



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

**Special Adult Council  
May 17, 2018 @ 2:30 p.m.**

**Workforce Connection - Manchester Center  
3302 N. Blackstone, Room 209  
Fresno, CA 93726**

**Mission Statement:** To procure, oversee, evaluate, and continuously improve a One-Stop system that provides employers with qualified job seekers and a means by which job seekers are able to achieve self-sufficiency.

**PLEASE TURN OFF CELL PHONE OR PUT IT ON VIBRATE**

ROLL CALL

AGENDA CHANGES: REMOVAL OF ITEMS OR EMERGENCY ADDITIONS

ABSTENTIONS/RECUSALS/DISCLOSURE OF POTENTIAL CONFLICTS OF INTEREST

COMMITTEE CHAIR/STAFF COMMENTS

PUBLIC COMMENTS

Item #	Description	Presenter	Enclosure	Action	Page #
1.	January 25, 2018, Adult Council Meeting Minutes	Konczal	Yes	Approve	4
2.	Workforce Innovation and Opportunity Act Adult and Dislocated Worker Funding Recommendation for Program Year 2018-2019	Konczal	Yes	Recommend to Approve	8
3.	America's Job Centers of California Hallmarks of Excellence Certification Application/Matrix	Stogbauer	Yes	Recommend to Accept	9
4.	Third Quarter On-the-Job Training Report for Program Year 2017-2018	Stogbauer	Yes	Recommend to Accept	54
5.	Second Quarter Local Performance Results Reports for Program Year 2017-2018	Stogbauer	Yes	Recommend to Accept	55
6.	Third Quarter Local Performance Results Reports for Program Year 2017-2018	Stogbauer	Yes	Recommend to Accept	62
7.	Third Quarter Providers of Services' Monitoring Report for Program Year 2017-2018	DeWitt	Yes	Recommend to Accept	69
8.	Third Quarter Providers of Services' Customer Complaint Report for Program Year 2017-2018	DeWitt	Yes	Recommend to Accept	71
9.	Third Quarter Job Seeker Customer Satisfaction Report for Program Year 2017-2018	DeWitt	Yes	Recommend to Accept	72
10.	Employer Customer Satisfaction	DeWitt	Yes	Information	75
11.	Third Quarter Adult and Dislocated Worker Demographics Report for Program Year 2017-2018	Giles	Yes	Information	77

### ACCOMMODATIONS FOR PERSONS WITH DISABILITIES

Disabled individuals and individuals who are limited English proficient who need special assistance to attend or participate in this meeting may request assistance by contacting the Fresno Regional Workforce Development Board, at 2125 Kern Street, Suite 208, Fresno, California, or by calling (559) 490-7100. Every effort will be made to reasonably accommodate individuals with disabilities or who are limited English proficient by making meeting materials available in alternative formats. Requests for assistance should be made at least three (3) working days in advance of the meeting.

<b>Item #</b>	<b>Description</b>	<b>Presenter</b>	<b>Enclosure</b>	<b>Action</b>	<b>Page #</b>
12.	One-Stop Report Package	Giles	Yes	Information	86
13.	Agenda Items for July 26, 2018, Meeting	Konczal	No	Discussion	--
14.	Meeting Feedback	Konczal	No	Discussion	--

**Fresno Regional Workforce Development Board  
Adult Council  
2018 Attendance Roster**

	<b>1/25/18</b>	<b>4/26/18</b>	<b>Special Meeting 5/17/18</b>	<b>7/26/18</b>	<b>10/25/18</b>
Bumatay	P	XX			
Hensley*	P	XX			
Mercer	P	XX			
Olivares**	P	XX			
Richards	A	XX			
Van Horn	--	XX			
Watkins	P	XX			

\* = Chairperson

\*\* = Vice Chairperson

P = Present

A = Absent

-- = Not a Ratified Member at Time of Meeting

XX = Meeting Cancelled

**FRESNO REGIONAL  
WORKFORCE DEVELOPMENT BOARD**

AGENDA ITEM:	1
MEETING DATE:	May 17, 2018
ACTION:	APPROVE

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**TO:** Adult Council  
**FROM:** Blake Konczal, Executive Director  
**SUBJECT:** January 25, 2018, Adult Council Meeting Minutes

**INFORMATION:**

Approve the minutes of the January 25, 2018, Adult Council meeting.

**ATTACHMENT:**

January 25, 2018, Adult Council Meeting Minutes



## FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

Adult Council Meeting  
January 25, 2018

### SUMMARY MINUTES

The meeting was called to order at 4:01 p.m.

ROLL CALL: PRESENT -	Raine Bumatay (arrived at 4:06 p.m.), Jeff Hensley, David Mercer, Joe Olivares, and Sherri Watkins
ABSENT -	Tom Richards
AGENDA CHANGES:	None
ABSTENTIONS/RECUSALS/ DISCLOSURES OF POTENTIAL CONFLICTS OF INTEREST:	None
CHAIR/STAFF REPORT:	None
PUBLIC COMMENTS:	None

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Item	Description/Action Taken
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1. **November 16, 2017, Adult Council Meeting Minutes**

**OLIVARES/WATKINS – APPROVED THE NOVEMBER 16, 2017, ADULT COUNCIL MEETING MINUTES.**

2. **Ratification of New Adult Council Member**

Blake Konczal, Executive Director, Fresno Regional Workforce Development Board (FRWDB), stated that Director Van Horn had expressed interest in becoming a member of the Adult Council.

Chair Hensley requested that the Adult Council vote to recommend that the FRWDB ratify the appointment at the March 7, 2018, FRWDB meeting.

Director Bumatay arrived (4:06 p.m.)

**MERCER/OLIVARES – RECOMMENDED THAT THE FRWDB RATIFY STUART VAN HORN AS A NEW ADULT COUNCIL MEMBER. (UNANIMOUS)**

3. **Adult Council Vice Chair Selection**

Mr. Konczal stated that according to the FRWDB Bylaws, the FRWDB's Councils and Committees must have both a Chair and Vice Chair identified.

After a brief discussion, Chair Hensley asked for volunteers to serve as vice-chairperson. Director Olivares volunteered to serve once the appointment is presented to and ratified by the FRWDB at its March 7, 2018, meeting.

**MERCER/WATKINS – RECOMMENDED THAT THE FRWDB RATIFY JOE OLIVARES AS THE VICE CHAIR OF THE ADULT COUNCIL. (UNANIMOUS)**

4. **Local Dislocated Worker Definition and Eligibility Criteria Policy**

Phyllis Stogbauer, Deputy Director of Program Services, FRWDB, stated that the Workforce Innovation and Opportunity Act (WIOA) provides local Workforce Development areas the flexibility to implement systems to fit the needs of their local communities. The WIOA allows local Workforce Development Boards (WDBs) to develop a number of their own eligibility policies, procedures and definitions. A Technical Assistance Guide was provided by the State of California to indicate what areas that can be updated by local WDBs. Ms. Stogbauer reviewed the suggested changes for the Council's recommendation to the FRWDB.

Director Olivares commented that once the new policy is in place, it will be beneficial for increasing the number of Dislocated Workers who are eligible.

**OLIVARES/MERCER – RECOMMENDED THAT THE FRWDB ACCEPT THE LOCAL DISLOCATED WORKER DEFINITION AND ELIGIBILITY CRITERIA POLICY WITH CORRECTIONS. (UNANIMOUS)**

5. **Second Quarter On-the-Job Training Reports for Program Year 2017-2018**

Ms. Stogbauer presented the Second Quarter OJT Report for PY 2017-2018. Ms. Stogbauer announced that there was one (1) OJT in the second quarter and it was successfully completed. Ms. Stogbauer added that there were also five (5) follow-ups completed and explained the process for follow-ups.

**BUMATAY/OLIVARES – RECOMMENDED THAT THE FRWDB ACCEPT THE SECOND QUARTER ON-THE-JOB TRAINING REPORTS FOR PROGRAM YEAR 2017-2018. (UNANIMOUS)**

6. **Second Quarter Providers of Services' Monitoring Report for Program Year 2017-2018**

Stephen DeWitt, Quality Manager, FRWDB, presented the Second Quarter Providers of Services' Monitoring Report for PY 2017-2018. Mr. DeWitt indicated that all findings have been addressed and closed to the FRWDB staff's satisfaction.

**OLIVARES/WATKINS – RECOMMENDED THAT THE FRWDB ACCEPT THE SECOND QUARTER PROVIDERS OF SERVICES' MONITORING REPORT FOR PROGRAM YEAR 2017-2018. (UNANIMOUS)**

7. **Second Quarter Providers of Services' Customer Complaint Report for Program Year 2017-2018**

Mr. DeWitt presented the Second Quarter Providers of Services' Customer Complaint Report for PY 2017-2018. Mr. DeWitt stated that one (1) complaint was received in the second quarter. Mr. DeWitt explained that after an investigation was opened, it was determined that there was no basis for the complaint. The client decided to drop the complaint and exit the program as it did not fit her plan.

**WATKINS/MERCER – RECOMMENDED THAT THE FRWDB ACCEPT THE SECOND QUARTER PROVIDERS OF SERVICES' CUSTOMER COMPLAINT REPORT FOR PROGRAM YEAR 2017-2018. (UNANIMOUS)**

8. **Second Quarter Job Seeker Customer Satisfaction Report for Program Year 2017-2018**

Mr. DeWitt presented the Job Seeker Customer Satisfaction Report for the Second Quarter of PY 2017-2018. Director Hensley pointed out that some comments stated that the computers were slow, or didn't work.

Tim Giles, Deputy Director of Information Systems, FRWDB, responded that the resource room computers have been replaced and those issues have been resolved.

**MERCER/OLIVARES – RECOMMENDED THAT THE FRWDB ACCEPT THE SECOND QUARTER JOB SEEKER SATISFACTION REPORT FOR PROGRAM YEAR 2017-2018. (UNANIMOUS)**

9. **Employer Customer Satisfaction**

Mr. DeWitt presented the Employer Customer Satisfaction Report as an information item. Mr. DeWitt stated that the report reflects employer customer satisfaction and that the FRWDB continued to maintain a 4.8 out of 5 rating from employer customers. The report will be presented at the next Business and Industry Committee meeting as a 'Recommend to Accept' item.

This was an information item.

10. **Second Quarter Adult and Dislocated Worker Demographics Report for Program Year 2017-2018**

Mr. Giles presented the Second Quarter Adult and Dislocated Demographics Report for PY 2017-2018.

Director Olivares asked if there was an increase in the male or female enrollments. Mr. Giles responded that although the second quarter showed a 50/50 ratio, it tends to shift back and forth between genders.

This was an information item.

11. **One-Stop Report Package**

Mr. Giles presented the One-Stop Report Package, which included the Monthly New Customer Trend Report, the Monthly Repeat Customer Trend Report, and the Partner Referral Report.

Mr. Giles stated that on December 1, 2017, the resource room at workforce connection had transitioned the California state wide mandated tracking system, CalJOBS. With the CalJOBS system in place, there will only be two (2) fields to track activity and the reports will look different. CalJOBS replaces the previous tracking system, I-Train.

Mr. Konczal added that there will be an adjustment period to learning the new system, but the goal is to have one (1) single case management system across all local boards.

This was an information item.

12. **Potential Impact of California Minimum Wage Increases**

At the Adult Council meeting of November 16, 2017, Director Olivares requested information related to the potential impact to the FRWDB from the recent implementation of the State of California minimum wage increase. Mr. Giles went over the areas where the FRWDB will be affected, and described how there could be a ripple effect once the minimum wage rises.

Based on a June 2017 University of Washington study, one of the effects of the minimum wage increase is that companies tend to reduce the hours that employees work, or hire fewer employees. Mr. Giles added that the study indicated that once the minimum wage hits the \$13.00 range, the employer is adversely affected. Less hours worked would also have a significant impact on Dislocated Workers; diminishing the ability to receive federal assistance.

Director Olivares thanked FRWDB staff for the thorough research that was conducted.

This was an information item.

13. **Agenda Items for April 26, 2018, Meeting**

Mr. Konczal reminded the Adult Council that if they have any items to be added to the agenda for the April 26, 2018, meeting, to send their items to FRWDB staff at least a two (2) weeks before the meeting.

14. **Meeting Feedback**

No meeting feedback was provided.

The meeting adjourned at 5:02 p.m.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	2
MEETING DATE:	May 17, 2018
ACTION:	RECOMMEND TO APPROVE

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**TO:** Adult Council  
**FROM:** Blake Konczal, Executive Director  
**SUBJECT:** Workforce Innovation and Opportunity Act Adult and Dislocated Worker Funding Recommendation for Program Year 2018-2019

## **RECOMMENDATION:**

Recommend that the Fresno Regional Workforce Development Board (FRWDB) approve Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker funding allocations for Program Year (PY) 2018-2019 as outlined in the attached budget allocation worksheet.

## **REASON FOR RECOMMENDATION:**

The Employment Development Department (EDD), Workforce Services Division, released estimated WIOA formula allocations for PY 2018-2019 on April 26, 2018 (Attachment I). The estimated allocations were based on the estimated allotment levels issued by the U.S. Department of Labor, Employment and Training Administration to the states on March 23, 2018.

The FRWDB received \$9,489,162 of Adult and Dislocated Worker funds, an overall increase of five percent (5%) compared to last year's allocation of \$9,042,625. The projected carryover for the WIOA Adult program is \$3,720,788, which is a forty-four percent increase compared to \$2,585,891 for PY 2017-18. This brings the total available funding to \$13,209,950 which results in an overall net increase of fourteen percent.

FRWDB staff recommends that the Adult Council approve the proposed budget allocations as outlined in Attachment II. Approval of the recommended funding allocations will result in the following:

- Fourteen percent net increase between Adult and Dislocated Worker based on the projected increase in funding and the potential carryover increase of \$1,134,897 from the previous year,
- Maintains three percent (3%) carryover to PY 2019-2020,
- Allocates thirty percent of total award for training as mandated by the State of California in SB734. All training funds are allocated to Current Plan Year Training and Incumbent Worker Training (IWT) pools, resulting in an increase to the Current Plan Year Training Pool of \$169,781,
- Allocates an additional reserve of \$931,937 of unexpended training funds from PY 2017-2018 to ensure full expenditure of mandated training funds by June 30, 2019,
- Maintains IWT and supportive service pools,
- Allocates an additional \$54,940 to Soft Skills Upgrade Training,
- Allocates an additional \$55,000 to the Fresno County Public Defender's office for the Clean Slate pilot program. This program assists Job Seekers in filing legal documents to assist them in



addressing legal barriers to employment, i.e., criminal record expungements and back child support payments,

- Allocates an increase of five percent (5%) to all Contractors and Operation Costs for PY 2018-2019, and
- The CSUF Foundation contract will end on June 30, 2018, and will not be individually re-procured. The funding will be re-allocated to Business Services Sector Project pool to be allocated through a procurement process in PY 2018-2019.

As noted above, these allocations are based on estimated funding levels. In the event funding levels change, FRWDB staff will provide revised allocations for your approval at the next Adult Council meeting on July 26, 2018.

**FISCAL IMPACT:**

Approval of this item will allocate \$13,209,950 of WIOA Adult and Dislocated Worker funds, which will be allocated to FRWDB operational, sub-contracts and participant pools and \$284,675 will be allocated to carryover for PY 2019-2020.

**ATTACHMENTS:**

- ATTACHMENT I: EDD Information Notice WSIN 17-32, WIOA Formula Planning Estimate Allocations – Program Year 18-19
- ATTACHMENT II: WIOA Adult and Dislocated Worker Allocations Worksheet for Program Year 2018-2019



# INFORMATION NOTICE

Date: April 26, 2018 Number: WSIN17-32

Expiration Date: 05/26/2020



## WIOA FORMULA PLANNING ESTIMATE ALLOCATIONS – PY 18-19

The Employment Development Department is providing *Workforce Innovation and Opportunity Act* (WIOA) Title I formula estimate allocations for each Local Workforce Development Area (Local Area), for the Adult, Youth, and Dislocated Worker funding streams for Program Year (PY) 2018-19. These allocations are based on the estimated allotment levels issued by the U.S. Department of Labor, Employment and Training Administration in Training and Employment Guidance Letter 13-17, dated March 23, 2018.

These allocations are provided as an estimate for planning purposes and will change based on the enacted PY 18 full-year appropriation expected later this year. The planning estimates below can provide Local Areas with a general idea of how their funding will change in PY 18, assuming there are no major increases or decreases enacted by Congress. Current data was used to calculate the estimated allocations for each Local Area. The same data will be used when calculating the actual allocations, meaning that even if the actual amounts change, the percentage of funding to each Local Area will remain.

The allotment to California and the amounts available for the formula allocation to its Local Areas are listed below. Attachment 1 reflects the total amount Local Areas will receive for each of the funding streams for PY 18-19. Additionally, Attachment 2 provides a breakdown of how each of the three funding streams are allocated.

PY 18-19	Total Federal Allotment	Amount Available for Formula Allocation
Youth Program	\$117,927,789	\$100,238,621
Adult Program	\$113,215,265	\$96,232,976
Dislocated Worker Program	\$151,114,303	\$90,668,582
<b>Total</b>	<b>\$382,257,357</b>	<b>\$287,140,179</b>

If you have any questions, please contact Wai Tin Wong from the Financial Management Unit at [WaiTin.Wong@edd.ca.gov](mailto:WaiTin.Wong@edd.ca.gov) or by phone at 916-653-8213.

/s/ JAIME L. GUTIERREZ, Chief  
Central Office Workforce Services Division

Attachments are available on the internet:

1. [Youth, Adult, and Dislocated Worker Activities Program Estimate Allotments](#)
2. [WIOA Estimate Funding SFY 2018-19](#)

*The EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.*

**Workforce Innovation and Opportunity Act (WIOA)  
Youth, Adult, and Dislocated Worker Activities  
Estimate Allocations  
Program Year 2018-19**

Local Area	Youth	Adult	Dislocated Worker	Grand Total
Alameda	\$1,446,162	\$1,363,093	\$1,990,389	\$4,799,644
Anaheim City	\$690,251	\$665,661	\$580,987	\$1,936,899
Contra Costa	\$1,336,260	\$1,325,632	\$1,768,573	\$4,430,465
Foothill	\$510,475	\$527,498	\$502,765	\$1,540,738
Fresno	\$5,343,611	\$5,079,131	\$4,410,031	\$14,832,773
Golden Sierra	\$797,850	\$782,692	\$1,028,353	\$2,608,895
Humboldt	\$312,781	\$271,459	\$249,208	\$833,448
Imperial	\$2,541,672	\$2,496,360	\$2,195,980	\$7,234,012
Kern, Inyo, and Mono	\$5,127,368	\$4,947,275	\$4,528,009	\$14,602,652
Kings	\$743,810	\$817,487	\$628,794	\$2,190,091
Long Beach/Pacific Gateway	\$1,595,119	\$1,455,074	\$1,027,273	\$4,077,466
Los Angeles City	\$12,077,707	\$11,730,597	\$8,245,523	\$32,053,827
Los Angeles County	\$9,531,815	\$9,156,945	\$7,376,122	\$26,064,882
Madera	\$725,071	\$733,459	\$583,280	\$2,041,810
Merced	\$1,555,576	\$1,480,241	\$1,308,236	\$4,344,053
Monterey	\$1,788,554	\$1,802,219	\$2,094,614	\$5,685,387
Mother Lode	\$354,744	\$416,839	\$359,987	\$1,131,570
North Central Counties	\$1,191,983	\$1,114,607	\$1,053,771	\$3,360,361
NoRTEC	\$2,341,372	\$2,259,111	\$1,940,621	\$6,541,104
North Bay	\$785,010	\$862,244	\$978,222	\$2,625,476
NOVA	\$1,247,294	\$1,264,038	\$1,821,111	\$4,332,443
Oakland City	\$1,160,969	\$1,150,358	\$928,747	\$3,240,074
Orange	\$2,638,720	\$2,457,656	\$3,893,444	\$8,989,820
Richmond City	\$301,999	\$316,995	\$227,761	\$846,755
Riverside	\$6,357,270	\$6,136,604	\$5,618,464	\$18,112,338
Sacramento	\$3,573,701	\$3,422,305	\$3,201,849	\$10,197,855
San Benito	\$203,380	\$192,932	\$205,446	\$601,758
San Bernardino County	\$5,616,054	\$5,342,779	\$4,510,723	\$15,469,556
San Diego	\$6,358,129	\$5,828,166	\$6,216,504	\$18,402,799
San Francisco	\$1,043,003	\$1,154,481	\$1,599,935	\$3,797,419
San Joaquin	\$3,009,022	\$2,829,785	\$2,494,240	\$8,333,047
San Jose - Silicon Valley	\$1,991,848	\$1,887,755	\$2,235,373	\$6,114,976
San Luis Obispo	\$534,943	\$412,413	\$446,053	\$1,393,409
Santa Ana City	\$830,502	\$815,593	\$485,461	\$2,131,556
Santa Barbara	\$1,193,208	\$882,453	\$978,958	\$3,054,619
Santa Cruz	\$1,068,599	\$955,088	\$964,512	\$2,988,199
SELACO	\$905,216	\$861,933	\$872,040	\$2,639,189
Solano	\$938,267	\$1,027,757	\$1,036,640	\$3,002,664
Sonoma	\$761,017	\$719,507	\$809,146	\$2,289,670
South Bay	\$1,396,434	\$1,436,135	\$1,354,815	\$4,187,384
Stanislaus	\$2,412,740	\$2,330,751	\$2,081,834	\$6,825,325
Tulare	\$2,986,461	\$2,856,189	\$2,610,078	\$8,452,728
Ventura	\$1,570,980	\$1,441,508	\$2,001,694	\$5,014,182
Verdugo	\$629,776	\$674,340	\$678,436	\$1,982,552
Yolo	\$711,898	\$547,831	\$544,580	\$1,804,309
<b>Total</b>	<b>\$100,238,621</b>	<b>\$96,232,976</b>	<b>\$90,668,582</b>	<b>\$287,140,179</b>

	A	B	C	D	E	F	G
1	<b>WIOA ADULT AND DISLOCATED WORKER</b>						
2	<b>ALLOCATIONS FOR PROGRAM YEAR 2018-2019</b>						
3							
4							
5							
6							
7			<b>Adult/DW</b>	<b>Adult/DW</b>			
8			<b>Allocation</b>	<b>Allocation</b>	<b>Increase/</b>	<b>%</b>	
9			<b>2017-18</b>	<b>2018-19</b>	<b>(Decrease)</b>	<b>Change</b>	
10							
11							
12							
13	Actual/Estimated Carryover		2,585,891	3,720,788	1,134,897	44%	
14	Award		9,042,625	9,489,162	446,537	5%	
15	<b>Total Available</b>		<b>11,628,516</b>	<b>13,209,950</b>	<b>1,581,434</b>	<b>14%</b>	
16							
17							
18	<b>Operational Costs</b>						
19	One-Stop Sites Budget		1,506,564	1,581,892	75,328	5%	
20	FRWDB Admin Support		1,018,677	1,069,611	50,934	5%	
21	FRWDB Program Support		1,173,061	1,231,714	58,653	5%	
22	Assessment Materials		40,600	42,630	2,030	5%	
23	Employment Study		10,000	10,500	500	5%	
24	Program Income		(106,720)	(112,056)	(5,336)	5%	
25	Carryover to Following Year	3%	271,279	284,675	13,396	5%	
26	<b>Total Operational Costs</b>		<b>3,913,461</b>	<b>4,108,966</b>	<b>195,505</b>	<b>5%</b>	
27							
28							
29							
30	<b>Contractors &amp; Participant Pools</b>						
31	CLC - Urban		2,525,769	2,650,542	124,773	5%	
32	Proteus, Inc. - East		500,392	525,111	24,719	5%	
33	West Hills Community College - West		501,594	526,373	24,779	5%	
34	Current Plan Year Training Pool		2,195,278	2,365,059	169,781	8%	
35	Prior Plan Year 17-18 Training Reserve		879,588	1,811,525	931,937	106%	
36	Incumbent Worker Training (IWT) Pool		481,690	481,690	0	0%	
37	Supportive Services		119,483	119,483	0	0%	
38	Soft Skills Upgrade Training		100,000	154,940	54,940	55%	
39	Pilot Public Defenders Project		45,000	100,000	55,000	122%	
40	CMTi Programming & Maintenance		180,694	180,694	0	0%	
41	CSUF Foundation - Business Services		185,567	0		-100%	
42	Business Services Sector Project Pool		0	185,567	185,567	100%	
43	<b>Total Contractors &amp; Participant Pools</b>		<b>7,715,055</b>	<b>9,100,984</b>	<b>1,571,496</b>	<b>20%</b>	
44							
45							
46	<b>Total Allocations</b>		<b>11,628,516</b>	<b>13,209,950</b>			
47			0	0			
48							
49			2,712,788	2,846,749			
50	Training Percentage		30%	30%			
51							
52							
53	Note: Due to spreadsheet formula rounding calculations, total(s) may be \$1.00 off.						
54							
55							
56							
57							
58	Prepared By: C. Beierschmitt						

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	3
MEETING DATE:	May 17, 2018
ACTION:	RECOMMEND TO ACCEPT

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**TO:** Adult Council  
**FROM:** Phyllis Stogbauer, Deputy Director of Program Services  
**SUBJECT:** America's Job Centers of California Hallmarks of Excellence Certification Application/Matrix

## **RECOMMENDATION:**

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the America's Job Centers of California (AJCC) Hallmarks of Excellence Certification Application/Matrix.

## **REASON FOR RECOMMENDATION:**

In accordance with WIOA Section 121(g), Local Boards must conduct an independent and objective evaluation of the comprehensive AJCCs in their local areas once every three (3) years using criteria and procedures established by the State Board. The initial AJCC certification process is required to be completed by June 30, 2018, and take effect July 1, 2018.

There are two (2) levels of the AJCC certification: Baseline and Hallmarks of Excellence. The Baseline AJCC certification, which was completed in December 2017, is intended to ensure that every comprehensive AJCC is in compliance with Key WIOA statutory and regulatory requirements. The Hallmarks of Excellence AJCC Certification is intended to encourage continuous improvement by identifying areas where an AJCC may be exceeding quality expectations, as well as areas where improvement is needed.

In order to highlight areas where AJCCs can continuously improve their service delivery, the State Board has identified eight (8) Hallmarks of Excellence, with each one ranked on a scale of 1-5. In order to receive a Hallmarks of Excellence AJCC Certification, an AJCC must meet Baseline AJCC Certification and receive a ranking of at least 3 (three) for each of the following:

1. The AJCC physical location enhances the customer experience.
2. The AJCC ensures universal access, with an emphasis on individual with barriers to employment.
3. The AJCC actively supports the One-Stop system through effective partnerships.
4. The AJCC provides integrated, customer-centered services.
5. 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.
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.
7. The AJCC has high-quality, well-informed, and cross-trained staff.
8. The AJCC achieves business results through data-driven continuous improvement.

The evaluation was completed by an independent evaluator in accordance with guidelines established by the Employment Development Department (EDD) and the California Workforce Development Board (CWDB).

The process used to evaluate FRWDB's comprehensive AJCC involved the evaluator's on-site review of the center, an in-person meeting with center leadership, and WIOA partner representatives, review of supporting documentation, development of a draft Hallmarks of Excellence narrative, on-site review of the draft with center leadership and finalization of the attached application/matrix. The content and intensity of the process ensured that all quality indicators were considered in assignment of rankings for each hallmark.

Based on evidence provided by representatives of the local workforce system, the independent evaluator ranked each hallmark in accordance with guidelines established by the EDD and the CWDB. As the result of this process, our AJCC scored a total of 30, with each of the hallmarks being ranked no lower than three (3). Both our team and evaluator, David Shinder, relied on technical assistance from CWDB representatives with regard to the format and organization of information provided. As a result of this guidance, please note that the "continuous improvement plan" for each hallmark is embedded within the matrix.

**ATTACHMENT:**

Comprehensive AJCC Certification Matrix Hallmarks of Excellence

## Comprehensive AJCC Certification Matrix Hallmarks of Excellence

The Hallmarks of Excellence America's Job Center of California<sup>SM</sup> (AJCC) Certification is intended to encourage continuous improvement by identifying areas where an AJCC may be exceeding quality expectations, as well as areas where improvement is needed. These were developed in alignment with Training and Employment and 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.

### Hallmarks of Excellence Ranking

Each individual Hallmark of Excellence is ranked on a scale of 1 to 5:

1. No progress on the hallmark at this time.
2. Have started progress on the hallmark but not yet satisfactory.
3. Have a satisfactory amount of the hallmark in place the majority of the time.
4. Significantly meeting the hallmark with room for improvement.
5. Achieving and excelling at the hallmark.

In order to receive a Hallmarks of Excellence AJCC Certification, an AJCC must have first met Baseline AJCC Certification and then receive a ranking of a least 3 for each of the Hallmarks of Excellence.

The matrix below describes each Hallmark of Excellence and provides associated quality indicators that should be used by the evaluator when documenting the rationale for each ranking. The evaluator must also provide continuous improvement goals and recommendations that Local Boards can use as they work with each comprehensive AJCC to develop a separate continuous improvement plan with target dates.

Local Boards must submit a completed matrix and continuous improvement plan to their Regional Advisor for each comprehensive AJCC by June 30, 2018.

Name of Local Board: **Fresno Regional Workforce Development Board** \_\_\_\_\_

Name of AJCC: **Workforce Connection Comprehensive AJCC** \_\_\_\_\_

**Hallmark of Excellence #1**

**The AJCC physical location and facility enhances the customer experience**

**Characteristics of a High Quality AJCC**

- a. The physical layout of the AJCC must inform and engage customers in staff-supported activities and allow for workshops, group meetings and a robust basic career services, rather than moving all customers to the AJCC resource room computers to conduct a job search.

**California State Plan Vision and Strategies**

- a. The vision for the AJCC system in California, is to provide seamless customer-centered services focused on demand driven skills attainment and upward mobility for all Californians. The services should be delivered by aligning, coordinating, and integrating the programs and services of required and optional partners.
- b. AJCCs must be a professional and clean, environment where customers are greeted as they enter the AJCC. Information should be readily available about all partner program services, including how to access them.

**Quality Indicators**

- a. The location of the AJCC is convenient for customers (including those with barriers to employment). It has adequate parking and is accessible by public transportation (where available).
- b. External signage clearly identifies the location as an AJCC and meets the branding requirements of Workforce Services Information Notice 12-43.
- c. The AJCC is clean with a professional appearance.
- d. The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance.
- e. The AJCC's resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order.
- f. The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff.
- g. The AJCC has internal signage to help customers easily navigate the AJCC.
- h. Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.
- i. Adequate safety and security precautions are in place to protect both customers and staff.



**Hallmark of Excellence #1 - The AJCC physical location and facility enhances the customer experience**

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

There is one comprehensive AJCC within the local area served by the Fresno Regional Workforce Development Board (FRWDB): the Workforce Connection facility located at 3302 N. Blackstone Avenue in Fresno. The center occupies 32,768 sq. ft. of space within a retail/mixed use plaza. The facility has been in operation as a one-stop/AJCC since 2001 and the interior has been specifically designed to accommodate the one-stop operations of the local workforce system.

Fresno is a large county covering 6,011 square miles, with a population currently estimated at just under 1 million. To ensure access to communities throughout the county, FRWDB has four affiliate AJCCs, which are located in Coalinga, Mendota, Selma and Reedley.

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, AJCC strategies and vision expressed within the State Plan and quality indicators for this Hallmark of Excellence, representatives of the local workforce system identified numerous areas of strength and some continuous improvement opportunities. These include:

Strengths:

1. The center is convenient for residents of Fresno and neighboring cities. The center experiences between 18,000 and 25,000 customer visits per year. It is centrally located on Blackstone Avenue, a major North-South thoroughfare. The facility itself is located within the Manchester Mall complex, with the AJCC accessible from both outside and inside the mall. The complex is freeway-close, located within a block of State Route 41. The location provides the center with very high visibility to the general public and to customers of other organizations with a presence at the mall, including Fresno Adult School, a WIOA Youth Services Program, a Charter School, a private trade school, and a local utility agency. All exterior entrances have double doors, which are wide enough for customers using wheelchairs. For customers using public transportation, a major bus interchange is located in front of the facility on Blackstone Avenue. This hub makes it easy to reach the AJCC from virtually any location in the County. Customers driving to the facility will find ample free parking within the large lot that encircles the mall.
2. Normally, exterior signage affixed to the building is highly visible to customers and passers-by. Temporarily, during a current renovation project, a banner is in place, which also points customers to the facility. The AJCC is co-branded as Workforce Connection and AJCC. The local Workforce Connection brand is widely known within the county, as it has been used since 2001. Signage at the entrance makes customers aware that the center is a "proud partner of the America's Job Centers of California." The AJCC brand is also found on the center's website and on various publications and resources of the local workforce development delivery system. Signage meets state branding requirements.

3. The center is professional and well organized. Due to its high traffic, the center is thoroughly cleaned on a daily basis. Maintaining a businesslike environment and a sense of order is very important to center leadership. Staff is professionally attired and is mindful of setting a high standard for customers. In addition, center staff enforces rules that contribute to the professional atmosphere of the AJCC. Customers must abide by rules of appropriate comportment and dress at all times.
4. The design of the facility and the flow of services make it easy for customers to use the center and to access resources. Workforce Connection staff is committed to ensuring that customers receive maximum benefit from their use of the center and their participation in workforce system services and programs. The reception area and resource room are well staffed to ensure that customers, particularly those visiting for the first time, get the information and access to resources that they need. A structured orientation process makes customers aware of the wide variety of services available at the center, through WIOA Title I programs and programs provided by system partners. Orientation content will soon be posted on the web. Services are accessible to customers of all types, including persons with disabilities and others with barriers to employment.
5. As indicated, the resource area is clean and very well organized. There are 42 workstations available to clients in the resource room. To support customers with disabilities, one station is fully accessible and equipped with assistive technology software and TTY is available. Customers will also find laser printers, a copy machine, fax, and telephones available for their use. By regularly servicing equipment, it remains in working order. Customers are surveyed regarding the resource room and their satisfaction with the equipment, services and support that is available.
6. The center's reception area has sufficient seating to manage customer flow. There is a varied height counter to ensure that standing customers and those using wheelchairs are comfortable while engaging with reception staff. With the addition of three VOS Greeter stations, the reception area will undergo some remodeling to ensure efficiency. Six large workshops rooms are available to host groups of various sizes. Overflow space is available nearby within the facility that Fresno Adult School occupies at the mall. Large recruitment events have been held within the one-stop, with open space in the mall having been reserved for events attended by hundreds of individuals. Work areas provide ample space for staff to meet with customers and there are private spaces for conducting interviews and assessments. A designated children's play area is also available near the lobby.
7. Meeting rooms are numbered (with signage in Braille) and cubicles display the name and organizational affiliation of staff. Directional signage is used to lead customers to exits, restrooms and meeting spaces.
8. Emergency evacuation procedures are in place. A Red Team oversees regular drills and captains have been assigned to lead evacuations in various portions of the building. Training in safety procedures has been provided to staff. Active shooter training will be scheduled.

9. There are numerous safety and security measures in place. Staff members are issued badges to provide them access to secured areas of the facility. Within the center, a Security Guard is on hand, while mall security patrols the parking lot outside and the mall's interior space. Security cameras are in use and a "panic button" system will be installed within the next 60 days. Supplementing the Center's security efforts is a Police Substation located in the mall.

Continuous Improvement Opportunities:

1. While the facility operates at a high level of efficiency and services are coordinated across partner programs, numerous opportunities exist to further align and, potentially, integrate services to serve AJCC customers even more effectively. The partners should examine where integration can lead to service improvements.

**Hallmark of Excellence #1 Ranking (1-5) : 4.5**

**Rationale for This Ranking:**

Based on evidence provided regarding how the AJCC location and facility enhance the customer experience, this hallmark has been ranked as 4.5, signifying that the AJCC is performing higher than "significantly meeting the hallmark with room for improvement."

Key factors in assigning this ranking include the following:

- Location is central and the center is highly visible to the public
- Accessibility for persons with disabilities and welcoming to all customer groups
- Space lay-out and versatility
- Availability of equipment for clients' use
- Co-branding of the center as Workforce Connection and AJCC
- Professional appearance of the center
- Convenience for customers driving cars and those using public transportation
- Design and flow of reception to services
- Resource center design and flow
- Emergency procedures
- Safety and security, including proximity to local police

**Hallmark of Excellence #1 - The AJCC physical location and facility enhances the customer experience**

**Continuous Improvement Goals and Recommendations:**

Based on the continuous improvement opportunities identified during the assessment process, representatives of the Workforce Connection Comprehensive AJCC have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Engage the partners in discussions regarding service coordination, alignment and integration within the AJCC to determine if there are opportunities to improve services or service delivery. Based on agreed upon recommendations, construct a plan to develop and implement improvements.

*Target Date for Achieving Improvement Goal: February 2019*

2. Schedule and conduct active shooter training for all staff working at the AJCC.

*Target Date for Achieving Improvement Goal: July 2018*

**Hallmark of Excellence #2**

**The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

**US DOL 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. Staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.
- b. Ensure meaningful access to all customers. AJCCs must be physically and programmatically accessible to all customers, including individuals with disabilities. In so doing, AJCCs use principles of universal design and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. AJCCs use assistive technology and flexible business hours to meet the range of customer needs.
- c. Include both virtual and center-based service delivery for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any given time. The system can expand its reach by delivering robust virtual services; and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations, and other partners.

**California State Plan Vision and Strategies**

- 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.

**Hallmark of Excellence #2 - The AJCC ensures universal access, with an emphasis on individuals with barriers to employment**

**Quality Indicators**

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

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

The Workforce Connection AJCC ensures universal access to customers and strives to meet the unique needs of every individual, regardless of his or her barriers to employment. The center's service delivery model provides strong support to customers from their first point of contact with center staff. In addition to ensuring that the facility, equipment and resources meet the needs of a diverse clientele and address the barriers they face, staff orients customers to the full range of programs and services that are available at the center and throughout the local workforce system. The better informed the AJCC's customers are, the better the decisions they will make regarding services and careers.

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, AJCC strategies and vision expressed within the State Plan and quality indicators for this Hallmark of Excellence, representatives of the local workforce system identified numerous

areas of strength and some continuous improvement opportunities. These include:

Strengths:

1. The center serves a highly diverse clientele reflecting the overall diversity of Fresno County, which is home to people of many cultures, languages and faiths. AJCC staff mirrors this diversity, coming from a wide range of backgrounds. Spanish, Hmong, Tagalog and other languages are spoken by staff working at the AJCC. Many of the staff have participated in diversity training through their employers. This training often focuses on how to work effectively with diverse populations. Training also reflects changes to State laws that touch upon diversity issues, such as recent legislation concerning transgender individuals.
2. The WDB's Equal Opportunity Officer is responsible for updating equal opportunity policies, as changes in law and regulations occur. Annually, FRWDB is monitored by the State for compliance. Center staff receives training in equal opportunity policies at the time they are hired and as changes are made.
3. FRWDB has recently updated the Limited English Proficiency (LEP) Plan for the local workforce development system, which includes the comprehensive AJCC. The plan provides assurance that an annual assessment of languages spoken by customers will be completed. It also describes other ways in which WDB and center leadership will monitor services provided to LEP customers. These include the following: documents will be translated; interpreter services will be made available, as needed; and staff assistance will be provided to help individuals with limited English proficiency understand the services that are available through the center and the local workforce system.
4. Leadership has used customer input to design and develop various features of the facility and services offered to customers. Methods to gather customer input include analysis of survey results and customer evaluations of services and processes (e.g. orientation) and focus groups. Stakeholders have also participated as teams in providing input on center design and services, thereby including perspectives from programs that serve a very broad range of customers.
5. The AJCC meets all federal requirements with regard to veterans' preference and priority of service.
6. The AJCC provides the full range of career services during regular business hours, Monday through Friday from 8:00 a.m. until 5:00 p.m. Training is occasionally provided at the center on Saturdays. Center staff provides other services outside traditional work hours, such as rapid response (including activities to cover all work shifts affected by downsizing), recruitment and hiring events that occur before or after regular work hours, and participating in community events, such as resource fairs, that often take place on weekends.
7. Virtual services provided by the center and the local workforce system include being

able to register for an AJCC orientation. Links to partner services allow customers to complete an application for Department of Rehabilitation Services (DOR) and applications for various services provided by the Fresno County Department of Social Services. Businesses can register online for services provided by the WDB and the AJCC. The EDD CalJOBS system provides a host of web-based services for both job seekers and business customers.

8. The new Workforce Connection website will be reviewed for accessibility by representatives of DOR. Partners offering web-based services need to confirm their accessibility.

Continuous Improvement Opportunities:

1. Center leadership has embraced customer-centered design and clearly has a strong customer focus with regard to developing and implementing services. To further strengthen this focus, all staff and system partners should be oriented to the principles of universal and customer-centered design.
2. Virtual services are part of the local delivery system. It seems likely that there are more virtual services available through the local workforce system than have been accounted for. The partners should assess what is currently available and discuss the merits of making even more services available online for job seekers and businesses.
3. An assessment regarding the accessibility of virtual services for individuals with disabilities should be conducted.

**Hallmark of Excellence #2 - The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**



**Hallmark of Excellence #2 Ranking (1-5): 4**

**Rationale for This Ranking:**

Based on evidence provided regarding how the center ensures universal access for all customers, including individuals with disabilities, this hallmark has been ranked as 4, signifying that the AJCC is “significantly meeting the hallmark with room for improvement.”

Key factors in assigning this ranking include:

- Staff is experienced at working with diverse customers
- Staff diversity, including cultural and linguistic skills
- Many staff have participated in training on various topics related to diversity
- Center/system staff providing services after hours
- Actions taken to ensure services and program accessibility for customers with disabilities
- The LEP Plan has recently been updated
- Annual equal opportunity policy updates and staff training
- Customer-focused center design
- Priority services for veterans
- Availability of virtual services for job seekers and businesses

**Continuous Improvement Goals and Recommendations:**

Based on the continuous improvement opportunities identified during the assessment process, the representatives of the Workforce Connection Comprehensive AJCC have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Conduct an assessment/scan of virtual services currently available for job seekers and business that are provided by the local workforce system partners.

*Target Date for Achieving Improvement Goal: July 2018*

2. Using the results of the scan as a reference, engage the partners in discussions about additional virtual services that could benefit customers. Develop a plan reflecting agreed upon recommendations.

*Target Date for Achieving Improvement Goal: January 2019*

3. Request information from partners regarding how the accessibility of their virtual services has been tested and confirmed.

*Target Date for Achieving Improvement Goal: November 2018*

**Hallmark of Excellence #3**

**The AJCC actively supports the One-Stop system through effective partnerships**

**US DOL Characteristics of a High Quality AJCC**

- a. Reflect 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**

- 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.

**Quality Indicators**

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

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

**Hallmark of Excellence #3 - The AJCC actively supports the One-Stop system through effective partnerships**

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

The local workforce development system includes active participation from the full range of partners prescribed by WIOA. While many of these relationships are decades old, the strength of these partnerships has only intensified in recent years as stakeholders have worked together on various projects to address critical workforce issues, including changing skill requirements within key sectors, a limited pool of experienced workers and the need to more effectively engage individuals with few skills and little work experience. While the workforce partnership in Fresno County includes the same stakeholders present in other local workforce areas, the true effectiveness of the local partners in meeting the needs of business and job seekers sets the system and the center apart.

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, AJCC strategies and vision expressed within the State Plan and quality indicators for this Hallmark of Excellence, representatives of the local workforce system identified numerous areas of strength and some continuous improvement opportunities. These include:

Strengths:

1. Monthly Site Council meetings, to which all co-located and non-co-located partners are invited, provide an opportunity for sharing information about center-based events, AJCC operations, changes in partner services and myriad other topics, including partners' satisfaction with the AJCC and the partnership. It is not uncommon for partner representatives to make recommendations about center services or the ways in which the stakeholders interact with one another, such as making referrals among agencies. While this informal process for securing input from partners has been effective in terms of making system improvements, leadership of the AJCC is committed to implementing a more structured process to collect data that can be used to identify issues and implement solutions.
2. Again, while no formal survey process has yet been implemented, there is ample evidence to suggest that the partners find value in the services of the AJCC and in the partnerships that comprise the local workforce system. The fact that many partners have chosen to co-locate within the center indicates that they see value in working alongside organizations that serve customers with circumstances and service needs that are similar to those of their clients. The center serves as a hub of referrals among partners and for co-enrollment and co-case management. Each of the stakeholders finds value in distinct aspects of the partnership's and the

center's services. For instance, Wagner-Peyser representatives and others working for EDD have remarked on the value that the center offers in terms of providing information on skills development and training. The OAA Title V program uses the center as a worksite, while the Department of Social Services (DSS) conducts on-site screening and provides services to customers at the center. The development and implementation of a survey system will enable the center to further assess the value partners believe the AJCC provides their organizations, programs and customers.

3. The Site Council meetings are the principal forum for information sharing among the partners. Stakeholders regularly discuss center operations and opportunities to improve services and coordination among the partners.
4. The AJCC uses several strategies to promote the participation of non-co-located partners' customers in center services. Information sharing among partner leadership has proven to be an effective method to outreach to partner customers. This is particularly true with regard to hiring events. To supplement information shared in meetings, email is used as a means of promoting recruitments, workshops, and the availability of training and services. Direct contact with partners' customers also occurs through various outreach efforts, such as presentations to students at Fresno Adult School.
5. The MOU executed among the partners expresses the commitment of all local stakeholders to developing and implementing a referral process that will result in customers being referred to partners, programs and services that will meet their unique needs and address barriers. The current process for referrals is being replaced with a new system (CommunityPro) that will enable partners to more easily track and follow-up on referrals. Community Pro enables partners to easily share data across agencies. It eliminates redundancy and waste, offers an integrated referral management and reporting system, and allows each agency to keep and enhance its current IT system.
6. FRWDB and the AJCC have worked to develop relationships with community-based organizations (CBOs) that have strong ties to neighborhoods and target groups. It can be difficult for the workforce system to gain acceptance and trust in communities where residents have historically had tenuous attachment to the labor market. By leveraging ties that CBOs have with at-risk populations, the system has been able to establish community on-ramps to the AJCC. These organizations promote workforce services within their communities and refer participants for services.

Continuous Improvement Opportunities:

1. The system could benefit from adoption of a formal method to assess partner satisfaction. Data derived could be analyzed and compared over time to determine the effectiveness of the system and responsiveness of AJCC leadership to recommendations of the system stakeholders.

2. The AJCC should develop an inventory of all partner programs and services, along with information on eligibility, and provide an orientation to all center staff and system partners.
3. The myriad materials used to promote local workforce services inform potential customers about a vast array of opportunities made available by many local providers of all types and sizes. The center and the partners would benefit from system-focused marketing that communicates functions and benefits of the AJCC and the overall workforce development delivery system in Fresno County.
4. Referrals are being made among the workforce partners on a daily basis. A system to track and follow-up on referrals would provide stakeholders with information on the results of the referrals they make.

**Hallmark of Excellence #3 Ranking (1-5) :   4**

**Rationale for This Ranking:**

Based on evidence provided regarding how the AJCC supports the one-stop system through effective partnerships, this hallmark has been ranked as 4, signifying that the center is “significantly meeting the hallmark with room for improvement.”

Key factors in assigning this ranking include:

- Site Council meetings provide an opportunity for information sharing and discussion among the partners
- Partners’ actions suggest that they find value in the AJCC
- Systems are in place to recruit partners’ customers to participate in AJCC services
- An effective recruitment process is in place
- CBOs serve as community on-ramps to the AJCC

**Hallmark of Excellence #3 - The AJCC actively supports the One-Stop system through effective partnerships**

### **Continuous Improvement Goals and Recommendations:**

Based on the continuous improvement opportunities identified during the assessment process, representatives of the Workforce Connection Comprehensive AJCC have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Develop and implement a process to survey partners' satisfaction with the AJCC and the overall system, along with the value they believe the center provides their program and customers.

*Target Date for Achieving Improvement Goal: July 2019*

2. Engage the partners in a discussion on opportunities to develop a system marketing brochure that highlights key functions and benefits of the system, rather than any particular program or provider.

*Target Date for Achieving Improvement Goal: February 2019*

3. Implement a system to track referrals and the results of referrals.

*Target Date for Achieving Improvement Goal: July 2019*

**Hallmark of Excellence #4**

**The AJCC provides integrated, customer-centered services**

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

**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.

**Hallmark of Excellence #4 - The AJCC provides integrated, customer-centered services**

**Quality Indicators**

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

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

The workforce development delivery system led by the Fresno Regional Workforce Development Board and the Workforce Connection comprehensive AJCC has a decades-long history of working to bring together employment- and training-related resources and programs throughout Fresno County. Disparate programs have always shared in common their concentration on meeting the needs of customers, many of whom have little preparation for work and multiple barriers to employment. For far too long, much of the work of the system stakeholders was done in siloes, with information being shared, but little happening in the way of coordination. Over the last 17 years, the center has increasingly become the hub of workforce development activity, with EDD, the county's Department of Social Services and the State



Department of Rehabilitation playing ever-larger roles. While full alignment and integration have yet to be achieved, the workforce system in Fresno includes active participation by all partners and an intensive focus on meeting customers' needs.

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, AJCC strategies and vision expressed within the State Plan and quality indicators for this Hallmark of Excellence, representatives of the local workforce system identified numerous areas of strength and some continuous improvement opportunities. These include:

Strengths:

1. Those working at the center identify with both the AJCC system and the organization they work for. Despite the natural inclination to identify with one's employer and, perhaps, with a particular program that funds one's position, AJCC staff relate strongly to the Workforce Connection and AJCC brands. In part, this is due to the years that the co-branding has now been in place, but it also due to the culture of the center, which is one that values customers and staff and recognizes good work. Center staff knows that customers are initially shared by the system, but will likely be served by one or more partners whose programs are best prepared to meet their needs. Staff's ability to think like a system is evident and will continue to evolve as "the partnership" and "the system" are emphasized by center leadership.
2. Staff working for various partners identified several training topics and sessions that they have participated in that dealt with customer service and ways to improve the customer experience. Center leadership and partners agreed that all staff working in the center could benefit from additional, so that all have a common reference point about providing excellent customer service. Few staff have yet participated in training on customer-centered design. However, leadership is supportive of all staff developing a common understanding of how a customer-centered design approach can be used to improve services and the ways in which they are delivered to customers.
3. The center has a system in place to promptly greet customers and to get to them to the services they need. While a traditional orientation is used to fully inform new customers about the availability and structure of AJCC services, following a brief introduction and overview of AJCC services, they can immediately begin to use the resource room to initiate career exploration or may be served by a particular program for which they are qualified.
4. Center staff attempts to move customers to services as quickly as possible, including both those ready for job search and those needing extensive workforce preparation. Such individuals can connect quickly to services available in the resource room (job leads, resources for updating one's resumes, ability to apply on-line for jobs). Based on specific needs and circumstances, some customers are also quickly directed to particular partners or programs, such as DSS, DoR or

Title V. For those seeking staff assistance with services available under Title I, the center uses a process where a team reviews programs and services best suited to the customer and approves participation in those services.

5. The partners have completed a process under which they identified the Career Services provided by their organizations and programs. The AJCC has been and remains open to utilizing processes developed by the full range of partners. Currently, center staff accepts results of a variety of assessments that cover key areas necessary to make career decisions. Various providers, including non-co-located partners and CBOs acting as community on-ramps are providing orientations to potential customers before they ever reach the center and the AJCC is accepting these orientations.
6. Co-enrollment occurs frequently between programs and among providers and is driven by the fact that some customers have needs and barriers that can be best addressed through a partnership approach, where distinct services are provided to address specific issues. DSS representatives cite examples of customers having received TANF-funded support services, where WIOA covers the costs of training. Similar examples were cited by EDD and DoR representatives about how co-enrollment helps to meet a variety of needs. Co-case management approaches are still evolving and currently include structured communications between those providing the services. The lack of a common case management system among the providers and the importance of privacy protection of clients make co-case management difficult.

Continuous Improvement Opportunities:

1. While partner staff is co-located in the same facility, individuals performing the same or similar functions do not necessarily coordinate work around that function. This may result in duplication of effort and missed opportunities to leverage resources. The partners should examine the value of increased coordination around key functions (e.g. recruitment, assessment, service planning, business outreach).
2. AJCC staff is not fully familiar with the functions and eligibility requirements of all partner programs. All staff working at the center and across the workforce system should receive training about all workforce partner programs and the eligibility requirements for individuals to participate in these programs.
3. Workforce Connection staff and services are customer-focused. However, staff representing the various partners has significantly different levels of understanding about strategies that ensure all customers have a positive experience and outcomes as the result of participating in workforce services. Staff could benefit from additional training in customer service and customer-centered design.

**Hallmark of Excellence #4 - The AJCC provides integrated, customer-centered services**

Hallmark of Excellence #4 Ranking (1-5) :  3

**Rationale for This Ranking:**

Based on evidence presented about how the AJCC provides integrated, customer-centered services, this hallmark has been ranked as 3, signifying that the center has "a satisfactory amount of the hallmark in place the majority of the time."

Key factors in assigning this ranking include:

- Staff identify with both the AJCC system and the organization they work for
- A system is in place to promptly greet customers and to get to them to services they need
- Center staff attempts to move clients to services as quickly as possible
- The partners provide Career Services at the center
- Co-enrollment occurs frequently between programs and among providers

**Continuous Improvement Goals and Recommendations:**

Based on the continuous improvement opportunities identified during the assessment process, the representatives of the Workforce Connection Comprehensive AJCC have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Engage the partners in discussions on opportunities to better coordinate services around common functions. Develop a plan to implement agreed upon recommendations.

*Target Date for Achieving Improvement Goal: July 2019*

2. Develop and schedule training for all AJCC and system staff regarding partner programs, services and eligibility requirements.

*Target Date for Achieving Improvement Goal: December 2019*

3. Identify providers of and schedule training in customer service and customer centered design.

*Target Date for Achieving Improvement Goal: July 2019*

**Hallmark of Excellence #5**

**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.**

**US DOL Characteristics of a High Quality AJCC**

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

**California State Plan Vision and Strategies**

- a. Career Pathways: enabling of progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with a labor market payoff for those being trained or educated and results in industry-recognized credentials.
- b. Earn and Learn: using training and education best practices that combine applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation.
- c. Supportive Services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.
- d. AJCCs as an access point for programs that provide for "demand-driven skills attainment." From this perspective, AJCCs will be operated as an "on ramp" or "gateway" to the "Regional Sector Pathways" programs either built-out or identified through the regional planning process described above.
- e. AJCCs will continue to provide the full array of Career Services and function as labor exchanges but there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need it.

**Hallmark of Excellence #5 - 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**

**Quality Indicators**

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

**Hallmark of Excellence #5 - 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:**

Its success in preparing job seekers to participate in and complete training is an accomplishment of the comprehensive AJCC that partners, job seekers and businesses all recognize. The center has established a reputation for offering resources that enable job seekers to research labor market conditions, job requirements, and skills needed to enter demand occupations within the region. In addition, the FRWDB's work in assembling an eligible training provider list with diverse offerings makes the AJCC an attractive option for customers that need assistance in selecting an appropriate program and provider. Many local partners have come to value the center's role as a broker of and an onramp to training. Businesses also recognize that the local board is an extremely valuable resource for the development of training to meet industry needs. The intensive engagement between business services staff and industry leaders has led to the development of new curricula for manufacturing, construction and other priority sectors. Businesses have vetted some courses and recognize the credentials of workers having successfully completed this training.

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, AJCC strategies and vision expressed within the State Plan and quality indicators for this Hallmark of Excellence, representatives of the local workforce system identified numerous areas of strength and some continuous improvement opportunities. These include:

Strengths:

1. Staff focuses on both skills development and employment outcomes, recognizing that some individuals will need training to compete for jobs and others have sufficient skills to enter the labor market. Assumptions are not made about the services that a customer needs as she or he walks into the center. A customer's background, experience, current skill sets, income needs and personal preferences are some of the principal factors that drive decisions about services. Based on these factors, a customer may be enrolled in training for skills development or assisted in directly pursuing employment opportunities using the extensive resources of the AJCC and the network of local workforce system stakeholders.
2. The AJCC has a robust array of training services for job seekers, including various work-based learning models. Again, an extensive list of commercially available training from adult education agencies, community colleges, the California State University system, and private providers of vocational and technical education offers many choices to individuals who need to develop skills required in the

current labor market. Training options also include basic skills, high school completion/equivalency and ESL training for those who need such courses as prerequisites to enrolling in vocational programs. Work-based learning options include OJT, transitional jobs, customized programs for new and incumbent workers, and apprenticeships.

3. As suggested by the preceding item, training is available for customers at all skill and experience levels. For those who are experienced workers needing to add to their skill sets, the center relies heavily on resources from the colleges and the university system.
4. The Workforce Connection center does not utilize a "sequence of service" protocol as a prerequisite for training. Participants, however, must demonstrate suitability for training based on assessment results, the successful completion of a scholarship panel process, and development of a plan to support their completion of training.
5. Supportive services are available under WIOA Title I, TANF, DoR programs and through many other AJCC partners and community-based agencies. The purpose of these services is to enable job seekers to participate in workforce preparation services, training and other activities. Therefore, services generally consist of transportation, childcare, and clothing and tools for training and work.
6. Last year alone, just among WIOA Title I participants using AJCC services, 1,246 customers participated in some form of training. The number of center/system customers that took part in training is exponentially greater when those served by all stakeholders is taken into consideration.

Continuous Improvement Opportunities:

1. Generally, center staff and stakeholders are familiar with the predominant industries within the local labor market area. Overall, center staff is less familiar with the regional target sectors. In addition, not all staff is familiar the hiring, skills and training needs of local and regional target sectors. A better understanding of industry needs and demand jobs in these sectors will improve staff's ability to assist customers in selecting services and in making informed career decisions.
2. Career pathways enable workers to enter and move up in careers through structured skills development protocols. The better staff understands career pathways, the more effective their efforts will be in assisting job seekers in navigating them.

**Hallmark of Excellence #5 Ranking (1-5) : 4**

**Rationale for This Ranking:**

Based on evidence provided regarding how the AJCC is an on-ramp to skills development and credentials related to sectors/pathways, this hallmark has been ranked as 4, signifying that the center is “significantly meeting the hallmark with room for improvement.”

Key factors in assigning this ranking include:

- Staff understands and can assist customers with both skills development and employment services
- The AJCC offers a robust slate of training programs
- The center has strong ties to the education community
- Center staff is experienced in development of work-based training programs
- Training is available for learners of all skill and experience levels
- A sequence of services protocol is not used as a prerequisite for training
- Supportive services are available to participants
- Significant numbers of AJCC customers participate in training each year



**Hallmark of Excellence #5 - 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**

**Continuous Improvement Goals and Recommendations:**

Based on the continuous improvement opportunities identified during the assessment process, representatives of the Workforce Connection Comprehensive AJCC have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Engage the partners in discussions on how to ensure that all staff has a strong baseline understanding of the needs of businesses in local and regional priority sectors. Develop a plan to implement agreed upon strategies.

*Target Date for Achieving Improvement Goal: July 2019*

2. Engage the partners in discussions on how to ensure that all staff understands career pathways related to local and regional priority sectors. Develop a plan to implement agreed upon strategies.

*Target Date for Achieving Improvement Goal: July 2019*

**Hallmark of Excellence #6**

**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**

- 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.

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.

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.

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 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.

**Hallmark of Excellence #6 - The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs**

**Quality Indicators**

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

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

The local workforce development system actively engages businesses in discussions regarding their needs for a skilled workforce. With a focus on those sectors of the greater Fresno labor market that look the most promising in terms of growth and job creation, the WDB leads efforts to gather industry intelligence and develop custom solutions to ensure that a pool of skilled workers is available for local companies. The center is a partner with the WDB in serving businesses, as the AJCC ensures that workers are prepared to meet business requirements by developing basic skills, work habits and behaviors and job-specific/technical skills that are in demand. Center staff also supports the local system's business services strategies by communicating with companies about their hiring needs and referring qualified candidates.

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, AJCC strategies and vision expressed within the State Plan and quality indicators for this Hallmark of Excellence, representatives of the local workforce system identified numerous areas of strength and some continuous improvement opportunities. These include:

#### Strengths:

1. On behalf of the local workforce system, the WDB has developed a structured business services strategy, which includes staff that is specifically focused on key sectors, such as manufacturing, government, public infrastructure and healthcare. This staff, who act on behalf of all workforce system partners, are knowledgeable about the labor market and the sectors they support. They are familiar with major regional employers, their needs and projected hiring.
2. The center and the overall workforce system are focused on growth sectors and the jobs within those industries that are in greatest demand. Training to support the development of talent for these jobs and referral of qualified and skilled candidates is a top priority for the AJCC, the system partners and the FRWDB. While many jobs within key industries are well paid and offer the potential for advancement, some do not. The local board is currently engaged in planning with representatives of other Central Valley WDBs on the development of a regional definition of "quality" job. From a practical standpoint, system stakeholders and AJCC staff understand that jobs paying a living wage denote quality for the job seekers that use the systems services. Other factors denoting quality are paid benefits, work hours, job location and opportunities for advancement and wage increases.
3. Focusing on businesses that employ workers in demand occupations, the WDB surveys businesses regarding their satisfaction with the services they have received from the workforce system (e.g. recruitment, referrals of candidates, OJT) and about the content and quality of services offered by the center to prepare workers for employment. Recommendations from businesses are used to improve services such as orientation, workshops and career counseling. Information

obtained by FRWDB Business Workforce Consultants is also used to inform the center's services and is often the basis for improvements.

4. The AJCC is an instrumental partner in providing services to employers as part of the overall business services strategy of the local workforce system. The WDB maintains a business assistance center in a separate facility from the comprehensive AJCC. Still, the AJCC and its staff provide several services at the center that directly address and support the needs and goals of businesses. These include informing candidates of the requirements of specific jobs for which the center is recruiting, pre-screening candidates for jobs and administering pre-tests. Center staff is also directly involved in developing work-based training programs for business, including OJT and other customized programs. Interactions with business customers on such programs include an assessment of the skills required for the job and the development of training plans to reflect the precise skills that job seekers will need to learn. AJCC staff review work-based programs while in progress and meet with business representatives as training is completed to ensure that participants have demonstrated competency in all identified skill areas.
5. As stated, the local workforce system regularly surveys businesses regarding their satisfaction with programs and services and the information received through these surveys is used to improve the content and quality of services.

Continuous Improvement Opportunities:

1. While center staff and system stakeholders that deal directly with business customers are generally knowledgeable about the regional economy, target sectors, demand jobs and the skills most sought after by employers, many staff have only a cursory knowledge of these subjects. When workforce system staff has a strong understanding of local labor market conditions, they can provide greater and more effective support to customers seeking career guidance and employment assistance. Center staff and partners working throughout the community would benefit from training on how to use local labor market information and on local and regional priority sectors.
2. Both the WDB's business services staff and AJCC staff that support the business services function attempt to coordinate business outreach and engagement activities to reduce redundant contacts and minimize "employer fatigue." However, the precise roles that the local board, the AJCCs and the partners play in this process is continuing to evolve. The system would greatly benefit from a structured plan concerning business engagement that could be agreed to by the partners.

**Hallmark of Excellence #6 - The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs**

**Hallmark of Excellence #6 Ranking (1-5) : 4**

**Rationale for This Ranking:**

Based on evidence provided regarding how the AJCC actively engages industry and labor and supports regional sector strategies, this hallmark has been ranked as 4, signifying that the AJCC is “significantly meeting the hallmark with room for improvement.”

Key factors in assigning this ranking include:

- The local workforce system is focused on demand jobs in priority sectors
- Center staff supports the work of the WDB’s Business Workforce Consultants in providing services to businesses in target sectors
- Staff targets jobs that enable self-sufficiency and reflect customers’ definitions of “quality jobs”
- Center staff assists businesses in recruiting, screening and assessing candidates
- AJCC staff works directly with business on developing work-based learning programs
- The system regularly surveys businesses on their satisfaction with services
- Survey results are used to improve services for business customers

### **Continuous Improvement Goals and Recommendations:**

Based on the continuous improvement opportunities identified during the assessment process, representatives of the Workforce Connection Comprehensive AJCC have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Identify resources available to provide training to all system stakeholders on using local, up-to-date labor market information to help job seekers explore careers and search for jobs. Separately, develop and implement training on local and regional sectors. Once training resources are identified, schedule training for AJCC staff and partners.

*Target Date for Achieving Improvement Goal: March 2018*

2. Engage the partners in discussions on the roles of the local board, the AJCC and various stakeholders in outreaching to, engaging with and providing services to businesses. Consider benefits of better defining roles. Develop a plan to implement agreed upon strategies.

*Target Date for Achieving Improvement Goal: December 2019*

**Hallmark of Excellence #7**

**The AJCC has high-quality, well-informed, and cross-trained staffing**

**US DOL 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 job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Center 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. Center 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.
- 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.

**California State Plan Vision and Strategies**

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



**Hallmark of Excellence 7 - The AJCC has high-quality, well-informed, and cross-trained staffing**

**Quality Indicators**

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

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

The Workforce Connection comprehensive AJCC has many staff that have worked for the center for more than a decade. Some have worked there even longer. The experience levels of WIOA I staff are rivaled by partner representatives that have equally extensive resumes working in the field of workforce development. Over the years, center staff and stakeholder employees working at other facilities have taken advantage of extensive training hosted by the FRWDB, offered by the center and made available to employees of the various system partners. In the aggregate, the staff who deliver workforce services to job seekers and businesses in Fresno County are a skilled and experienced group of professionals. As the workforce system responds to changing labor market conditions and the needs of priority sectors, staff needs additional training. Local workforce stakeholders must adopt a plan for the structure, content and roll-out of this training.

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, AJCC strategies and vision expressed within the State Plan and quality indicators for this Hallmark of Excellence, representatives of the local workforce system identified numerous areas of strength and some continuous improvement opportunities. These include:

Strengths:

1. The local workforce system is committed to training. Partners are able to describe training that is offered to new employees as they are onboarded with their respective employers and on-going training that is offered by a variety of organizations (their employers, the FRWDB, the AJCC and partners).
2. Many center and system staff report that they participate in workforce development-related training through conferences, seminars, webinars, workshops and through online content.
3. A Regional Training Plan for the Central Valley has been developed that offers the opportunity to access training in dozens of key workforce topics. FRWDB will coordinate the participation of AJCC and partner staff in this training.
4. Local opportunities for training are available that address the needs of target sectors, such as the annual conference hosted by the San Joaquin Valley Manufacturing Alliance.
5. The MOU developed by the partners expresses their commitment to provide training to one another's staff.
6. Some center staff have been trained on how to use labor market information to assist job seekers and match them to demand jobs. All system staff could benefit from such training.
7. Center staff and partners have participated in a wide range of training sessions dealing with strategies to assist customers with barriers. Some of this training has been focused on individual with disabilities, while other sessions have focused on the re-entry population and disconnected youth.
8. Other topics in which some staff have been trained, but others have not, include: partner services and eligibility; CalJOBS; customer service and customer-centered design; sector strategies, career pathways; and job quality. All system staff could benefit from training in these areas.

Continuous Improvement Opportunities:

1. Given the changing workforce needs of business and the evolving nature of the workforce system in Fresno County, training for workforce professionals should be

more organized and structured. A capacity building and professional development plan would benefit the entire system.

2. While some AJCC and partner staff has received training in key subject areas highlighted under this hallmark, overall staff knowledge in these topics is not pervasive among stakeholder agencies and staff. Additional training would greatly benefit the system and its customers.

**Hallmark of Excellence #7 - The AJCC has high-quality, well-informed, and cross-trained staffing**

**Hallmark of Excellence # 7 Ranking (1-5) :   3**

**Rationale for This Ranking:**

Based on evidence provided regarding how the AJCC develops and maintains high-quality, well-informed and cross-training staff, this hallmark has been ranked as 3, signifying that “a satisfactory amount of the hallmark in place the majority of the time.”

Key factors in assigning this ranking include:

- Many system staff regularly participate in training
- The Regional Training Plan offers many options and opportunities
- The partners’ MOU expresses their commitment to provide training
- System staff have been trained in a wide range of topics that improve their overall ability to serve customers effectively

### **Continuous Improvement Goals and Recommendations:**

Based on the continuous improvement opportunities identified during the assessment process, representatives of the Workforce Connection Comprehensive AJCC have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Develop a structured training and professional development plan.

*Target Date for Achieving Improvement Goal: December 2018*

2. Establish a training schedule for Program Year 2018-19.

*Target Date for Achieving Improvement Goal: July 2018*

3. For each of the topics listed below, identify and schedule training. In some cases, training may be eligible for support under the Regional Training Initiative.

- Use of labor market information for career development
- Use of CalJOBS
- Customer service
- Customer-centered design
- Sector strategies
- Career pathways
- Identifying quality jobs

*Target Date for Achieving Improvement Goal: December 2019*

**Hallmark of Excellence 8**

**The AJCC achieves business results through data-driven continuous improvement**

**US DOL 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 system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.

**California State Plan Vision and Strategies**

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

**Quality Indicators**

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

**Hallmark of Excellence #8 - The AJCC achieves business results through data-driven continuous improvement**

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

The comprehensive AJCC regularly surveys job seekers' satisfaction at various stages of their participation in center services. Similarly, business customers are surveyed on services they receive from the center. Information collected from surveys is used to improve system services, strategies and approaches.

In consideration of federal guidance pertaining to the characteristics of a high quality AJCC, AJCC strategies and vision expressed within the State Plan and quality indicators for this Hallmark of Excellence, representatives of the local workforce system identified numerous areas of strength and some continuous improvement opportunities. These include:

Strengths:

1. The AJCC contributes to the achievement of WIOA performance indicators for all core partners by serving as a hub for labor market information, access to skills training, career services and job placement support. Because all partners and their customers can access these services, the AJCC contributes to skill attainment, employment, earnings and job retention of many individuals that participate in services offered throughout the local workforce development delivery system.
2. Reports on AJCC services and outcomes are reported to the Fresno Regional WDB on a quarterly basis.
3. The center operates in a cost effective manner. Facility costs are shared in accordance with an infrastructure funding agreement.
4. The AJCC has implemented a satisfaction survey that is available to job seekers in the resource room. Surveys may be completed at any point in the service delivery process, such as after workshops. The surveys provide space for comments, which may include concerns, compliments or complaints. The center maintains a formal grievance process and procedures reflecting the requirements of WIOA.
5. Center leadership identifies and secures technical assistance resources as necessary. This may be conducted in coordination with the WDB.

Continuous Improvement Opportunities:

1. Center leadership reports that the data from survey results is used to identify the need for service improvements and to implement solutions. The continuous improvement process could be substantially strengthened by engaging the partners in the process of data review and analysis.

**Hallmark of Excellence # 8 Ranking (1-5) : 3.5**

**Rationale for This Ranking:**

Based on evidence provided regarding the AJCC achieves results through data-driven continuous improvement, this hallmark has been ranked as 3.5, signifying performance higher than “a satisfactory amount of the hallmark in place the majority of the time.”

Key factors in assigning this ranking include:

- The center assists core partners in meeting performance goals
- AJCC performance is reported to the WDB on a quarterly basis
- The center operates in a cost effective manner
- Workforce Connection has implemented a job seeker satisfaction survey and uses feedback to improve services
- Leadership identifies and secures technical assistance resources as necessary

**Hallmark of Excellence 8 - The AJCC achieves business results through data-driven continuous improvement**

**Continuous Improvement Goals and Recommendations:**

Based on the continuous improvement opportunities identified during the assessment process, representatives of the Workforce Connection Comprehensive AJCC have established the following goals, which constitute the Quality Improvement Plan for this Hallmark.

1. Engage the partners and WDB leadership in discussions on opportunities to develop a system approach to reviewing service, performance and satisfaction data. Develop a plan to implement agreed upon recommendations.

*Target Date for Achieving Improvement Goal: April 2019*



Summary of Rankings Hallmarks of Excellence AJCC Certification	
The Hallmarks of Excellence	Ranking
1. The AJCC Physical Location and Facility Enhances the Customer Experience	4.5
2. The AJCC Ensures Universal Access, With An Emphasis of Individuals with Barriers to Employment	4
3. The AJCC Actively Supports the One-Stop System Through Effective Partnerships	4
4. The AJCC Provides Integrated, Customer-Centered Services	3
5. 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.	4
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	4
7. The AJCC Has High-Quality, Well-Informed, Cross-Trained Staffing	3
8. The AJCC Achieves Business Results Through Data-Driven Continuous Improvement	3.5
<b>Total Ranking for Hallmarks of Excellence:</b>	<b>30</b>

	Yes	No
Did the AJCC meet all Baseline Criteria requirements?	✓	
Did the AJCC receive a "3" ranking or better on each Hallmark of Excellence?	✓	

Hallmark AJCC Certification

Baseline AJCC Certification (Submitted on December 15, 2017)

Not Yet Able to Certify

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

Signature
<b>Paul Bauer</b>
Name
<b>Chair</b>
Title

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	4
MEETING DATE:	May 17, 2018
ACTION:	RECOMMEND TO ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Adult Council

**FROM:** Phyllis Stogbauer, Deputy Director of Program Services

**SUBJECT:** Third Quarter On-the-Job Training Report for Program Year 2017-2018

**RECOMMENDATION:**

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the Third Quarter On-the-Job Training (OJT) Report for Program Year (PY) 2017-2018.

**REASON FOR RECOMMENDATION:**

The Adult Council continues to review and revise all Workforce Innovation and Opportunity Act (WIOA) local policies to improve performance outcomes. At its January 10, 2006, meeting, the Council approved a new OJT process flow. At the Council's recommendation, the Fresno County Workforce Investment Board approved the revised OJT Policy and Revised Customer Flow on February 16, 2006. Adult Council members requested that FRWDB staff provide reports and analysis to the Council to ensure that the new policies and processes have been fully implemented and that they are producing better results.

FRWDB staff reviews OJT completions and retention rates each month. Completions include all OJTs that are completed during each quarter. The retention rate is monitored through post exit follow-ups and includes the number of OJT participants that successfully completed the OJT and were still employed with the OJT employer at the first quarter after exit.

The following report provides data by quarter for OJT completions and retention rates for PY 2017-2018:

<b>Completions by Quarter</b>	<b>Qtr. 1</b>	<b>Qtr. 2</b>	<b>Qtr. 3</b>	<b>Qtr. 4</b>	<b>YTD</b>
Total number of OJTs	1	1	2		
Number of OJTs with Successful Completion	1	1	2		
<b>Percentage of Successful Completions</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		
<b>Follow-ups by Quarter</b>					
Number of OJT Follow-ups Completed	4	5	9		
Number of OJTs with employer at Follow-up	3	5	5		
<b>Percentage of Successful Retentions</b>	<b>75%</b>	<b>100%</b>	<b>56%</b>		

The nine (9) follow-ups completed in the third quarter were for OJTs that were completed in PY 2016-2017. Four (4) OJTs were retained by the employer at the time of follow-up. Of the four (4), one (1) was a successful completion in the second quarter of PY 2016-2017, however, did not remain with the OJT employer after exiting the program. The other three (3) were unsuccessful OJTs that were reported in the second, third and fourth quarters in PY 2016-2017, but were employed with a different employer at follow-up.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	5
MEETING DATE:	May 17, 2018
ACTION:	RECOMMEND TO ACCEPT

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**TO:** Adult Council  
**FROM:** Phyllis Stogbauer, Deputy Director of Program Services  
**SUBJECT:** Second Quarter Local Performance Results Reports for Program Year 2017-2018

**RECOMMENDATION:**

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the attached Adult and Dislocated Worker Program Providers of Services Local Performance Results Reports for the Second Quarter of Program Year 2017-2018.

**REASON FOR RECOMMENDATION:**

The FRWDB Joint Powers Agreement states, in part, that FRWDB staff shall fulfill administrative responsibilities as set forth in the Workforce Innovation and Opportunity Act (WIOA), including the administering of programs as described in the WIOA, as well as developing budgets and administrative plans. Additional administrative responsibilities and authorities shall include assessing the performance and evaluating the benefit, productivity, and impact of all programs funded under the WIOA, as amended or superseded, and submitting progress reports. FRWDB staff will submit both upon request, but not less often than every quarter.

Staff comments on performance issues for each provider are provided below:

**Adult/DW Served:**

**CLC:** Staff has no concerns; the contract modification was submitted in January to correct variance.

**Proteus, Inc.:** Staff has no concerns; the contract modification was submitted in January to correct variance.

**WHCCD:** Staff has no concerns.

**Adult/DW Expenditures:**

**CLC:** Staff has no concerns; expenditures are below plan caused by unanticipated higher number of Adults being served than Dislocated Workers. Provider has submitted a contract modification to correct variance.

**Proteus, Inc.:** Staff has no concerns; expenditures are below plan caused by unanticipated staff savings due to a staff member on a Leave of Absence. Provider is fully staffed and anticipates being on track by next quarter.

**WHCCD:** Staff has no concerns.

**Adult/DW Placements:**

**CLC:** Staff has no concerns; Provider is slightly below goal due to a few participants lack of participation in the program. Provider anticipates having additional positive exits by the next quarter to align with goal.

**Proteus, Inc.:** Provider is below in placements due to lack of participation in the program. Provider staff will continue to work closely with job seekers to ensure positive outcomes. Staff is working with provider on placement strategies.

**WHCCD:** Staff has no concerns.

**Credential Rate:**

**CLC:** Staff has no concerns.

**Proteus, Inc.:** Staff has no concerns.

**WHCCD:** Staff has no concerns.

**Adult/DW Median Wage:**

**CLC:** Median wage is below plan due to participants obtaining minimum wage employment or part-time employment. Provider is working on minimizing the closures of participants with part-time employment, and encourages the participants to target better paying wages and full-time employment.

**Proteus, Inc.:** Median wage is below plan due to participants taking jobs to support their families that are not high paying jobs. Provider is working on strategies to encourage participants to stick with the program to obtain full-time/higher paying employment.

**WHCCD:** Median wage is below plan due obtaining minimum wage employment or part-time employment. Provider is working on strategies to encourage participants to stick with the program to obtain full-time/higher paying employment.

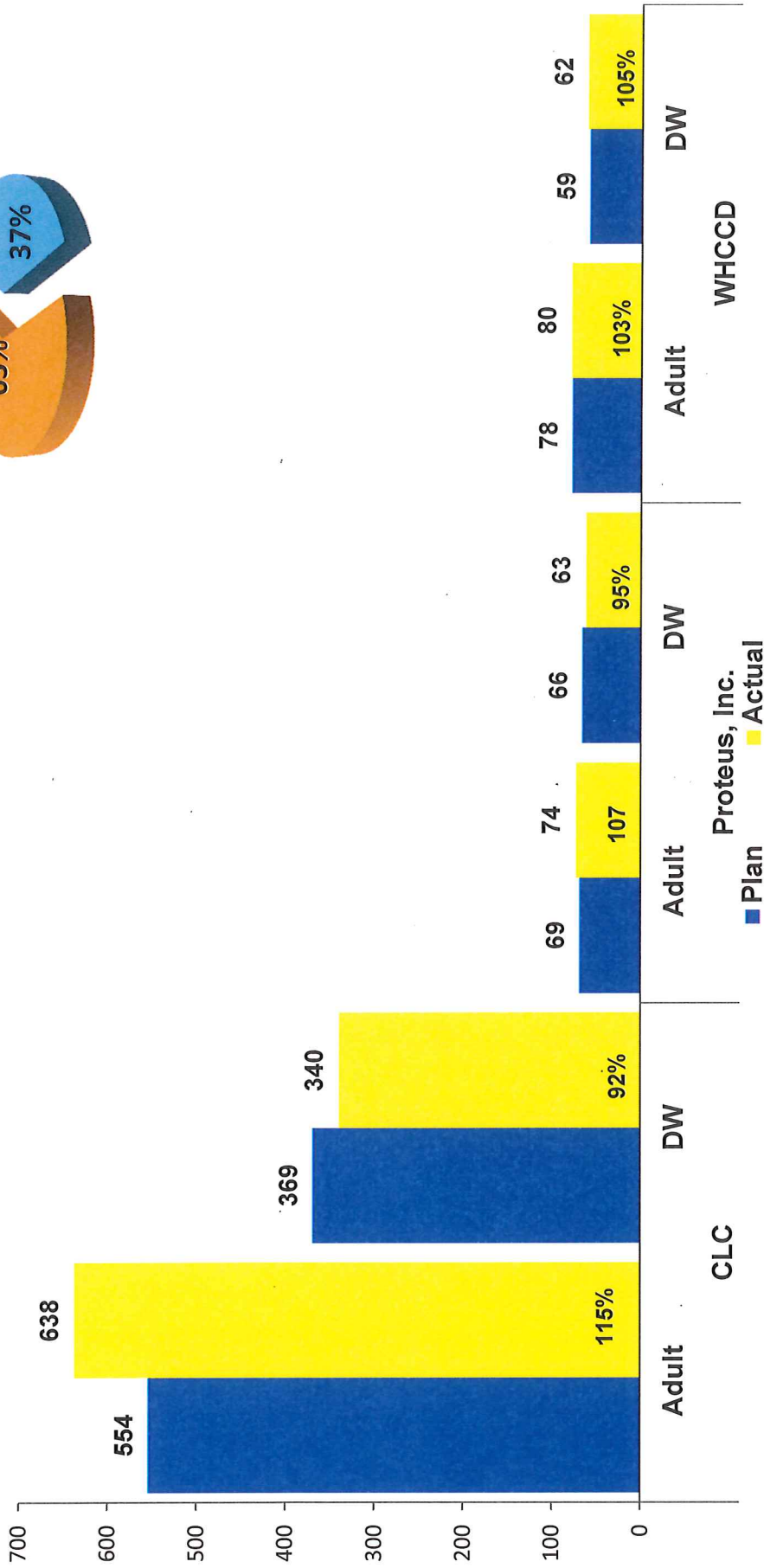
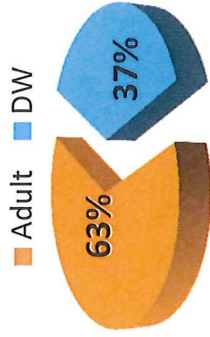
**ATTACHMENT:**

Adult and Dislocated Worker Program Providers of Services Local Performance Results Reports for the Second Quarter of Program Year 2017-2018

# Adult/DW Served

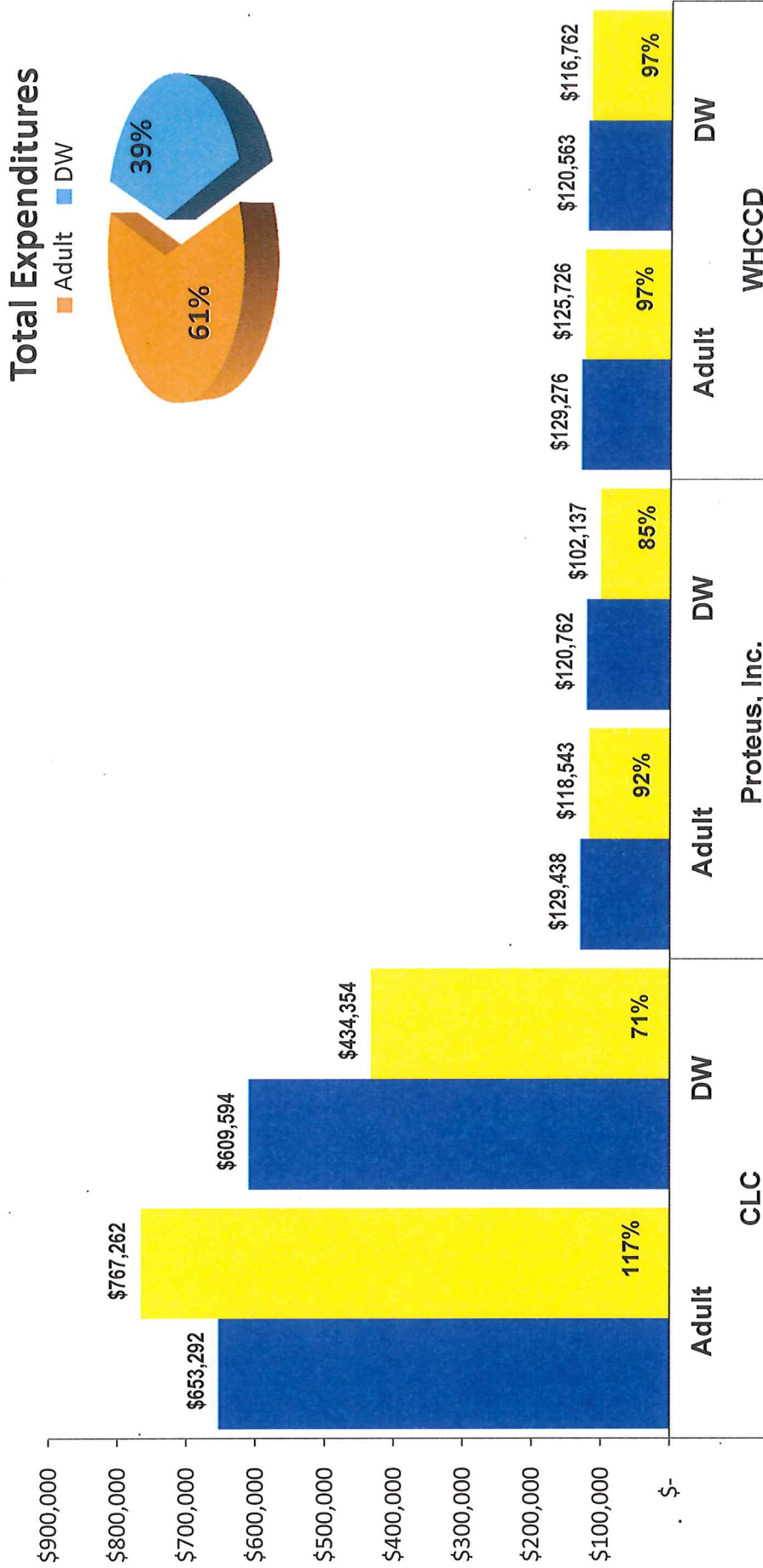
CLC - Central Labor Council  
 Proteus - Proteus, Inc.  
 WHCCD - West Hills Community College District

Total Served- 1257



Note: Adult/DW number served goal is 95%.

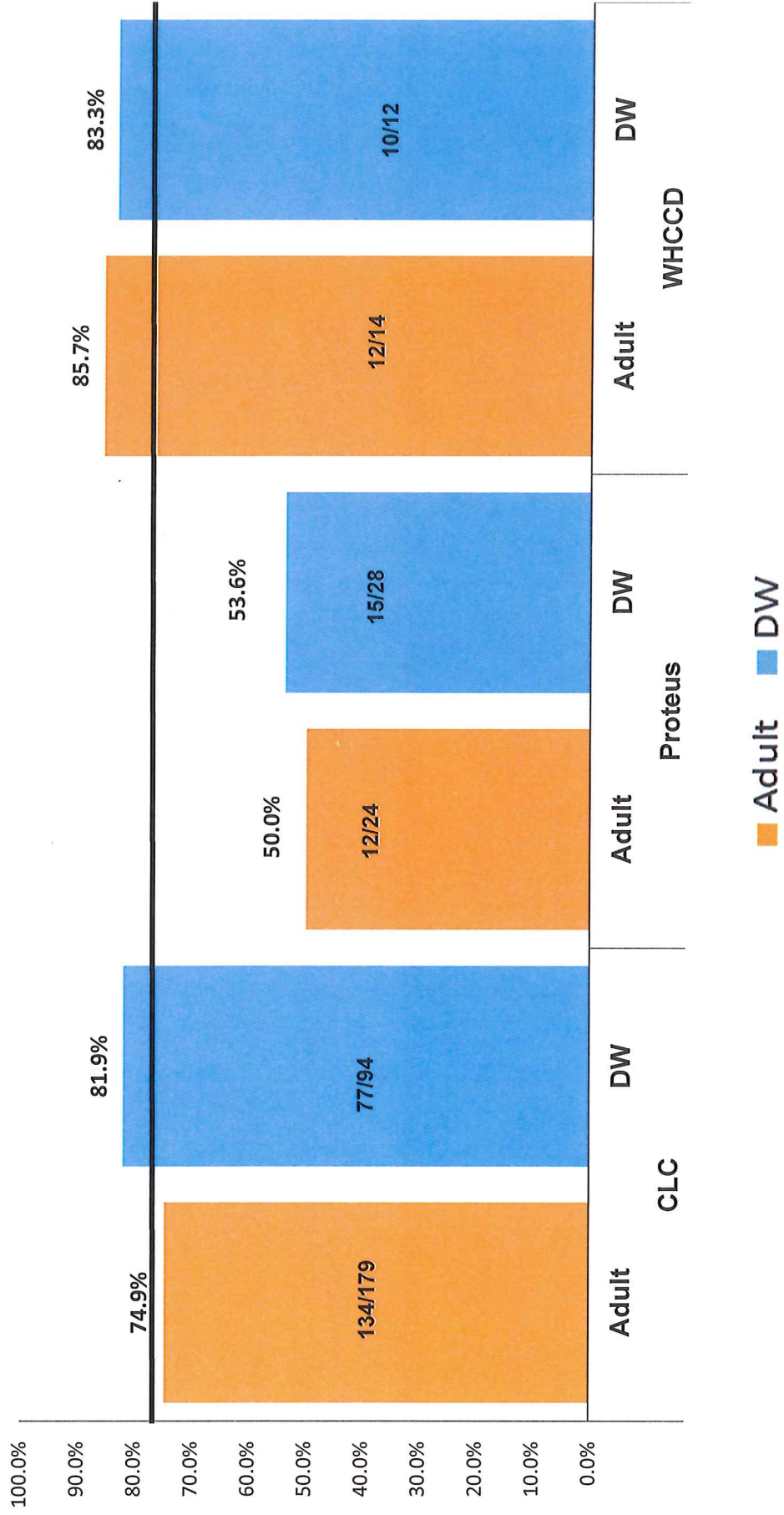
# Adult/DW Expenditures



Note: Adult/DW Expenditures goal is 95% to 100%.

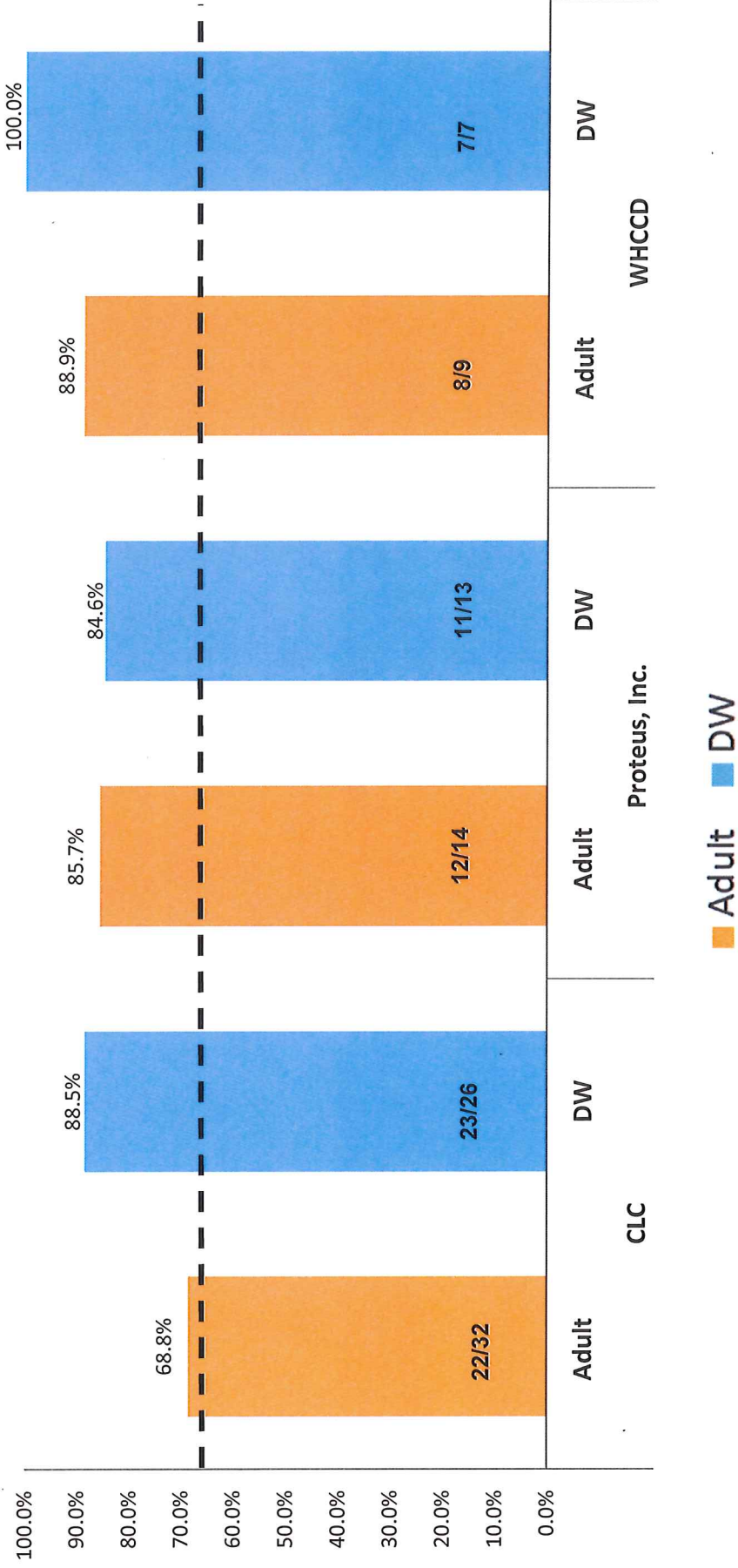
Placement Goal 77%

### Adult/DW Placement



Certificate of Attainment Goal 64%

### Adult/DW Credential Rate



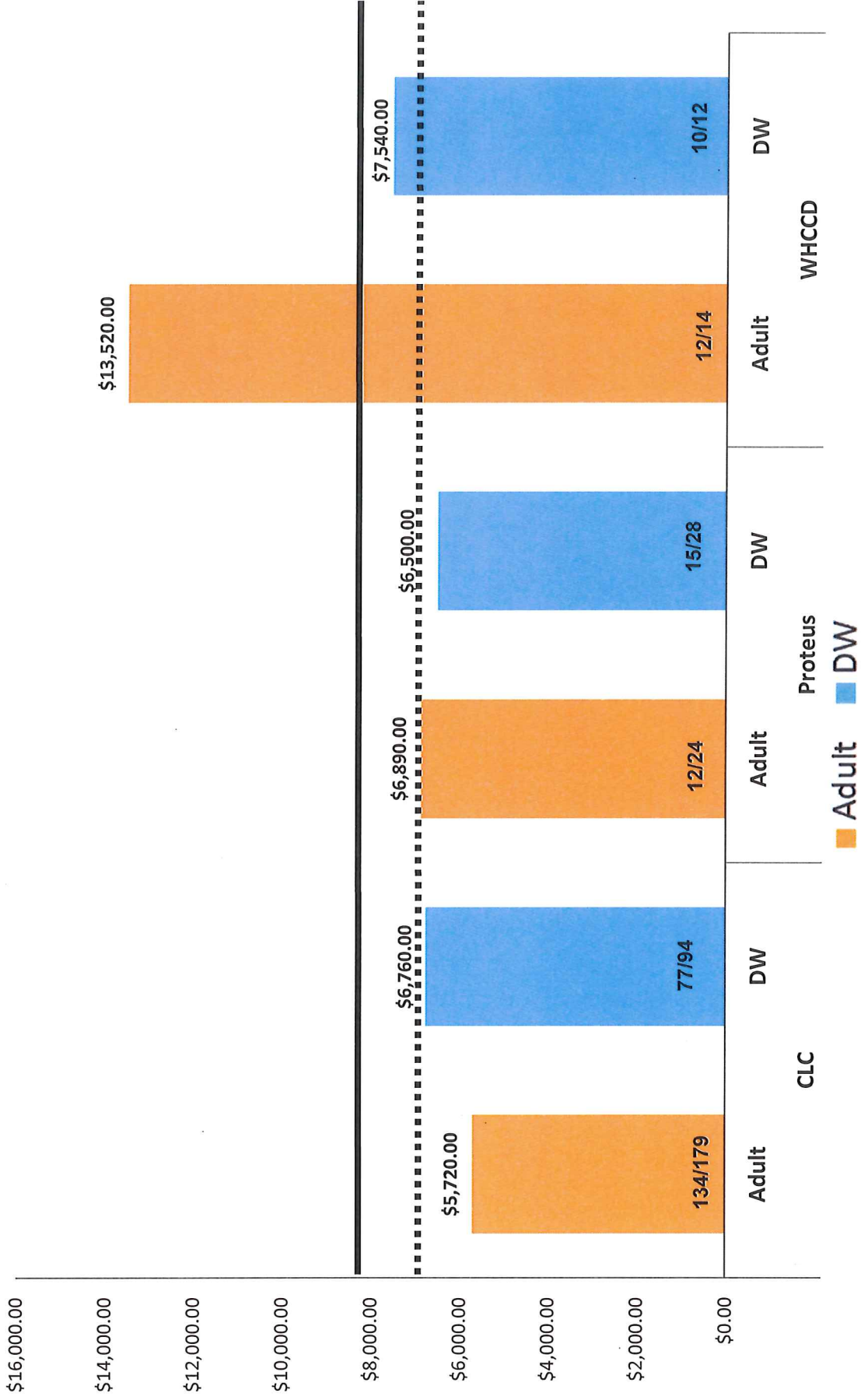


Goals

DW- \$ 8,225

Adult \$6,923

# Placement Median Wage Earnings



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	6
MEETING DATE:	May 17, 2018
ACTION:	RECOMMEND TO ACCEPT

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Adult Council  
**FROM:** Phyllis Stogbauer, Deputy Director of Program Services  
**SUBJECT:** Third Quarter Local Performance Results Reports for Program Year 2017-2018

## **RECOMMENDATION:**

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the attached Adult and Dislocated Worker Program Providers of Services Local Performance Results Reports for the Third Quarter of Program Year 2017-2018.

## **REASON FOR RECOMMENDATION:**

The FRWDB Joint Powers Agreement states, in part, that FRWDB staff shall fulfill administrative responsibilities as set forth in the Workforce Innovation and Opportunity Act (WIOA), including the administering of programs as described in the WIOA, as well as developing budgets and administrative plans. Additional administrative responsibilities and authorities shall include assessing the performance and evaluating the benefit, productivity, and impact of all programs funded under the WIOA, as amended or superseded, and submitting progress reports. FRWDB staff will submit both upon request, but not less often than every quarter.

Staff comments on performance issues for each provider are provided below:

### **Adult/ DW Served:**

**CLC:** Staff has no concerns.

**Proteus, Inc.:** Staff has no concerns.

**WHCCD:** Staff has no concerns; Provider is slightly below plan. Provider is recruiting heavily by participating in community events, job fairs, CTE program orientations, and social media advertising. Provider is anticipating being in alignment by the end of the fourth quarter.

### **Adult/ DW Expenditures:**

**CLC:** Staff has no concerns.

**Proteus, Inc.:** Staff has no concerns; expenditures are below plan caused by unanticipated staff savings due to a staff member on Leave of Absence. Provider plans to adjust their fund allocations to be in line with their plan by next quarter.

**WHCCD:** Staff has no concerns.

**Adult/DW Placements:**

**CLC:** Staff has no concerns.

**Proteus, Inc.:** Provider is below in placements due to lack of participation in the program. Provider staff had internal staffing issues. FRWDB has implemented a corrective action plan to correct issues and FRWDB staff will continue to work with provider on placement strategies.

**WHCCD:** Staff has no concerns.

**Credential Rate:**

**CLC:** Staff has no concerns.

**Proteus, Inc.:** Staff has no concerns.

**WHCCD:** Staff has no concerns.

**Adult/DW Median Wage:**

**CLC:** Median wage is below plan due to participants obtaining minimum wage employment or part-time employment. Provider staff will work to minimize closing participants with part time employment and continue to work with them in pursuing full time employment with benefits and a respectable income based on their education, experiences, and skills set.

**Proteus, Inc.:** Median wage is below plan due to participants taking jobs to support their families that are not high paying jobs. Provider is working on strategies to encourage participants to stick with the program to obtain full-time/higher paying employment.

**WHCCD:** Median wage is below plan due to participants obtaining minimum wage employment or part-time employment. Provider is working on strategies to encourage participants to stick with the program to obtain full-time/higher paying employment.

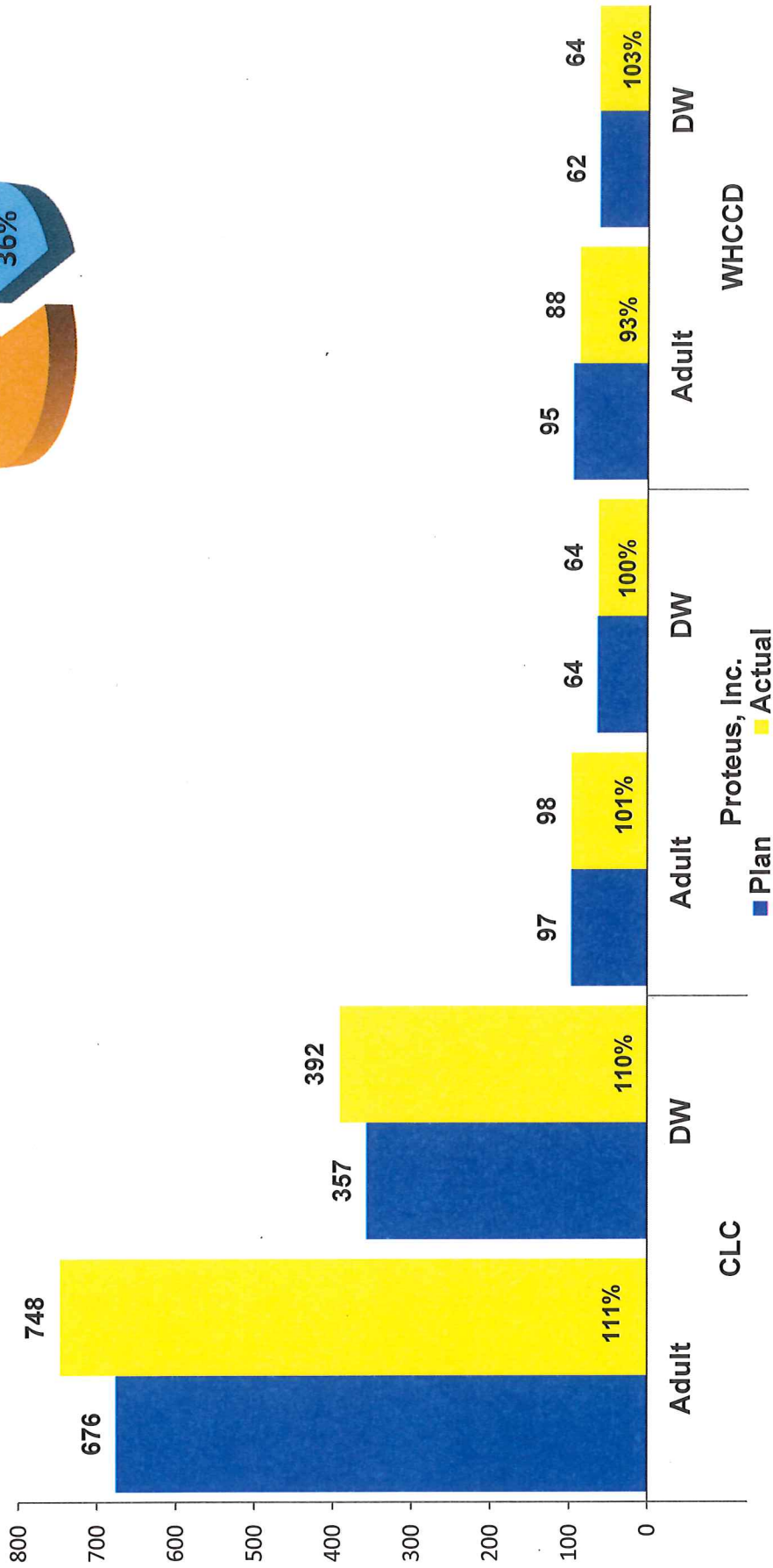
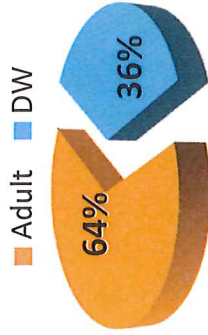
**ATTACHMENT:**

Adult and Dislocated Worker Program Providers of Services Local Performance Results Reports for the Third Quarter of Program Year 2017-2018

# Adult/DW Served

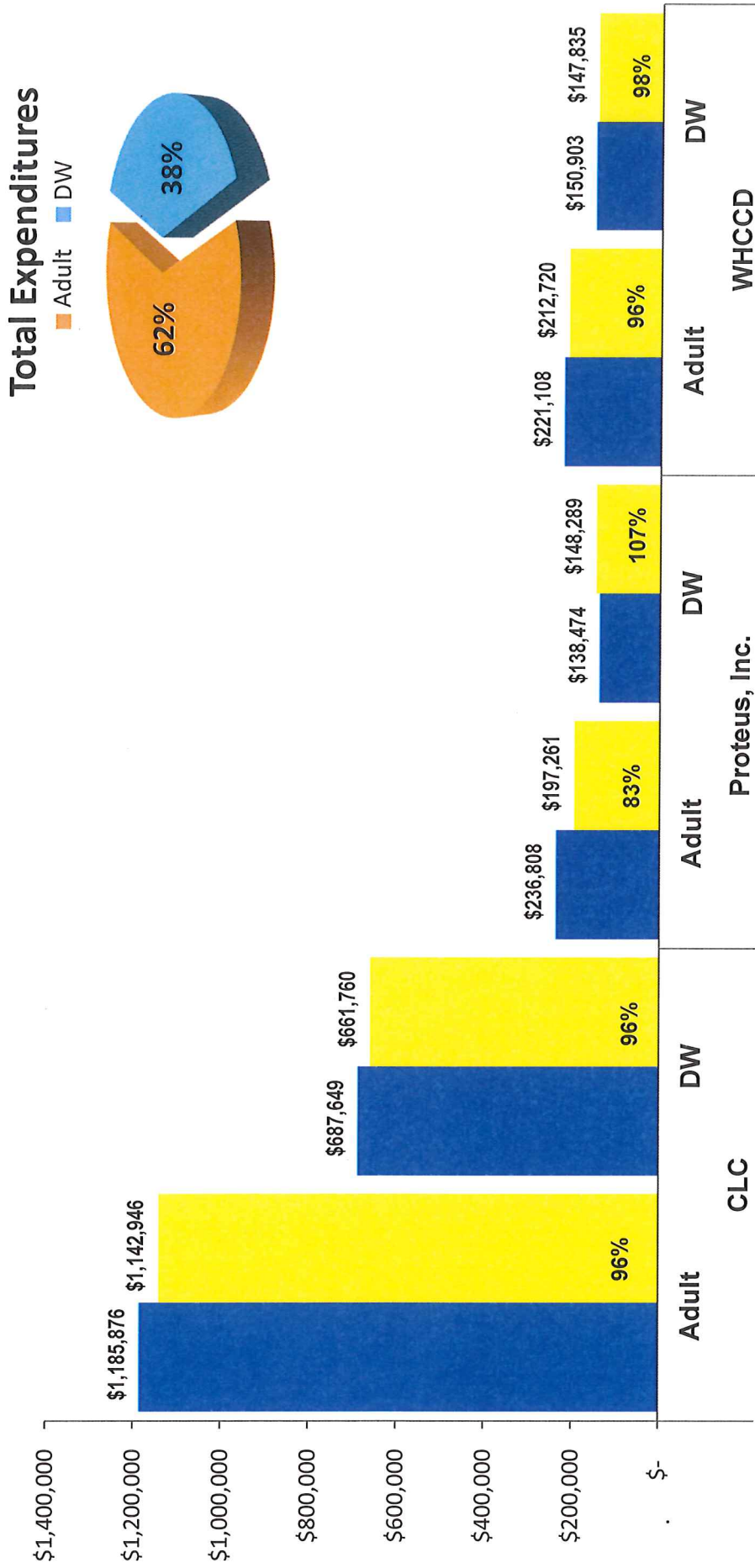
CLC - Central Labor Council  
 Proteus - Proteus, Inc.  
 WHCCD - West Hills Community College District

Total Served- 1454



Note: Adult/ DW number served goal is 95%.

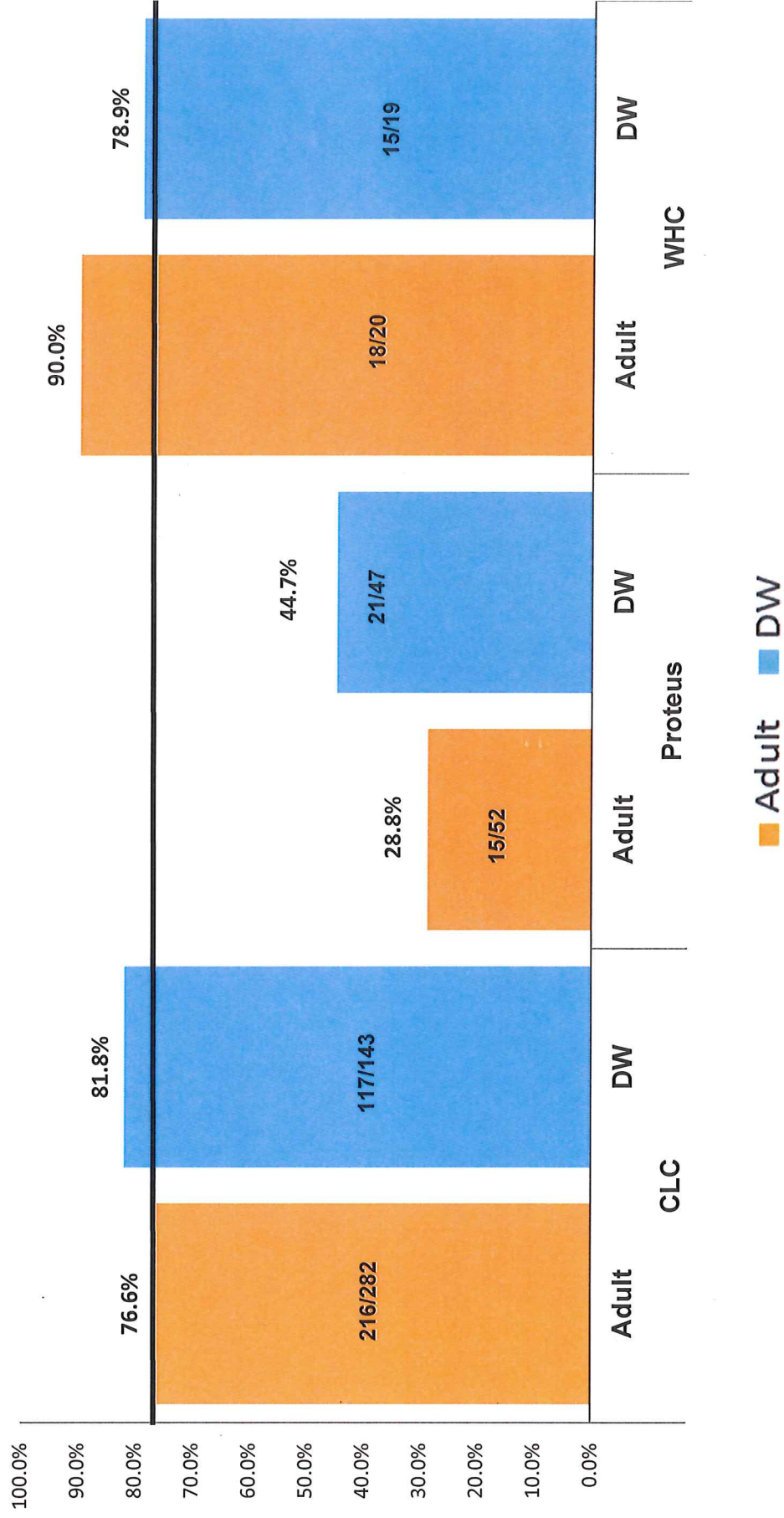
## Adult/ DW Expenditures



Note: Adult/DW Expenditures goal is 95% to 100%.

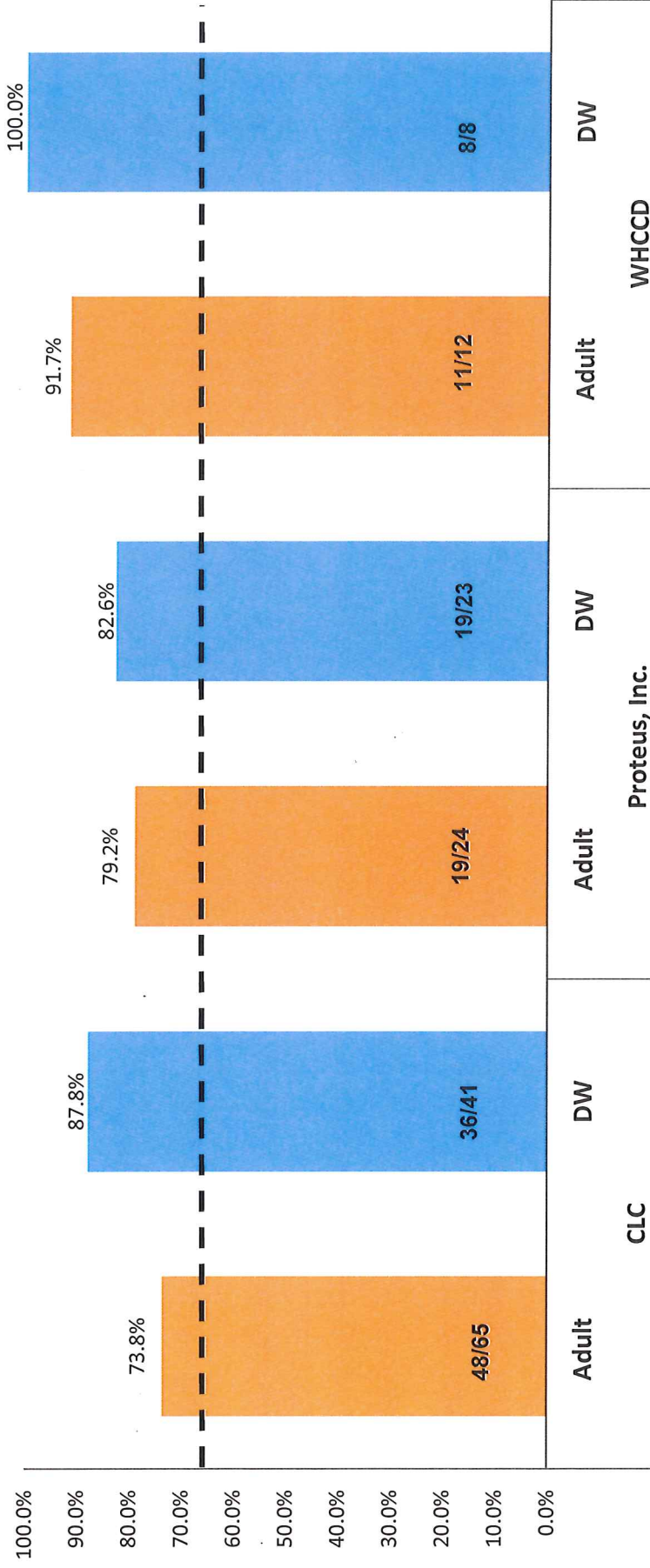
Placement Goal 77%

### Adult/DW Placement



Certificate of Attainment Goal 64%

### Adult/DW Credential Rate



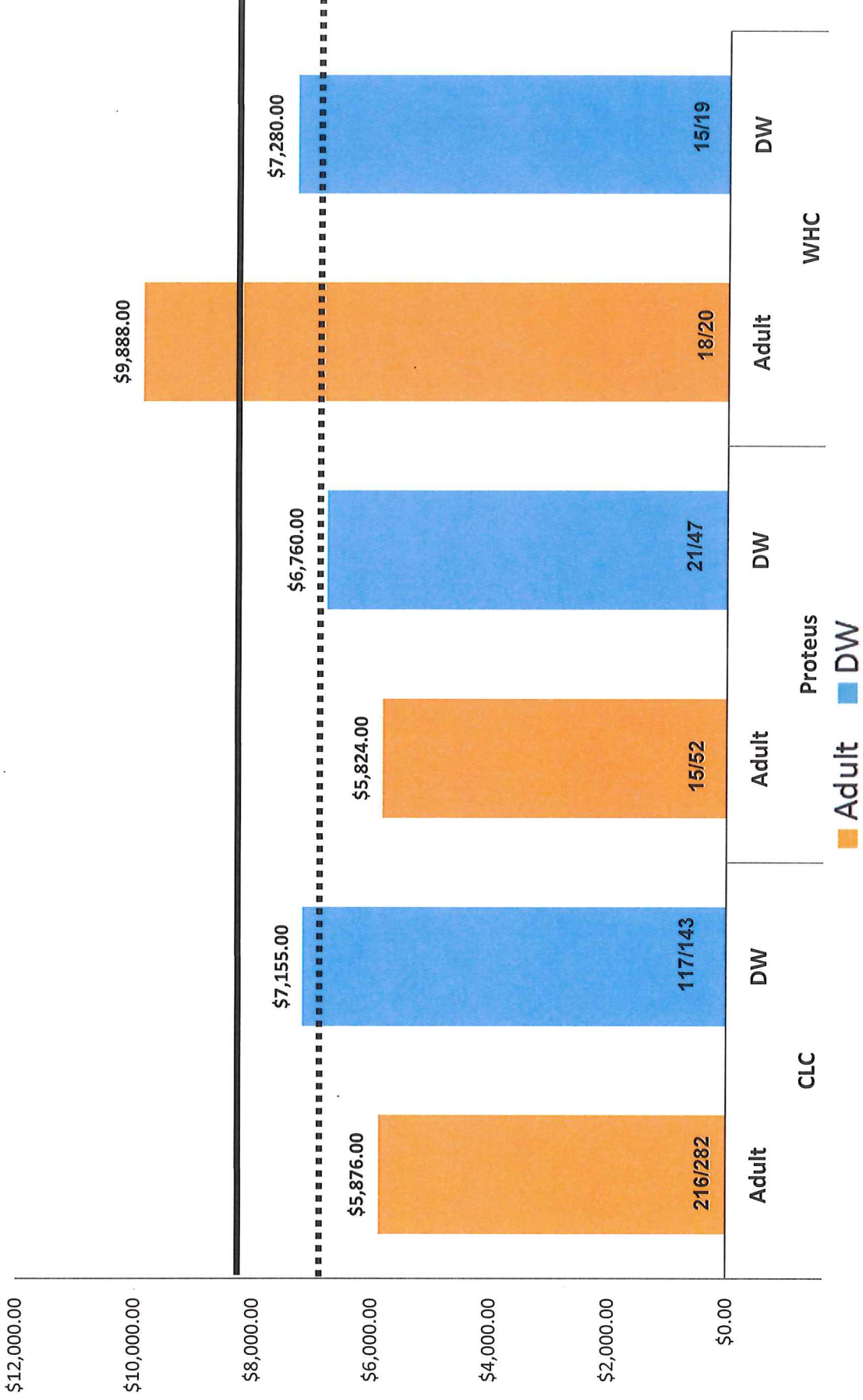
■ Adult ■ DW

# Placement Median Wage Earnings

Goals

DW- \$ 8,225

Adult \$6,923





# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	7
MEETING DATE:	May 17, 2018
ACTION:	RECOMMEND TO ACCEPT

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2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Adult Council  
**FROM:** Stephen DeWitt, Quality Systems Manager  
**SUBJECT:** Third Quarter Providers of Services' Monitoring Report for Program Year 2017-2018

**RECOMMENDATION:**

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the following Providers of Services Monitoring Report for the Third Quarter for Program Year 2017-2018.

**REASON FOR RECOMMENDATION:**

FRWDB staff conducts programmatic and fiscal monitoring of all contracts to ensure compliance with federal, state, and local regulations and/or policies.

**ATTACHMENT:**

Third Quarter Adult Monitoring Report for Program Year 2017-2018

**Adult Providers of Services Monitoring Report  
Third Quarter, Program Year 2017-2018**

**Program Monitoring:**

*Programmatic monitoring of the following sub-recipients was completed by the end of the third quarter.*

<b>Sub-Recipient</b>	<b>Contract # (s)</b>	<b>Results</b>
West Hills Community College District PY 17-18	250	1) Service Codes Usage Issues 2) Individual Employment Plan Issues 3) Data Entry Requirement  <ul style="list-style-type: none"> <li>• <b>Findings 1 and 2 Closed</b></li> <li>• <b>Finding 3 conditionally closed pending next review</b></li> </ul>
Merced Workforce Development Board	637 – Prop 39	<b>No Findings</b>
Central Labor Council Partnership PY 16-17	213, 213-NEG, 213-Prop 39, 580-VEAP	1) Follow-up Process Issues <b>Finding Closed</b>

*Programmatic monitoring of the following sub-recipients was in process as of the end of the third quarter: **None***

**Fiscal Monitoring:**

*Fiscal monitoring of the following sub-recipients was completed by the end of the third quarter:*

<b>Sub-Recipient</b>	<b>Contract # (s)</b>	<b>Results</b>
Kern Community College District PY 16-17 Fiscal Closeout	691 – Slingshot	<b>No Findings</b>
CSU, Bakersfield PY 16-17 Fiscal Closeout	691 – Slingshot	<b>No Findings</b>
SER PY 17-18 Fiscal Annual	730	<b>No Findings</b>
Central Labor Council Partnership PY 17-18 Fiscal Annual	213, 560-EPA, 213-800	<b>No Findings</b>
Fresno State Foundation PY 17-18 Fiscal Annual	719	<b>No Findings</b>

*Fiscal monitoring of the following sub-recipients is in process as of the end of the third quarter:*

<b>Sub-Recipient</b>	<b>Contract # (s)</b>
Proteus, Inc. PY 17-18 Fiscal Annual	243
West Hills Community College District PY 17-18 Fiscal Annual	250, 587, 250-EPA, 250 - Slingshot

**FRESNO REGIONAL  
WORKFORCE DEVELOPMENT BOARD**

<b>AGENDA ITEM:</b>	<b>8</b>
<b>MEETING DATE:</b>	<b>May 17, 2018</b>
<b>ACTION:</b>	<b>RECOMMEND TO ACCEPT</b>

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**TO:** Adult Council  
**FROM:** Stephen DeWitt, Quality Systems Manager  
**SUBJECT:** Third Quarter Providers of Services' Customer Complaint Report for Program Year 2017-2018

**RECOMMENDATION:**

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the Adult and Dislocated Worker Customer Complaint Report for the Third Quarter of Program Year 2017-2018.

**REASON FOR RECOMMENDATION:**

Under the FRWDB Joint Powers Agreement, the FRWDB develops and manages systems to hear and resolve grievances brought by participants, vendors, or other interested parties, and to provide quarterly reports to the FRWDB regarding such grievances.

No complaints were received during the Third Quarter of PY 2017-2018.

**FRESNO REGIONAL  
WORKFORCE DEVELOPMENT BOARD**

<b>AGENDA ITEM:</b>	<b>9</b>
<b>MEETING DATE:</b>	<b>May 17, 2018</b>
<b>ACTION:</b>	<b>RECOMMEND TO ACCEPT</b>

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**TO:** Adult Council  
**FROM:** Stephen DeWitt, Quality Systems Manager  
**SUBJECT:** Third Quarter Job Seeker Customer Satisfaction Report for Program Year 2017-2018

**RECOMMENDATION:**

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the Third Quarter Job Seeker Customer Satisfaction Report for Program Year (PY) 2017-2018.

**REASON FOR RECOMMENDATION:**

At its July 24, 2014, meeting, FRWDB staff presented to the Adult Council a new survey model, as an information item. The redesign incorporated a new set of survey tools and reporting process.

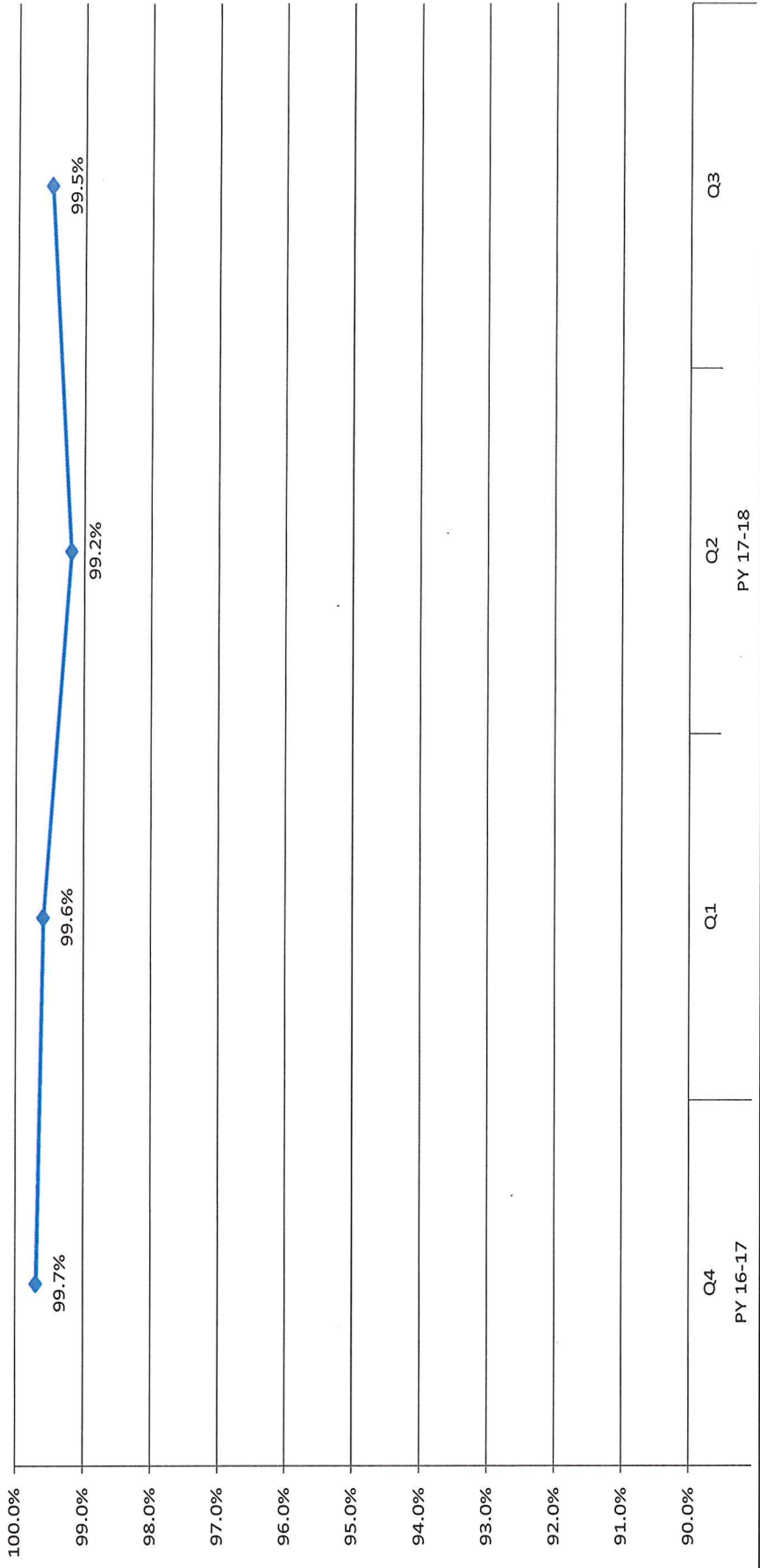
FRWDB staff implemented the updated process and tools beginning in October, 2014, for the Second Quarter of PY 2014-2015.

This report is the results for the four (4) quarter period ending March 31, 2018.

**ATTACHMENT:**

Job Seeker Customer Satisfaction Report for the Third Quarter of PY 2017-2018

### Basic Career Services



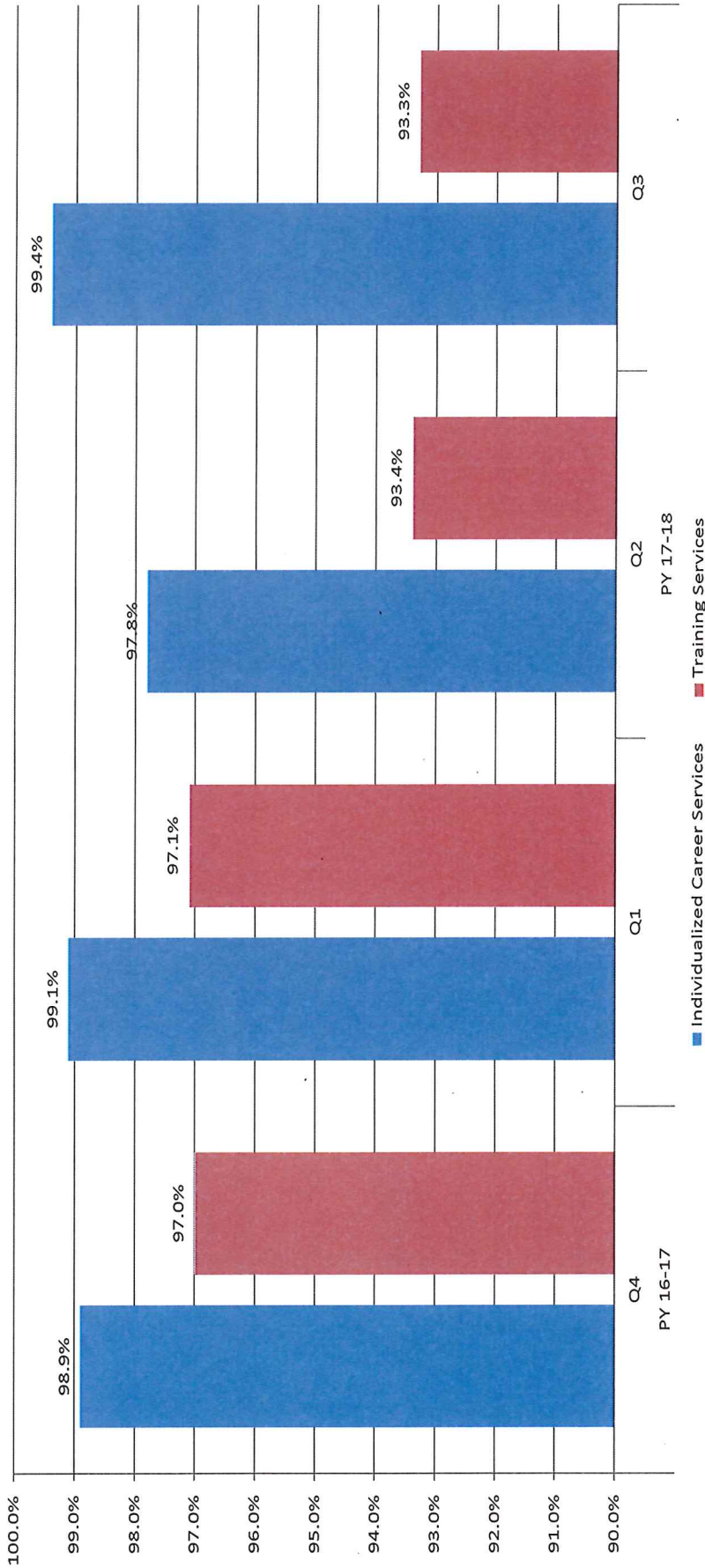
**Staff Notes:**

	PY 17-18		
	Q4	Q1	Q2
Surveys Received	754	843	739
Number of Users	6605	6840	6183
Survey Response Rate	11.4	12.3%	12.0%
			9.9%

**Sample of User Comments:**

Staff is helpful; Job Corp would be a nice addition to orientation and be available on site; I'm looking forward to finding a job quickly; orientation was very informative; orientation helped me determine a direction to proceed; very professional; services are outstanding; are professionals discouraged from using Workforce Connection; could use additional staffing for assessment (CASAS) and interview (SRT); orientation too long; would like more information related to Workforce Connection sites on CalJOBS, as well as EDD sites and UI benefits during training; good, clear answers given; computers are slow; need more staff to assist with computer usage.

## Placement Satisfaction



**Staff Notes:**

	PY 16-17		PY 17-18	
	Q4	Q1	Q2	Q3
Surveys Received by Type	Non-Training 82	Non-Training 79	Non-Training 75	Non-Training 68
Surveys Received by Type	Training 41	Training 33	Training 35	Training 40
Clients Closed & Placed by Type	117	103	75	98
<b>Survey Response Rate</b>	<b>70.1%</b>	<b>76.7%</b>	<b>100.0%</b>	<b>69.4%</b>
			<b>87.5%</b>	<b>100.0%</b>

**Client Feedback:**

**Individualized Career Services:** The program was very helpful and the staff cared about me; don't use math manually anymore; the assessments didn't really help me; my work experience resulted in employment; I already knew what I wanted to do.

**Training Services:** Grateful for the services received; not training related employment; school schedule not adaptable to work schedule; already knew I wanted to be an LVN.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	10
MEETING DATE:	May 17, 2018
ACTION:	INFORMATION

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**TO:** Adult Council  
**FROM:** Stephen DeWitt, Quality Systems Manager  
**SUBJECT:** Employer Customer Satisfaction

## **INFORMATION:**

This report provides data for the reporting period on employers' satisfaction with the job seeker they hired and the customer service the employer received from Workforce Connection staff.

Fresno Regional Workforce Development Board (FRWDB) staff continues to work with Service Providers to improve the processes used to increase the satisfaction level with employers. These improvements are based on data collected through satisfaction surveys, monitoring reviews, complaints and operations meetings between provider and FRWDB staff.

This report was presented at the Business and Industry Committee meeting on May 2, 2018, as a 'Recommend to Accept' item.

## **ATTACHMENT:**

Employer Customer Satisfaction Report

## EMPLOYER RELATIONS SURVEY

### Rolling Four (4) Quarter Report

EMPLOYER RELATIONS MEASURES	PY 16-17		PY 17-18		
	Q4	Q1	Q2	Q3	Q3
1. How responsive were we to your needs (were we timely)?	4.8	4.8	4.8	4.9	4.9
2. For appropriate positions, do you think Workforce Connection (WC) is a good source for staffing?	4.8	4.8	4.8	4.9	4.9
3. Have you experienced consistent service over several recruitments?	4.8	4.8	4.8	4.9	4.9
4. Did you receive quality service at WC?	4.8	4.8	4.9	4.9	4.9
<b>OVERALL MEAN</b>	<b>4.8</b>	<b>4.8</b>	<b>4.8</b>	<b>4.9</b>	<b>4.9</b>
Possible Unique # Employers Within a Quarter to be Surveyed / # of Employers Responded	13/11	29/22	16/12	10/10	10/10

### COMMENTS FROM EMPLOYER

*"Our BAS is excellent. Our candidate is wonderful and is working out very well and we are very pleased." - LC Services*



**FRESNO REGIONAL  
WORKFORCE DEVELOPMENT BOARD**

<b>AGENDA ITEM:</b>	11
<b>MEETING DATE:</b>	May 17, 2018
<b>ACTION:</b>	INFORMATION

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2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Adult Council  
**FROM:** Tim Giles, Deputy Director of Information Systems  
**SUBJECT:** Third Quarter Adult and Dislocated Worker Demographics Report for Program Year 2017-2018

**INFORMATION:**

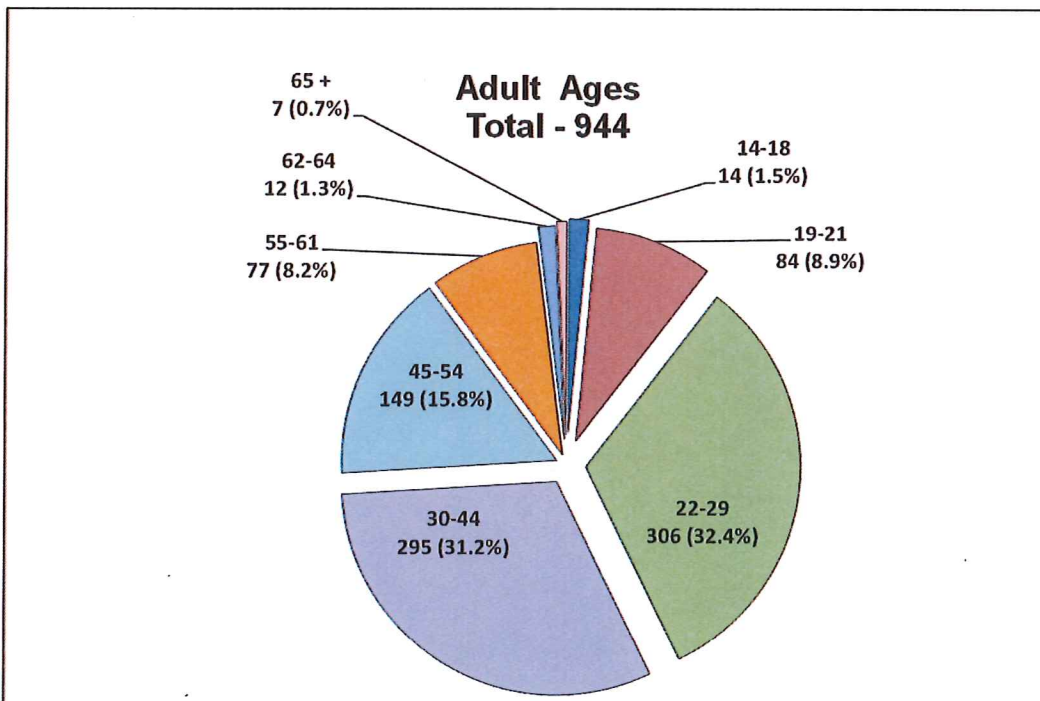
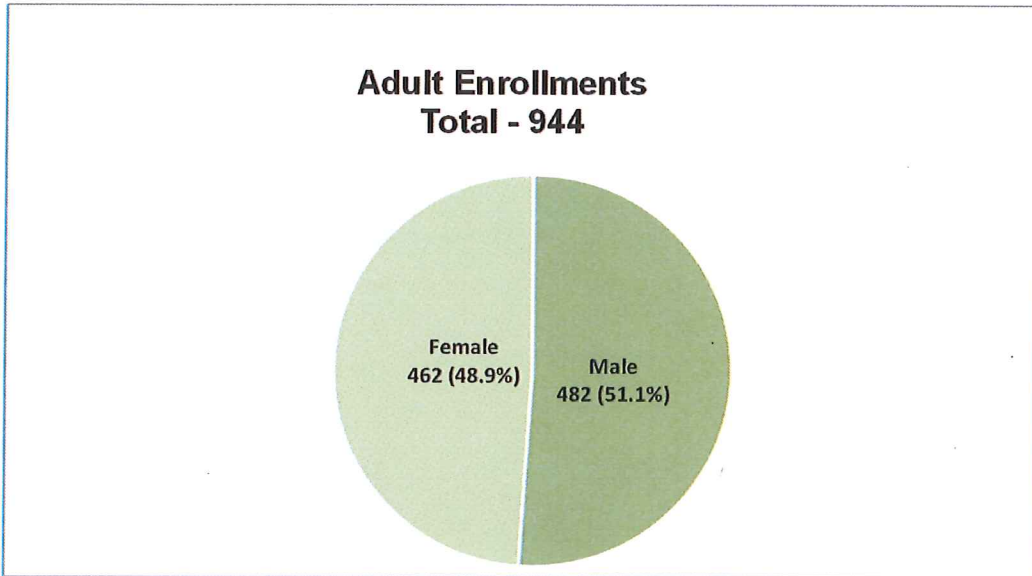
Per the Adult Council's direction, Fresno Regional Workforce Development Board (FRWDB) staff provides cumulative quarterly reports of various demographics for the FRWDB's Adult and Dislocated Worker enrollments. Attached is the demographics report for the Third Quarter of Program Year 2017-2018.

**ATTACHMENTS:**

ATTACHMENT I: Adult Demographics Third Quarter, Program Year 2017-2018  
ATTACHMENT II: Dislocated Worker Demographics Third Quarter, Program Year 2017-2018

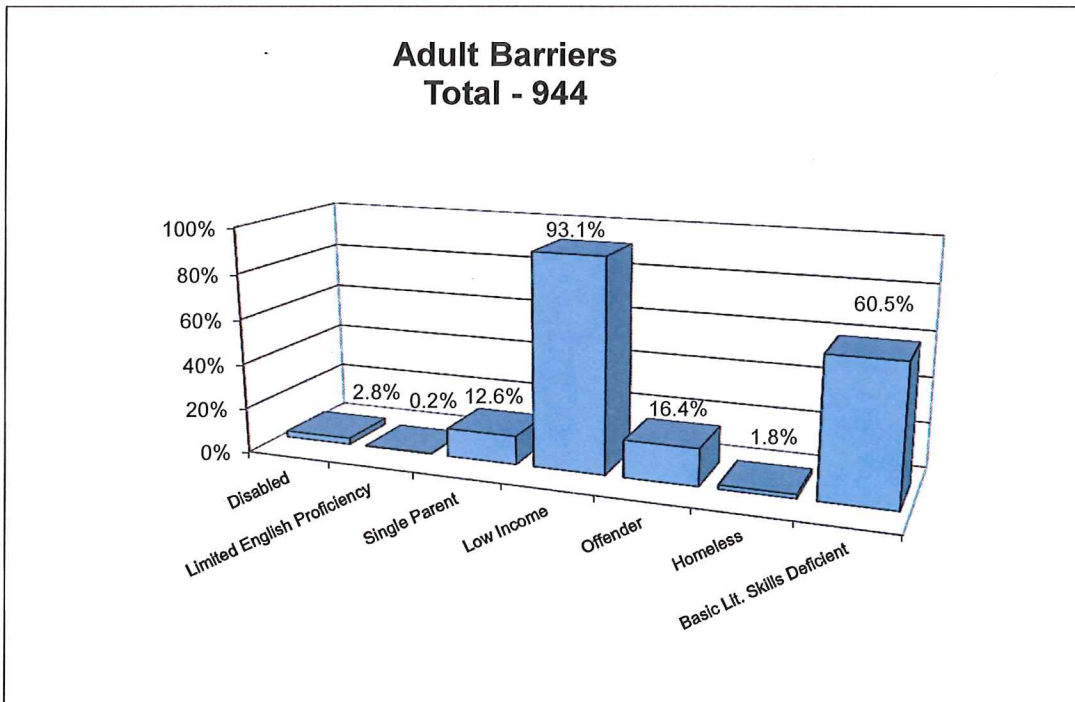
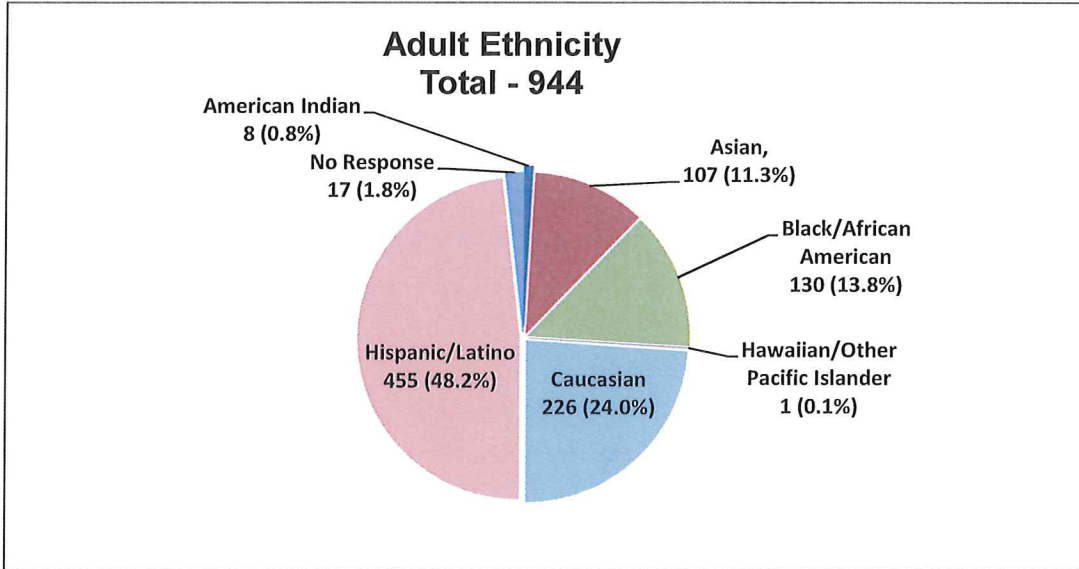


**Adult Demographics**  
**Third Quarter, Program Year 2017-2018**

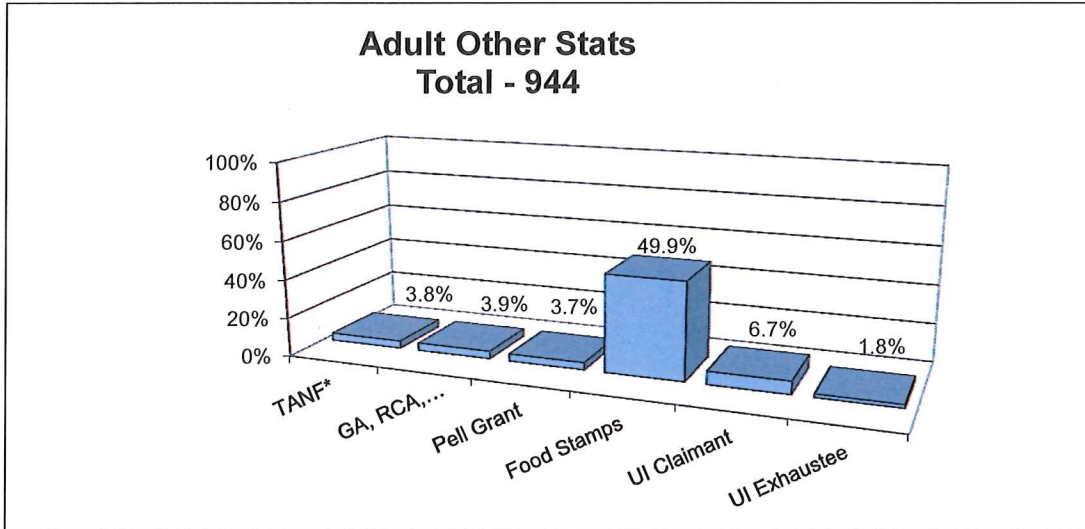


## Adult Demographics

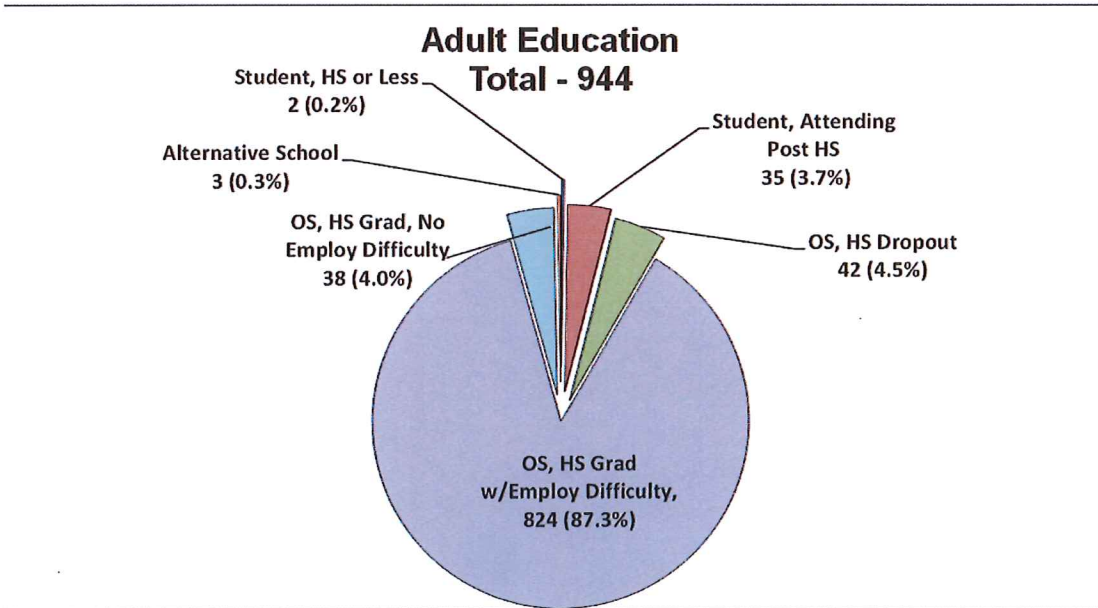
### Third Quarter, Program Year 2017-2018



## Adult Demographics Third Quarter, Program Year 2017-2018



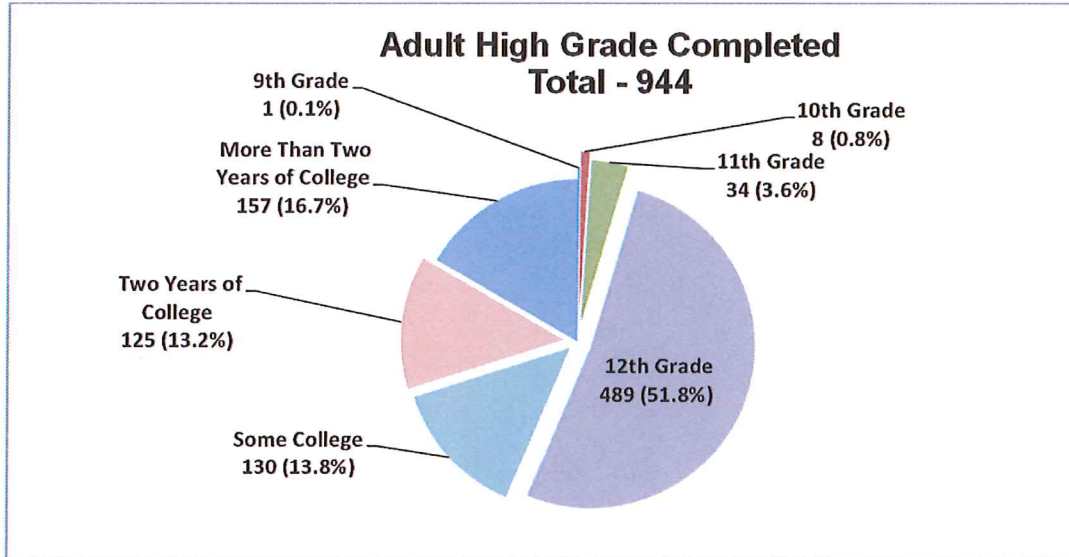
TANF - Temporary Assistance for Needy Families  
 GA - General Assistance, RCA - Refugee Cash Assistance, SSI - Supplemental Security Income  
 UI - Unemployment Insurance



OS - Out of School, HS - High School

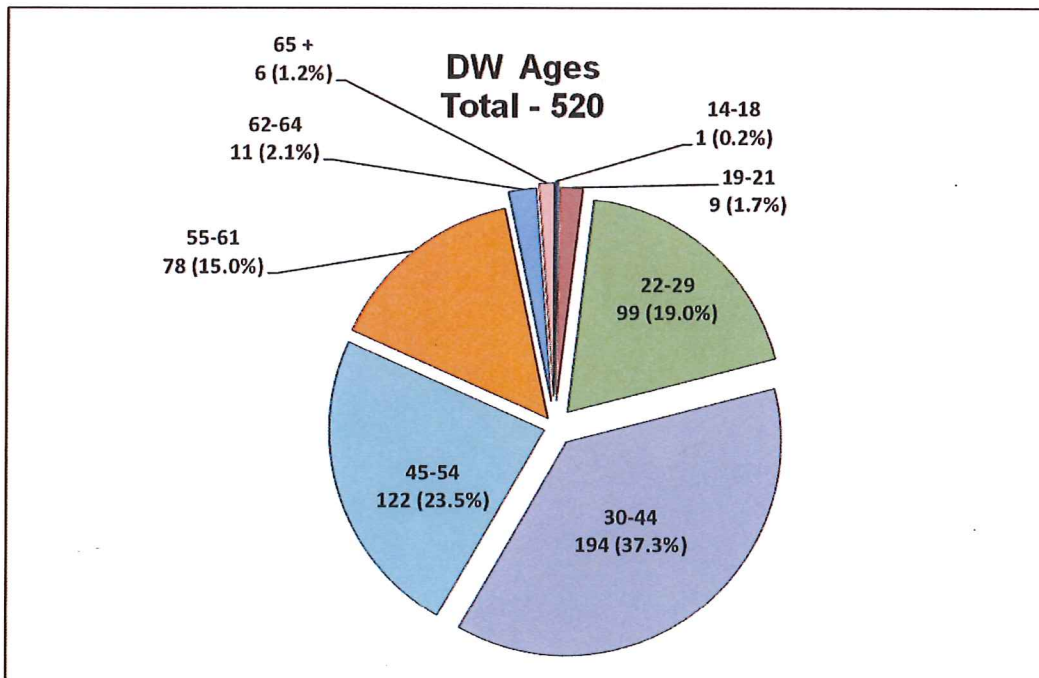
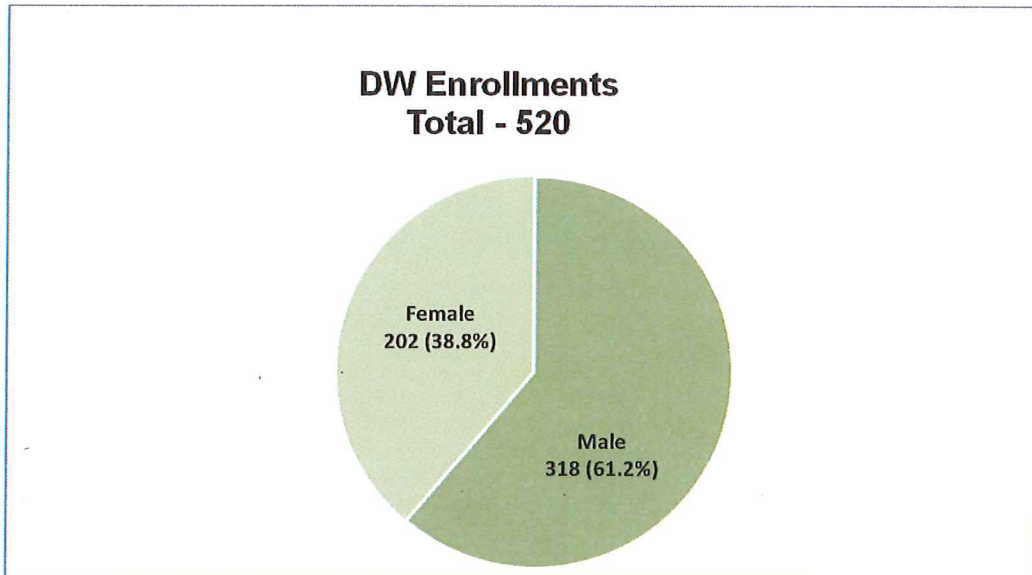
## Adult Demographics

### Third Quarter, Program Year 2017-2018

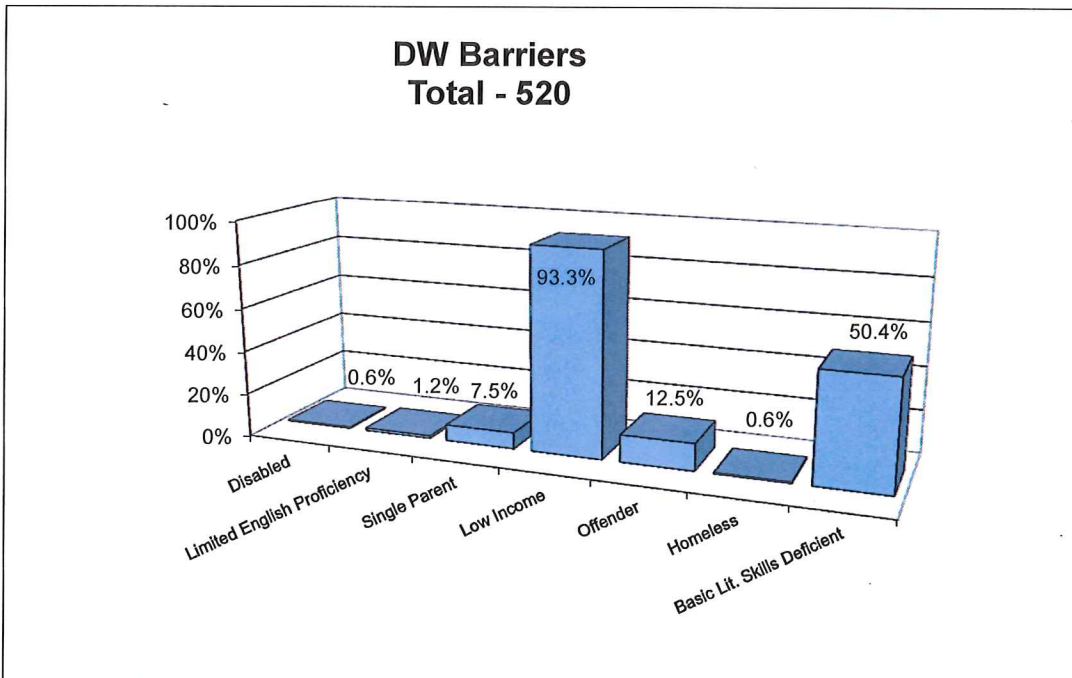
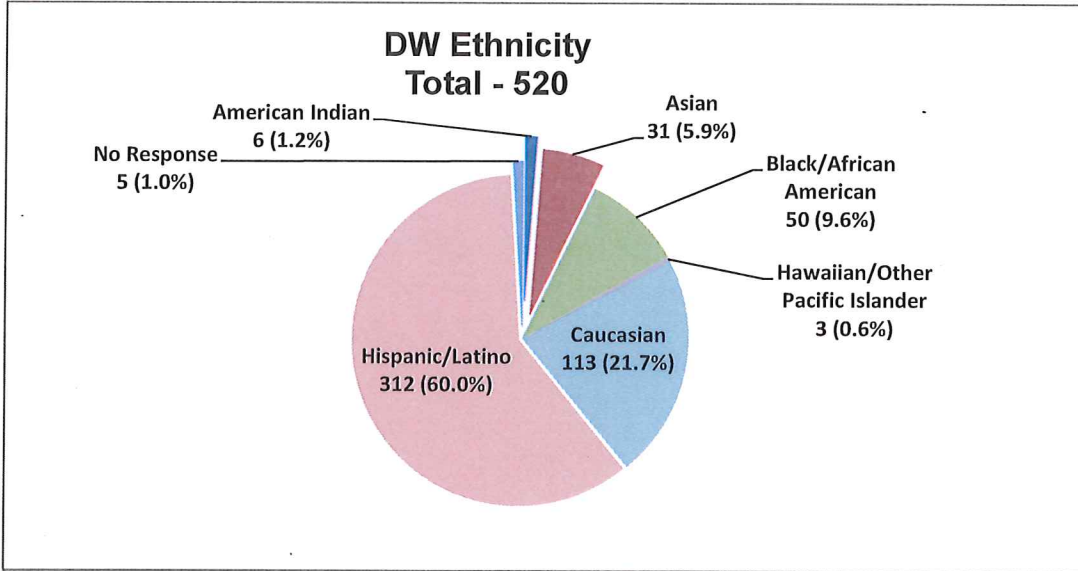




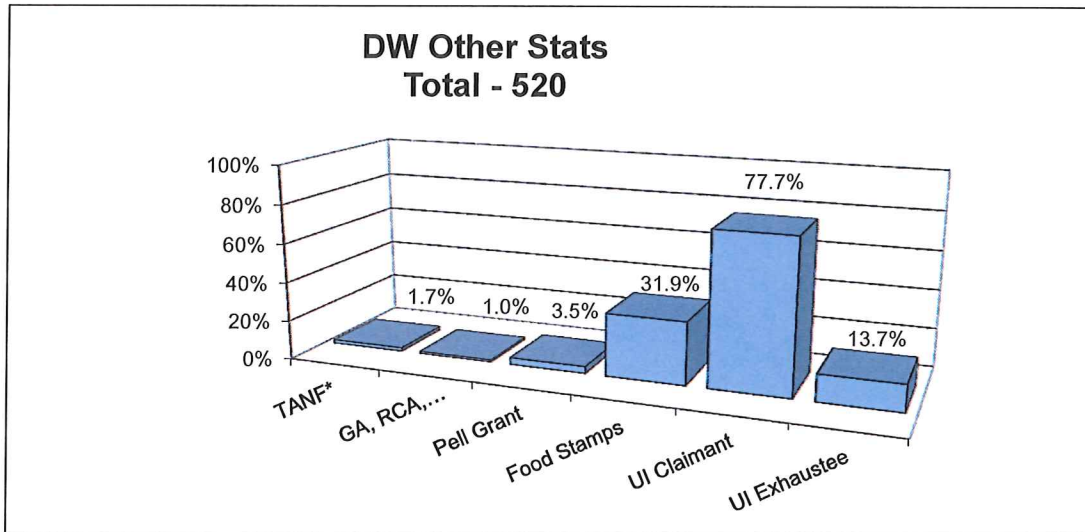
**Dislocated Worker  
Demographics**  
Third Quarter, Program Year 2017-2018



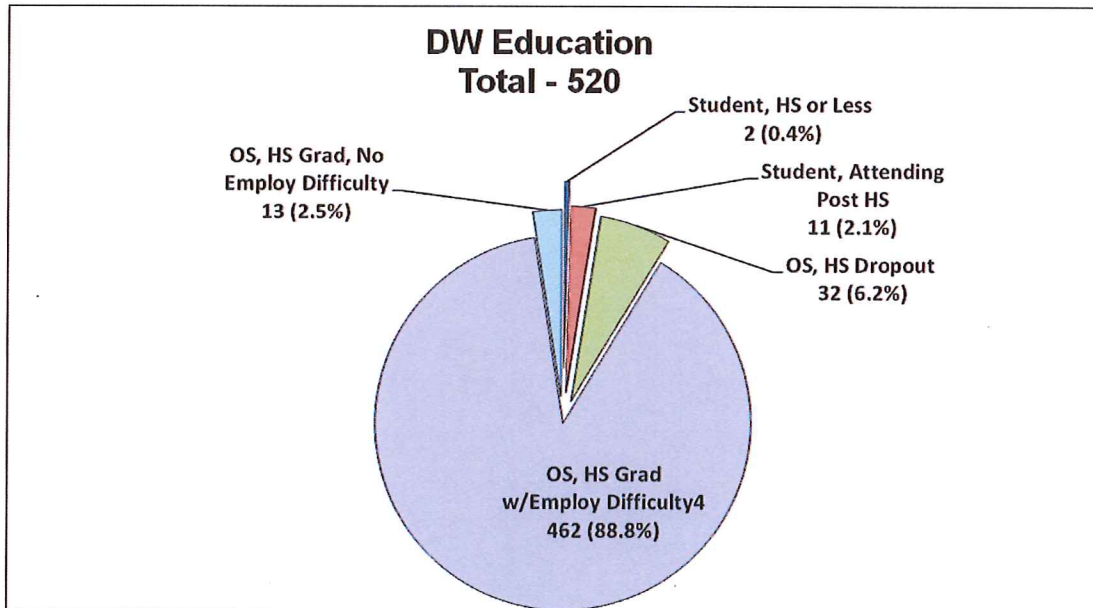
## Dislocated Worker Demographics Third Quarter, Program Year 2017-2018



## Dislocated Worker Demographics Third Quarter, Program Year 2017-2018



TANF - Temporary Assistance for Needy Families  
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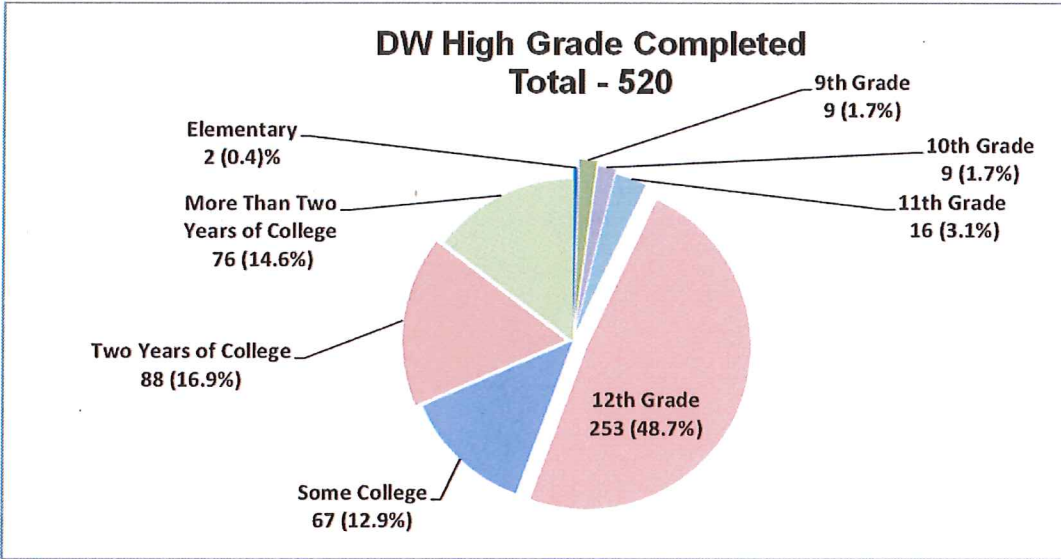


OS - Out of School, HS - High School



## Dislocated Worker Demographics

### Third Quarter, Program Year 2017-2018



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	12
MEETING DATE:	May 17, 2018
ACTION:	INFORMATION

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

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**TO:** Adult Council  
**FROM:** Tim Giles, Deputy Director of Information Systems  
**SUBJECT:** One-Stop Report Package

## **INFORMATION:**

The Adult Council requested that Fresno Regional Workforce Development Board staff provide One-Stop Reports each quarter.

## **ATTACHMENTS:**

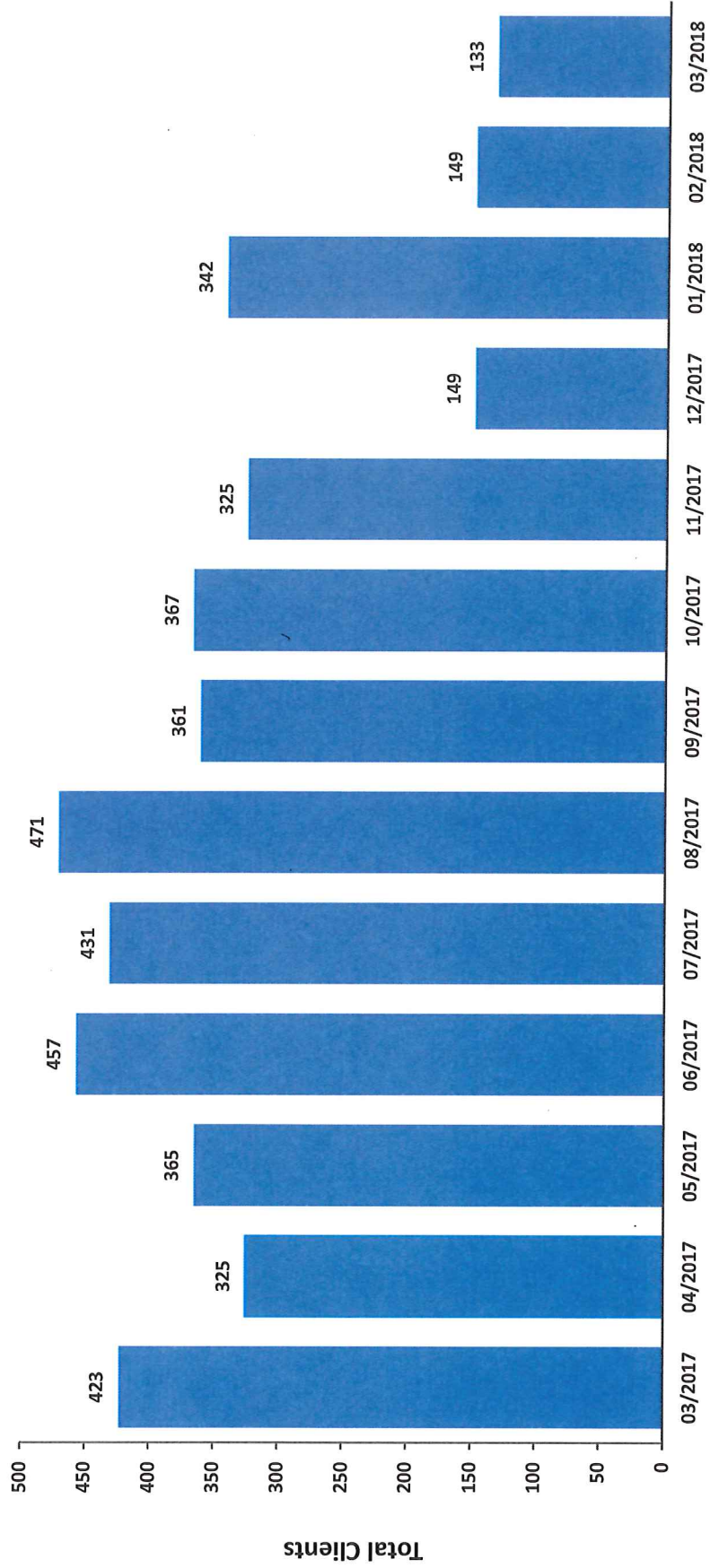
ATTACHMENT I: Monthly New Customer Trend for All Workforce System  
ATTACHMENT II: Monthly Repeat Customer Trend for All Workforce System



Fresno Regional WDB  
**Workforce  
Connection**  
A proud partner of America's Job Center of California™ network.

## Fresno Regional Workforce Connection New Client Trend Report

America's **Job Center**  
of California™



Prepared by FRWDB I.S.

02APR18

Fresno Regional Workforce Connection  
Repeat Client Trend Report

