



San Francisco AJCC Certifications

From Hand, Jennifer (ECN) <jennifer.hand@sfgov.org>

Date Fri 11/1/2024 8:00 AM

To Brimacomb, Teri@EDD <Teri.Brimacomb@edd.ca.gov>

Cc Houston, Chad (ECN) <chad.houston@sfgov.org>; Xiong, Mor (ECN) <mor.xiong@sfgov.org>

Bcc jessie_oettinger@spra.com <jessie_oettinger@spra.com>

 1 attachment (171 KB)

San Francisco AJCC Certifications.zip;

Greetings, Teri,

I hope you are doing well and had a fun Halloween! Kindly find attached the AJCC certifications for the following San Francisco AJCCs:

- Comprehensive AJCC (Goodwill Industries)
- Chinatown Affiliate AJCC (Self-Help for the Elderly)
- Civic Center Affiliate AJCC (CA EDD)
- Veterans Specialized AJCC (Swords to Plowshares)
- Disability Coordinator Specialized AJCC (Toolworks)

Kindly note that these have not been signed by our local Board chair. We are advancing these to the Board at our November 15 WISF Executive Committee meeting. If approved for signature, I will follow up thereafter with signed copies.

Please let us know if you need anything else from us. Please note that I am out of the office until 11/4, so I will be slow on email.

Warmly,
Jen

Jen Hand, MSW, CWDP (she/her)

Workforce Impact Manager

San Francisco Office of Economic and Workforce Development



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MEMORANDUM

TO: Members of the Workforce Investment San Francisco Board

FROM: Jennifer Hand, Workforce Impact Manager, OEWD

DATE: 11/15/2024

SUBJECT: America's Job Center of California (AJCC) Certifications

ACTION REQUESTED

The OEWD Workforce Development Division recommends that the Workforce Investment San Francisco Board Executive Committee ("Local Board") approve the Chair to sign, on behalf of the board, the Baseline Certifications, which were submitted to the State Employment Development Department (EDD) Regional Advisor on November 1, 2024.

BACKGROUND

The Workforce Innovation and Opportunity Act (WIOA) establishes a framework under which local workforce development boards are responsible for maintaining a network of high quality, effective AJCCs (America's Job Centers of California). Local boards are required to "certify" their AJCCs once every three years.

PROCESS

EDD describes the requirements and process in [Workforce Services Directive 23-05](#). The Local Area must certify AJCCs which host WIOA Adult and Dislocated Worker Career Services Providers. Five providers in the local area meet this requirement: Goodwill Industries, Self-Help for the Elderly, EDD (801 Turk Street), Toolworks, and Swords to Plowshares.

AJCC certification includes three parts: a Baseline Certification, a Certification Indicator Assessment, and a Continuous Improvement Plan. The Baseline Certification and Certification Indicator Assessment were due November 1, and the Continuous Improvement Plan is due December 31, 2024.

First, the Baseline Certification assesses whether every AJCC complies with key WIOA statutory and regulatory requirements, including development of an AJCC and Local Board memorandum of understanding (MOU) and adherence with equal opportunities for individuals with disabilities.





Second, the AJCC Certification Indicator Assessment highlights where AJCCs can improve their service delivery across seven indicators. The seven indicators include: universal access for individuals with barriers to employment, effective partnerships, integrated and customer-centered services, on-ramp services for skill development and industry-recognized credentials, industry and labor engagement for regional sector strategies, high-quality staff, and business results.

Last, once the AJCC Certification Indicator Assessment is completed, the Local Board must use the recommendations and evaluations from the assessment to create a Continuous Improvement Plan in partnership with the local One-Stop Operator.

FINDINGS

The San Francisco One Stop Operator is Social Policy Research Associates (SPRA). SPRA supported Baseline Certification, Certification Indicator Assessment, and Continuous Improvement Plans for the five providers:

- Comprehensive AJCC: Goodwill Industries
- Affiliate AJCC: Self-Help for the Elderly
- Affiliate AJCC: EDD
- Specialized AJCC: Toolworks
- Specialized AJCC: Swords to Plowshares

With SPRA's support, OEWD evaluated the five AJCCs in accordance with baseline certification and certification indicator assessment protocols; all requirements were met. Completed certifications were submitted to EDD on November 1, 2024.

OEWD requests that the WISF Executive Committee approve the Chair to sign the attached AJCC Baseline Certification documents.

Attachments:

AJCC Certification Submission to EDD

Comprehensive AJCC Certification Package

Affiliate AJCC (Self-Help for the Elderly) Certification Package

Affiliate AJCC (EDD) Certification Package

Specialized AJCC (Toolworks) Certification Package

Specialized AJCC (Swords to Plowshares) Certification Package



AJCC Certification Indicator Assessment

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

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

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

Name of Local Board: San Francisco

Name of AJCC: Goodwill Industries

AJCC Type: Comprehensive

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

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

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

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

Strengths:

The Goodwill Comprehensive Center was well-staffed, with four career coaches providing responsive support to the 10-12 clients observed during the site visit. The central location, with accessible public transportation options, made the center easy to reach for many clients. Staff members were friendly and approachable, creating a welcoming environment where clients felt comfortable seeking assistance with job search activities, completing forms, and using the available computers and other resources. The facility's open-concept layout facilitated easy interaction between clients and staff, with resources like desktop computers and printers.

The AJCC hires individuals with lived experience who can share their insights on program design and better relate to job seekers. It has also developed a client flow that pairs individuals with the right career advisor and supports. Further, it utilizes Salesforce, a customer relationship management (CRM) software, to help staff work collaboratively for each client. The AJCC is also familiar with veteran's preference and priority of service. Job seekers who indicate they are veterans on intake paperwork are assigned to one of two career advisors on the Veterans Team, who reach out within 48 hours to set up an appointment and begin their individualized career development plan. This team is comprised of staff with lived experience who often go into the community to meet veterans and have developed a referral network that includes training classes at Npower, dog grooming certification at JoyBound, and Class A truck driving schools.

The AJCC has at least one bilingual career advisor and has begun using LanguageLine, an on-demand video or audio translation service with 100+ languages. It also refers customers to other job centers as needed, like MEDA for Spanish speakers and Self-Help for the Elderly for Cantonese speakers. In addition, it offers job readiness training geared toward English language learners called “Job Coaching of English Language Learners,” where more advanced ESL job seekers can receive resume assistance, mock interview training, as well as an introduction to work culture in the Bay Area.

The AJCC is able to competently serve and refer people with disabilities. All five staff who were surveyed agreed that people with disabilities could access virtual services. Further, the site is wheelchair accessible, and the intake form has larger font and more space to write. If customers need additional support, customers are referred to Toolworks. While orientation and intakes are conducted in-person, staff travel to other locations (e.g., EDD offices or Veteran’s Affairs offices) to complete intakes on-site. Then, a Career Advisor can connect with customers over the phone or virtually via Microsoft Teams for job coaching, mock interviewing, or resume assistance.

Opportunities: Five AJCC staff who were surveyed about their understanding of “Universal Access,” customer-centered design, working with customers with limited English proficiency, and serving people with disabilities have varying degrees of experience on these topics. These staff indicated a strong interest in receiving training in these areas. Further, three of the five staff surveyed indicated virtual services were not readily available to customers. As such, the AJCC could enhance its intake processes by offering virtual options from the outset, allowing job seekers to access services remotely without requiring an in-person orientation. Hiring additional bilingual career advisors would further improve the AJCC’s capacity to serve clients with limited English proficiency.

There is room to enhance the center’s signage and information displays to better meet client needs. External and internal signage, such as the AJCC logo and evacuation plans, were limited. Organizing resource materials by category, such as veteran services or training programs, could help clients locate relevant information more efficiently. Accessibility could be further improved by providing materials in multiple languages and training staff in assistive technologies to support clients with disabilities.

The center could greatly benefit from comprehensive training on assistive technology to better support clients with disabilities. During the site visit, staff seemed unsure of the available resources or accommodations for individuals with specific accessibility needs, suggesting a gap in training that could affect service quality. This knowledge gap may stem from clients not reporting disabilities, or it may be due to limited accommodations within the center, which could deter individuals with disabilities from accessing the center. For instance, while the main

entrance has a ramp, it lacks automatic doors, which could be a barrier for some clients. By training staff in the use of assistive technology, such as screen magnifiers, enlarged keyboards, or Braille resources, the center could improve accessibility and create a more inclusive environment, ensuring all clients can access services regardless of physical or sensory challenges.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

- Referrals are recorded, and a system is in place for partners to follow through and report progress on referrals made.
- The AJCC connects to the community through multiple community partnerships and community access points.

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

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

Strengths: The AJCC has partnerships with San Francisco Workforce, WIOA, and non-WIOA providers, connecting with them over email, virtual meetings, and in-person. It is a member of the Homeless Workforce Collaborative in San Francisco (formed of other local workforce providers) and partners with other OEWD Job Centers to host job fairs throughout the year. It also partners with local organizations that serve justice-involved clients and hosts orientations at a transitional housing facility in the city to enroll clients in AJCC programs. In addition, the AJCC regularly refers clients to additional organizations that will best meet their individual needs. Staff who were surveyed indicated that customers were referred to housing services the most, followed by cash assistance and training services. The AJCC's partnerships are built out of attending community events, visiting other job centers, and attending similar professional development opportunities. The AJCC also works to improve its referral process periodically and ensure all sites have the most current information about programs and services.

Opportunities: Surveyed staff reported rarely, if ever, meeting staff from other WIOA core partners, and having varied referral frequency, ranging from often to never. Further, staff typically provide clients with the information or help them connect to the partner; only one staff person indicated that they make a warm hand-off. According to these staff, they generally rely on clients to self-report for the follow-up. As such, the AJCC could focus on building more a robust referral process and improving the quality of referrals that are likely to convert to service.

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

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

- A. Organize and integrate services by function, rather than by program; when permitted by a program's authorizing statute and as appropriate, and by coordinating staff

communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, (e.g., skills development team). Service integration focuses on serving all customers seamlessly, including targeted populations, by providing a full range of services staffed by cross-functional teams, consistent with each program's purpose, scope, and requirements.

- B. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program. They can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate, given the authorized scope of the program.
- C. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs within the One-Stop system only after the informed written consent of the individual has been obtained, where required.

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

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

Strengths: The AJCC has intake and referral processes designed to ensure clients receive relevant services promptly and efficiently. It offers group orientations twice a week alongside individual and off-site orientations. The AJCC uses Salesforce to upload intake information and match customers with the best resource, whether it is a career advisor within Goodwill or a community partner. It also offers a variety of training services tailored to diverse client needs, including job readiness programs, digital literacy training for justice-involved individuals, and sector-specific workshops like TechSF On Ramp and Google IT Certification. The AJCC meets its customers transportation and clothing needs, providing Clipper cards and clothing gift cards to Target or Old Navy. Additionally, it assists with union dues, tools, or equipment for new jobs on an as-needed basis.

Opportunities: Staff who were surveyed about the AJCC's service integration were highly familiar with what it offered, but they did not feel strongly one way or the other about the AJCC's ability to meet customers' needs. The AJCC could strengthen its referral processes and broaden its supportive services, particularly for clients with complex needs, such as childcare or mental health support.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: The AJCC is part of the San Francisco TechSF Sector Academy as a TechSF On-Ramp provider. It hosts a monthly, two-day workshop to explore jobs in the information, communication, technology (ICT) sector and connects students to TechSF Occupational Skills Training (OST) providers for additional training. Additionally, the individualized career development plans designed by Career Advisors ensure that each client receives tailored guidance for navigating education and training opportunities, work-based learning, and apprenticeships in high-demand sectors such as transportation, distribution, logistics, and IT. The AJCC also connects customers to getting OSHA 10, CPR, Forklift, Google IT certifications and partners with additional organizations for Class A/B certification, pet grooming, CPR certification, guard card certification, as well as a wide range of industry-recognized certifications made available through individual training accounts (ITAs) including phlebotomy certification, data analytics, and video production.

Opportunities: Staff who were surveyed about the AJCC's supportive services had varying levels of agreement about whether these were readily available to customers. And, while the AJCC assists clients with training fees, uniforms, and textbooks, transportation supports remain a significant challenge. The AJCC could consider expanding partnerships or exploring additional funding sources to address transportation and other supportive service needs.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers.

- The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- The AJCC is an integral partner in the implementation of the Local Board's integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.
- The AJCC offers a wide range of AJCC-based services for employers, including 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 it for continuous improvement.

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

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

Strengths: AJCC staff has sufficient knowledge of the regional economy and labor market conditions from attending job fairs, working directly with employers, and hosting community events. Additionally, the AJCC provides various business services, including hosting monthly job fairs and employer spotlight events to connect employers with qualified job seekers and help fill vacancies.

Opportunities: While the AJCC surveys employers and follows up after job placements, expanding feedback mechanisms—such as more frequent or detailed employer surveys—could help identify specific areas for improvement. Further, the staff survey suggests further training about the regional economy and labor market conditions would be valuable.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: The AJCC hires individuals with lived experience to ensure customers are treated with respect and their barriers are well understood. This also allows the AJCC to create more equitable systems and processes for job seekers.

Opportunities: Surveyed staff are generally unsure about professional development opportunities available to them, including training in different topics related to WIOA partner programs. The AJCC could focus on helping staff develop knowledge in this area as well as work on better project management skills. The AJCC could also strengthen staff training around other topics, including trauma-informed care and utilizing CalJOBS.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: Goodwill regularly meets and exceeds its target performance indicators and works closely with partner AJCCs and Job Centers to serve job seekers and employers. Customer (jobseeker and employer) satisfaction is measured twice yearly as part of a broader customer satisfaction survey administered by OEWD. OEWD and Goodwill have worked to customize the Goodwill customer service survey to align with the needs of both partners. OEWD Program Officers and Job Center staff review results and discuss during monitoring visits.

Opportunities: Response levels are low. Goodwill could benefit from working with OEWD and other San Francisco Workforce Providers to discuss tactics for improving response rates to the customer survey. With more robust response rates, Goodwill will have more actionable data to make needed changes.

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

Signature

Name

Title

Date

Comprehensive AJCC Continuous Improvement Plan

AJCC Information

Comprehensive AJCC Name: Goodwill Comprehensive Job Center

Comprehensive AJCC Location: 750 Post St, San Francisco, CA 94109

1. Universal Access Improvement Plan

Opportunities: Five AJCC staff who were surveyed about their understanding of “Universal Access,” customer-centered design, working with customers with limited English proficiency, and serving people with disabilities have varying degrees of experience on these topics. These staff indicated a strong interest in receiving training in these areas. Further, three of the five staff surveyed indicated virtual services were not readily available to customers. As such, the AJCC could enhance its intake processes by offering virtual options from the outset, allowing job seekers to access services remotely without requiring an in-person orientation. Hiring additional bilingual career advisors would further improve the AJCC’s capacity to serve clients with limited English proficiency.

There is room to enhance the center’s signage and information displays to better meet client needs. External and internal signage, such as the AJCC logo and evacuation plans, were limited. Organizing resource materials by category, such as veteran services or training programs, could help clients locate relevant information more efficiently. Accessibility could be further improved by providing materials in multiple languages and training staff in assistive technologies to support clients with disabilities.

The center could greatly benefit from comprehensive training on assistive technology to better support clients with disabilities. During the site visit, staff seemed unsure of the available resources or accommodations for individuals with specific accessibility needs, suggesting a gap in training that could affect service quality. This knowledge gap may stem from clients not reporting disabilities, or it may be due to limited accommodations within the center, which could deter individuals with disabilities from accessing the center. For instance, while the main entrance has a ramp, it lacks automatic doors, which could be a barrier for some clients. By training staff in the use of assistive technology, such as screen magnifiers, enlarged keyboards, or Braille resources, the center could improve accessibility and create a more inclusive environment, ensuring all clients can access services regardless of physical or sensory challenges.

Action:

- Provide ongoing professional development resources on topics related to “Universal Access,” customer-centered design, working with customers with limited English proficiency, and serving people with disabilities..
- Review intake processes and look for opportunities to offer virtual options, allowing job seekers to access services remotely without requiring an in-person orientation.
- Consider hiring additional bilingual Career Advisors.
- Enhance the Job Center’s signage and information displays to more clearly display the AJCC logo and evacuation plans. Consider organizing resource materials by category, such as veteran services or training programs, to help clients locate relevant information more efficiently.
- Provide materials in multiple languages.
- Train staff in assistive technologies to support clients with disabilities.

2. Partnership Improvement Plan

Opportunities: Surveyed staff reported rarely, if ever, meeting staff from other WIOA Core partners, and having varied referral frequency, ranging from often to never. Further, staff typically provide clients with the information or help them connect to the partner; only one staff person indicated that they make a warm hand-off. According to these staff, they generally rely on clients to self-report for the follow-up. As such, the AJCC could focus on building more a robust referral process and improving the quality of referrals that are likely to convert to service.

Action:

- Work with OEWD to develop a comprehensive cross-training and relationship building plan between Goodwill, the WIOA Core Partners, and the San Francisco Job Centers.

3. Integrated Services Improvement Plan

Opportunities: Staff who were surveyed about the AJCC’s service integration were highly familiar with what it offered but did not feel strongly one way or the other about the AJCC’s ability to meet customers’ needs. The AJCC could strengthen its referral processes and broaden its supportive services, particularly for clients with complex needs, such as childcare or mental health support

Action:

- Conduct needs assessment of clients and develop corresponding resource guides for staff, so they have “go-to” information on how to support job seekers in need of additional supports.

4. On Ramp for Sectors Improvement Plan

Opportunities: Staff who were surveyed about the AJCC’s supportive services had varying levels of agreement about whether these were readily available to customers. And, while the AJCC assists clients with training fees, uniforms, and textbooks, transportation remains a significant challenge. The AJCC could consider expanding partnerships or exploring additional funding sources to address transportation and other supportive service needs.

Actions:

- Partner with local nonprofit organizations or government programs to expand access to transportation supports.
- Pursue additional funding or grants dedicated to transportation for job seekers.

5. Business Services Improvement Plan

Opportunities: While the AJCC surveys employers and follows up after job placements, expanding feedback mechanisms—such as more frequent or detailed employer surveys—could help identify specific areas for improvement. Further, the staff survey suggests further training about the regional economy and labor market conditions would be valuable.

Actions:

- Work with OEWD to further refine the employer feedback survey administered twice-yearly.
- Work with OEWD to brainstorm, source, or develop trainings on the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.

6. Staff and Cross-Training Improvement Plan

Opportunities: Surveyed staff are generally unsure about professional development opportunities available to them, including training in different topics related to WIOA partner

programs. The AJCC could focus on helping staff develop knowledge in this area as well as work on better project management skills. The AJCC could also strengthen staff training around other topics, including trauma-informed care and utilizing CalJOBS.

Action:

- Create more visibility around access to, expectations for, and availability of professional development opportunities.
- Work with OEWD to develop a comprehensive cross-training and relationship building plan between Goodwill, the WIOA Core Partners, and the San Francisco Job Centers.
- Work with OEWD to access trainings already available on trauma-informed care.
- Connect with Employment Development Department (EDD) on CalJOBS training opportunities.

7. Data Driven Continuous Improvement

Opportunities: Response levels to customer service survey are low. Goodwill could benefit from working with OEWD and other SF Workforce Providers to discuss tactics for improving response rates to the customer survey. With more robust response rates, Goodwill will have more actionable data to make needed changes.

Action:

- Work with OEWD and other San Francisco Workforce Providers to discuss ways to improve survey response levels as well as other ways to gather data on the customer experience such that data can be used to drive continuous improvement.

Comprehensive AJCC Baseline Certification Matrix

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

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

Name of Local Board San Francisco

Name of AJCC Goodwill Comprehensive Job Center

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

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

Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305)	Yes	No
The AJCC has at least one Title I staff person physically present. (Note: Consideration may be given to remote/virtual services implemented due to the COVID-19 pandemic.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305)	Yes	No
The AJCC provides access to all basic and individualized career services identified in WIOA Joint Final Rule Section 678.430 .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to training services for adult and dislocated workers identified in WIOA Joint Final Rule Section 680.200	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to any employment and training activities carried out under WIOA Section 134(d).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides access to programs, services, and activities of all required AJCC partners by having partner staff physically co-located at the AJCC, having a staff person at the AJCC who has been cross trained to provide information about partner programs, or having direct linkage through technology to staff who can provide meaningful information or services.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides workforce and labor market information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC provides customers with access to programs, services, and activities during regular business hours.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Allow service animals to be permitted, even if there is a “no pets” policy. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in and enjoy the benefits of the program or activity. • Providing physical accessibility of the AJCC to individuals with disabilities. 		
Was WIOA Section 188 compliance monitoring completed for PY 2021-22?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed? If yes, briefly describe the findings.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Was a corrective action plan submitted?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings open?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the finding closed? If closed, as of what date?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
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 to the Local Board's certification decision by signing below.

Signature

Name

Title

Date

AJCC Certification Indicator Assessment

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

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

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

Name of Local Board: San Francisco

Name of AJCC: Chinatown Job Center – Self-Help for the Elderly (SHE)

AJCC Type: Affiliate

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

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

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

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

Strengths: The AJCC demonstrates an understanding of Universal Access, emphasizing that the job center is accessible and welcoming to all job seekers, and of customer-centered design, ensuring that decisions made during job searches prioritize the needs and best interests of job seekers. The AJCC is aware of veterans' preference and priority of service and has a process for identifying veterans through sign-in sheets and offering them priority access to services. The requirement for bilingual staff is a significant strength in serving job seekers with limited English proficiency and shows that the AJCC is prepared to meet the community's linguistic and cultural needs. The AJCC has adapted well to the need for virtual services, particularly in response to the pandemic. The availability of services via phone, Zoom, Microsoft Teams, and WeChat reflects adaptability and a modern approach to service delivery.

Opportunities: The AJCC's ability to serve individuals with disabilities may be limited by self-identification and capacity to help only certain levels of disability. There is an opportunity for improvement through stronger partnerships with disability-focused organizations, better staff training on identifying and assisting with hidden disabilities and ensuring accessibility for a wider range of disabilities.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: The AJCC regularly connects with other San Francisco Workforce providers. It attends quarterly meetings with Affiliate AJCC partners to share best practices and discuss challenges and concerns. In addition, it maintains regular communication with San Francisco AJCCs to make referrals, post job news, and host collaborative events like job and career fairs. The AJCC also regularly connects with staff from other WIOA partners. It works with the California Department of Rehabilitation (DOR) and San Francisco Human Services Agency (HSA) for referrals and services, partners with San Francisco City College for vocational training programs, supports unemployment insurance and JobsNOW issues for the California Employment Development Department (EDD), and is a provider for the Senior Community Service Employment Program in San Francisco, San Mateo, Santa Clara, Alameda and Contra Costa Counties.

Opportunities: The AJCC maintains robust connections to WIOA-affiliated partners, but there is an opportunity to develop or strengthen its relationships with partners that fall outside of WIOA and the San Francisco Workforce Provider Network.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

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

Strengths: The AJCC regularly makes referrals to partner agencies, notifying the job seeker and obtaining consent for sharing information. Career Advisors make a warm handoff and follow up in two weeks; subsequent follow-ups are done monthly or quarterly. The AJCC offers workforce preparation workshops and orientation sessions weekly and three sector vocational skills trainings twice a year. A referral is made to partners if job seekers require additional services or trainings that are not offered on-site.

Opportunities: The absence of a clearly described customer intake process suggests that the AJCC may need to formalize or better articulate this essential step. Further, the AJCC faces challenges in meeting the supportive service needs of its customers, particularly with childcare support. Limited funding constrains their ability to offer sufficient assistance. Seeking additional funding sources or partnerships could help bridge this gap.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: AJCC staff are familiar with San Francisco's Sector Academies. Career Advisors identify job seekers' needs during an initial assessment and help enroll individuals in vocational training programs based on their interests and experience. Further, the AJCC periodically hosts on-site orientations for sector programs and receives funding to provide Custodial and Appliance Repair training through the Hospitality Initiative and Certified Nursing Assistant/Home Health Aide training through the Healthcare Academy. It also offers supportive services, like transportation, tools and uniforms, and certifications and licenses, to facilitate participation in training services. Although the AJCC has limited funding to provide childcare, a supportive service in high demand, they do provide an enrollment letter to help job seekers find affordable childcare elsewhere.

Opportunities: To address the lack of childcare support, the AJCC can partner with local childcare providers, nonprofit organizations, or government programs to expand access to

affordable or extended-hours childcare. Pursuing additional funding or grants dedicated to childcare support for job seekers could also mitigate this issue.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers.

- The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- The AJCC is an integral partner in the implementation of the Local Board's integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.
- The AJCC offers a wide range of AJCC-based services for employers, including 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 it for continuous improvement.

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

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

Strengths: The AJCC is knowledgeable of the regional economy and labor market conditions. They attend WISF meetings in San Francisco, Oakland, Richmond, and Contra Costa County and share out relevant information to staff. Further, labor market information is regularly shared with staff during monthly meetings. The AJCC also works with local business in the Chinatown and Sunset communities to refer qualified job applicants, conduct job assessments and testing, and host job recruitment activities. It schedules check-ins with businesses to debrief after events and occasionally sends out surveys to local employers to get their feedback. As a best practice, the AJCC asks employers to share job expectations so it can pre-screen and identify qualified candidates and ask employers to offer employment on the spot to encourage job seekers to interview for open positions.

Opportunities: The AJCC provides a range of services to businesses, and it can expand these by working with employers to offer more hiring and training subsidies, such as on-the-job training (OJT) or incumbent worker training, which could increase the appeal of working with the AJCC.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: The AJCC Career Advisors foster deep relationships with job seekers to provide case management services and help remove barriers to employment, leading to high placement and retention rates. Staff have received training on a number of topics, including services of One-Stop partners, eligibility requirements for partner programs, excellent customer service, and sector strategies.

Opportunities: One area the AJCC would like to focus on is self-care and career development for its Career Advisors.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: SHE regularly meets and exceeds its target performance indicators and works closely with partner AJCCs and Job Centers to serve job seekers and employers. Customer (jobseeker and employer) satisfaction is measured twice yearly as part of a broader customer satisfaction survey administered by OEWD. OEWD Program Officers and SHE Job Center staff review results and discuss during monitoring visits.

Opportunities: Survey response levels are low. SHE could benefit from working with OEWD and other San Francisco Workforce Providers to discuss tactics for improving response rates to the customer survey. With more robust response rates, SHE will have more actionable data to make needed changes.

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

Signature

Name

Title

Date

Affiliate AJCC Continuous Improvement Plan

AJCC Information

Affiliate AJCC Name: Self-Help for the Elderly (SHE)

Affiliate AJCC Location: 1483 Mason St, San Francisco, CA 94133

1. Universal Access Improvement Plan

Opportunities: The AJCC's ability to serve individuals with disabilities may be limited by self-identification and capacity to help only certain levels of disability. There is an opportunity for improvement through stronger partnerships with disability-focused organizations, better staff training on identifying and assisting with hidden disabilities, and ensuring accessibility for a wider range of disabilities.

Action:

- Provide staff training on working with individual with disabilities.
- Meet with Toolworks (Disability Specialized AJCC) to assist with basic staff training (etiquette, resources, center accessibility) and discuss process for warm hand-offs for appropriate, shared clients.

2. Partnership Improvement Plan

Opportunities: The AJCC maintains robust connections to WIOA-affiliated partners, but there is an opportunity to develop or strengthen its relationships with partners that fall outside of WIOA and the San Francisco Workforce System.

Action:

- SHE staff and leadership will develop a list of partners to develop relationships with and prioritize outreach. Attempt to establish a relationship with at least one additional high-priority potential partner in 2025.

3. Integrated Services Improvement Plan

Opportunities: The absence of a clearly described customer intake process suggests that the AJCC may need to formalize or better articulate this essential step. Further, the AJCC faces challenges in meeting the supportive service needs of its customers, particularly with childcare

support. Limited funding constrains their ability to offer sufficient assistance. Seeking additional funding sources or partnerships could help bridge this gap.

Action:

- Formalize, articulate, and document the intake process to help identify opportunities (and provide resources for new staff.
- Develop resource guides for staff and relationships with other service providers to have “go-to” information on how to support job seekers in need of additional supports.

4. On Ramp for Sectors Improvement Plan

Opportunities: To address the lack of childcare support, the AJCC can partner with local childcare providers, nonprofit organizations, or government programs to expand access to affordable or extended-hours childcare. Pursuing additional funding or grants dedicated to childcare support for job seekers could also mitigate this issue.

Action:

- Partner with local childcare providers, nonprofit organizations, or government programs to expand access to affordable or extended-hours childcare.
- Pursue additional funding or grants dedicated to childcare support for job seekers could also mitigate this issue.

5. Business Services Improvement Plan

Opportunities: The AJCC provides a range of services to businesses, and it can expand these by working with employers to offer more hiring and training subsidies, such as on-the-job training (OJT) or incumbent worker training, which could increase the appeal of working with the AJCC.

Action:

- Work with OEWD and Goodwill on training and plan for administering OJT and other training and hiring subsidies.

6. Staff and Cross-Training Improvement Plan

Opportunities: One area the AJCC would like to focus on is self-care and career development for its career advisors.

Action:

- Seek out self-care and career development for career advisors. Leverage resources by partnering with other San Francisco Workforce Providers who may be seeking similar resources or trainings for staff.

7. Data Driven Continuous Improvement

Opportunities: Response levels to customer service survey are low. SHE could benefit from working with OEWD and other San Francisco Workforce Providers to discuss tactics for improving response rates to the customer survey. With more robust response rates, SHE will have more actionable data to make needed changes.

Action:

- Work with OEWD and other San Francisco Workforce Providers to discuss ways to improve survey response levels as well as other ways to gather data on the customer experience such that data can be used to drive continuous improvement.

Affiliate and Specialized AJCC Baseline Certification Matrix

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

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

Name of Local Board: San Francisco

Name of AJCC: Chinatown Job Center – Self-Help for the Elderly

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

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

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

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51) • <i>Disabled Persons Act</i> (California Civil Code Section 54) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135-11139 <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Allow service animals to be permitted, even if there is a “no pets” policy. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefit of the program, or activity. • Providing for the physical accessibility of the AJCC to individuals with disabilities. 	<input checked="checked" type="checkbox"/>	<input type="checkbox"/>
<p>Was WIOA Section 188 compliance monitoring completed for PY 2021-22?</p>	<input checked="checked" type="checkbox"/>	<input type="checkbox"/>
<p>Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed?</p> <p>If yes, briefly describe the findings. Click here to enter text.</p>	<input type="checkbox"/>	<input checked="checked" type="checkbox"/>

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
Was a corrective action plan submitted?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings open?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings closed?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
If closed, as of what date?		

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

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

Signature

Name

Title

Date

AJCC Certification Indicator Assessment

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

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

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

Name of Local Board: San Francisco

Name of AJCC: EDD Workforce Services

AJCC Type: Affiliate

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

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

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

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

Strengths: The AJCC has a proficient understanding of Universal Access, customer-centered design, and veteran's preference. It ensures that veterans receive specialized support through Veteran Service Navigators, who systematically assess needs and make referrals to Veteran Representatives and Career Specialists for additional case management services. Additionally, staff is well-equipped to assist individuals with limited English proficiency, offering bilingual support in Mandarin, Cantonese, and Spanish as well as access to a multilanguage line, and are fully competent in serving people with disabilities through on-site partnerships with the Department of Rehabilitation and DCARA staff. Further, the AJCC accommodates virtual services, providing job seekers access to workshops and equipment (e.g., computers).

Opportunities: The AJCC could articulate a plan that is inclusive of other hard-to-reach populations, such as immigrants, individuals experiencing homelessness, and justice involved individuals, to ensure all job seekers are aware of resources available to them.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: The AJCC regularly connects with other San Francisco Workforce providers, such as City College of San Francisco, the Department of Rehabilitation, AmericaWorks, Human Services Agency's Jobs Now, Office of Economic and Workforce Development (OEWD)'s CityBuild Academy, Felton Institute, and the San Francisco Veterans Administration, who are available on-site at the AJCC weekly. The AJCC also connects with other WIOA partners, including San Francisco Human Services Agency and Goodwill, and with organizations that fall outside of the workforce and WIOA network, like Skyline College Career Center and the San Francisco International Airport Employment Center. All these partners collaborate on shared services and make referrals to job seekers.

Opportunities: The AJCC could formalize its partner referral process to ensure referrals are recorded and there is a system in place for partners to follow up and follow through. It could also establish regular meetings with partners to discuss service delivery and make recommendations for improvement.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

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

Strengths: The AJCC maintains frequent communication with Special Points of Contact (SPOC) at partner agencies to share information and manage referrals. It offers a variety of training services and regularly collaborates with agencies and partners who present in workshops or table in the lobby. The AJCC is confident in its ability to meet most customers' supportive service needs within the scope of Workforce Services.

Opportunities: The AJCC could develop a formal customer intake process for job seekers and conduct a needs assessment to identify the supportive service needs of its customers.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: The AJCC provides the CityBuild Academy, San Francisco Comprehensive Job Center--a major entry point to San Francisco's sector-based training programs--and other workforce partners with the use of its lobby and other resources (e.g., computer, printers) to meet with customers. It also provides referrals and offers workshops as needed. The AJCC also connects customers to training opportunities that result in industry-recognized credentials and make referrals to in-house supportive service providers as requested. It finds that childcare is in high demand but in shortest supply across the city.

Opportunities: The AJCC could ensure staff are familiar with regional target sectors and career pathways and lean on existing partners or develop new partnerships to help customers connect to high-demand resources like childcare.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers.

- The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- The AJCC is an integral partner in the implementation of the Local Board's integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.
- The AJCC offers a wide range of AJCC-based services for employers, including 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 it for continuous improvement.

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

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

Use the space below to add text.

Strengths: AJCC staff are knowledgeable of the regional economy and labor market conditions. The EDD State Labor Market Unit provides monthly data to staff and AJCC partners, and staff are proficient in assisting employers and job seekers to utilize the materials provided. Further, the AJCC hosts quarterly job fairs and offers on-site recruitment to all employers. It also has an Employer Advisory Council Coordinator and a Business Services team that maintain relationships with employers. The AJCC lists open job openings, work with employers to host orientations for new hires, and sends regular messages and updates to job seekers through the CalJOBS system. Feedback from employers is collected through the AJCC's HR representatives by email and phone.

Opportunities: In addition to collecting feedback through HR representatives, the AJCC could proactively capture employer feedback about the design and delivery of services for job seekers.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: The AJCC as dedicated professional staff who work hard to serve employers, job seekers, and community-based organizations in the next two years the AJCC would like to focus on career advice and career coaching.

Opportunities: While staff have received some training on engaging the business community, assisting customers with CalJOBS, and connecting individuals to high-demand occupations, additional training is needed to better understand services provided by other WIOA partner programs and help customers identify sector strategies and career pathways suited to their interests and skills.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

The EDD Workforce Services Center is a “new” Affiliate AJCC whose onsite Title I staff are employees of Goodwill, the Comprehensive AJCC contractor. EDD serves as a member of the local workforce board, attends quarterly WIOA Partner Meetings and will collaborate closely with Goodwill over the coming months and years to build a more seamless process for serving individuals whose “front door” to workforce services is either the Wagner-Peyser or WIOA Adult and Dislocated Worker programs. As this onsite partnership matures, more information about how this Affiliate AJCC works with the Local Board to continuously improve services for San Francisco employers and job seekers will become available.

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

Signature

Name

Title

Date

Affiliate AJCC Continuous Improvement Plan

AJCC Information

Affiliate AJCC Name: EDD Workforce Service

Affiliate AJCC Location: 801 Turk St, San Francisco, CA 94102

1. Universal Access Improvement Plan

Opportunity - The AJCC could articulate a plan that is inclusive of other hard-to-reach populations, such as immigrants, individuals experiencing homelessness, and justice-involved individuals, to ensure all job seekers are aware of resources available to them.

Actions:

Use WIOA Partner Working Group to gather data on the breakdown of what types of special populations are receiving services each partner is working with.

- Survey EDD Staff to see if there are service populations staff feel less prepared to serve and why.
- Look for opportunities to improve outreach to populations that are not being reached.
- Develop resource and referral tools for EDD staff such that they are better prepared to serve special populations as well as make appropriate referrals for additional services.

2. Partnership Improvement Plan

Opportunity - The AJCC could formalize its partner referral process to ensure referrals are recorded and there is a system in place for partners to follow up and follow through. It could also establish regular meetings with partners to discuss service delivery and make recommendations for improvement.

Actions:

Use the WIOA Partner Working Group to re-open the question of a shared referral processes.

- **Tactic 1:** Work directly with Goodwill (co-located 1-day a week, starting in 2025), as the Comprehensive AJCC (and hub/connector to the other San Francisco Job Centers) to ensure there is a more robust referral process in place to connect special populations (see Criteria 1) to the San Francisco Job Center Network.
- **Tactic 2:** Bring the conversation to the whole WIOA Partner group which includes Goodwill in addition to other Job Center Operators (Five Keys, Self Help for the Elderly),

as well as HSA, DOR, and CCSF to assess a broader need for tools or tactics to address shared referral.

3. Integrated Services Improvement Plan

Opportunity - The AJCC could develop a formal customer intake process for job seekers and conduct a needs assessment to identify the supportive service needs of its customers.

Actions:

- Convene work group of EDD Job Center staff to research, review and assess needs assessment intake processes from other Job Centers and consider if changes are desirable, feasible, and viable.
- Have work group make recommendations for improvements.

4. On Ramp for Sectors Improvement Plan

Opportunity - The AJCC could ensure staff are familiar with regional target sectors and career pathways, and the AJCC can lean on existing partners or develop new partnerships to help customers connect to high-demand resources like childcare.

Actions:

- Ask OEWD to present to EDD staff on opportunities in core economic sectors.
- Review LMI data to identify additional large or growing employment sectors outside of the core economic sectors and seek out groups working on employment and training initiatives to provide information to EDD on training and opportunities.

5. Business Services Improvement Plan

Opportunity - In addition to collecting feedback through HR representatives, the AJCC could proactively capture employer feedback about the design and delivery of services for job seekers.

Actions:

- Administer an employer feedback survey.

6. Staff and Cross-Training Improvement Plan

Opportunity - While staff have received some training on engaging the business community, assisting customers with CalJOBS, and connecting individuals to high-demand occupations, additional training is needed to better understand services provided by other WIOA partner programs and help customers identify sector strategies and career pathways suited to their interests and skills.

Actions:

- Ask OEWD to present to EDD staff on opportunities in core economic sectors.
- Use WIOA Partner Meeting to discuss the role and resources of various business-facing staff/units within each partner. Strategize how to leverage each partners' knowledge and resources.

7. Data Driven Continuous Improvement

Opportunity and Action – n/a at this time.

Affiliate and Specialized AJCC Baseline Certification Matrix

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

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

Name of Local Board: San Francisco Workforce Investment Board

Name of AJCC: EDD Workforce Services Office – Civic Center

Implements the signed Memorandums of Understanding (MOU)	Yes	No
An MOU (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners. <i>This is a new AJCC and will be added to the 2025-2028 MOU that will be developed in 2025, following requirements laid out in WSD18-12. The co-location agreement, including the funding arrangement has been verified and will be included in the 2025-2028 WIOA Partner MOU.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The signed MOU identifies the AJCC as a specialized/affiliate center. <i>This is a new AJCC and will be added to the 2025-2028 MOU that will be developed in 2025, following requirements laid out in WSD18-12.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to specialized/affiliate centers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

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

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51) • <i>Disabled Persons Act</i> (California Civil Code Section 54) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135-11139 <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Allow service animals to be permitted, even if there is a “no pets” policy. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefit of the program, or activity. • Providing for the physical accessibility of the AJCC to individuals with disabilities. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Was WIOA Section 188 compliance monitoring completed for PY 2021-22?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed? If yes, briefly describe the findings. Click here to enter text.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Was a corrective action plan submitted?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings open?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings closed? If closed, as of what date?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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

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

Signature

Name

Title

Date

AJCC Certification Indicator Assessment

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

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

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

Name of Local Board: San Francisco

Name of AJCC: Swords to Plowshares

AJCC Type: Specialized

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

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

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

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

Strengths: The AJCC is familiar with Universal Access and its services are customer and veteran-centered. It offers comprehensive services for individuals facing homelessness, unemployment, and disabilities, and staff help job seekers navigate career pathways that result in industry-recognized credentials. Further, staff are highly familiar with veterans' preference and priority of services, hosting employer spotlights and ensuring veterans receive the appropriate support and resources, such as job readiness training and OST training. Veterans coming to the AJCC are assessed for support in four key areas—homelessness, unemployment, disability, and health—and are referred to Toolworks and California Department of Rehabilitation (DOR) for further accommodations. The AJCC offers some virtual services, e.g., job seekers can complete the enrollment process virtually.

Opportunities: While the AJCC refers LEP clients to partner organizations, improving internal language support services could provide more immediate and inclusive assistance. Additionally, the virtual enrollment process could be expanded further by offering additional remote services, such as virtual job readiness workshops or career counseling sessions, for greater accessibility.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: The AJCC has quarterly meetings with San Francisco Workforce providers, such as America Works and Goodwill, where they discuss and review referrals between their agencies, and makes referrals to DOR and City College of San Francisco, joining job fairs and college campus events periodically. The AJCC also maintains relationships with San Francisco Police Department; veterans' construction programs, such as Helmets to Hardhats (H2H); emergency medical training, such as Bay Area Training Academy.

Opportunities: The AJCC could develop a more formal system to record and follow through on referrals made to and from other agencies. Additionally, it can expand its current partnerships to include shared programming and more targeted outreach.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

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

Strengths: The AJCC makes referrals to partners regularly and has monthly meetings to discuss the status of referrals. It offers a variety of training services to its customers, including workforce preparation, work-based learning, apprenticeships, and career pathways programs, and is able to meet the supportive service needs of most job seekers.

Opportunities: The AJCC could conduct a needs assessment to identify the exact training services and supportive service needs of its customers and create a more streamlined service experience.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: AJCC staff work with clients to navigate career pathways that result in industry-recognized credentials. Staff also encourage clients to participate in training services, and provide job readiness workshops and OST training, and host employer spotlights. The AJCC offers transportation funds and training sponsorships to job seekers to facilitate participation in training services.

Opportunities: To address the lack of transportation funds and stipends, the AJCC can partner with local nonprofit organizations or government programs to expand access to transportation supports. Pursuing additional funding or grants dedicated to transportation for job seekers could also mitigate this issue.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

- All AJCC staff have advanced knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers.

- The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- The AJCC is an integral partner in the implementation of the Local Board's integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.
- The AJCC offers a wide range of AJCC-based services for employers, including 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 it for continuous improvement.

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

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

Strengths: AJCC staff are sufficiently knowledgeable of the regional economy and labor market conditions to advise customers. It makes referrals of qualified job seekers to local employers and hold quarterly employer spotlights to support outreach. Once an applicant has been referred, the AJCC will follow up with the employer to ask for an update on the status of the application and for feedback on overall services.

Opportunities: The AJCC could facilitate formal trainings, so staff better understand the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers. It could also articulate how it aligns its work with the Local Board's integrated business services strategy so as to minimize redundant employer contacts.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: AJCC staff offer comprehensive information on job search strategies, resume writing, interview preparation, and career development to customers. They help job seekers identify their strengths and skills and guide them toward suitable career paths. Staff can provide data on industry trends, in-demand skills, and potential career opportunities, and can suggest resources for skill development, including online courses and certifications.

Opportunities: In the next two years, the AJCC would like to build relationships with other organizations and stakeholders in the veteran services space to enhance resource sharing and program effectiveness. It would also like to keep up with trends in artificial intelligence (AI), automation, and digital tools that can improve workforce services.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: STP regularly meets and exceeds its target performance indicators and works closely with partner AJCCs and Job Centers to serve job seekers and employers. Customer (jobseeker and employer) satisfaction is measured twice yearly as part of a broader customer satisfaction survey administered by OEWD. OEWD Program Officers and AJCC staff review results and discuss during monitoring visits.

Opportunities: Response levels are low. STP could benefit from working with OEWD and other San Francisco Workforce Providers to discuss tactics for improving response rates to the customer survey. With more robust response rates, STP will have more actionable data to make needed changes.

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

Signature

Name

Title

Date

Specialized AJCC Continuous Improvement Plan

AJCC Information

Specialized AJCC Name: Swords to Plowshares (STP)

Specialized AJCC Location: 1060 Howard Street, San Francisco, CA 94103

1. Universal Access Improvement Plan

Opportunities: While the AJCC refers LEP clients to partner organizations, improving internal language support services could provide more immediate and inclusive assistance. Additionally, the virtual enrollment process could be expanded further by offering additional remote services, such as virtual job readiness workshops or career counseling sessions, for greater accessibility.

Action:

- Look into the availability and accessibility of language support services and/or ask LEP partners for advice on making referral accessible and seamless.
- Looking into viability of virtual services, leveraging STP's other Bay Area locations.

2. Partnership Improvement Plan

Opportunities: The AJCC could develop a more formal system to record and follow through on referrals made to and received from other agencies. Additionally, it can expand its current partnerships to include shared programming and more targeted outreach.

Action:

- Develop and document a system for tracking referrals to partners (both made and received). Work with staff to review the success of referrals and follow up with partners to identify improvements in the process.
- Develop list of partners STF staff and leadership would like to develop relationships with and prioritize outreach. Attempt to establish a relationship with at least one additional high priority potential partner in 2025.

3. Integrated Services Improvement Plan

Opportunities: The AJCC could conduct a needs assessment to identify the exact training services and supportive service needs of its customers and create a more streamlined service experience

Action:

- Conduct a needs assessment to identify the exact training services and supportive service needs of its customers.
- Create, test, and document a streamlined service experience.

4. On Ramp for Sectors Improvement Plan

Opportunities: To address the lack of transportation funds and stipends, the AJCC can partner with local nonprofit organizations or government programs to expand access to transportation supports. Pursuing additional funding or grants dedicated to transportation for job seekers could also mitigate this issue.

Action:

- Partner with local nonprofit organizations or government programs to expand access to transportation supports.
- Pursue additional funding or grants dedicated to transportation for job seekers.

5. Business Services Improvement Plan

Opportunities: The AJCC could facilitate formal trainings so staff better understand the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers. It could also articulate how it aligns its work with the Local Board's integrated business services strategy so as to minimize redundant employer contacts.

Action:

- Work with OEWD to further refine the employer feedback survey administered twice-yearly.
- Ask OEWD to present to staff on opportunities in San Francisco core economic sectors.
- Work with OEWD to brainstorm, source, or develop trainings on the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.

6. Staff and Cross-Training Improvement Plan

Opportunities: In the next two years, the AJCC would like to build relationships with other organizations and stakeholders in the veteran services space to enhance resource sharing and program effectiveness. It would also like to keep up with trends in artificial intelligence (AI), automation, and digital tools that can improve workforce services.

Action:

- Create action plan to build relationships with other organizations and stakeholders in the veteran services space to enhance resource sharing and program effectiveness. Assess feasibility of partnering with the Veterans team at Goodwill, the Comprehensive AJCC.
- Look into resources and training to keep up with trends in artificial intelligence (AI), automation, and digital tools that can improve workforce services.

7. Data Driven Continuous Improvement

Opportunities: Response levels to the customer feedback survey are low. STP could benefit from working with OEWD and other San Francisco Workforce Providers to discuss tactics for improving response rates to the customer survey. With more robust response rates, STP will have more actionable data to make needed changes.

Action:

- Work with OEWD and other San Francisco Workforce Providers to discuss ways to improve survey response levels as well as other ways to gather data on the customer experience such that data can be used to drive continuous improvement.

Affiliate and Specialized AJCC Baseline Certification Matrix

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

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

Name of Local Board: San Francisco

Name of AJCC: Veterans Specialized Job Center – Swords to Plowshare

Implements the signed Memorandums of Understanding (MOU)	Yes	No
An MOU (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners. <i>There are no co-located partners at this site. This is a new AJCC and will be added to the 2025-2028 MOU that will be developed in 2025, following requirements laid out in WSD18-12.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The signed MOU identifies the AJCC as a specialized/affiliate center. <i>This is a new AJCC and will be added to the 2025-2028 MOU that will be developed in 2025, following requirements laid out in WSD18-12.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to specialized/affiliate centers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

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

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51) • <i>Disabled Persons Act</i> (California Civil Code Section 54) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135-11139 <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Allow service animals to be permitted, even if there is a “no pets” policy. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefit of the program, or activity. • Providing for the physical accessibility of the AJCC to individuals with disabilities. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Was WIOA Section 188 compliance monitoring completed for PY 2021-22?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed? If yes, briefly describe the findings. Click here to enter text.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Was a corrective action plan submitted?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings open?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings closed? If closed, as of what date?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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

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

Signature

Name

Title

Date

AJCC Certification Indicator Assessment

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

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

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

Name of Local Board: San Francisco

Name of AJCC: Toolworks

AJCC Type: Specialized

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

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

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

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

Strengths: The AJCC is very familiar with the concepts of Universal Access and customer-centered design. It has staff trained in ASL and regularly serves ASL-, Spanish-, Cantonese-, Mandarin-, and Tagalog-speakers. The AJCC is certified by the Department of Rehabilitation (DOR) to provide customized employment training, among other services. Further, the AJCC actively recruits veterans for jobs and conducts outreach with local departments, including the Veterans Administration, DOR, and the Employment Development Department (EDD) office. The AJCC offers remote services as needed and requested. It uses Zoom, Microsoft Teams, and Sorenson Video Relay for Deaf and hard of hearing customers, and provides in-person services tailored to individual needs.

Opportunities: The AJCC is familiar with customer-centered design, and as a next step can create regular feedback loops with job seekers to ensure services remain aligned with their evolving needs

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: The AJCC regularly connects with other San Francisco Workforce providers, including the Positive Resource Center, Swords to Plowshares, Hospitality House, Goodwill, The Arc SF, Chinese for Affirmative Action, Latino Task Force, and other WIOA partners, such as DOR, Job Corps, OEWD, San Francisco Human Services Agency, and City College's Disabled Student Services. In addition, the AJCC is also part of the DOR Local Partnership Agreement Committee and works closely with the Hire-Ability Vocational Services program for workers with disabilities.

Opportunities: The AJCC could more formally articulate how they leverage their partnerships to support One-Stop customers. Further, it can ensure staff are oriented to all partner programs and services, and the referral process is clearly implemented.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

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

Strengths: The AJCC's intake process allows job seekers to connect through various avenues, including referrals from DOR, walk-ins, website inquiries, outreach events, and job fairs. Further, the AJCC actively makes referrals to other organizations based on client needs. It also maintains strong relationships with partners, emphasizing communication to ensure they follow up with job seekers. Finally, the AJCC offers a diverse array of training services, including janitorial training, worksite assessments, on-the-job training (OJT), internships, and soft skills training like interview preparation and resume development. It also provides job placement and coaching, along with follow-up support to ensure sustained success for job seekers.

Opportunities: The follow-up process after making referrals seems somewhat informal. The AJCC could implement a structured follow-up system that tracks referral outcomes systematically. Moreover, while the AJCC feels it can meet most supportive service needs, there is no mention of specific high-demand supportive services like childcare, transportation, or digital access. The AJCC could conduct a needs assessment to determine whether additional supportive services, such as childcare or transportation subsidies, are necessary.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: The AJCC is very familiar with OEWD's San Francisco Sector Academies, attends all sector information trainings, and makes referrals when possible. It works closely with other sectors to determine how best to serve different populations and people with disabilities and work with local partners to connect customers to training opportunities that result in industry-recognized credentials. Moreover, the AJCC provides placement opportunities and training, and internship opportunities based on job seeker interests, and makes referrals for relevant trainings and education opportunities when appropriate. In terms of supportive services, the AJCC provides job coach support, work site assessments, internships, and case management for its customers. Supportive services in highest demand but shortest supply at the AJCC include housing and mental health supports. It also faces staffing challenges due to the high cost of living in the San Francisco Bay Area.

Opportunities: The AJCC could ensure staff are familiar with the regional target sectors and understand what those mean for providing services to customers. Then, while the AJCC provides a variety of supportive services, it could leverage its partnerships to help customers connect to high-demand resources like housing and mental health.

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

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

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

- E. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: AJCC staff receive labor reports from the EDD office monthly and are knowledgeable of the regional economy and labor market conditions. Additionally, the AJCC provides a variety of services to businesses, such as referrals of qualified applicants, job assessments, hiring and training subsidies, on-the-job training (OJT), customized employment, and disability awareness training, and conducts an annual satisfaction survey to seek feedback from those businesses.

Opportunities: While labor reports are shared monthly, the AJCC could facilitate formal trainings, so staff better understand the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers. It could also articulate how it aligns its work with the Local Board's integrated business services strategy so as to minimize redundant employer contacts.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: As one of the largest employers in San Francisco for the Deaf and hard of hearing, the AJCC staffs' areas of strength include employment preparation, training, job placement, and job coaching for people with disabilities.

Opportunities: In the next two years the AJCC would like to provide its staff with internal mentorship and training succession planning and receive additional resources on city and state hiring and crisis intervention and de-escalation. Further, staff need additional training on a variety of topics, including services of One-Stop partners, eligibility requirements for partner programs, customer service, and sector strategies.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Strengths: Toolworks regularly meets and exceeds its target performance indicators and works closely with partner AJCCs and Job Centers to serve job seekers and employers. Customer (jobseeker and employer) satisfaction is measured twice yearly as part of a broader customer satisfaction survey administered by OEWD. OEWD Program Officers and Job Center staff review results and discuss during monitoring visits.

Opportunities: Response levels are low. Toolworks could benefit from working with OEWD and other San Francisco Workforce Providers to discuss tactics for improving response rates to the customer survey. With more robust response rates, Toolworks will have more actionable data to make needed changes.

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

Signature

Name

Title

Date

Specialized AJCC Continuous Improvement Plan

AJCC Information

Specialized AJCC Name: Toolworks

Specialized AJCC Location: 22 Battery St Suite 300, San Francisco, CA 94111

1. Universal Access Improvement Plan

Opportunities: The AJCC is familiar with customer-centered design, and as a next step can create regular feedback loops with job seekers to ensure services remain aligned with their evolving needs.

Action:

- Create regular feedback loops with job seekers to ensure services remain aligned with their evolving needs.

2. Partnership Improvement Plan

Opportunities: The AJCC could more formally articulate how they leverage their partnerships to support One-Stop customers. Further, it can ensure staff are oriented to all partner programs and services, and the referral process is clearly implemented.

Action:

- Formally articulate and document how to leverage their partnerships to support customers.
- Develop resource and referral tools for staff such that they are better prepared to make appropriate referrals for additional services.

3. Integrated Services Improvement Plan

Opportunities: The follow-up process after making referrals seems somewhat informal. The AJCC could implement a structured follow-up system that tracks referral outcomes systematically. Moreover, while the AJCC feels it can meet most supportive service needs, there is no mention of specific high-demand supportive services like childcare, transportation, or digital access. The AJCC could conduct a needs assessment to determine whether additional supportive services, such as childcare or transportation subsidies, are necessary.

Action:

- Formalize, articulate, and document the intake process to help identify opportunities and provide resources for new staff.
- Conduct needs assessment of clients and develop corresponding resource guides for staff so they have “go-to” information on how to support job seekers in need of additional supports.

4. On Ramp for Sectors Improvement Plan

Opportunities: The AJCC could ensure staff are familiar with the regional target sectors and understand what those mean for providing services to customers. Then, while the AJCC provides a variety of supportive services, it could leverage its partnerships to help customers connect to high-demand resources like housing and mental health.

Actions:

- Ask OEWD to present to AJCC staff on opportunities in San Francisco economic core sectors.
- Work with OEWD to brainstorm, source, or develop trainings on the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.

5. Business Services Improvement Plan

Opportunities: While labor reports are shared monthly, the AJCC could facilitate formal trainings, so staff better understand the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers. It could also articulate how it aligns its work with the Local Board’s integrated business services strategy so as to minimize redundant employer contacts.

Actions:

- Work with OEWD to further refine the employer feedback survey administered twice-yearly.
- Work with OEWD to brainstorm, source, or develop trainings on the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.

6. Staff and Cross-Training Improvement Plan

Opportunities: In the next two years the AJCC would like to provide its staff with internal mentorship and training succession planning and receive additional resources on city and state hiring and crisis intervention and de-escalation. Further, it appears staff need extensive training on a variety of topics, including services of One-Stop partners, eligibility requirements for partner programs, excellent customer service, and sector strategies.

Action Plan:

- Work with OEWD and other San Francisco Workforce Providers to look into sourcing training and resources for:
 - succession planning,
 - city and state hiring processes, and
 - crisis intervention and de-escalation.
- Work with OEWD to request/leverage cross-training for the WIOA Partners.

7. Data Driven Continuous Improvement

Opportunities: Response levels to customer service survey are low. Toolworks could benefit from working with OEWD and other San Francisco Workforce Providers to discuss tactics for improving response rates to the customer survey. With more robust response rates, Toolworks will have more actionable data to make needed changes.

Action:

- Work with OEWD and other San Francisco Workforce Providers to discuss ways to improve survey response levels as well as other ways to gather data on the customer experience such that data can be used to drive continuous improvement.

Affiliate and Specialized AJCC Baseline Certification Matrix

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

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

Name of Local Board: San Francisco

Name of AJCC: Disability Coordinator – Toolworks (TW)

Implements the signed Memorandums of Understanding (MOU)	Yes	No
An MOU (meeting the requirements in Workforce Services Directive WSD18-12) has been signed by all the required AJCC partners. <i>There are no co-located partners at this site. This is a new AJCC and will be added to the 2025-2028 MOU that will be developed in 2025, following requirements laid out in WSD18-12.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The signed MOU identifies the AJCC as a specialized/affiliate center. <i>This is a new AJCC and will be added to the 2025-2028 MOU that will be developed in 2025, following requirements laid out in WSD18-12.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The AJCC is implementing the MOU specifications applicable to specialized/affiliate centers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

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

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 <i>Code of Federal Regulations</i> Part 38.</p> <p>The <i>Americans with Disabilities Act</i> (ADA) Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with the following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> • <i>Fair Employment and Housing Act</i> (California Government Code Section 12900-12996) • <i>Unruh Civil Rights Act</i> (California Civil Code Section 51) • <i>Disabled Persons Act</i> (California Civil Code Section 54) • <i>California Building Code</i> Title 24 Chapter 11B • <i>California Government Code</i> 7405 • <i>California Government Code</i> 11135-11139 <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> • Providing reasonable accommodations for individuals with disabilities. • Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities. • Allow service animals to be permitted, even if there is a “no pets” policy. • Administering programs in the most integrated setting appropriate. • Communicating with persons with disabilities as effectively as with others. • Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefit of the program, or activity. • Providing for the physical accessibility of the AJCC to individuals with disabilities. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Was WIOA Section 188 compliance monitoring completed for PY 2021-22?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Ensures Equal Opportunity for Individuals With Disabilities	Yes	No
Did the AJCCs have any findings when WIOA Section 188 compliance monitoring was completed? If yes, briefly describe the findings. Click here to enter text.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Was a corrective action plan submitted?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings open?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the status of the findings closed? If closed, as of what date?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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

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

Signature

Name

Title

Date