiness Experience:* It is anticipated that WIOA-funded paid work experience will include between 80-100 hours of participation.
- *One Semester of Occupational skills training:* Occupational Skills Training will reflect one of the five sectors targeted by the SELACO WDB.
- *At least one (1) of the ten (10) other additional WIOA youth program elements:*

- Tutoring, study skills training
- Alternative secondary school services, or dropout recovery services
- Education offered concurrently
- Supportive services
- Adult mentoring for at least 12 months during or after program
- Comprehensive guidance and counseling
- Financial literacy education
- Entrepreneurial skills training
- Services that provide labor market and employment information
- Activities that help youth prepare for transition to post-secondary education and training

The contract recommendation is an eighteen (18) month contract at an estimated cost of up to \$300,000, with an option to extend services, upon mutual agreement and upon a contract performance review, for two (2) succeeding years thereafter.

For quality control purposes, the SELACO WDB's Policy and Compliance department will conduct a review of the In-School Youth Services RFP process to assess possible improvements and determine any necessary changes in the process that will yield higher volumes of respondents.

Action Required:


- Approve and authorize the SELACO WDB Executive Director to initiate negotiations for an eighteen (18) month contract with the ABC Unified School District, anticipating an estimated cost of up to \$300,000 with an option to extend for two (2) additional years, upon a contract performance review.
- If applicable, approve and authorize the SELACO WDB Executive Director to award a two (2) year term extension to the ABC contract, upon the successful completion of the contract performance review.



MEMORANDUM

DATE: January 27, 2022

TO: SELACO WDB Board of Directors

FROM: Yolanda Castro, Executive Director 

RE: Statement of Qualifications Procurement for Consultants Policy

Per State Directive WSDD-225, the SELACO WDB must establish consultant procurement standards, pay rates according to Department of Labor's limitation on consultant fees, and provide guidance on determining the reasonable use of consultants.

To meet State compliance with consultant procurement, services and pay, the SELACO WDB is required to establish and implement a Policy to include the process of procuring consultants through a Statement of Qualifications procurement.

For your review, attached is the proposed Statement of Qualifications Procurement for Consultants Policy. The Policy addresses:

- Statement of Qualification process for consultant procurement
- Contract approval
- Service agreement term and pay rates

Upon approval from the Board, the Policy will be effective immediately. Current, consultant contracts will be honored under their current terms, fees, and conditions until they reach the expiration date identified in their current contract.

Action Required:

Approve and adopt the Statement of Qualifications Procurement for Consultants Policy.

STATEMENT OF QUALIFICATIONS(SOQ) FOR CONSULTANTS

Board Approval:

This directive is effective on the date of SELACO WDB Board Approval.

PURPOSE

To inform policy and provide guidance on the Statement of Qualifications Procurement Process for the purpose of contracting Consultants.

SCOPE

This policy applies to all SELACO Staff and its Contractors administering, managing, and implementing WIOA funded programs.

REFERENCES

- Employment Development Department (EDD), Workforce Services Division Directive (WSDD) -225
- Title 20 CFR WIOA Department of Labor (DOL); Final Rule, Section 683.200
- Training and Employment Guidance Letter (TEGL) 05-06: Implementing the Salary and Bonus Limitations in Public Law 109-234
- Workforce Services Directive WSD20-07, Salary and Bonus Limitations

BACKGROUND

Per State Directive WSDD-22, the SELACO WDB must establish consultant procurement standards, pay rates according to Department of Labor's limitation on consultant fees, and provide guidance on determining the reasonable use of consultants.

To meet State Compliance with consultant procurement, services and pay, the SELACO WDB has established and implemented a Statement of Qualifications Procurement process for the purposes of contracting consultants.

POLICY

Statement of Qualifications for Consultant Service Agreements

The SELACO WDB secures experienced, competent individuals and entities to provide a vast variety of consulting services through a Statement of Qualification (SOQ) procurement process.

Eligibility:

Entities, organizations or individuals with the appropriate knowledge, experience, capacity and demonstrated ability to provide expertise services in workforce development and other specialized subject-matter are eligible to apply by submitting a Statement of Qualifications (SOQ).

Period of Solicitation:

The SOQ solicitation is issued on an on-going basis. Interested consultants requesting to be placed on the list of eligible consultants may submit a Statement of Qualifications (SOQ) at any time.

Submission Requirements:

Statement of Qualifications (SOQ) will be determined eligible for review and approval based on their completeness and upon submission of all requested supplemental documentation.

SOQ Format:

The Statement of Qualifications (SOQ) must be submitted per the format requested by the SELACO WDB. At a minimum, the SOQ format will consist of:

- Cover letter.
- Legal business name and contact information.
- Narrative describing the respondent's demonstrated expertise and success.
- List of prior contracts/customers.
- Provide five professional references.
- Provide a Fee Schedule including cost per hour and per/day or per/project.
- Resumes
- Assurances per WIOA contract regulations.

Evaluation:

The review process is to be conducted by the SELACO WDB Compliance Department and it will consist of a review of:

- Qualifications and experience.
- Ability to provide needed services.
- Demonstrated knowledge, expertise, and success in proposed area.

- Ability to provide services within the current hourly fee schedule prescribed by the SELACO WDB or within an agreed-upon deliverables fee schedule. Hourly and daily rates must fall within State imposed maximums.
- Other factors deemed to be in the best interest of the SELACO WDB as determined by the Executive Director or designee.

Once a Statement of Qualifications (SOQ) has been evaluated, a contract recommendation will be forwarded to the SELACO WDB Executive Director for review and contract approval. The Executive Director's review and contract approval shall include an interview with the consultant and negotiation of a fee schedule per policy guidelines and limitations.

Incomplete Statement of Qualifications (SOQ), or Statement of Qualifications (SOQ) that contain information or references that cannot be verified or validated will not be recommended for a contract.

All Statement of Qualifications (SOQ) respondents shall be notified in writing of outcome.

Service Agreement:

Approved respondents to the Request for Qualifications (RFQ) will be issued a service agreement and placed on a list of eligible consultants, for future use. A service agreement does not guarantee that a consultant will be selected to provide services. Statement of Work(s) are issued on as needed basis and based upon subject matter, expertise needs and available funding. All Statement of Work(s) (SOW) must be approved by the SELACO WDB Executive Director prior to engaging a consultant in the delivery of services.

Consultant Service Agreements are issued with a term of four (4) years. Upon the expiration of a four-year term, all consultants will be required to re-submit a Statement of Qualifications and will be re-procured, regardless of continued service status.

Consultant Determination:

Per State Directive WSDD-225, "When determining whether utilizing a consultant in a specific situation would be an allowable cost, no single factor or any special combination of factors is necessarily determinative. However, the following factors are relevant and should be carefully considered by subrecipients":

- 1) The nature and scope of the service rendered in relation to the service required.
- 2) The necessity of contracting for the service, considering the SELACO WDB's capability in the particular area.
- 3) The past pattern of such costs, particularly in the years prior to federal awards.

- 4) The impact of federal awards on the subrecipient's business (i.e., what new problems have arisen).
- 5) Whether the proportion of federal work to the SELACO WDB's total business is such as to influence the SELACO WDB in favor of incurring the cost, particularly where the services rendered are not of a continuing nature and have little relationship to work under federal awards.
- 6) Whether the service can be performed more economically by direct employment rather than contracting.
- 7) The qualifications of the individual or concern rendering the service and the customary fees charged, especially on non-federally funded activities.
- 8) Adequacy of the contractual agreement for the service (e.g., description of the service, estimate of time required, rate of compensation, and termination provisions).

Rate of Pay:

Per State directive WSDD-225, "Compensation for consultant services must be reasonable and consistent with that paid for similar services in the marketplace. Reasonableness is not only based on the per hour charge, but on the overall charge for the work to be done. For example, if the base rate of pay was the same, but one consultant must fly in and bills for travel time, then this consultant might not be the most reasonable.

When determining the basic rate of pay, the SELACO WDB must consider and maintain supporting documentation of the following:

- The level and difficulty of the work to be performed.
- The qualifications of the expert or consultant.
- The pay rates of comparable individuals performing similar work in federal or non-federal sectors.
- The availability of qualified candidates.


Finally, after following the required procurement procedures and considering the rate of pay, the current consultant fee limitation is set at \$710 per day (representing an 8-hour workday), which could be subject to change by program year or grant. The limitation is applicable to all subrecipients of WIOA funding and is included in the terms and conditions outlined in SELACO WDB's subgrant. Any fees in excess of the daily or hourly rate specified in the Employment Development Department's (EDD) subgrant agreement cannot be paid without prior written approval from the EDD prior approval division."



MEMORANDUM

DATE: January 27, 2022

TO: SELACO WDB Board of Directors

FROM: Yolanda Castro, Executive Director 

RE: Virtual Intake Policy

In response to the Pandemic COVID-19, the SELACO WDB, under the guidance and temporary approval of the State's Employment Development Department (EDD), implemented a Virtual Intake process in consideration of the safety of customers and staff.

Based on the continued need for a virtual intake process, and upon the State's successful review of the SELACO WDB's virtual intake process, the SELACO WDB is seeking approval to establish the temporary virtual intake process as a permanent process for customers that cannot attend an in-person intake appointment.

Attached for your review is the SELACO WDB's proposed Virtual Intake Policy Eligibility addressing the practice of Virtual Intake.

Upon approval from the Board, the Virtual Intake Policy will be effective immediately.

Action Required:

Approve and adopt the SELACO WDB's proposed Virtual Intake Policy.

VIRTUAL INTAKE

Board Approval:

This directive is effective on the date of SELACO WDB Board Approval.

PURPOSE

To inform policy and provide guidance on WIOA virtual intake process, consistent with State guidance.

SCOPE

This policy applies to all SELACO Staff and its Contractors administering, managing, and implementing WIOA funded programs.

REFERENCES

- Employment Development Department (EDD), Workforce Services Information Notice (WSIN) 19-43.

BACKGROUND

In response to the Pandemic COVID-19, the SELACO WDB, under the guidance and temporary approval of the State's Employment Development Department (EDD), implemented a Virtual Intake process in consideration of the safety of customers and staff.

Based on the continued need for a virtual intake process, and upon the state's successful review of the SELACO WDB's virtual intake process, the SELACO WDB has established the temporary virtual intake process as a permanent process for customers that cannot attend an in-person intake appointment.

POLICY

Virtual Intake

Customer registration, and intake, is available virtually with resources such as:

- Phone access
- Microsoft 365 screen sharing
- Online
- Meeting platforms such as Zoom, and Go-to-Meeting
- Email
- CalJOBS Texting
- CalJOBS Registration

- CalJOBS messaging
- CalJOBS VOS Greeter Remote

In cases of safety concern or due to the inability to visit the SELACO WDB AJCC for in-person intake, the WIOA registration, and intake will take place using one of the technological resources listed above, rather than in-person.

Eligibility Documentation:

The collection of eligibility required documents will be collected via an upload through CalJOBS. Upon successful completion of a WIOA application:

- The intake specialist will request eligibility documents via a message sent from the intake specialist to the customer through the CalJOBS Message Center.
- The message from the intake specialist shall clearly list the required eligibility documents.
- The customer will be asked to respond to the message and attach the eligibility documents requested.
- Upon receipt of the documents, the intake specialist shall notify the customer of the successful receipt of documents.
- The eligibility documents will be hosted on the CalJOBS portal, which meets all Personal Identifiable Information security measures.
- The upload and receipt of the eligibility documents will be strictly via the CalJOBS system, and will not be sent via text, or email.
- If the customer does not have a mobile device or personal computer from which to upload the documents through the CalJOBS system, the customer can provide a verbal self-attestation, attesting to the possession of such documents.
- Self-attestation of documents can be made verbally to the intake specialist via the phone, or through an email message.
- The self-attestation shall be documented in the customer’s CalJOBS’ Virtual Eligibility Case Note.

Virtual Intake Case Note:

In addition to adhering to all SELACO WDB’s current Eligibility Case Note business rules, all Virtual Eligibility Case Notes shall include detailed information on the collection of eligibility required documents. The eligibility case note shall state whether the eligibility documentation was collected via a CalJOBS upload, or if the collection of eligibility documentation was deferred and a self-attestation was taken.

Virtual Eligibility Case Note subject line convention:

SUBJECT LINE: Virtual Eligibility: (Funding Eligibility)

Ex: SUBJECT LINE: Virtual Eligibility: 501 Dislocated Worker

Application and other forms Signatures:

1. Wet Signatures

If the customer does not have the means or technical ability to provide an electronic signature via the CalJOBS electronic signature functionality, the collection of an electronic or wet signature on the application and intake related documents will be waived for Virtual Intake.

Once the customer visits the SELACO WDB AJCC for their first, in-person service, a wet signature for the application and other related forms will be collected.

If during the initial in-person visit, SELACO WDB staff determines that the customer is not eligible for WIOA services, SELACO WDB staff will notify the customer and immediately stop services.

2. Electronic Signatures

If the customer has the means and technical ability to provide an electronic signature, intake staff are to utilize the CalJOBS electronic signature functionality to process an electronic signature on the CalJOBS application.

An electronic signature through the adobe platform shall be utilized for all other intake-related forms.

Enrollment

A customer is enrolled at the receipt of the first coded service.


If a customer does not receive a coded service within ninety (90) days of completing the virtual intake, per CalJOBS policy, the application will close and state "Closed, Never Enrolled".



MEMORANDUM

DATE: January 27, 2022

TO: SELACO WDB Board of Directors

FROM: Yolanda Castro, Executive Director 

RE: Ethics Training AB1234

At the June 23, 2016, Southeast Los Angeles County Workforce Development Board (SELACO WDB) meeting, it was announced that all board members are required to take a mandatory two-hour ethics training every two years to comply with AB1234. As of January 27, 2022, the following board members have completed the training:

Barbara Levine – expires June 23, 2022
Peter Blanco – expires July 29, 2022
Aaron Drake – expires July 31, 2022
Greg Uttecht – expires August 16, 2022
Mark Dameron – expires September 23, 2022
Belle Gomez – expires October 8, 2022
Larry Wehage – expires February 7, 2023
Ben Espitia – expires February 18, 2023
Michael Segura _ October 31, 2023
Sharon Todd – expires November 1, 2023
Connie Chan – expires November 18, 2023
Joseph Derthick – expires December 2, 2023

For those who have yet to complete the training, you may do so using the online course at:

<http://localethics.fppc.ca.gov/login.aspx>

As a reminder, you must print the Certification of Completion provided at the end and submit to Carol Davis.


If you have any questions regarding the training, please contact Carol directly at the SELACO WDB.



MEMORANDUM

DATE: January 27, 2022

TO: SELACO WDB Board of Directors

FROM: Yolanda Castro, Executive Director 

RE: Status of Partner Memorandums of Understanding (MOU) and Infrastructure Agreements (IFAs)

To establish a high-quality American Job Centers of California (AJCC) delivery system and enhance collaboration among partner programs, WIOA requires Local Boards to develop MOUs with all AJCC required partners within their Local Workforce Development Area (Local Area). These MOUs will serve as a functional tool to work together to create a unified service delivery system that best meets the needs of their shared customers.

On April 30, 2019, the State issued directive WSD-1812, which provided guidance for Local Areas in meeting the mandate of reviewing and updating their AJCC MOUs every three years and IFAs' annually.

Per Directive WSD-18-12, the SELACO WDB initiated its MOU and IFA review/negotiation process with the required partners in the SELACO local area to meet the three-year MOU review requirement and annual IFA review. To allow for state monitoring and policy development, all MOUs shall be effective on the same three-year schedule; all MOUs have an effective date of July 1, 2022, through June 30, 2025. The SELACO WDB is utilizing existing MOU(s) as a foundation to negotiate the three major components: shared customers, shared services, and shared costs.

Below is the status of the MOU and IFA review/negotiation progress as of January 19, 2022:

CORE PARTNER	MOU Negotiation Meeting	Partner Approval & Signature	Board Approval & Signature
Employment Development Department (EDD)	12/6/21 & 12/7/21		
Department of Rehabilitation (DOR)	12/9/21		
Partnership for Adult Academic & Career Education (PAACE)	12/6/21 & 12/7/21		

Department of Public Social Services-Temporary Assistance for Needy Families (TANF)	In-person meeting was declined- negotiations will take place via email communication		
Field of Dreams Learning, Norwalk Youth Build (FOD)	12/15/21		
Norwalk Housing Authority (NHA)	01/19/22		
Paramount Adult School (PAS)	12/15/21		
United American Indian Institute (UAI)	12/15/21		
Long Beach Community Job Corps	No response to request for meeting- attempts will continue		

Below is the status of the MOU and IFA review/negotiation progress as of January 19, 2022:

CORE PARTNER	MOU Negotiation Meeting	Partner Approval & Signature	Board Approval & Signature
Employment Development Department (EDD)	To be Scheduled		
Department of Rehabilitation (DOR)	To be Scheduled		
Partnership for Adult Academic & Career Education (PAACE)	To be Scheduled		
Department of Public Social Services-Temporary Assistance for Needy Families (TANF)	To be Scheduled		
Field of Dreams Learning, Norwalk Youth Build (FOD)	To be Scheduled		
Norwalk Housing Authority (NHA)	To be Scheduled		
Paramount Adult School (PAS)	To be Scheduled		
United American Indian Institute (UAI)	To be Scheduled		
Long Beach Community Job Corps	To be Scheduled		


Action Required:
Receive and file.



MEMORANDUM

DATE: January 27, 2022

TO: SELACO WDB Board of Directors

FROM: Yolanda Castro, Executive Director 

RE: AJCC Comprehensive and Affiliated/Specialized Certification

At the October 28, 2021, Special Board meeting the SELACO WDB members authorized the SELACO WDB Chair to sign the required documents allowing staff to submit the American Job Center of California (AJCC) Certification Indicator Assessment without full board review to meet the November 1, 2021, deadline to submit.

Background: WIOA establishes a framework under which Local Boards are responsible for maintaining network of high-quality, effective AJCCS. To support this effort the California Workforce Development Board (CWDB), in consultation with an AJCC Certification Workgroups comprised of state-level partners and Local Board representatives, developed objective criteria and procedures for Local Boards to use when certifying the AJCCs within their Local Workforce Development Areas (Local Area).

The objective for those operating a local AJCC is to ensure three key requirements to obtain State Certification:

- 1) Effectiveness of the AJCC.
- 2) Physical and programmatic accessibility of individuals with disabilities.
- 3) Continuous improvement.

As a comprehensive center, the SELACO WDB AJCC system was required to:

Complete a **Baseline Certification Matrix** and **AJCC Certification Indicator Assessment** – This task was completed, and the documents are attached for your review. Documents were submitted on November 1, 2021, to our State assigned Regional Advisor.

Based on the outcome of the AJCC Certification Indicator Assessment – Prepare and submit by December 31, 2021, a **Continuous Improvement Plan** for the SELACO WDB AJCC. Attached is a copy of the Continuous Improvement Plan.

The AJCC certification process identified services, approached, strategies, and tasks that could benefit from further assessment and, as appropriate, actions to improve, enhance or expand them. Opportunities for improvement are presented in the AJCC Certification Indicator Assessment. SELACO WDB AJCC leadership has agreed that the recommendations should be adopted as 2022 through 2024 goals within the framework of a Continuous Improvement Plan.

The attached Continuous Improvement Plan will be a focus for all future SELACO WDB and AJCC leadership meeting to ensure the objectives highlighted are met.

Action Required:

Receive and file.

Comprehensive AJCC Certification Matrix Baseline Criteria

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

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

Name of Local Board Southeast Los Angeles County Workforce Development Board


Name of AJCC SELACO WDB AJCC

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

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

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

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


Signature

Mark Dameron
Name

Board Chair
Title

AJCC Certification Indicator Assessment

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

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

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

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

Name of Local Board Southeast Los Angeles County (SELACO) Workforce Development Board (WDB)

Name of AJCC SELACO WDB America's Job Center of California (AJCC)

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

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

AJCC Certification Indicators

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

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

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

Overview: SELACO WDB operates a full-service, comprehensive AJCC in Cerritos, California. The central location of the center within the local area makes it accessible to customers throughout the WDB's eight-city service area. The 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.

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

- A. *All AJCC staff honor and accommodate diversity and are comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.***

SELACO WDB staff and partner representatives assigned to the center represent diverse languages and cultures. As such, they both 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 in response to Indicator 6, such training has been provided on many occasions and will be offered in the future.

- B. *The local Equal Opportunity Officer periodically reviews the AJCC's policies, procedures, and facility for accessibility and equal opportunity and then provides recommendations and staff training, where needed.***

The WDB has a designated Equal Opportunity (EO) officer. All contracts contain the approved equal opportunity assurance language appropriate to WIOA Programs. Civil rights, equal opportunity, and non-discrimination requirements are monitored on an annual basis to ensure the AJCC's physical and program accessibility compliance. These reviews examine/incorporate: physical aspects of the site, including programmatic and architectural accessibility; observance of reception, intake, and assessment process; maintenance of policies and complaint files (if applicable); display of announcements, mandatory posters, or signs for clients with visual and/or hearing disabilities; and inclusion of EO and accessibility taglines are incorporated in internal and external communications.

SELACO WDB recently underwent an annual WIOA Section 188 Nondiscrimination and Equal Opportunity Provisions Compliance review by EDD that concluded that all requirements are being met, with no concerns or findings.

The results of this review represent a continuation of SELACO WDB's and the AJCC's long history of compliance with all federal and state requirements concerning nondiscrimination and equal opportunity for persons with disabilities.

- C. *The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals that do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.***

On behalf of the AJCC and all its workforce programs, SELACO WDB has developed and implemented a Limited English Proficiency Plan. 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. Many SELACO WDB, EDD, and staff of other partners are bilingual 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. Material in other languages, including Spanish, are available in the center.

- D. *The AJCC uses the principles of universal and customer-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.***

As described throughout this assessment narrative, some SELACO WDB and AJCC staff have been trained in principles of customer-centered design and the center's facilities, services, and customer flow reflect this approach. For more than two decades, SELACO WDB has been committed to capturing customer input and to using the "voice of the customer" to guide system services and process improvements. A customer survey system is used to secure satisfaction data and recommendations. This information is analyzed and provides the basis for ongoing system, service, and process improvements.

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

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.

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

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, and other work-related activities during non-traditional work hours. The center itself is used after hours, as is the case when a local organization, Operation Hope, provides entrepreneurial training in the evening at the AJCC. In addition, many of the local workforce system's community on-ramps (e.g., adult schools, community colleges, libraries) are open in the evening. EDD's UI call center is open until 8:00 p.m. Furthermore, under SELACO WDB's work from home policy, SELACO staff may work non-traditional hours up to 7:00 p.m. Services and information available through SELACO WDB's website are available around the clock.

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

The SELACO WDB AJCC was only closed for a short period of time during the first few weeks of the pandemic. Thereafter, the center returned to providing in-person services on a limited basis, by appointment. To respond to the needs of all customers, many services were moved to virtual platforms, enabling customers to access them remotely, via the web. Among these services are: completing applications and intake; career readiness workshops; and case management. RESEA workshops, rapid response orientations, and other "group" activities were also moved online. Schools have made most training programs available through virtual formats and even some forms of work-based learning have been migrated online. On the business services side of the AJCC, recruitment events can now be held online, along with nearly every other service that the center provides to local employers.

H. *The AJCC ensures that individuals with disabilities are able to access virtual services in a manner that is comparable to the access available to others.*

While most of the virtual services provided by the AJCC and the workforce system partners are accessible to persons with disabilities, many virtual services that are currently in place were developed quickly during the early phases of the pandemic to respond to customers' immediate needs as the AJCC first shut down, and then re-opened to offer in person services on a by appointment basis only. AJCC leadership, working closely with system partners, including those from the California Department of Rehabilitation (DOR), should complete a thorough assessment of accessibility of all virtual services for persons with disabilities.

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

- AJCC staff is adept and experienced in working with diverse populations and individuals with barriers to employment.
- A limited English proficiency plan is in place, outlining services and approaches to meeting the needs of English Language Learner customers.
- Customer voice is an essential resource for identifying where system improvements can be made.

- Many center services are provided outside regular business hours.

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

- Additional training in customer-centered design for all staff would be beneficial.
- AJCC leadership, working closely with system partners, including those from DOR, should complete a thorough assessment of accessibility of all virtual services for persons with disabilities.

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

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

Quality Indicators

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

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

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

Overview: SELACO WDB's efforts to develop and maintain strong and productive relationships with state, county, and local partners exceeds all statutory requirements. The WDB has established structures and embraces strategies that encourage partners to collaborate as members of the workforce system. The One Stop Operator function is one of the most evolved in the state, and a System Management Team (SMT) led by the operator fulfills WIOA's vision for the core partners and other mandated one-stop partners to work together to continuously review and improve the local workforce system.

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

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

While informal processes exist (as described in response to item B, below), a formal system to assess the satisfaction of partners with the AJCC and its services has not yet been developed.

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

While, as stated above, no formal system exists to survey partners about their satisfaction with the AJCC and its services, there is ample evidence to suggest that the partners indeed believe that the AJCC adds value to their programs and services. This includes feedback that the partners provide to the AJCC Operator during SMT meetings and discussions; partner feedback provided through other convenings, such as a 2021 all partner symposium led by the AJCC Operator; and testimonials of the partners about SELACO WDB and the center, many of which were included as attachments to the WDB's 2020 Career Services Provider application to EDD and the California Workforce Development Board.

C. *The required AJCC partners meet on a regular basis to discuss the One-Stop system and the AJCC's contribution to the system and make recommendations for continuous improvement.*

On behalf of all staff and partners, SELACO WDB hosts several meetings on a regular basis to promote communication and collaboration among SELACO WDB/AJCC staff, partners, and community stakeholders. These include

- Quarterly SMT meetings of partner representatives led by the AJCC Operator;
- Monthly meeting of partners and stakeholder that are members of SELACO WDB's Community Collaborator Network (CCN) and its three committees: Business, Youth and Special Populations.
- Quarterly Staff and Partner Meetings

SMT meetings are those where partner representatives most directly address their contributions to the system, plans to achieve greater coordination and alignment, and joint efforts to facilitate system improvement.

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

SELACO WDB and the AJCC frequently 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. Examples of these efforts include participating in partner orientations and broadcasting the AJCC's calendar of events. AJCC staff participate in online orientations conducted by local adult education agencies. The center's CaJOBS calendar includes all workshops, hiring events, and other training and employment events held at the center. All partners are able to access this calendar and are, thereby, able to determine if there are events to which they want to refer their customers. In addition, the quarterly SMT meetings provide a forum through which AJCC representatives communicate with partners about center activities.

E. An inventory and overview of all partner services is available to all AJCC staff and all AJCC staff has received an orientation to all partner programs and services.

As outlined in response to various criteria under Indicator 6 and elsewhere throughout this assessment narrative, more structured processes would support ongoing cross training among the partners. However, all partners provided orientations to their program in 2017 at the time that the AJCC memorandum of understanding (MOU) was officially executed. In 2021, a virtual symposium was held under the direction of the AJCC Operator. This session provided the most recent opportunity for updates to these orientations and a list of all partners and programs that was shared at the event remains available to all partners. To supplement this inventory of partner programs, a comprehensive community resource guide, providing information on dozens of local stakeholders' programs and services, has been developed by SELACO WDB. It is not only a valuable resource for AJCC staff, but organizations throughout Southeast Los Angeles County make use of the guide.

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

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 brochure has been developed to highlight services for veterans that provides information about the AJCC and several system partners. However, a comprehensive brochure or online marketing messaging providing an overview of all system partners has not yet been developed.

- G. *The AJCC's partner referral process (as outlined in the Memorandum of Understanding) is being implemented with a focus on quality referrals that are likely to convert to service.***

The referral process among partners is 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. 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.

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

SELACO WDB has been a statewide leader in securing agreement from partners to make referrals to the AJCC using CalJOBS, which enables tracking.

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

SELACO WDB's establishment of 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.

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

- SELACO WDB hosts several meetings on a regular basis to promote communication and collaboration among SELACO WDB/AJCC staff, partners, and community stakeholders
- SELACO WDB and the AJCC frequently 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 them.

- An inventory of all partners and program exists, along with a comprehensive community resource guide.
- The referral process among partners is outlined in the AJCC MOU is being widely utilized by most partners

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

- SELACO WDB should design and implement a system, such as a survey, to periodically assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
- AJCC leadership and the system partners should examine options for creating one-stop system marketing materials that provide an overview of all partner services.

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

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

AJCC Certification Indicators

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

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

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

Overview: 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. 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."

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

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

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 just six years ago, the AJCC's partnerships date much farther back. 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.

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

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. The most recent training in which AJCC staff and partners participated on this topic was "*Customer Service Success with Angry and Challenging People*," which was presented by Larry Robbins. As new staff are hired and refreshers are needed by existing staff, the center will periodically sponsor additional customer service training.

SELACO WDB's Executive Director recently participated in specialized customer-centered design training led by former U.S. Department of Labor Regional Administrator Virginia Hamilton, which is considered an expert on this topic. Some AJCC staff have participated in other customer-centered design training activities.

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

The partners have agreed to provide training to staff and provisions for cross training are outlined in the partner MOU. Some partners, including DOR and The Los Angeles County Department of Public Social Services (DPSS), have provided training. Others have completed training videos that can be viewed at any time by staff and partners. While training continues to occur, the partners need to revisit options for implementing a more structured process for ongoing partner cross training.

- D. *The AJCC has clearly identified the roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners and the AJCC has an integrated functional organizational chart.***

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. The AJCC utilizes an ISD flow chart to guide services. This guide communicates that individuals from SELACO WDB, EDD, or other partners may functionally manage center activities at times when they are specifically assigned this responsibility.

- E. *The AJCC has a system in place to promptly greet all AJCC customers, identify the reason for their visit and their needs, and connect them to appropriate services as quickly as possible***

The same ISD procedures and flow chart referenced above guide services to welcome customers to the AJCC. The salient feature of the greeting process is a triage assessment that is intended to quickly identify which providers, programs, services, and other forms of support are most likely to meet the needs of first time AJCC customers.

- F. *The AJCC has developed integrated customer flow procedures that respond to customer need and moves customers seamlessly between AJCC entry and service delivery with as few hand-offs as possible.***

Again, the ISD procedures and flow chart described above, outline options for providing services to new clients, which are streamlined and make referrals with as few hand-offs as possible.

- G. *All AJCC co-located partners have identified the Career Services that are applicable to their program and the AJCC has developed methods to align/integrate the delivery of those services.***

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 summarizing these services has been incorporated into the MOU. The MOU also indicates the funds that partners devote to the provision of career services.

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

The AJCC and system partners frequently cross refer and enroll customers. Once customers are co-enrolled in two or more programs, they are co-case managed by the applicable partners. An example of programs in which job seekers are frequently co-enrolled is the Trade Adjustment Act (TAA) program. Based on the structure of the program, TAA is able to cover costs of training for eligible individuals. However, other services, such as case management and support, are better provided by non-TAA resources and customers are, therefore, typically co-enrolled in the WIOA Title I Dislocated Worker Program.

SELACO WDB and the local AJCC system continue to lead California's workforce system in terms of charting a course for innovation. The AJCC operator is overseeing a unique "co-enrollment mapping project" with the local board's Title IV partner, DOR. This project will carefully examine existing processes on both the WIOA Title I and Title IV sides of service delivery and will identify and record where natural co-enrollments should occur. Based on this study, a formal protocol will be developed. Depending on the findings of the "mapping project," resulting protocols may be applied across multiple system partners.

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

- Partners see themselves as contributors to one system serving a wide range of shared customers.
- Procedures are in place to guide customers to initial services that are most likely to meet their needs.
- SELACO WDB and the AJCC are engaged in a pilot project that seek to identify best practices for co-enrollment with one or more partner programs.

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

- Working with partners, AJCC leadership should decide on a strategy and a system for rolling out cross training by all WIOA-mandated AJCC partners.
- SELACO WDB should arrange for customer-centered design training for all staff.

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

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

AJCC Certification Indicators

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

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

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

Overview: Job seekers served by the AJCC have access to a wide range of training programs on the eligible provider list as well as options to participate in work-based learning programs, such as on-the job training. SELACO WDB staff regularly connect customers to specialized training projects throughout the Los Angeles region that are focused on developing skills for priority sectors, including but not limited to, healthcare and advanced manufacturing.

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

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

As described throughout this assessment narrative, the specific services that AJCC customers receive reflect their individual experiences, goals, preferences, and circumstances, which may include barriers to employment. Given the unique needs of job seekers, staff representing all partners understand that some customers will come to the center with experience and skills that can be marketed to businesses without participating in training. Others will require training to compete successfully for jobs and to prepare for careers. As such, staff understands and appreciates the co-equal value of both skill development and employment outcomes.

- B. *All AJCC staff knows the regional target sectors, can identify regional sector career pathways, and can understand what those mean in terms of providing services to customers.***

Many staff supporting AJCC operations have a strong knowledge of career pathway programs linked to the regional target sectors. While agencies that comprise the local adult education consortium, including Cerritos College, offer a range of courses and credentials linked to priority industries, many career pathway programs in the Los Angeles Basin are linked to specialized initiatives of local boards, such as projects offering training in aerospace manufacturing, advanced nursing skills, public transportation projects, and construction in support of expansion at Los Angeles International Airport. Again, while staff is familiar with some or all of these projects, many could benefit from additional training and resources to help customers navigate career pathways.

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

The AJCC serves individuals from all backgrounds and with all levels of experience. 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 school, 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.

- D. *The AJCC has robust training services and staff assists customers in accessing and enrolling in these services, including career pathways, integrated education and training, workforce preparation, work-based learning, and apprenticeship.***

The AJCC's location within the most populous county in the nation provides job seekers 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 the 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.

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

As stated in response item B (above), while Business Services Team staff and others have a good understanding of the regional economy and related target sectors, staff assisting job seekers could benefit from additional training and information on how to utilize this information when conducting career planning and service strategy development with customers.

- F. *The AJCC does not implement a "sequence of service requirement" for training and does not have cumbersome entry steps that prohibit easy access to education and training that leads to industry-recognized credentials.***

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.

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

SELACO WDB continues to evaluate and improve its processes for ensuring that support services are available to customers that need them to successfully

participate in training and job search activities. Since the onset of the pandemic, an increasing number of participants have experienced needs that require immediate attention, such as transportation assistance. The center meets these immediate needs for costs up to \$300. In addition, to using WIOA Title I resources to meet customers support needs, case managers work with their counterparts at other programs in which the customer is enrolled to leverage support funds. A comprehensive local resource guide has been developed by SELACO and its partners. This guide identifies dozens of local organizations and programs through which participants may receive services at little or no cost.

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

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. Throughout the most restrictive phases of the pandemic, when job opportunities were limited, many customer elected to pursue training so that they would have new skills to offer businesses once the economy reopened.

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

- AJCC staff and system partners recognize the co-equal value of employment and skills development/credential outcomes.
- The AJCC serves as an effective on-ramp to training for customers with all levels of skills, including those just starting out in their careers and those looking to develop advanced skills.
- Customers of the SELACO WDB AJCC have a wide range of training options available to them.

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

- While there is ample evidence that Business Services Team staff and others have a good understanding of the regional economy and related target sectors, staff assisting job seekers could benefit from additional training and information on how to utilize this information when conducting career planning and service strategy development with customers.

- SELACO WDB should implement a process to formally track and report on increases in the number of participants trained and credentials earned from year to year.

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

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

AJCC Certification Indicators

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

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

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

Overview: 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.

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

- A. *All AJCC staff has high-knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.***

AJCC staff have previously been trained by representatives of EDD on how to review, interpret, and utilize labor market information. Plans have been made to repeat this training in 2022. Center leadership distributes EDD-generated labor market reports to AJCC staff and the AJCC Operator ensures that this information is transmitted to system partners. 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.

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

The SELACO WDB AJCC prioritizes well paid jobs for its customers. This is evidenced by numerous decision points and actions, such as developing on-the-job training programs for jobs paying as much as \$25/hr. and concentrating recruitment events on companies with well-paid positions and other desirable features of employment, such as benefits, career advancement potential, and opportunities for wages increases. The Center collaborates with organized labor representatives in various sectors (e.g. manufacturing, construction, and hospitality) to connect job seekers to labor-represented hiring opportunities, which generally pay higher wages and offer greater benefits than non-represented employment.

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

The AJCC recognizes that value of relationships with strategic partners, programs, and initiatives in being able to effectively connect the center's customers to career paths leading to high quality jobs and high wages. Examples of such connections include relationships with SELACO WDB's eight member cities and their chambers of commerce that represent businesses in those cities. These relationships yield significant information about both new business and business expansion and enable the AJCC to make early inroads with companies regarding the hiring and staff development needs. In a similar fashion, SELACO WDB's relationship with the Los Angeles Economic Development Corporation (LAEDC) provides access to labor market intelligence and insight that helps inform the Business Services Team's planning and actions. A LAEDC representative sits on the workforce development boards and supports its Business Advisory Committee. Relationships with a wide range of local education agencies provides the center with connections to unique training initiatives that prepare workers for well-paid occupations.

D. *The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.*

SELACO WDB has established a Business Advisory Committee that plays several important roles in relation to the vision and mission of SELACO WDB, which guides the AJCC. The committee is a community facilitator and convener to identify issues and collectively solve problems with regard to the mission. The committee will strategically invest in innovation, set standards, and evaluate programs for quality. The committee act as an intermediary between businesses and the WDB, to ensure that a mutually beneficial relationship between both ensues. The committee's responsibilities include:

- Development and on-going review of the SELACO's Business Services Plan;
- Developing strategies to effectively communicate SELACO WDB's benefits to the business community;
- Identification of sectors and businesses that can most benefit from training and other services provided by SELACO WDB, the AJCC, partners, and the broader network of education, training and support agencies with which SELACO WDB collaborates;
- Review of information from network and partnerships;
- Making recommendations to the full Board based on information reviewed;
- Guide and review progress in achieving business service objectives; and
- Update the Business Services Plan as progress is made in achieving goals.

E. *The AJCC is an integral partner in the implementation of the Local Board's integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.*

The AJCC has made significant headway in working with partners to collaborate on serving business and, thereby, minimize redundant employer contacts. While

there is no single customer relationship management (CRM) tool used across the local workforce development system, extensive engagement and information sharing with partners regarding services to business yields impressive results in terms of coordination and avoidance of duplication of effort. Some examples of coordination on business engagement and outreach include:

- Through a Business Committee established by the AJCC's Community Collaborative Network, information is shared with partners, community organizations, and business-serving agencies about employer engagement activities.
- The AJCC Operator includes discussions on business services strategies during meetings of partner representatives that participate on the System Management Team.
- Participation by AJCC representatives on the L.A. region's Rapid Response Roundtable group enables center representatives to hear firsthand about services to distressed and closing businesses.
- AJCC staff participate on a Regional Business Committee led by the Los Angeles County Department of Public Social Services (DPSS), which administers CalWORKS and related programs.

System partners are looking to improve this coordination through the use of web-based information sharing tools, such as UNITE Us, which will enable participating agencies to record business contacts and share this information with other system users.

F. The AJCC offers a wide range of AJCC-based services for employers including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies.

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, development of work-based learning programs, and skills development for incumbent workers.

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

To improve the process of gathering feedback from businesses that the center has served, the Business Services Team has developed a brief Google survey consisting of ten quick-to-answer questions. The survey is directed to companies for which the center has conducted recruitment, those having participated in a Small Business Grant program, and businesses with which OJT agreements were developed. The surveys have a 60% response rate.

Survey responses received from employers are reviewed by the Business Services Manager, who will determine how to develop and implement system

improvements. An ad hoc committee may be assembled or frontline staff may be empowered to develop responses to improve services. One significant example of a business services improvement that was effectively implemented by AJCC staff is the reduction of the center's OJT agreement by more than 30%. Reducing this paperwork was the direct result of employer feedback.

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

- The center focuses on well paid jobs and those offering paths to career and wage advancement.
- The AJCC develops and maintains relationships with businesses that effectively meet the hiring and training needs of business.
- The center captures feedback from business customers and effectively utilizes this information to improve services and service delivery.

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

- SELACO WDB should provide training on the regional economy, high-growth sectors, and high road employers for all staff that oversee programs and deal directly with either business or job seeker customers.
- Expand the range of businesses to which surveys are directed to gather input from all business customers served by the AJCC's Business Services Team.
- AJCC leadership should examine opportunities to more effectively share the business intelligence gathered by the center's Business Services Team with education partners, so that these agencies can consider development of course content to respond directly to business needs.

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

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

AJCC Certification Indicators

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

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

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

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

Overview: SELACO WDB has a long history of devoting resources to staff training and development. In recent years, SELACO has served as the Regional Training Coordinator for the L.A. Basin RPU, which put the organization at the forefront of efforts to provide training for frontline AJCC staff and managers for all seven local boards in L.A. County. Through the AJCC Operator-led SMT and SELACO WDB's CCN committees, training, including cross training among the partners occurs regularly.

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

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

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

- Quarterly SMT meetings of partner representatives led by the AJCC Operator
- Monthly meeting of partners and stakeholder that are members of SELACO WDB's Community Collaborator Network and its three committees: Business, Youth and Special Populations.
- Quarterly Staff and Partner Meetings

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

The partners have agreed to provide training to staff and provisions for cross training are outlined in the partner MOU. Some partners, including DOR and DPSS, have provided training. Others have completed training videos that can be viewed at any time by staff and partners. While training continues to occur, the partners need to revisit options for implementing a more structured process for partner cross training.

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

While SELACO WDB, which served for several years as the Regional Training Coordinator for the L.A. Basin, makes available a wide range of training for center staff and partners, a formal professional development plan has not yet been developed.

- D. All AJCC staff has received training on the services of One-Stop partners, eligibility for those services, and the process for referring customers to partners.**

The referral process among partners is outlined in the AJCC MOU is being widely utilized by most partners. As stated in response item C (above), training on partner services is occurring, but a more structured process is needed.

- E. All AJCC staff has received training on how to use labor market information to help customers identify career pathways and develop in-demand skills and credentials and find jobs.**

As stated in response to Indicator 5, item A, AJCC staff has previously been trained by representatives of EDD on how to review, interpret, and utilize labor market information. Plans have been made to repeat this training in 2022. In addition, SELACO WDB contracts with Econovue, which provides customizing training and information for staff on a monthly basis. Staff that provide direct services to job seekers could benefit from additional training on how to use labor market information to help customers identify career pathways, develop in-demand skills, secure industry-recognized credentials, and find jobs.

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

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

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

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 by former EDD Director, Michael Bernick; working with individuals with mental health diagnoses, presented by the Gateway Cities Council of Governments; and serving individuals with autism presented by Richard Pimentel.

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

As stated in response to Indicator 3, item B, in addition to customer-focused training that various center staff and partner representatives have attended at workforce development conferences, SELACO WDB has brought customer service training directly to staff in both virtual and in-person formats . The most

recent training in which AJCC staff and partners participated on this topic was “*Customer Service Success with Angry and Challenging People*,” which was presented by Larry Robbin. As new staff are hired and refreshers are needed by existing staff, the center will periodically sponsor additional customer service training.

SELACO WDB’s Executive Director recently participated in specialized customer-centered design training led by former U.S. Department of Labor Regional Administrator Virginia Hamilton, which is considered an expert on this topic. Some AJCC have participated in other customer-centered design training activities.

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

As stated in response to Indicator 5, item A, AJCC staff have previously been trained by representatives of EDD on how to review, interpret, and utilize labor market information. Plans have been made to repeat this training in 2022. Center leadership distributes EDD-generated labor market reports to AJCC staff and the AJCC Operator ensures that this information is transmitted to system partners. Members of the AJCCs 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.

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

- SELACO WDB and the AJCC provide several opportunities for staff and partners to meet, share information, and strategize regarding the implementation and/or enhancement of system services.
- Training has been provided to staff to increase their knowledge and skills with regard to serving persons with disabilities and others with barriers to employment.
- Training focused on both customer service and customer-centered design has been provided for both staff and partners.

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

- Working with partners, AJCC leadership should decide on a strategy and a system for rolling out cross training by all WIOA-mandated AJCC partners.
- The center should develop and implement a structured capacity building and staff development plan for staff and partners.
- SELACO WDB should arrange for customer-centered design training for all staff.

- SELACO WDB should provide training on the regional economy, high-growth sectors, and high road employers for all staff that oversee programs and deal directly with either business or job seeker customers.
- Staff that provide direct services to job seekers could benefit from additional training on how to use labor market information to help customers identify career pathways, develop in-demand skills, secure industry-recognized credentials, and find jobs.

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

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

AJCC Certification Indicators

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

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

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

Overview: AJCC management and staff continuously collect, record, and analyze participant, program and performance data to identify opportunities for improvement. System leadership and staff utilize a variety of quality improvement strategies to implement system enhancements that ultimately support achievement of center and system goals and objectives.

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

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

Among the core programs, the WIOA Title I Adult, Dislocated Worker, and Youth programs receive the most direct benefit from AJCC operations and services. However, center leadership points to its extensive business engagement activities and services as efforts that supports all partners' placement of customers in jobs. Because most of the measures are related to employment, it is reasonable to conclude that the AJCC does contribute substantively to the core program partners' achievement of the WIOA performance indicators.

B. *The AJCC reports to the Local Board on an ongoing basis the number of customers served, the types of services provided, and the outcomes of those services.*

Service and performance data are presented at meetings of the full workforce development board, which take place every other monthly. 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.

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

As one of California's smaller local workforce areas, 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.

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

Information on SELACO WDB's and the AJCC's Business Services Team's efforts to collect satisfaction data from employers is provided in response to Indicator 5, above. The AJCC uses a combination of surveys and comment cards to secure feedback from job seekers who have participated in basic or individualized career services, participate in workshops, or take advantage of special events including job fairs or company-specific recruitments.

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

Customer feedback is provided through mechanisms designed and implemented by SELACO WDB, such as the surveys and comment cards described above, and through a wide range of customer-initiated 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.

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

SELACO WDB and center management use various strategies and processes to review customer feedback and identify improvements suggested by customer input. These include review by senior leadership at their monthly meetings; "huddle meetings" led by managers that oversee performance, compliance, and operations; the SMT; and, occasionally, ad hoc teams designated by management. The processes used by these groups to identify options and implement strategies vary, but frequently include a review of best practices and consultation with partners and other practitioners.

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

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.

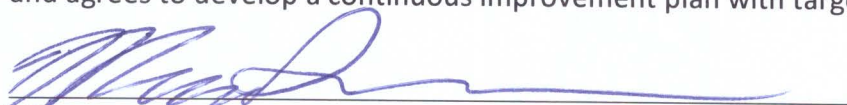
Summary of Strengths: The areas associated with this indicator for which the AJCC and the overall workforce system have demonstrated the greatest strength, competence, and capacity are the following:

- Leadership reports to the WDB and the Policy Board on a regular basis regarding services provided and outcomes achieved by the AJCC.
- Operating in a cost efficient manner and ensuring that expenditures are justified is a priority for SELACO WDB leadership, its boards, and center management and strategies are in place to support this priority.
- Systems are in place to capture and record customer feedback.

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

- Working with the core program partners, AJCC leadership and the AJCC Operator should examine opportunities to implement specific strategies aimed at supporting the administrators of Title II, Title III and Title IV programs in meeting the WIOA performance measures.
- Center management should consider options for implementing a more structured and clearly defined process for reviewing, analyzing and implementing improvements based on customer feedback.

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



Signature

Mark Dameron

Name

Board Chair

Title

**Southeast Los Angeles County (SELACO)
Workforce Development Board**

America's Job Center of California (AJCC)

Continuous Improvement Plan

2022 – 2024

This Continuous Improvement Plan was developed as part of the SELACO Workforce Development Board's (WDB) process to certify its comprehensive America's Job Center of California (AJCC) in accordance with requirements of the federal Workforce Innovation and Opportunity Act (WIOA) and policies of the California Employment Development Department (EDD) and the California Workforce Development Board (CWDB).

I. AJCC Certification Process

Regulations promulgated pursuant to WIOA by the U.S. Department of Labor (DOL) state that:

Local WDBs must assess at least once every 3 years the effectiveness, physical and programmatic accessibility, and continuous improvement of one-stop centers and the one-stop delivery systems using the criteria and procedures developed by the State WDB.

The WIOA regulations outline three key requirements for AJCC certification: 1) effectiveness of the AJCC; 2) physical and programmatic accessibility for individuals with disabilities; and 3) continuous improvement. California's certification process is centered on these key requirements and sets a statewide standard of service delivery that ensures all customers consistently receive a high-quality level of service.

State criteria for AJCC certification is communicated in Directive WSD20-08, which was published by EDD and CWDB on March 1, 2021. The directive provides guidance and establishes procedures for certification of comprehensive and affiliate/specialized AJCCs.

CWDB developed objective criteria and procedures under a two part process for local boards to use when certifying their AJCCs, including a "Baseline Certification" and an "AJCC Certification Indicator Assessment."

Baseline AJCC Certification is intended to ensure that every comprehensive, specialized, and affiliate AJCC is in compliance with key WIOA statutory and regulatory requirements.

The AJCC Certification Indicator Assessment addresses seven "indicators" to measure continuous improvement for all AJCCs. These indicators are summarized

under Section VI of this plan (below), along with continuous improvement goals for achieving improvements pertaining to each indicator.

SELACO WDB engaged a neutral thirty-party to conduct an independent evaluation of the AJCC. The evaluation addressed Baseline and Indicator Assessment criteria and identified both strengths and opportunities for improvement.

II. Opportunities for Continuous Improvement

The AJCC certification process identified services, approaches, strategies, and tasks that could benefit from further assessment and, as appropriate, actions to improve, enhance, or expand them. The opportunities for improvement are presented as recommendations within the AJCC Certification Indicator Assessment. AJCC leadership has agreed that these recommendations should be adopted as 2022 through 2024 goals within this Continuous Improvement Plan.

III. Oversight of the Plan and Attainment of Improvement Goals

SELACO WDB's Executive Director and the AJCC Operator have primary responsibility for oversight of the plan and actions taken to address the improvement goals summarized in section VI below. The Executive Director and the AJCC Operator will work with center management and workforce system partners to assign individuals and groups responsible for actions on each goal. The status of Continuous Improvement Plan goals will be reviewed no less than quarterly by AJCC leadership and applicable partners.

IV. Target Dates and Recording Implementation of Improvement Strategies

The target dates expressed in connection with each goal indicate the month and year by which the goal will be fully achieved and implementation of improvement strategies, as applicable, will be implemented. As plan goals are met and improvements are implemented, assigned individuals will be responsible for recording in writing the actions taken and results achieved. The AJCC Operator will compile and retain this documentation, which may be used to inform future plans and the next AJCC certification evaluation process.

Given changes to the economy, labor market conditions, workforce system priorities, and the public health environment that are likely to occur over the nearly three-year period covered by this plan, target dates may be adjusted. Such changes must be approved by the SELACO WDB Executive Director.

V. On-Going Focus on Improvement of Systems, Services, and Performance

While the continuous improvement goals incorporated in this plan were drawn from recommendations made as the result of the 2021 AJCC Certification evaluation, they were informed by a wide variety of information and resources discussed and reviewed during the certification process, including, but not limited to, SELACO WDB's Program Year 2021-24 Local Plan, the Memorandum of Understanding developed by the system partners, and many policies, procedures and processes.

Continuous improvement strategies and on-going availability of data may suggest the need for additional improvements. Therefore, AJCC leadership may add to or expand on the goals that currently make up this plan.

VI. Continuous Improvement Goals

Based on recommendations expressed in the 2021 AJCC Certification Indicator Assessment for the AJCC, the following continuous improvement goals have been adopted.

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

- 1.a. Additional training in customer-centered design for all staff would be beneficial.

Target Date: September 2022

- 1.b. AJCC leadership, working closely with system partners, including those from the Department of Rehabilitation (DOR), should complete a thorough assessment of accessibility of all virtual services for persons with disabilities.

Target Date: August 2022

INDICATOR 2: The AJCC actively supports the one-stop system through effective partnerships.

- 2.a. SELACO WDB should design and implement a system, such as a survey, to periodically assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.

Target Date: November 2022

- 2.b. AJCC leadership and the system partners should examine options for creating one-stop system marketing materials and/or messaging that provide an overview of all partner services.

Target Date: May 2022

INDICATOR 3: The AJCC provides integrated, customer-centered services.

- 3.a. Working with partners, AJCC leadership should decide on a strategy and a system for rolling out cross training by all WIOA-mandated AJCC partners.

Target Date: May 2022

- 3.b. SELACO WDB should arrange for customer-centered design training for all staff.

Target Date: September 2022

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.

- 4.a. While there is ample evidence that Business Services Team staff and others have a good understanding of the regional economy and related target sectors, staff assisting job seekers could benefit from additional training and information on how to utilize this information when conducting career planning and service strategy development with customers.

Target Date: February 2023

- 4.b. SELACO WDB should implement a process to formally track and report on increases in the number of participants trained and credentials earned from year to year.

Target Date: September 2022

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

- 5.a. SELACO WDB should provide training on the regional economy, high-growth sectors, and high road employers for all staff that oversee programs and deal directly with either business or job seeker customers.

Target Date: February 2023

- 5.b. Expand the range of businesses to which surveys are directed to gather input from all business customers served by the AJCC's Business Services Team.

Target Date: November 2022

- 5.c. AJCC leadership should examine opportunities to more effectively share the business intelligence gathered by the center's Business Services Team with education partners, so that these agencies can consider development of course content to respond directly to business needs.

Target Date: April 2023

INDICATOR 6: The AJCC has high-quality, well-informed, and cross-trained staffing

- 6.a. Working with partners, AJCC leadership should decide on a strategy and a system for rolling out cross training by all WIOA-mandated AJCC partners.

Target Date: May 2022

- 6.b. The center should develop and implement a structured capacity building and staff development plan for staff and partners.

Target Date: December 2022

- 6.c. SELACO WDB should arrange for customer-centered design training for all staff.

Target Date: First Training - July 2022 (2 sessions to accommodate schedules)

Make-Up Session - January 2023 (for those who missed first training or new hires)

- 6.d. SELACO WDB should provide training on the regional economy, high-growth sectors, and high road employers for all staff that oversee programs and deal directly with either business or job seeker customers.

Target Date: February 2023

- 6.e. Staff that provide direct services to job seekers could benefit from additional training on how to use labor market information to help customers identify career pathways, develop in-demand skills, secure industry-recognized credentials, and find jobs.

Target Date: May 2022

INDICATOR 7: The AJCC achieves business results through data-driven continuous improvement.

- 7.a. Working with the core program partners, AJCC leadership and the AJCC Operator should examine opportunities to implement specific strategies aimed at supporting the administrators of Title II, Title III and Title IV programs in meeting the WIOA performance measures.

Target Date: December 2022

- 7.b. Center management should consider options for implementing a more structured and clearly defined process for reviewing, analyzing, and implementing improvements based on customer feedback.

Target Date: Pilot Process - February 2022-August 2022
Full Process - Implementation September 2022



Mark Duran, Norwalk

Workforce Challenge:

Mark was rehired as a mechanical engineer with his previous employer on a 4-month, temporary assignment. At the end of February 2021, he was laid off again, but took this time to recover from shoulder surgery. Mark visited the AJCC in Cerritos to find out about his unemployment insurance, but also sought information about job training from the SELACO Workforce Development Board. SELACO WDB scheduled Mark to take a very valuable job training, but unfortunately due to challenges, the school needed to postpone training to 6 months to a year out. He continued to search for positions online using Indeed, LinkedIn, CalJOBS, and Monster but felt that his biggest challenge was understanding how job searching has changed.

Workforce Solution:

SELACO WDB helped Mark by exposing him to various networking sites, new approaches to resumé writing and how to brand himself. “The staff have been very helpful to me. I have seen their dedication to their customers. They have provided relevant and timely information regarding job searching.” stated, Mark. He attended different workshops and Job Club on Fridays, watched recommended videos, networked and developed relations with several online recruiters, one of which helped him land his current position.

Workforce Outcome and Results:

After several months, Mark was approached by a recruiter who saw his resumé on Indeed.com. Following the interview process, he was offered a full-time position in the beauty industry for a company that makes hydradermabrasion equipment and formulas in North Long Beach. He will be working as a SOLIDWORKS Designer creating new product designs and updating SOLIDWORKS drawings. Mark appreciates the good salary and that the job is only a 20-minute drive from his home. He stated that the youthful staff are enjoyable to be around, and that he also enjoys working on the product line that this company produces. Mark advises other job seekers, “Up until recently, when looking for a job we would reveal our skills at using a particular software or our ability to operate a piece of equipment. We would list the companies we worked for and what we did there. Today, this seems to be the wrong approach. We need to let the potential employer know how valuable an asset we are, demonstrate how we will improve the quality of their team and convince them that we will contribute to the company’s success.”

Congratulations, Mark!