

Tulare County Workforce Investment Board

America's Job Centers of California (AJCCs)

Visalia Employment Connection Center – Comprehensive AJCC
Porterville Employment Connection Center – Comprehensive AJCC
Dinuba Employment Connection Center – Affiliate AJCC
Tulare Employment Connection Center – Affiliate AJCC

Consolidated Continuous Improvement Plan

2025 – 2027

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

I. AJCC Certification Process

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

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

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

State criteria for AJCC certification is communicated in Directive WSD23-05, which was published by EDD and CWDB on January 26, 2024. The directive provides guidance and establishes procedures for certification of comprehensive and affiliate/specialized AJCCs.

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

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

The AJCC Certification Indicator Assessment addresses seven “indicators” to measure continuous improvement for all AJCCs. These indicators are summarized under Section VI of this plan (below), along with continuous improvement goals for achieving improvements pertaining to each indicator.

Tulare County WIB engaged a neutral thirty-party to conduct an independent evaluation of the four Employment Connection Centers (i.e., AJCCs). The evaluation addressed Baseline and Indicator Assessment criteria and identified both strengths and opportunities for improvement.

II. Opportunities for Continuous Improvement

The AJCC certification process identified services, approaches, strategies, and tasks that could benefit from further assessment and, as appropriate, actions to improve, enhance, or expand them. The opportunities for improvement are presented as recommendations within the AJCC Certification Indicator Assessment. AJCC leadership has agreed that these recommendations should be adopted as 2025 through 2027 goals within this Continuous Improvement Plan.

III. Oversight of the Plan and Attainment of Improvement Goals

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

IV. Target Dates and Recording Implementation of Improvement Strategies

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

Given changes to the economy, labor market conditions, and workforce system priorities that are likely to occur over the nearly three-year period covered by this

plan, target dates may be adjusted. Such changes must be approved by the Tulare County WIB Executive Director.

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

While the continuous improvement goals incorporated in this plan were drawn from recommendations made as the result of the 2024 AJCC Certification evaluation, they were informed by a wide variety of information and resources discussed and reviewed during the certification process, including, but not limited to, Tulare County WIB's Program Year 2021-24 Local Plan, the Memorandum of Understanding developed by the system partners, and many policies, procedures and processes.

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

VI. Continuous Improvement Goals

Based on recommendations expressed in the 2024 AJCC Certification Indicator Assessment for the four Employment Connection Centers, the following continuous improvement goals have been adopted.

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

1.a. Examine Opportunities to Expand and Strengthen On-Line/Virtual Services for AJCC Customers

The pause in AJCC operations that occurred in conjunction with the global pandemic led to the local workforce system's adoption of many virtual strategies and methods to deliver services to customers and to connect job seekers with employment. While some virtual services are still available, the majority of services are, again, delivered in-person. Given the diverse clientele of the workforce system and the effect of work and family obligations during regular business hours, WIB and AJCC leadership should examine whether opportunities exist to expand and strengthen virtual services in ways that would attract customers not currently reached by the workforce system or ways that would improve participation among current customers.

Target Date: March 2027

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

2.a. Examine Opportunities to More Fully Integrate Local and Community Partners within the Employment Connection Brand

There are many local programs and services that are connected to the workforce system and maintain relationships with the AJCCs. Several of these organizations function effectively as community on-ramps to the AJCCs by providing information on center and partner services and by making referrals. WIB and AJCC leadership should examine opportunities to more fully integrate these local partners into the workforce system, thereby structuring relationships that are more effective and are mutually beneficial.

Target Date: July 2025

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

No goals were adopted in connection with this indicator.

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

4.a. The Workforce Investment Board and WIB Leadership Should Assess the Appropriateness of Existing Financial Caps on Training

WIB leadership should consider an assessment of caps established on funds allowed to support enrollment of participants into programs on the Eligible Training Provider List. Limits on funding per participant should reflect a commitment to the equitable distribution of opportunities for participants and should address the needs of participants requiring skills and businesses seeking talent.

Target Date: April 2026

4.b. The Business Services Team Should Design and Implement a Structured Labor Market Information Training Program for Staff

To create a strong base of knowledge among the AJCC's direct services staff, the WIB's Business Services Team should develop a training program, perhaps consisting of several modules, addressing basic economics; local labor market information and how to use it in service planning; the region's target industries; sector strategies in Tulare County and adjacent workforce areas; career pathways and industry-specific training programs; and quality jobs. This training would support staff's ability to effectively support job seekers in making decisions about training and preparation for jobs and careers.

Target Date: September 2026

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

- 5.a. The WIB Should Expand the Points at Which Business Satisfaction is Surveyed

While business satisfaction is surveyed at various points in the delivery of services, the current process is likely missing some key business customers, such as those that hire individuals referred by the AJCC, including those who have recently completed training funded by WIOA.

Target Date: May 2027

- 5.b. The Business Services Team Should Design and Implement a Structured Labor Market Information Training Program for Staff

To create a strong base of knowledge among the AJCC's direct services staff, the WIB's Business Services Team should develop a training program, perhaps consisting of several modules, addressing basic economics; local labor market information and how to use it in service planning; the region's target industries; sector strategies in Tulare County and adjacent workforce areas; career pathways and industry-specific training programs; and quality jobs. This training would support staff's ability to effectively support job seekers in making decisions about training and preparation for jobs and careers.

This goal is repeated from Indicator 4.

Target Date: September 2026

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

- 6.a. The Business Services Team Should Design and Implement a Structured Labor Market Information Training Program for Staff

To create a strong base of knowledge among the AJCC's direct services staff, the WIB's Business Services Team should develop a training program, perhaps consisting of several modules, addressing basic economics; local labor market information and how to use it in service planning; the region's target industries; sector strategies in Tulare County and adjacent workforce areas; career pathways and industry-specific training programs; and quality jobs. This training would support staff's ability to effectively support job seekers in making decisions about training and preparation for jobs and careers.

This goal is repeated from Indicators 4 and 5.

Target Date: September 2026

6.b. The WIB and AJCCs Should Develop an Annual Training Calendar

Given the workforce system's ongoing need for training, WIB leadership should consider adopting and publishing an annual training calendar, which would identify regular intervals at which training would be provided (e.g., monthly, quarterly) and would be populated with training agreed upon by WIB and AJCC management and the local workforce system partners.

Target Date: October 2025

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

7.a. WIB Should Expand the Points at Which Business Satisfaction is Surveyed

While business satisfaction is surveyed at various points in the delivery of services, the current process is likely missing some key business customers, such as those that hire individuals referred by the AJCC, including those who have recently completed training funded by WIOA.

This goal is repeated from Indicator 5.

Target Date: March 2027

7.b. The WIB and the AJCCs Should Publish Results of Improvement Initiatives

Given the significance of customer feedback and other data regarding program performance on local efforts to strengthen workforce programs and services, WIB leadership should consider summarizing and publishing on its website information on changes implemented as a result of such input and data. By making this information easily available, all customers and stakeholders will see how feedback and performance translate into actual system improvements.

Target Date: January 2028