



# GOVERNING BOARD MEETING AGENDA

Friday, March 18, 2022, 9:00 AM

**Primary Location:** 1546 First Street, Napa, CA 94559

**Other Locations:**

501 Low Gap Road, Room 1010, Ukiah, CA, Conference Room A  
Yosemite Valley Lodge, 9006 Yosemite Lodge Drive, Yosemite Valley, CA  
22223 Hwy 29 Rancheria Road, Middletown, CA  
15235 Summit Blvd., Cobb, CA  
Marin County Civic Center, 3501 Civic Center Dr., San Rafael, CA

**Zoom Log-in Link:**

<https://us06web.zoom.us/j/86169358948?pwd=a3dqeXQ2RCt2bDVpZGhhZTc4bmJlQT09>

**Call In Number:** +1 253 215 8782 **Meeting ID:** 861 6935 8948 **Passcode:** 544394

CALL TO ORDER	
I.	<ul style="list-style-type: none"> <li>A. Welcome, Introductions</li> <li>B. Public Comment</li> <li>C. Chair's Update</li> <li>D. Member's Update</li> <li>E. Executive Director's Update <ul style="list-style-type: none"> <li>a. Advisory Committee Update</li> </ul> </li> </ul>
CONSENT CALENDAR	
<p>These matters typically include routine financial or administrative <b>action items</b> requiring a vote. Any item will be discussed separately at the request of any person. Items are approved with one single motion.</p>	
II.	<ul style="list-style-type: none"> <li>A. Approve Meeting Minutes September 17, 2021 [Attachment II.A]</li> <li>B. Master Meeting Calendar [Attachment II.B]</li> </ul>
REGULAR CALENDAR / DISCUSSION	
III.	<ul style="list-style-type: none"> <li>A. Ratify WANB Agreements [Board Letter III.A] <ul style="list-style-type: none"> <li>a. Conservation Corps North Bay (Presentation)</li> <li>b. Marin County Fire Foundry (Presentation)</li> <li>c. Equus Amendment</li> <li>d. CommunityPro Suite</li> </ul> </li> <li>B. Appointment of Regional Workforce Development Board Members [Board Letter II.D] [Attachment II.D]</li> <li>C. America's Job Center of California (AJCC) Comprehensive Certification Process [Board Letter III.A] [Attachment III.A] (Presentation)</li> <li>D. WIOA Career Services Implementation Update [Board Letter III.B] (Presentation)</li> <li>E. Ratify / Accept PY 19-20 Single Audit [Board Letter III.C] (Action)</li> <li>F. Update Regional Workforce Board Bylaws (Board Letter III.D) [Attachment III.D] (Action)</li> </ul>
IV.	<ul style="list-style-type: none"> <li>A. Adjourn</li> </ul>

## Attachment II.A



### GOVERNING BOARD MEETING MINUTES

Friday, September 17, 2021

9:00 AM

1546 First Street, Napa, CA 94559

Call-in number: +1 669 900 9128, Meeting ID: 918 0150 8944

Passcode: 430671

Zoom meeting link: <https://zoom.us/j/91801508944?pwd=OEFrOXhSRUR5RGhTdKl1ZlRzUnVuUT09>

#### CALL TO ORDER

##### I. A. Welcome, Introductions

Supervisor Connolly called the meeting to order at 9:04 AM.

Members Present: Supervisor Damon Connolly, Supervisor John Haschak, Supervisor Maureen Mulheren, Supervisor Dennis Rodoni, Supervisor Moke Simon (joined during item III.C), Supervisor Brad Wagenknecht.

Workforce Alliance Staff Present: Bruce Wilson, Doug Orlando, Taylor Swain, Sita Williams, Sylwia Palczewska.

##### B. Public Comment

Sherry Parr, Social Service Program Manager, Employment and Training Branch, County of Marin Health and Human Services re-introduced services at County of Marin Health and Human Services. Mrs. Parr reaffirmed their partnership with CareerPoint Marin.

##### C. Chair's Update – Damon Connolly

##### D. Member's Update

##### E. Executive Director's Update

##### a. Legislative update

##### b. Workforce Development Board structure update

#### CONSENT CALENDAR

These matters typically include routine financial or administrative **action items** requiring a vote.  
Any item will be discussed separately at the request of any person. Items are approved with one single motion.

##### II.

##### A. Approve Meeting Minutes June 18, 2021 [Attachment II.A]

Motion made to approve consent calendar.

M/S: Dennis Rodoni / Alfredo Pedroza

Motion carried: 6-0

Yea: 6

Nay: 0

Abstentions: 0

## Attachment II.A

### REGULAR CALENDAR / DISCUSSION

- III.
- A. Appointment of Regional Workforce Development Board Members [Board Letter III.A] [Attachment III.A] (Action)
- Motion made as requested.  
M/S: Alfredo Pedroza / Dennis Rodoni  
Motion carried: 6-0  
Yea: 6  
Nay: 0  
Abstentions: 0
- B. Amended Fiscal Year 2021 – 2022 Budget due to release of final allocations [Board Letter III.B] [Attachment III.B] (Action)
- Motion made as requested.  
M/S: Brad Wagenknecht / John Haschak  
Motion carried: 6-0  
Yea: 6  
Nay: 0  
Abstentions: 0
- C. Approve WANB Agreement [Board Letter III.C] (Action)
- Motion made as requested.  
M/S: John Haschak / Dennis Rodoni  
Motion carried: 6-0  
Yea: 6  
Nay: 0  
Abstentions: 0
- D. CareerPoint North Bay transition update (Presentation)

### ADJOURN

- IV.
- A. Adjourn
- The meeting was adjourned at 10:25 AM

# WORKFORCE ALLIANCE OF THE NORTH BAY MASTER MEETING CALENDAR 2022

rev.3.3.22

JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC
REGIONAL WORKFORCE DEVELOPMENT BOARD 2nd Thursday @ 10:00 AM-12:00 PM											
					6/9/22 10:00						12/8/22 10:00
GOVERNING BOARD 3rd Friday @ 9-10:30 AM											
		3/18/22 9-10:30			6/17/22 9-10:30			9/16/22 9-10:30			12/16/22 9-10:30
EXECUTIVE COMMITTEE 2nd Wednesday @ 9-10:30 AM											
1/12/22 9-10:30	2/9/22 9-10:30		4/13/22 9-10:30	5/11/22 9-10:30		7/13/22 9-10:30	8/10/22 9-10:30		10/12/22 9-10:30	11/9/22 9-10:30	
LAKE ADVISORY SUBCOMMITTEE 4th Thursday @ 9-10:30 AM											
	2/24/22 9-10:30			5/26/22 9-10:30			8/25/22 9-10:30			11/17/22* 9-10:30	
MARIN ADVISORY SUBCOMMITTEE Every 6 Weeks on Wednesday @ 8:00 AM * except 10/13/22											
	2/2/22 8-9:30	3/16/22 8-9:30	4/27/22 8-9:30		6/8/22 8-9:30	7/20/22 8-9:30	8/31/22 8-9:30	10/13/22* 8-9:30		11/30/22* 8-9:30	
MENDOCINO ADVISORY SUBCOMMITTEE 4th Thursday @ 3-4:30 PM											
	2/24/22 3-4:30			5/26/22 3-4:30			8/25/22 3-4:30			11/17/21 3-4:30	
NAPA ADVISORY SUBCOMMITTEE 4th Wednesday @ 3-4:30 PM											
	2/23/22 3-4:30			5/25/22 3-4:30			8/24/22 3-4:30			11/16/22 3-4:30	



**WORKFORCE ALLIANCE**  
OF THE NORTH BAY  
DRIVING WORKFORCE TALENT

\*Due to Thanksgiving, Advisory Subcommittee meetings regularly scheduled on the week of November 21, 2022 have been rescheduled.

## REQUIRED ATTENDANCE

### Regional Workforce Development Board (RWDB)

All appointed RWDB members

#### Governing Board

Governing Board Members representing Lake, Marin, Mendocino, and Napa Counties

#### Executive Committee

RWDB Officers & Chairs

#### Policy and Oversight Subcommittee

RWDB Members representing Lake, Marin, Mendocino, and Napa Counties

#### Lake Advisory Subcommittee

RWDB Members representing Lake & Appointed Lake Advisory Subcommittee Members

#### Marin Advisory Subcommittee

RWDB Members representing Marin & Appointed Marin Advisory Subcommittee Members

#### Mendocino Advisory Subcommittee

RWDB Members representing Mendocino & Appointed Mendocino Advisory Subcommittee Members

#### Napa Advisory Subcommittee

RWDB Members representing Napa & Appointed Napa Advisory Subcommittee Members

## Board Letter III.A



**TO:** GOVERNING BOARD  
**FROM:** STAFF  
**SUBJECT:** BOARD LETTER III.A – RATIFY APPROVAL OF WORKFORCE ALLIANCE AGREEMENTS  
**DATE:** MARCH 18, 2022  
**CC:** FILE

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JPA staff Governing Board ratification for the following agreements and amendments enacted by the Executive Committee and Workforce Development Board:

CONTRACTOR	NEW/ AMENDMENT	AMOUNT	COMMENTS
Conservation Corps North Bay	New	\$61,016	New agreement to provide an 8-week youth ecology work experience program for Marin and Napa counties.
Marin County Fire Department	Amendment	\$18,000	Provision of the development a plan to widen and diversify the pipeline of workers into the fire service, resulting in a replicable cohort training module. Amendment creates the replicable program manual.
Arbor E&T, LLC dba Equus Workforce Solutions	Amendment	\$4,192,579	Provision of WIOA program services in Lake, Marin, Mendocino, and Napa Counties for Program Year 2021-2022. Amendment incorporates carrying funds from the previous year, Lake County \$276,042, Marin County \$189,144, Mendocino County \$444,436, Napa County \$32,557 for a new agreement maximum of \$4,192,579.
CommunityPro Suite	Amendment	None	Provision of a data sharing agreement to facilitate local inter-agency coordination and collaboration in Lake and Mendocino Counties with Adult Education and Community Colleges. System tracks customers as they utilize services and referrals between educational agencies and workforce agencies. Amendment adds Napa County data

### STAFF RECOMMENDATION

Ratify agreement with the above noted contractor and partners and authorize board chair and/or executive director to sign final negotiated agreements and in the case of Financial Decisions, subsequent required documents that may be required to implement retired plans in accordance with negotiated employee hiring parameters.

## Board Letter III.B



**TO:** GOVERNING BOARD  
**FROM:** STAFF  
**SUBJECT:** BOARD LETTER III.B – APPOINTMENT OF REGIONAL WORKFORCE DEVELOPMENT BOARD MEMBERS  
**DATE:** MARCH 18, 2022  
**CC:** FILE

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The Workforce Alliance of the North Bay (WANB) Regional Workforce Development Board (RWDB) is a legislatively mandated business led board. In partnership with the WANB Governing Board, the Workforce Development Board oversees workforce development activities and establishes policies and programs in response to the workforce needs of Marin, Napa, Mendocino and Lake Counties. It is the region's only organization that has workforce development as its sole purpose and function.

The WIOA Section 107(b)(2)(A) through (E) states the requirements for nominating and selecting members in each membership category:

1. Representatives of Business (majority of board)
2. Representatives of Labor (>20%)– including labor, apprenticeship, community-based organizations, and youth serving organizations.
3. Representatives of Education – including adult & literacy activities, higher education, agencies and organizations addressing the education or training needs of individuals with barriers to employment.
4. Representatives of Governmental and Economic and Community Development – including state employment office, vocational rehabilitation and economic development.

WANB Staff received two completed membership applications. Staff have reviewed the applications and have confirmed that the appointment would meet WIOA requirements.

### Representatives of Business

1. Jason Henderson, Regional Banking Senior Manager, Vice President, Wells Fargo Bank, Southern Marin District
2. Bryan Avila, Managing Director/Founder, Avila Wine, Vintners Institute, Napa, CA

### STAFF RECOMMENDATION

Approve two membership appointments.



# WORKFORCE ALLIANCE OF THE NORTH BAY

DRIVING WORKFORCE TALENT

## Application for Regional and/or Local Advisory Subcommittee Membership

In accordance with the Workforce Innovation and Opportunity Act of 2014 (WIOA), the Workforce Alliance of the North Bay (WANB) Governing Board has established a Regional Workforce Development Board (WDB) for Napa, Marin, Lake and Mendocino counties which sets policy for and provides oversight of workforce development programs in the four counties. Workforce Development Board members are appointed by the Governing Board to represent specified sectors of the community as listed in Section IV below. The county advisory subcommittees were created to make recommendations to the full WDB that specifically pertain to their respective county's employers and their workforce. There is a sub committee for each of the WANB counties.

Individuals interested in serving on the WDB or workforce committee must complete and submit this application for appointment. This application and the related Nomination Form(s), if any, may be subject to public disclosure.

Please check the appropriate box:

☒ Regional Workforce Development Board (WDB) Membership

☒ Advisory Subcommittee for Marin county Membership \*Renewal

☒ Renew Membership (if your information hasn't changed please fill out only Section I. and sign the form)

☐ Update Information

### Section I. Personal Information

First Name: Jason

Last Name: Henderson

M.I.: B

Home Address: [REDACTED]

City: [REDACTED]

Zip: [REDACTED]

Mailing Address: Same

City: Same

Zip: Same

Cell Phone [REDACTED]

Alternate Phone: [REDACTED]

Email Address:

### Section II. County / Location

Provide the county in which your residence, business or organization is located:

### Section III. Occupational Information

Industry Sector:

Occupation / Title:

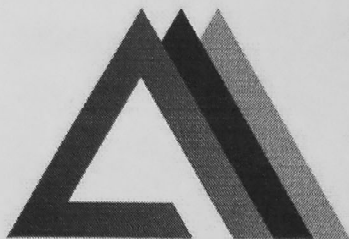
Employer:

## Attachment III.B

Employer Address:		
City:	State:	Zip:
Employer Phone:		
<b>Section IV. Eligibility Certification</b>		
<i>Indicate below each membership category for which you are applying. You may mark more than one category but must certify your qualifications for each category for which you are applying. A completed Nomination Form must accompany applications for Business Member, Labor Organization, Adult Education and Literacy and/or Higher Education from an appropriate nominating organization.</i>		
<input type="checkbox"/> Business Member (Do you represent a "small business" as defined by the U.S. Small Business Administration? <input type="checkbox"/> Y <input type="checkbox"/> N) <i>Name of Business:</i>		
<input type="checkbox"/> Labor Organization <i>Name of Organization:</i>		
<input type="checkbox"/> Joint Labor-Management Apprenticeship Program <i>Name of Organization:</i>		
<input type="checkbox"/> Community-based Organization <i>Name of Organization:</i>		
<input type="checkbox"/> Adult Education and Literacy <i>Name of Provider:</i>		
<input type="checkbox"/> Higher Education <i>Name of Institution:</i>		
<input type="checkbox"/> Economic and Community Development <i>Name of Entity:</i>		
<input type="checkbox"/> State Employment Office		
<input type="checkbox"/> Vocational Rehab <i>Name of Program:</i>		
<b>Section V.</b>		
Describe how your participation on the WDB would advance Workforce Development programs.		

### Attachment III.B

<b>Please be advised that members of the Workforce Development Board:</b> <ul style="list-style-type: none"><li>• May be required to take an Oath of Office.</li><li>• Must comply with the County's Ethics Ordinance.</li><li>• Must participate in State-mandated ethics training.</li><li>• Must disclose financial interests as required by the County Code (Form 700).</li><li>• Must report any conflicts of interest as required by the County Code.</li></ul>	
I hereby certify that all statements in this Application are true and complete to the best of my knowledge and execute this Application under penalty of perjury. I further certify that if I am appointed, I will serve fairly, impartially, and to the best of my ability.	
Jason B. Henderson (electronic Signature)	January 24, 2021
Signature	Date
<p>Send completed applications to:</p> <p>Workforce Alliance of the North Bay P.O. BOX 247 Napa, CA 94559</p> <p>or email to: <a href="mailto:boardadmin@workforcealliancenorthbay.org">boardadmin@workforcealliancenorthbay.org</a></p>	



# WORKFORCE ALLIANCE OF THE NORTH BAY

DRIVING WORKFORCE TALENT

## Application for Regional and/or Local Advisory Subcommittee Membership

In accordance with the Workforce Innovation and Opportunity Act of 2014 (WIOA), the Workforce Alliance of the North Bay (WANB) Governing Board has established a Regional Workforce Development Board (WDB) for Napa, Marin, Lake and Mendocino counties which sets policy for and provides oversight of workforce development programs in the four counties. Workforce Development Board members are appointed by the Governing Board to represent specified sectors of the community as listed in Section IV below. The county advisory subcommittees were created to make recommendations to the full WDB that specifically pertain to their respective county's employers and their workforce. There is a sub committee for each of the WANB counties.

Individuals interested in serving on the WDB or workforce committee must complete and submit this application for appointment. This application and the related Nomination Form(s), if any, may be subject to public disclosure.

### Please check the appropriate box:

- ☒ Regional Workforce Development Board (WDB) Membership  
☐ Advisory Subcommittee for \_\_\_\_\_ county Membership  
☐ Renew Membership (if your information hasn't changed please fill out only Section I. and sign the form)  
☐ Update Information

### Section I. Personal Information

First Name: Bryan Last Name: Avila M.I.: P  
 Home Address: 2070 Pioneer Street City: Napa Zip: 94558  
 Mailing Address: Same as Home Address City: Zip:  
 Cell Phone: 707-225-2685 Alternate Phone:  
 Email Address: bryan@avila.wine

### Section II. County / Location

Provide the county in which your residence, business or organization is located:

### Section III. Occupational Information

Industry Sector: Wine  
 Occupation / Title: Managing Director/Founder  
 Employer: Vintners Institute

Employer Address: 2970 Laurel Street

City: Napa

State: Ca

Zip: 94558

Employer Phone:

**Section IV. Eligibility Certification**

Indicate below each membership category for which you are applying. You may mark more than one category but must certify your qualifications for each category for which you are applying. A completed Nomination Form must accompany applications for Business Member, Labor Organization, Adult Education and Literacy and/or Higher Education from an appropriate nominating organization.

☒ Business Member (Do you represent a "small business" as defined by the U.S. Small Business Administration? ☐ Y ☐ N)

Name of Business: Vintners Institute

☐ Labor Organization

Name of  
Organization:

☐ Joint Labor-Management Apprentice Program

Name of  
Organization:

☐ Community-based Organization

Name of  
Organization:

☐ Adult Education and Literacy

Name of Provider:

☐ Higher Education

Name of Institution:

☐ Economic and Community Development

Name of Entity:

☐ State Employment Office

☐ Vocational Rehab

Name of Program:

**Section V.**

Describe how your participation on the WDB would advance Workforce Development programs.

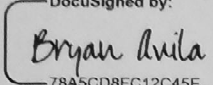
The Vintners Institute serves growers and vintners located in the United States in three major areas, workforce training of entry-level vineyard and winery workers, oversight of an apprenticeship program and coordination of technical applied research.

This organization teaches best practices, develops talent and works to advance the industry through facilitation of research that helps the wine industry navigate current industry opportunities and challenges.

Please be advised that members of the Workforce Development Board:

- May be required to take an Oath of Office.
- Must comply with the County's Ethics Ordinance.
- Must participate in State-mandated ethics training.
- Must disclose financial interests as required by the County Code (Form 700).
- Must report any conflicts of interest as required by the County Code.

I hereby certify that all statements in this Application are true and complete to the best of my knowledge and execute this Application under penalty of perjury. I further certify that if I am appointed, I will serve fairly, impartially, and to the best of my ability.

DocuSigned by:  78A5GD8FC12C45E...	7 FEB 2022
<b>Signature</b>	<b>Date</b>

Send completed applications to:

Workforce Alliance of the North Bay  
P.O. BOX 247  
Napa, CA 94559

or email to:  
boardadmin@workforcealliancenorthbay.org

## Board Letter III.C



**TO:** REGIONAL WORKFORCE DEVELOPMENT BOARD  
**FROM:** STAFF  
**SUBJECT:** **BOARD LETTER III.C– CERTIFICATION OF AJCC CAREERPOINT NORTH BAY CENTERS**  
**DATE:** MARCH 18, 2022  
**FILE:** FILE

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

The State delineated a certification process with two parts. The first part or baseline certification focused on areas related to compliance. The second part the AJCC Certification Indicator Assessment, includes characteristics of a High-quality AJCC. These indicators provide guidance to enable us to note the AJCC's strengths and continuous improvement opportunities.

### Informational Item

## AJCC Certification Indicator Assessment

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

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

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

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

Name of Local Board [Click here to enter text.](#)

Name of AJCC [Click here to enter text.](#)

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

<b>US DOL Characteristics of a High Quality AJCC</b>	<b>California State Plan Vision and Strategies</b>
<ul style="list-style-type: none"> <li>a. Reflect a welcoming environment to all customer groups who are served by the AJCC. All AJCC staff are courteous, polite, responsive, and helpful to job seekers, businesses, and others who visit the AJCC. Staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.</li> <li>b. Ensure meaningful access to all customers. AJCCs must be physically and programmatically accessible to all customers, including individuals with disabilities. In so doing, AJCCs use principles of universal design and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or Limited English Proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. AJCCs use assistive technology and flexible business hours to meet the range of customer needs.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>a. Enabling upward mobility for all Californians including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and is able to access the level of education necessary to ensure economic self-sufficiency and security.</li> </ul>

***AJCC Certification Indicators***

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

## ATTACHMENT III.C

**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:

Click here to enter text.

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

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

***Quality Indicators***

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

ATTACHMENT III.C

**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:

[Click here to enter text.](#)

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

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

***AJCC Certification Indicators***

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

ATTACHMENT III.C

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

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

Click here to enter text.

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

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

***AJCC Certification Indicators***

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

## ATTACHMENT III.C

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

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

[Click here to enter text.](#)

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

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul> <p>To support area employers and industry sectors most effectively, AJCC staff identify and have a clear understanding of industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.</p> <p>This includes the incorporation of an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.</p> <p>Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.</p>	<ul style="list-style-type: none"> <li>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.</li> <li>b. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs.</li> <li>c. Fostering demand-driven skills attainment: workforce and education programs need to align program content with the state's industry sector needs so as to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.</li> </ul>

***AJCC Certification Indicators***

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

ATTACHMENT III.C

**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:

[Click here to enter text.](#)

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

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

***AJCC Certification Indicators***

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

### ATTACHMENT III.C

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

ATTACHMENT III.C

**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:

[Click here to enter text.](#)

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

US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<ul style="list-style-type: none"> <li>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.</li> <li>b. Develop and implement operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.</li> </ul>	<ul style="list-style-type: none"> <li>a. Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.</li> </ul>

***AJCC Certification Indicators***

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

ATTACHMENT III.C

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

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

[Click here to enter text.](#)

ATTACHMENT III.C

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

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Signature

[Click here to enter text.](#)

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Name

[Click here to enter text.](#)

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Title

## Board Letter III.D



**TO:** GOVERNING BOARD  
**FROM:** STAFF  
**SUBJECT:** BOARD LETTER III.D – WIOA BACKGROUND & PARTNERSHIPS PRESENTATION  
**DATE:** MARCH 18, 2022  
**CC:** FILE

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As a part of its responsibility to design, implement and oversee the One Stop Delivery System, the Governing Board will hear a WIOA Career Services update from the Equus.

### STAFF RECOMMENDATION

Receive presentation and engage in discussion.

## Board Letter III.E



**TO:** GOVERNING BOARD  
**FROM:** STAFF  
**SUBJECT:** BOARD LETTER III.E – RATIFY / ACCEPT FY 19-20 SINGLE AUDIT  
**DATE:** MARCH 18, 2022  
**CC:** FILE

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CliftonLarsonAllen, LLP (CLA), completed Workforce Alliance's Single Audit for Fiscal Year 2019 – 2020 and submitted it to the Federal Audit Clearinghouse and State Controller's Office. Final reports include the Financial Statements and Governance Communication as attachments to this board letter. A summary of the financials and findings are included below.

### Financial Summary

Total Revenue - \$3,329,817

Total Expenditures - \$3,279,575

Fund Balance / Net Position - \$126,120

### Findings

- 2020-001 – Year End Closing Process
  - Accounts Payable was over accrued by \$52,513.
    - Some bill entries dated prior to July 1, 2018 were not properly closed out which caused an overstatement of Accounts Payable by \$52,513. Reports run for the current year did not display them unless the date range was changed and these reports are now run with the proper ranges for closing old accruals.
  - Cash and Revenue were understated in the amount of \$20,000.
    - A check received was not deposited for approximately six months which spanned fiscal years. This was caused by mail disruptions due to COVID and WANB staff working from home. Mail is now checked regularly both at the office and our PO box on a weekly basis.
- 2020-002 – Earmarking
  - Youth Work Experience requirement of 20% was not met.
    - Service providers were unable to meet the 20% Youth Work Experience requirement several years in a row. Beginning in July 2021, Workforce Alliance contracted with new service providers who anticipate being able to meet these requirements.

### **STAFF RECOMMENDATION**

Ratify / Accept the PY 2019-20 Single Audit reports.

## Board Letter III.F



**TO:** GOVERNING BOARD  
**FROM:** STAFF  
**SUBJECT:** BOARD LETTER III.F – UPDATE WANB REGIONAL BOARD BYLAWS  
**DATE:** MARCH 18, 2022  
**CC:** FILE

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### BACKGROUND

During its most recent Fiscal and Procurement systems monitoring from the State of California's Compliance Review Division, it was discovered that the WANB's by-laws do not have the required the sections assuring that board members have staggered terms. Additionally, the by-laws do not include references to Mendocino County, which requested membership after the by-laws were originally approved. The Workforce Innovation and Opportunity Act and good government practice requires the Workforce Alliance Workforce Development Board to have by-laws and to have those by-laws reviewed and updated as necessary.

WANB staff and WANB legal counsel have worked together to update the bylaws and changes are presented here for adoption and update.

### FINANCIAL IMPLICATION:

None

### DIRECTOR'S RECOMMENDATION

Approve