



FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

**Special Adult Council
May 21, 2019 @ 3:00 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 24, 2019, Adult Council Meeting Minutes	Konczal	Yes	Approve	4
2.	Ratification of New Adult Council Member	Konczal	Yes	Recommend to Ratify	10
3.	Fresno Regional Workforce Development Board Outstanding Achievement Award	Varela	Yes	Information	11
4.	Workforce Innovation and Opportunity Act Adult and Dislocated Worker Funding Recommendation for Program Year 2019-2020	Konczal	Yes	Recommend to Approve	12
5.	America's Job Centers of California Hallmarks of Excellence Certification Application/Matrix	Stogbauer	Yes	Recommend to Accept	18
6.	Subsequent Designation and Local Board Recertification for Program Year 2019-2021	Konczal	Yes	Recommend to Approve	124
7.	Mandated Training Expenditure Update Program Year 2017-2018	Stogbauer	Yes	Information	135
8.	Third Quarter On-the-Job Training Report for Program Year 2018-2019	Stogbauer	Yes	Recommend to Accept	136
9.	Third Quarter Local Performance Results Reports for Program Year 2018-2019	Stogbauer	Yes	Recommend to Accept	137
10.	Third Quarter Providers of Services' Monitoring Report for Program Year 2018-2019	DeWitt	Yes	Recommend to Accept	143
11.	Third Quarter Providers of Services' Customer Complaint Report for Program Year 2018-2019	DeWitt	Yes	Recommend to Accept	146

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.

Item	Description	Presenter	Enclosure	Action	Page #
12.	Third Quarter Job Seeker Customer Satisfaction Report for Program Year 2018-2019	DeWitt	Yes	Recommend to Accept	148
13.	Third Quarter Adult and Dislocated Worker Demographics Report for Program Year 2018-2019	Giles	Yes	Information	151
14.	America's Job Centers of California Usage Report	Giles	Yes	Information	158
15.	Agenda Items for July 25, 2019, Meeting	Konczal	No	Discussion	--
16.	Meeting Feedback	Konczal	No	Discussion	--

**Fresno Regional Workforce Development Board
Adult Council
2019 Attendance Roster**

	1/24/19	4/25/19	Special Meeting 5/21/19	7/25/19	10/24/19
Bumatay	P	XX			
Hensley*	P	XX			
Mercer	A	XX			
Olivares	P	XX			
Van Horn	P	XX			
Watkins	A	XX			

* = 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 21, 2019
ACTION:	APPROVE

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

TO: Adult Council
FROM: Blake Konczal, Executive Director
SUBJECT: January 24, 2019, Adult Council Meeting Minutes

INFORMATION:

Approve the minutes of the January 24, 2019, Adult Council meeting.

ATTACHMENT:

January 24, 2019, Adult Council Meeting Minutes



FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

Adult Council Meeting
January 24, 2019

SUMMARY MINUTES

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

ROLL CALL: PRESENT -	Raine Bumatay, Jeff Hensley, Joe Olivares, and Stuart Van Horn
ABSENT -	David Mercer and Sherri Watkins
AGENDA CHANGES:	None
ABSTENTIONS/RECUSALS/ DISCLOSURES OF POTENTIAL CONFLICTS OF INTEREST:	None
CHAIR/STAFF REPORT:	Chair Hensley reflected on the passing of Randy Gahn, former Secretary-Treasurer of the Fresno-Madera-Tulare-Kings, Central Labor Council.
PUBLIC COMMENTS:	None

Item Description/Action Taken

1. May 17, 2018, Special Adult Council Meeting Minutes

Blake Konczal, Executive Director, Fresno Regional Workforce Development Board (FRWDB), presented the May 17, 2018 meeting minutes for correction and/or approval.

OLIVARES/VAN HORN – APPROVED THE MAY 17, 2018, SPECIAL ADULT COUNCIL MEETING MINUTES.

2. October 25, 2018, Adult Council Meeting Minutes

Mr. Konczal presented the October 25, 2018, meeting minutes for correction and/or approval.

OLIVARES/VAN HORN – APPROVED THE OCTOBER 25, 2018, ADULT COUNCIL MEETING MINUTES.

3. Fresno Regional Workforce Development Board Outstanding Achievement Award

Ka Xiong, Special Projects Program Coordinator, FRWDB, presented a short video clip for the Outstanding Achievement Award for the Third Quarter of Program Year (PY) 2017-2018. The award went to Amma Parker.

Ms. Parker was awarded a scholarship for the Licensed Vocational Nurses program at Fresno Adult School, and now works full time at Exodus Recovery.

4. Professional Driver Training Cap

Phyllis Stogbauer, Deputy Director of Program Services, FRWDB, explained that the FRWDB initially implemented an annual cap of twenty-five Professional Driver training scholarships in July, 2005. On June 21, 2016 the FRWDB approved an increase to training slots for professional drivers to fifty.

Due to the continued high demand in the industry, FRWDB staff is requesting that the annual training opportunities be increased to seventy-five slots.

VAN HORN/OLIVARES – RECOMMENDED THAT THE FRWDB APPROVE AN INCREASE TO SEVENTY-FIVE SLOTS FOR THE PROFESSIONAL DRIVER TRAINING. (UNANIMOUS)

5. Transfer of Dislocated Worker Program Funds to the Adult Program

Ms. Stogbauer requested that the Adult Council recommend that the FRWDB approve the transfer of \$1,125,000 of Dislocated Worker (DW) program funds to the Adult program. Ms. Stogbauer explained that currently the One-Stop system is serving more Adult than DW clients. The WIOA allows up to 100 percent of the funds can be transferred between the two (2) funding streams.

VAN HORN/OLIVARES – RECOMMENDED THAT THE FRWDB APPROVE THE TRANSFER OF DISLOCATED WORKER PROGRAM FUNDS TO THE ADULT PROGRAM. (UNANIMOUS)

6. Construction Pre-Apprenticeship Pipeline for Ex-Offenders

Ms. Stogbauer stated that the FRWDB was awarded a Construction Pre-Apprenticeship Pipeline for Ex-Offenders (CPP) grant in the amount of \$250,000 through the California Workforce Development Board. The FRWDB plans to partner with the Madera, Kings and Tulare Workforce Development Boards to develop new implementation strategies to provide Multi-Craft Pre-Apprenticeship training for ex-offenders.

OLIVARES/BUMATAY – RECOMMENDED THAT THE FRWDB APPROVE THE CONSTRUCTION OF PRE-APPRENTICESHIP PIPELINE FOR EX-OFFENDERS. (UNANIMOUS)

7. Fourth Quarter On-the-Job Training Report for Program Year 2017-2018

Ms. Stogbauer presented the Fourth Quarter On-the-Job (OJT) Report for PY 2017-2018. Ms. Stogbauer announced that there was one (1) OJT in the fourth quarter and was successfully completed.

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

8. First and Second Quarters On-the-Job Training Report for Program Year 2018-2019

Ms. Stogbauer presented the First and Second Quarters OJT Report for PY 2018-2019. Ms. Stogbauer announced that there were two (2) OJTs in the first quarter and both were successfully completed. Ms. Stogbauer stated that there were no OJTs in the second quarter.

OLIVARES/BUMATAY – RECOMMENDED THAT THE FRWDB ACCEPT THE FIRST AND SECOND QUARTERS ON-THE-JOB TRAINING REPORT FOR PROGRAM YEAR 2018-2019. (UNANIMOUS)

9. Fourth Quarter Local Performance Results Reports for Program Year 2017-2018

Ms. Stogbauer presented the Fourth Quarter Local Performance Results Report for PY 2017-2018. Ms. Stogbauer went over each graph and noted that due to the transferring of DW funds to the Adult program, the enrollment numbers were slightly lower.

OLIVARES/BUMATAY – RECOMMENDED THAT THE FRWDB ACCEPT THE FOURTH QUARTER LOCAL PERFORMANCE RESULTS REPORT FOR PROGRAM YEAR 2017-2018. (UNANIMOUS)

10. **First Quarter Local Performance Results Reports for Program Year 2018-2019**

Ms. Stogbauer presented the First Quarter Local Performance Results Report for PY 2018-2019. Ms. Stogbauer stated that Fresno recently renegotiated as region the wage goals after discovering the medium wage for Fresno was unrealistic.

Director Hensley asked if the recent government shutdown has affected the contractors. Ms. Stogbauer responded that the services provided at the America's Job Centers of California (AJCC) had not been affected.

OLIVARES/BUMATAY – RECOMMENDED THAT THE FRWDB ACCEPT THE FIRST QUARTER LOCAL PERFORMANCE RESULTS REPORT FOR PROGRAM YEAR 2018-2019. (UNANIMOUS)

11. **Fourth Quarter Providers of Services' Monitoring Report for Program Year 2017-2018**

Stephen DeWitt, Quality Manager, FRWDB, presented the Fourth Quarter Providers of Services' Monitoring Report for PY 2017-2018. Mr. DeWitt indicated that all findings had been addressed. Mr. DeWitt added that the Corrective Action Plan that had been implemented for Proteus, Inc. was deemed effective.

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

12. **First and Second Quarters Providers of Services' Monitoring Report for Program Year 2018-2019**

Mr. DeWitt presented the First and Second Quarters Providers of Services' Monitoring Report for PY 2018-2019. Mr. DeWitt indicated that all findings had been addressed and closed to FRWDB staff's satisfaction. Mr. DeWitt noted that there had been an increase in the monitoring of the ELL and Slingshot grants.

BUMATAY/OLIVARES – RECOMMENDED THAT THE FRWDB ACCEPT THE FIRST AND SECOND QUARTERS PROVIDERS OF SERVICES' MONITORING REPORT FOR PROGRAM YEAR 2018-2019. (UNANIMOUS)

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

Mr. DeWitt presented the Fourth Quarter Providers of Services' Customer Complaint Report for PY 2017-2018. Mr. DeWitt stated that no complaints were received in the fourth quarter.

OLIVARES/BUMATAY – RECOMMENDED THAT THE FRWDB ACCEPT THE FOURTH QUARTER PROVIDERS OF SERVICES' CUSTOMER COMPLAINT REPORT FOR PROGRAM YEAR 2017-2018. (UNANIMOUS)

14. **First and Second Quarters Providers of Services' Customer Complaint Report for Program Year 2018-2019**

Mr. DeWitt presented the First and Second Quarters Providers of Services' Customer Complaint Report for PY 2018-2019. Mr. DeWitt stated that two (2) complaints were received in the first and second quarter.

The first complaint was that the enrollment process took too long but the client has now been enrolled after completing their assessments. The second complaint the client felt harassed by staff and students at Clovis Adult Education and FRWDB staff is still investigating.

OLIVARES/BUMATAY – RECOMMENDED THAT THE FRWDB ACCEPT THE FIRST AND SECOND QUARTERS PROVIDERS OF SERVICES' CUSTOMER COMPLAINT REPORT FOR PROGRAM YEAR 2018-2019. (UNANIMOUS)

15. Fourth Quarter Job Seeker Customer Satisfaction Report for Program Year 2017-2018

Mr. DeWitt presented the Job Seeker Customer Satisfaction Report for the Fourth Quarter of PY 2017-2018. Mr. DeWitt explained that the first page was the Basic Career Services survey, which reflects the resource room activities as well as other self-service activities up to enrollment. The second page was the Placement Satisfaction survey that was completed at pre-exit of the program.

Director Van Horn asked how the surveys were distributed to clients. Mr. DeWitt responded that the Basic Career Services surveys are available in the resources room, or distributed after an orientation. The Placement Satisfaction surveys are given when the client has an exit meeting with their case worker, or during a phone interview.

VAN HORN/OLIVARES – RECOMMENDED THAT THE FRWDB ACCEPT THE FOURTH QUARTER JOB SEEKER SATISFACTION REPORT FOR PROGRAM YEAR 2017-2018. (UNANIMOUS)

16. First and Second Quarters Job Seeker Customer Satisfaction Report for Program Year 2018-2019

Mr. DeWitt presented the Job Seeker Customer Satisfaction Report for the First and Second Quarters of PY 2018-2019.

Director Hensley pointed out that it was great to see the positive comments from clients.

VAN HORN/OLIVARES – RECOMMENDED THAT THE FRWDB ACCEPT THE FIRST AND SECOND QUARTERS JOB SEEKER SATISFACTION REPORT FOR PROGRAM YEAR 2018-2019. (UNANIMOUS)

17. First Quarter Adult and Dislocated Worker Demographics Report for Program Year 2018-2019

Tim Giles, Deputy Director of Information Systems, FRWDB, presented the First Quarter Adult and Dislocated Demographics Report for PY 2018-2019. Mr. Giles stated that the report was broken down by enrollments based on gender, age, ethnicity and barriers to employment.

Mr. Giles noted that the ethnicity report section looks different because data pulled comes directly from CalJOBS now and there are less fields available to choose from when a client enters their information.

This was an information item.

18. America's Job Centers of California Usage Report

Mr. Giles presented the America's Job Centers of California Usage Report which replaced the One-Stop Report Package. The new report reflects the clients and visitors over a thirteen month period. The Clients section on the graph is classified as clients receiving AJCC services each period and may be duplicated across periods. In the Visits section of the graph reflects clients visiting AJCCs but can be for multiple visits for each client per month.

Mr. Giles added that VOSGreeter Module that records visits to the AJCC is no longer active.

This was an information item.

19. **Agenda Items for April 25, 2019, Meeting**

Director Hensley requested that a contractor present on their performance measure report at the April 25, 2019, Adult Council meeting.

20. **Meeting Feedback**

There was no meeting feedback.

The meeting was adjourned at 4:56 p.m.

**FRESNO REGIONAL
WORKFORCE DEVELOPMENT BOARD**

AGENDA ITEM:	2
MEETING DATE:	May 21, 2019
ACTION:	RECOMMEND TO RATIFY

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

TO: Adult Council
FROM: Blake Konczal, Executive Director
SUBJECT: Ratification of New Adult Council Member

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) ratify the appointment of David Daniel to the Adult Council.

REASON FOR RECOMMENDATION:

Mr. Daniel is a Program Manager at WestCare California and has expressed interest in joining the Adult Council.

Article VI "Committees" of the FRWDB Bylaws indicates that committee chairs shall designate their committee members and present them to the Local Board for ratification.

**FRESNO REGIONAL
WORKFORCE DEVELOPMENT BOARD**

AGENDA ITEM:	3
MEETING DATE:	May 21, 2019
ACTION:	INFORMATION

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

TO: Adult Council
FROM: Nuvia Varela, Adult/Youth Program Manager
SUBJECT: Fresno Regional Workforce Development Board Outstanding Achievement Award

INFORMATION:

The Fresno Regional Workforce Development Board Adult Participant Outstanding Achievement Award for the Fourth Quarter has been awarded to Marco Silvas.

A video presentation will be provided at the meeting.

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	4
MEETING DATE:	May 21, 2019
ACTION:	RECOMMEND TO APPROVE

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

TO: Adult Council
FROM: Blake Konczal, Executive Director
SUBJECT: Workforce Innovation and Opportunity Act Adult and Dislocated Worker Funding Recommendations for Program Year 2019-2020

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) 2019-2020 as outlined in the attached budget allocation worksheet.

REASON FOR RECOMMENDATION:

The Employment Development Department (EDD), Workforce Services Division, released WIOA formula allocations for PY 2019-2020 on April 24, 2019 (Attachment I). These allocations are based on the allotment levels issued by the U.S. Department of Labor, Employment and Training Administration to the states on April 10, 2019.

The FRWDB received \$10,249,265 of Adult and Dislocated Worker funds, an overall increase of five percent (5%) compared to last year's allocation of \$9,782,955. The projected carryover for the WIOA Adult program is \$3,829,572, which is a three percent (3%) increase compared to \$3,720,788 for PY 2018-2019. This brings the total available funding to \$14,078,837 which results in an overall net increase of four percent (4%).

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:

- Increases Adult and Dislocated Worker sub-contracts by two percent (2%) for PY 2019-2020;
- Maintains three percent (3%) carryover to PY 2020-2021;
- Allocates 30% of total award for training as mandated by the State of California in SB734. All training funds are allocated to the Current Plan Year Training and Incumbent Worker Training (IWT) pools;
- Allocates an increase of \$388,383 of anticipated unexpended training funds from PY 2018–2019 to ensure full expenditure of mandated training funds by June 30, 2020;
- Maintains supportive service pools and funding for Soft Skills Upgrade Training;
- Maintains funding for the Fresno County Public Defender's office for the Clean Slate 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 \$50,000 for Community Outreach;

- The CMTi contract will end on June 30, 2019, and will not be funded. The funding will be re-allocated for \$90,000 to VRTS for Information Technology Programming and Maintenance;
- The Business Services Sector Project Pool will be re-allocated to FRWDB Program support for additional Business Services outreach staff; and
- Increases Facility Site Budgets for Provider Staff Training such as Active Shooter, Customer Center Design and for marketing and outreach.

FISCAL IMPACT:

Approval of this item will allocate \$14,078,837 of WIOA Adult and Dislocated Worker funds, which will be allocated to FRWDB operational, sub-contracts and participant pools and allocates \$307,478 to carryover for PY 2020-2021.

ATTACHMENTS:

- ATTACHMENT I: EDD Information Notice WSIN18-32, WIOA Formula Allocations – PY 2019-2020
ATTACHMENT II: WIOA Adult and Dislocated Worker Allocations Worksheet for PY 2019-2020



INFORMATION NOTICE

Date: April 24, 2019 Number: WSIN18-32

Expiration Date: 05/24/2021



WIOA FORMULA ALLOCATIONS – PY 19-20

The *Workforce Innovation and Opportunity Act* (WIOA) Title I formula fund allocations for each Local Workforce Development Area (Local Area), for Program Year (PY) 2019-20, have been released. These allocations (Adult, Youth, and Dislocated Worker (DW)) are based on the allotments issued by the U.S. Department of Labor (DOL), to the states per Training and Employment Guidance Letter [16-18](#), dated April 10, 2019.

The WIOA prescribes a specific method to calculate sub-state hold harmless levels for DW Program funds. As a result, there is an alignment in the WIOA hold harmless provisions across the Youth, Adult, and DW programs. These hold harmless provisions were established to help mitigate year-to-year volatility in funding levels. Under the WIOA, hold harmless provisions ensure that each area receives no less than 90 percent of their average percentage share from the two prior years. The local areas that receive more than 100 percent of their average percentage share from the previous two years will be proportionately reduced by the amount of total funding necessary to ensure that all local areas receive at least 90 percent of their average percentage share from the two prior years.

Please be aware that this notice is being issued for planning and budgeting purposes only because the state has not yet received the federal Notice of Award (NOA) for any of the funding streams. Once the NOA has been received, Youth allocations will be released to Local Areas immediately. Youth allotments to the states will be issued in one sum with an effective date of April 1, 2019, under the grant code 301. The Adult and DW allocations will be released as soon as we receive federal and state spending authority for these funds.

The allotment to California and the amounts available for the formula allocation to the local areas are listed below. Attachment 1 reflects the total amount local areas will receive for each of the funding streams during the PY 19-20. Additionally, Attachment 2 provides a breakdown of how each of the three funding streams is allocated.

PY 19-20 Title I	Total Federal Allotment	Amount Available for Formula Allocation
Youth Program	\$119,017,698	\$101,165,044
Adult Program	\$114,617,248	\$97,424,661
Dislocated Worker Program	\$147,573,118	\$88,543,871
Total	\$381,208,064	\$287,133,576

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

If you have any questions, please contact the Financial Management Unit at WSBFinancialManagementUnit@edd.ca.gov.

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

Attachments are available on the internet:

1. [Youth, Adult, and Dislocated Worker Allotments](#)
2. [WIOA Funding SFY 19-20](#)

Workforce Innovation and Opportunity Act
Youth, Adult, and Dislocated Worker Program Activities Allocations
Program Year 19-20

Display Name	Round 1			Round 2		Grand Total
	Youth	Adult	Dislocated Worker	Adult	Dislocated Worker	
Alameda	\$1,345,950	\$201,553	\$331,796	\$1,071,377	\$1,573,124	\$4,523,800
Anaheim City	\$650,288	\$99,610	\$99,332	\$529,488	\$470,958	\$1,849,676
Contra Costa	\$1,267,176	\$196,938	\$298,528	\$1,046,847	\$1,415,395	\$4,224,884
Foothill	\$467,500	\$76,833	\$87,410	\$408,414	\$414,433	\$1,454,590
Fresno	\$6,129,237	\$931,120	\$760,929	\$4,949,469	\$3,607,747	\$16,378,502
Golden Sierra	\$751,263	\$117,066	\$171,320	\$622,275	\$812,270	\$2,474,194
Humboldt	\$291,982	\$40,180	\$40,193	\$213,582	\$190,563	\$776,500
Imperial	\$2,836,746	\$443,064	\$388,655	\$2,355,154	\$1,842,707	\$7,866,326
Kern, Inyo, and Mono	\$5,862,400	\$901,856	\$749,402	\$4,793,913	\$3,553,096	\$15,860,667
Kings	\$829,060	\$142,443	\$106,454	\$757,169	\$504,722	\$2,339,848
Long Beach/Pacific Gateway	\$1,574,448	\$229,123	\$174,978	\$1,217,927	\$829,615	\$4,026,091
Los Angeles City	\$11,292,058	\$1,745,242	\$1,454,036	\$9,277,008	\$6,893,941	\$30,662,285
Los Angeles County	\$10,082,549	\$1,524,719	\$1,276,689	\$8,104,802	\$6,053,089	\$27,041,848
Madera	\$808,437	\$127,531	\$98,318	\$677,906	\$466,150	\$2,178,342
Merced	\$1,829,755	\$273,654	\$219,426	\$1,454,636	\$1,040,352	\$4,817,823
Mother Lode	\$328,629	\$60,591	\$58,629	\$322,079	\$277,977	\$1,047,905
Monterey	\$2,123,260	\$333,878	\$347,848	\$1,774,764	\$1,649,232	\$6,228,982
North Bay	\$749,364	\$127,068	\$165,786	\$675,444	\$786,031	\$2,503,693
North Central Counties						
Consortium	\$1,337,339	\$204,749	\$178,726	\$1,088,367	\$847,385	\$3,656,566
NoRTEC	\$2,321,798	\$365,995	\$316,158	\$1,945,486	\$1,498,981	\$6,448,418
NOVA	\$1,174,350	\$189,125	\$308,923	\$1,005,313	\$1,464,677	\$4,142,388
Oakland City	\$1,087,625	\$172,182	\$157,147	\$915,253	\$745,071	\$3,077,278
Orange	\$2,485,219	\$367,716	\$663,826	\$1,954,634	\$3,147,358	\$8,618,753
Richmond City	\$285,632	\$47,618	\$38,395	\$253,120	\$182,040	\$806,805
Riverside	\$6,118,732	\$922,706	\$966,173	\$4,904,739	\$4,580,862	\$17,493,212
Sacramento	\$3,280,596	\$503,876	\$540,231	\$2,678,404	\$2,561,367	\$9,564,474
Santa Ana City	\$785,103	\$122,456	\$82,136	\$650,926	\$389,426	\$2,030,047
Santa Barbara	\$1,181,669	\$136,266	\$169,692	\$724,336	\$804,549	\$3,016,512
San Benito	\$209,597	\$32,039	\$34,617	\$170,306	\$164,126	\$610,685
San Bernardino	\$5,316,929	\$801,166	\$761,330	\$4,258,681	\$3,609,651	\$14,747,757
South Bay	\$1,293,656	\$211,811	\$237,717	\$1,125,902	\$1,127,076	\$3,996,162
Santa Cruz	\$993,386	\$138,277	\$155,942	\$735,027	\$739,357	\$2,761,989
San Diego	\$5,833,372	\$862,302	\$1,021,979	\$4,583,656	\$4,845,450	\$17,146,759
SELACO	\$837,186	\$126,597	\$148,902	\$672,940	\$705,978	\$2,491,603
San Francisco	\$982,197	\$172,657	\$277,373	\$917,779	\$1,315,091	\$3,665,097
San Joaquin	\$3,195,455	\$485,421	\$424,950	\$2,580,307	\$2,014,791	\$8,700,924
San Jose - Silicon Valley	\$1,874,095	\$282,088	\$372,888	\$1,499,469	\$1,767,952	\$5,796,492
San Luis Obispo	\$504,333	\$61,713	\$71,386	\$328,044	\$338,457	\$1,303,933
Solano	\$930,868	\$152,826	\$171,305	\$812,361	\$812,197	\$2,879,557
Sonoma	\$715,695	\$107,495	\$135,354	\$571,402	\$641,746	\$2,171,692
Stanislaus	\$2,649,575	\$407,606	\$348,968	\$2,166,673	\$1,654,541	\$7,227,363
Tulare	\$3,718,584	\$566,430	\$467,034	\$3,010,918	\$2,214,323	\$9,977,289
Verdugo	\$645,278	\$110,776	\$119,362	\$588,843	\$565,925	\$2,030,184
Ventura	\$1,506,029	\$219,526	\$333,713	\$1,166,914	\$1,582,214	\$4,808,396
Yolo	\$680,644	\$82,133	\$88,469	\$436,586	\$419,453	\$1,707,285

	A	B	C	D	E	F	G
1	WIOA ADULT AND DISLOCATED WORKER						
2	ALLOCATIONS FOR PROGRAM YEAR 2019-2020						
3							
4							
5							
6							
7			Adult/DW	Adult/DW			
8			Allocation	Allocation	Increase/	%	
9			2018-19	2019-20	(Decrease)	Change	
10							
11							
12	Actual/Estimated Carryover		3,720,788	3,829,572	108,784	3%	
13	Award		9,782,955	10,249,265	466,310	5%	
14	Total Available		13,503,743	14,078,837	575,094	4%	
15							
16							
17	Operational Costs						
18	Facility/Site Budgets		1,581,892	1,742,203	160,311	10%	
19	FRWDB Admin Support		1,069,611	1,069,611	0	0%	
20	FRWDB Program Support		1,231,714	1,333,935	102,221	8%	
21	Assessment Materials		42,630	42,630	0	0%	
22	Employment Study		10,500	10,500	0	0%	
23	Program Income		(112,056)	(277,676)	(165,620)	148%	
24	Carryover to Following Year	3%	293,489	307,478	13,989	5%	
25	Total Operational Costs		4,117,780	4,228,681	110,901	3%	
26							
27							
28	Contractors & Participant Pools						
29	CLC - Urban		2,650,542	2,703,553	53,011	2%	
30	Proteus, Inc. - East		525,111	535,613	10,502	2%	
31	West Hills Community College - West		526,373	536,900	10,527	2%	
32	Current Plan Year Training Pool		2,365,059	2,569,005	203,946	9%	
33	Prior Plan Year Training Reserve		2,096,504	2,484,887	388,383	19%	
34	Incumbent Worker Training (IWT) Pool		481,690	505,775	24,085	5%	
35	Supportive Services		119,483	119,483	0	0%	
36	AVi - Soft Skills Upgrade Training		154,940	154,940	0	0%	
37	Pilot Public Defenders Project		100,000	100,000	0	0%	
38	VRTS Programming & Maintenance		180,694	90,000	(90,694)	-50%	
39	Community Outreach		0	50,000	50,000		
40	Business Services Sector Project Pool		185,567	0	(185,567)	-100%	
41			9,385,963	9,850,156	464,193	5%	
42							
43							
44	Total Allocations		13,503,743	14,078,837			
45			0	0			
46							
47			2,934,887	3,074,780			
48	Training Percentage		30%	30%			
49							
50							
51	Note: Due to spreadsheet formula rounding calculations, total(s) may be \$1.00 off.						
52							
53							
54							
55	Prepared By: C. Beierschmitt						
56							

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	5
MEETING DATE:	May 21, 2019
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: 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 Applications.

REASON FOR RECOMMENDATION:

The WIOA establishes the different types of AJCC sites allowable in each Local Workforce Development Area (Local Area). In addition to comprehensive AJCCs, Local Boards may choose to operate affiliate or specialized AJCCs. These sites supplement and enhance customer access to services, and serve as additional access points to the Local Area's comprehensive AJCC(s). Currently the FRWDB has four (4) affiliate AJCCs located in Reedley, Selma, Coalinga and Mendota.

In accordance with WIOA Section 121(g), Local Boards must conduct an independent and objective evaluation of the AJCCs in their local areas once every three (3) years using criteria and procedures established by the California Workforce Development Board (State Board). The initial Affiliate AJCC certification process is required to be completed by June 30, 2019. In order to align with the comprehensive AJCC certification completed in 2018, this initial certification will only be effective for two (2) years, July 1, 2019 through June 30, 2021.

The Hallmarks of Excellence AJCC Affiliate Certification is intended to encourage continuous improvement by identifying areas where an Affiliate AJCC may be exceeding quality expectations, as well as areas where improvement is needed.

The Hallmarks of Excellence categories are as follows:

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.
6. The AJCC actively engages industry and labor.
7. The AJCC has high-quality, well-informed, and cross-trained staff.
8. The AJCC achieves business results through data-driven continuous improvement.

The evaluations for each AJCC Affiliate site were completed by an independent evaluator in accordance with the established guidelines.

The process used to evaluate FRWDB's Affiliate AJCCs involved the evaluator's on-site review of the service centers, an in-person meeting with center leadership, and WIOA applicable partner representatives, review of supporting documentation, and finalization of the attached applications/matrixes for each of the sites. 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 State Board. The assessment included eight (8) categories, with each ranked on a scale of 1 to 5. None of the Affiliate AJCCs received a score less than three (3) for any of the eight (8) categories. There is no minimum score required for certification. Both our team and evaluator, David Shinder, relied on technical assistance from the State Board 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.

ATTACHMENTS:

- ATTACHMENT I: Affiliate AJCC Certification Matrix Hallmarks of Excellence – Reedley
- ATTACHMENT II: Affiliate AJCC Certification Matrix Hallmarks of Excellence – Selma
- ATTACHMENT III: Affiliate AJCC Certification Matrix Hallmarks of Excellence – Coalinga
- ATTACHMENT IV: Affiliate AJCC Certification Matrix Hallmarks of Excellence – Mendota

Local Board Certification Process

Local Board Certification Process
1. Local Workforce Development Board (Local Board): Fresno Regional WDB
2. AJCC: Workforce Connection Reedley Center
3. Reviewer(s): David Shinder, Workforce Development Consultant
4. Reviewer's organization: David Shinder is a self-employed individual working under his name.
5. Reviewer's relationship: As an independent consultant, David Shinder has, in the past, worked directly for and indirectly with the Fresno Regional WDB (FRWDB) on various projects, including the following : <ul style="list-style-type: none"> - Grant proposals - SlingShot - 2017-21 San Joaquin Valley and Associated Counties Regional Plan - 2018 Certification Review of the Workforce Connection Comprehensive AJCC (Manchester) - 2019 FRWDB Local Plan Modification - 2019 San Joaquin Valley and Associated Counties Regional Plan Modification
6. Outline of certification process: FRWDB engaged independent consultant David Shinder to conduct a review of the local area's four affiliate AJCCs in accordance with the Hallmarks of Excellence standards published by the California Employment Development Department (EDD) and the State Board in March 2019. David has more than three decades of workforce development experience and has worked as an independent consultant to local boards and system stakeholders for more than 25 years. The Hallmarks of Excellence certification review process for affiliate AJCCs that David implemented on behalf of the FRWDB, included the following elements: <ul style="list-style-type: none"> • Review of the 2018 certification application for the Comprehensive AJCC and the process used to certify the center based on Hallmarks of Excellence guidance published by EDD and an in-person orientation conducted by representatives of the State Board. • Review of the strengths and continuous improvement goals identified during the 2018 comprehensive center certification review process. • Discussion with WBD leadership and AJCC representatives regarding progress being made against continuous improvement goals established during the Hallmarks evaluation of the WDB's comprehensive center. • In-depth review of the State Directive on Certification of Affiliate and Specialized AJCCs, along with the various attachments to the directive. • Discussions with EDD and State Board representatives to seek clarification on several aspects of the Affiliate AJCC certification process. • Communication via email with Local Board representatives prior to making an on-site visit to Affiliate sites. Such communication included forwarding the State Directive and related attachments, along with general information regarding the

content and structure of the review. WDB representatives shared this information with managers and staff of affiliate AJCCs prior to the on-site visit.

- On-site review of the affiliate AJCC, including:
 - Tour of facility, including resource area, workshop and meeting rooms, and other space used to serve customers.
 - Observation of center operations and services, including job seekers' use of resource area technology and materials
 - Observation of safety, security and accessibility features described by center representatives
 - In-person interview with center leadership and staff. WDB representatives also participated in these sessions. Interviews covered all eight hallmarks and focused on the associated quality indicators. Center representatives were asked to provide evidence and/or examples regarding how center operations meet or are aligned with each of the quality indicators.
- Development of draft Hallmarks of Excellence application and ratings by the reviewer.
- In-person meeting between the reviewer and WDB/AJCC representatives to go over the draft application and scores, providing center representatives the opportunity to present further evidence to address areas for which improvement is needed or to clarify information pertaining to the hallmarks and the quality indicators
- Finalization of the application package, incorporating stakeholder feedback on the draft
- Transmission of application package from reviewer to the WDB
- Transmission by the WDB of the affiliate AJCC certification application package to the State Board

7. Firewalls:

As there is no conflict of interest between the reviewer and the local board, a firewall was not necessary.

8. Other:

While the local board did not choose to include additional criteria, the review process made reference to strengths and continuous improvement goals established during the 2018 Hallmarks of Excellence certification of the WDB's comprehensive AJCC. Many of these strengths and goals are equally applicable to affiliate sites, including the Workforce Connection Reedley Center. It should be noted that fewer continuous improvement goals have been set for the affiliate sites than were established for the comprehensive AJCC. The FRWDB administers the affiliates as part of a network of AJCCs. Therefore, the affiliates participate in and benefit from the Comprehensive Center's goals.

Hallmarks of Excellence Assessment

As part of the certification process, Local Workforce Development Boards (Local Board) must submit a Hallmarks of Excellence Assessment that includes a continuous improvement plan to either improve or maintain a “5” ranking for each category.

Hallmarks of Excellence #1

The AJCC’s physical location and facility enhances the customer experience

Quality Indicators:

An assessment of the AJCC’s physical location and facility revealed that the center meets and/or is aligned with each of the four quality indicators for this hallmark, as follows:

- a. *The AJCC identifies as part of the AJCC system and meets state branding requirements of Workforce Services Information Notice 12-43.*

Proteus, Inc. is the service provider for the Reedley affiliate center. The center is co-located with the Fresno County Department of Social Services (DSS) and is, therefore, co-branded as Workforce Connection, AJCC and DSS. The local Workforce Connection brand is widely known within Fresno County, as it has been used since 2001. Signage at the entrance to the facility 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 Workforce Connection website and on various publications and resources of the local workforce development delivery system. The facility has ample parking for staff, job seekers and others doing business at the center. Fresno County Rural Transit is available by appointment.

- b. *The AJCC is clean with a professional appearance, neat, and equipment is in working order.*

The Reedley AJCC is neat and well-organized. Under a contract held by DSS, the center is professionally cleaned on a regular basis. The resource area features equipment that enables job seekers to search for employment, apply for jobs, conduct labor market research and connect to the vast web-based resources of the system partners and other local stakeholders and service organizations. This includes nine (9) computer workstations, a printer, a copier, telephones, a fax machine, and TTY capability. Staff does scanning for participants. The information technology infrastructure is maintained by FRWDB.

- c. *Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.*

Procedures for the evacuation of the Reedley AJCC have been distributed to staff and are posted within the facility. The procedures address various circumstances

under which evacuation may be necessary and provide for assistance and support for the evacuation of individuals with disabilities. Site management maintains a list of all employee phone numbers. Drills are regularly scheduled; extinguishers are checked monthly; and staff has participated in a variety of safety training, such as active shooter training and working with hostile clients. Floor plans illustrating exit routes are posted throughout the AJCC.

d. Adequate safety and security precautions are in place to protect both customers and staff.

In addition to the procedures and training described above, the safety and security environment of the Reedley AJCC benefits from a total of seven accessible exits from the facility that can be used in case of an emergency. Other safety features of the center include: an alarm system, a badge-controlled entry system; a security guard patrolling the facility; availability of a walkie-talkie system; excellent exterior lighting after dark; close proximity to the Reedley Police Department; and a safety protocol under which captains and co-captains are assigned to specific areas.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the Reedley AJCC's strengths include the following:

- Co-location of the AJCC with DSS
- Availability of parking for those using center services
- Access to public transportation upon request
- Ample, well-maintained equipment
- Configuration and cleanliness of the resource area
- Safety training
- Safety procedures and directional floor plans for evacuation
- Safety features such as security guards

The review also revealed room for continuous improvement with regard to this hallmark, including:

- While the center meets facility-related requirements, the AJCC could benefit from stakeholder and customer input regarding center organization, equipment, and resources.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the four quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Engage center staff and partners in discussions about opportunities to enhance the AJCC environment to make that center even more customer-centered.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #2

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

Quality Indicators:

An assessment of the AJCC's overall accessibility for individuals with barriers to employment revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

- a. Staff honors and accommodates diversity and is comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.*

Fresno County is home to people of many cultures, languages and faiths. Staff at the Reedley AJCC and at centers throughout FRWDB's network of one-stops, along with those employed by system partners, are, to a great extent, a reflection of the diversity of the county, with staff representing cultures, languages and other demographic characteristics similar to those of the workforce system's customers. Many staff at the Reedley AJCC are bilingual in Spanish and English, and, across the system, staff and partners speak a wide array of languages and can provide support to the center in serving non-English-speaking customers. Staff also makes use of outside services for interpretation support in languages not spoken by system representatives. Based on their past and current work experience, many of the network's direct services staff members are highly skilled in working with individuals with barriers to employment, including persons with disabilities, formerly-incarcerated and justice-involved individuals and others with significant or multiple barriers to employment. Proteus and FRWDB regularly provide training for its staff on diversity topics, including sessions on effectively serving individuals with disabilities.

- b. The AJCC has a Limited English Proficiency (LEP) 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.*

In 2018, FRWDB updated the Limited English Proficiency (LEP) Plan for the local workforce development system, which is comprised of the comprehensive AJCC and the affiliate sites, including the Reedley Center. The plan provides assurance that an annual assessment of languages spoken by customers will be completed. It also describes other ways in which the 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. An English Language Learner Navigator employed by the FRWDB supports and makes referrals to the center.

- c. 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.

FRWDB leadership has followed the national workforce system's focus on the use of human-centered design and 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 and focus groups. Stakeholders have also participated with teams in providing input on center design and services, thereby including perspectives from programs that serve a very broad range of customers. Customer input has driven the design of services and facilities across the network of AJCCs in Fresno County.

- d. If applicable to collocated programs, the AJCC implements the veteran's preference and priority of service requirements.*

The AJCC has implemented a veterans' priority of service policy. Upon request, DVOP and LVER representatives are available to participants using the center.

- e. 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.*

Virtual services provided by the center and the entire 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 (DOR) services and applications for various services provided by the Fresno County DSS. 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. During the 2018 Hallmarks of Excellence review of the FRWDB's comprehensive AJCC, a continuous improvement goal was established concerning a review of web-based services available via the full array of system stakeholders. This goal is in progress and is pending completion.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Staff from the AJCC and across the system mirror the diversity of the community in terms of culture, language, and life experiences
- Nearly all staff at the Reedley center are bilingual
- The LEP plan leverages resources and expertise of local education agencies, service providers and organizations specializing in translation services

- System leaders and staff have participated in customer-centered design activities.
- Veterans' preference and priority of service requirements are in place.
- The center will adopt strategies resulting from the overall workforce system's efforts to improve access to virtual services for customers with disabilities.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- Having a greater on-site presence by system partners, community-based stakeholders and business-serving organizations may provide unique benefits to customers. The center should engage partners and customers in discussions to explore potential benefits.
- The Reedley AJCC could benefit from applying the principles of customer-centered design to local services using input from customers representing communities served by the affiliate center.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Gather input through surveys, focus-groups and one-on-one discussions about the benefits that securing additional partner presence on site may bring.

Target Date for Achieving Improvement Goal: *April 2020*

2. Working with FRWDB leadership, AJCC management and staff should explore options and potential benefits that could be derived from applying a customer-centered design approach to the center's services and service delivery strategies.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #3

The AJCC actively supports the one-stop system through effective partnerships

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with both of the quality indicators for this hallmark, as follows:

a. The AJCC has a strong connection to the comprehensive AJCC(s) within their Local Area.

The FRWDB administers, oversees and guides its comprehensive AJCC and four affiliate sites as part of a unified system, ensuring that services, approaches and strategies follow policies and principles established by the local board, while, at the same time, allowing each center to customize services for residents of the communities it serves. The Reedley AJCC's connection to the comprehensive center is assured by regular communication between managers and staff of the affiliate site and its full-service counterpart. In addition to producing and distributing written policies for all centers, FRWDB hosts monthly provider meetings that are attended by all AJCCs and regularly provides training in which all centers participate. When Reedley participants need services from partners, AJCC staff may arrange for those services to be provided at the Reedley site, by electronic means, or by referring the customer to the comprehensive center in Fresno.

b. The AJCC records and a system is in place for follow-through on any referrals made.

A Memorandum of Understanding (MOU) among the partners provides a general framework for referrals and referrals are regularly made among various partners. AJCC representatives provided several examples of referrals to one-stop system partners and local community-based organizations. The Reedley center makes many referrals to EDD, DOR, Reedley College and the WIOA Section 167 program operated by Proteus. Following an intensive Hallmarks of Excellence review of the FRWDB's comprehensive AJCC in 2018, a continuous improvement goal was established with regard to strengthening the referral process among the many partners that comprise the workforce system in Fresno County. The WDB has made significant progress toward this goal and is leading workforce system stakeholders in the adoption and early implementation of Community Pro Suite, a system that enables a strategic and selective sharing of information among the partners and stakeholders. Currently, the AJCCs, local adult education programs and the community college are using the system. It is anticipated that others will join in the use of the system in the months and years ahead.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Staff from the comprehensive center support the Reedley center.
- System partners serves as a resource for the affiliate site.
- Referrals are made frequently among the partners
- Presence of the partners at the affiliate center on a periodic and as needed basis
- Inclusion of affiliate staff in system-wide training that is organized by the FRWDB.
- Implementation of a system-wide referral process with tracking and follow-up capabilities.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- A greater on-site presence by partners could provide multiple benefits to customers of the AJCC.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with both of the quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Same goal indicated for Hallmark 2. Gather input through surveys, focus-groups and one-on-one discussions about the benefits that securing additional partner presence on site may bring.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #4
The AJCC provides integrated customer-centered services

Quality Indicators:

An assessment of the AJCC's operation revealed that the center meets and/or is aligned with each of the four quality indicators for this hallmark, as follows:

a. AJCC staff identifies with the local one-stop system and not just their specific program.

While the center is co-located with DSS, staff clearly understands and identifies with the one-stop system. Both the Workforce Connection and AJCC brands are widely used by the center on items ranging from business cards and staff badges to participants forms and information posted on the web.

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

As indicated in response to Hallmark 2, FRWDB staff and individuals across the workforce system understand customer-centered design. Training for all AJCC and system staff is planned for the current program year. A wide range of customer service training has been offered to AJCC staff through both Proteus and FRWDB. Much of this training has focused on meeting unique needs of priority populations, including persons with disabilities, formerly incarcerated and justice-involved individuals and English language learners.

c. AJCC staff are versed in referring customers to either partner programs and/or the local Comprehensive AJCC(s).

As stated in the response to Hallmark 3, which deals with partnerships and the relationship of affiliate sites to the comprehensive AJCC, a structured process has been developed to promote cross referrals among the partners and to their programs. The implementation of Community Pro Suite will strengthen this process and enable the partners to track and follow-up on referrals made among agencies. Connecting customers with partners may also take place by phone, via the web or through referral to the comprehensive AJCC in Fresno.

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

The WDB has published a policy governing the co-enrollment of WIOA Title I participants with other providers and programs. 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 may provide co-enrolled participants with CalWORKs-funded support services, where WIOA covers the costs of training. Many participants have also been co-enrolled in Title V, the WIOA Section 167 program, and DOR services. Co-case management approaches are still evolving and currently include structured communications between those providing services. The lack of a common case management system among the providers and the importance of privacy protection of clients can make co-case management challenging. Some improvements in this area are anticipated with partners' on-going adoption of Community Pro Suite.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Staff recognizes and identifies with the one-stop system
- All staff has received customer service training
- FRWDB plans to host customer-centered design training
- Participants are referred to organizations and programs based on needs.
- Customers are co-enrolled in various programs.

The review also revealed room for continuous improvement with regard to this hallmark, include:

- There may be center-specific customer needs at the Reedley AJCC that have not yet been identified or addressed. Engagement with customers and local partners may reveal opportunities for center improvement.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the four quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Implement a process to engage stakeholders in discussions on system services and needs specific to the communities surrounding Reedley.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #5
The AJCC is an on-ramp for skill development

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

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

The Reedley Workforce Connection Center and other AJCCs in the county's one-stop network assist customers with all levels of skills in accessing appropriate training. While most of the center's job seeker customers need training to secure entry-level employment, some are seeking training in technical skills required for mid-range or higher positions. The community college system is a critical partner in providing higher level training. Reedley College is located within minutes of the AJCC, providing participants easy access to training. The adult education system also serves the Reedley Center's clients by providing occupational skills training and remedial programs, such as adult basic education (ABE), English-as-a-Second Language (ESL) and General Education Diploma (GED) preparation.

- b. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials, however, their program fits into that pathway.*

Center staff demonstrates an understanding of the importance of career guidance and the value of career exploration. Staff is also aware of local and regional target sectors. During the affiliate AJCC review process, center representatives provided a detailed description and examples of career advisement strategies, tools and processes. FRWDB policy requires that individuals requesting classroom training do significant research on targeted careers, associated training programs and industry-required credentials.

- c. 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.*

In accordance with WIOA requirements, the Reedley AJCC ensures that participants are not required to follow any prescribed "sequence of services" that would impede access to training.

- d. If available within the context of the co-located program(s), the AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.*

Ensuring that job seekers have access to the support they need to participate in

program activities and training is a priority for all FRWDB-funded AJCCs. WIOA resources may be used to provide commonly-requested support services, such as transportation (including mileage and car repair) clothing for interviews and uniforms required for work, Various forms of support may be provided by system partners or community-based organizations. For example, for those that qualify, co-enrollment with CalWORKs, Rehabilitation Act and WIOA 167 programs creates opportunities to access additional support resources.

- e. *The AJCC strives to increase the number and percentage of their customers receiving skill development and training services.*

FRWDB establishes performance goals for all AJCCs, including the Reedley Center. In accordance with this goal, nearly 32% of these individuals are enrolled in training.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Location of the AJCC near Reedley College provides easy access to training
- The center and the overall workforce system maintain strong ties to other education partners, including adult education.
- No sequence of services requirement is imposed.
- Support services are available from various resources to address a wide range of needs

The review also revealed room for improvement with regard to this hallmark, including:

- While staff is able to support customers' career exploration, additional opportunities likely exist to enhance staff's expertise in helping customers to navigate career pathways.
- It may be worthwhile to assess whether connecting more job seekers to skills development could produce better long-term outcomes.

Ranking (1-5): 3.0

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Work with FRWDB leadership to identify options for providing additional skills development and support to build the skills of center staff in working with job seekers to navigate career pathways.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #6
The AJCC actively engages industry and labor

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

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

Within the FRWDB workforce system, the business services function is centralized at the board, which employs Business Specialists that focus on key industries. They are supported by AJCC staff in connecting job seekers to employment opportunities with businesses with which the system as a whole works to establish relationships. At the Reedley AJCC, staff works together to serve local businesses. Local business relationships and companies for which the center has provided recruitment and hiring assistance include: Westwood Trucking, Adventist Health, Harris Ranch, United Health Plan and Family Dollar. The companies represent key industries including agriculture, healthcare, and transportation and logistics.

- b. The collocated partners work with the Local Area to understand any defined strategies in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.*

Securing business input and capturing intelligence from industry falls within the purview of FRWDB's Business Specialists, who share this information across the network of AJCCs. Much of this information is also published for use by the AJCCs and system stakeholders.

- c. The AJCC works with the Local Area to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.*

FRWDB has taken definitive action to reduce duplication of effort with regard to business outreach conducted by the area's five AJCCs. The comprehensive center covers central Fresno, while the Coalinga and Mendota affiliates cover a defined "west" region and the Reedley and Selma affiliates cover a designated "east" region. The WDB also continues to work with system partners to discuss priorities and focus for business outreach in Fresno County with the goal of further integrating efforts and minimizing redundancy.

- d. If applicable, the AJCC offers a range of AJCC-based services for employers such as referral of qualified candidates, on-site recruitment, pre-employment testing, skill-verification, and hiring and training subsidies.*

The center provides a wide variety of information and resources for businesses. In addition, the AJCC hosts employer recruitment events at the center, makes space available for businesses to interview clients and offers referrals for drug testing.

- e. *The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of services and applies knowledge gained for continuous improvement.*

The business customer satisfaction survey system is also centrally managed by the FRWDB's Business Specialists, who follow up with companies served by all centers. In addition to informal surveying and intelligence gathering that occur on a daily basis, structured surveys have been developed to gather satisfaction feedback from employers that: access resources at FRWDB's Business Services Center; participate in system-sponsored job fairs and recruitment/hiring events; and provide training to AJCC customers via work-based learning strategies.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- The center's services for local businesses, including those in priority sectors.
- Information and resources for businesses are available at the center.
- Work of the system to gather and use business intelligence regarding industry needs.
- Participation of the center in system-wide efforts to meet the hiring and skills development needs of employers operating from locations throughout the County.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- Opportunities likely exist to ensure that all affiliate center staff benefit from business engagement through a structured learning process on needs in each priority sector.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Working with FRWDB leadership, explore opportunities to implement a structured learning process for staff on needs in priority sectors.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #7
The AJCC has high-quality well informed cross-trained staff

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the three quality indicators for this hallmark, as follows:

- a. If the AJCC is part of the Local Area's service delivery strategy, the AJCC must be used to supplement and enhance customer access to services.*

FRWDB has designed its service delivery system to promote access for job seekers and business customers throughout Fresno County. The network of AJCCs currently consists of a comprehensive center in Fresno and four affiliate AJCCs, which are strategically located in Coalinga, Mendota, Reedley and Selma. The location of the centers ensures that customers are able to easily access services within a reasonable distance from their homes or business locations. The Workforce Connection AJCC in Reedley is integral to the systems' design, as it serves job seekers and businesses in several West County communities, including Reedley, Sanger, Orange Cove and Squaw Valley.

- b. AJCC staff has received training on how to effectively assist customers in registering with CalJOBSSM and how to match customers to available jobs.*

FRWDB has been and remains committed to ensuring that all AJCC staff is fully versed in the use of CalJOBS to perform a wide range of functions, including matching AJCC customers to jobs. FRWDB and AJCC representatives are actively engaged with the statewide CalJOBS community of practice.

- c. Where applicable, AJCC staff have been cross-trained in collocated partner programs and basic eligibility.*

Cross training among the system partners has taken place on a regular and on-going basis for more than two decades, beginning with the establishment of the one-stop system in Fresno County. During the Hallmarks review of the comprehensive center in 2018, system leaders and AJCC staff provided several examples of cross training that has occurred among the partners. To ensure that this training continued, a goal was established pertaining to the development of a structured professional development plan for all AJCC staff, including those working at the affiliate sites. The WDB and AJCCs have made significant headway on this goal and training continues. Affiliate AJCC staff point out that "cross-training" does not only occur in formal settings, but is a product of partner interactions, which are on-going.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- The AJCC is situated in a location making it accessible to East County residents and businesses in a wide range of communities.
- While not every partner is co-located in the affiliate center on a full- or part-time basis, the FRWDB and center staff ensures that customers using the center are familiar with and have access to information and services of all mandated and community-based partners.
- Center staff is fully trained in use of CalJOBS.
- Reedley AJCC staff participates in a wide range of training that the FRWDB leads and brokers on behalf of system staff and partners.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- While the FRWDB and the network of AJCCs continue to make progress in terms of cross training, the need for overall training is on-going and a process should be developed to determine, no less than yearly, what that training needs of staff at each center are and how they should be addressed.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the three quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Working with the FRWDB leadership, AJCC management should design and implement a process for determining affiliate AJCC staff training needs and how to address them.

Target Date for Achieving Improvement Goal: *July 2019*

Hallmarks of Excellence #8

The AJCC achieves business results through data driven continuous improvement

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

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

FRWDB goes to great lengths to ensure that the workforce system operates as efficiently as possible and makes the most of limited resources available to the local board and the system partners. Having a center in Reedley make services accessible to individuals and businesses in Northeast Fresno County. The combination of physical and web-based resources enables customers to access the majority of services available at the comprehensive center. The co-location of the Reedley AJCC with DSS enables savings on facility and infrastructure costs for the center.

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

Across the AJCC system, a customer satisfaction survey system has been implemented to seek input from job seekers on their experiences with center services and staff. Tools that are used by the AJCCs in this process include: a universal services survey, which may be completed by resource room customers at any time; a pre-exit survey for individuals placed into unsubsidized employment; and a training-related pre-exit survey for those having completed a WIOA-funded training program. Quarterly, customer satisfaction survey results are reviewed, analyzed, and consolidated by the FRWDB Quality Unit. Results are reviewed at the AJCC and WDB levels and data is presented to the partners and the local board. Business satisfaction surveys are centrally conducted by FRWDB's business services team. As previously described, businesses are surveyed at various intervals, including after participants complete work-based learning, at job fairs and hiring events, and when using the business service center.

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

The surveys described above are principal methods for capturing comments and feedback of all types. Feedback is also provided through discussions between customers and management/staff. In all cases, center leadership is committed to ensuring a positive experience and successful outcomes for center customers. FRWDB senior leaders review comments provided by customers. For those expressing a concern or complaint about services, this information is immediately communicated to AJCC managers and other staff with responsibility in the area

addressed. For complaints registered under the FRWDB's formal grievance procedures, action follows protocols outlined in the published procedure. Any concerns expressed by employers are responded to in a similar fashion. Compliments are shared with staff and partners at monthly provider meetings.

d. The AJCC analyzes and reviews feedback to develop specific plans for AJCC services improvements.

FRWDB management analyzes feedback on a quarterly basis. Results are summarized and transmitted to management and staff. They are discussed at staff, provider and partner meetings. Customer concerns and satisfaction results are reviewed and serve as the basis for making service improvements at each center and across the system. Results are shared quarterly with the workforce development board.

e. The AJCC identifies areas of needed technical assistance and taps available resources.

FRWDB's full range of staff, partners and provider meetings serve as forums for sharing information, including the need for technical assistance and training. In recent years, the delivery of technical assistance to staff of all AJCCs has been significantly enhanced by the availability of Regional Training funds. On behalf of the one-stop system, FRWDB has implemented and arranged for a number of training sessions aimed at increasing staff's effectiveness in serving both job seekers and business customers.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths including the following:

- The center's service availability and resource sharing are evidence that the AJCC operates efficiently.
- Systems are in place to gather customer satisfaction data.
- Systems are in place to obtain and respond to customer concerns and other comments.
- AJCC and FRWDB staff analyzes and reviews customer feedback and uses this to support system improvements.
- The FRWDB gathers input from all AJCC sites and system partners on desired training and technical assistance.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- Opportunities exist to increase staff effectiveness through more training.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Same goal indicated for Hallmark 7. Working with FRWDB leadership, Reedley AJCC management should design and implement a process for determining staff training needs and how to address them.

Target Date for Achieving Improvement Goal: *July 2019*

Affiliate/Specialized AJCC Certification Form

Name of Local Board: Fresno Regional Workforce Development Board (FRWDB)

Name of AJCC: Workforce Connection Reedley Center

Certification Criteria		
1. Memorandum of Understanding (MOU)	Yes (Check box if yes)	No (Check box if no)
An MOU is in place between the Local Workforce Development Board (Local Board) and each partner within the America's Job Center of California SM (AJCC).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Equal Opportunity	Yes (Check box if yes)	No (Check box if no)
The AJCC ensures equal opportunity for individuals with disabilities in accordance with the <i>Americans with Disabilities Act</i> , the <i>Workforce Innovation and Opportunity Act (WIOA)</i> Section 188, and all other applicable federal and state guidance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Local Board Certification Process	Attached (Check box if Attachment 2 is completed and attached)	
The Local Board's outline of the process used to certify the affiliate/specialized AJCC.	<input checked="" type="checkbox"/>	
4. Hallmarks of Excellence		
Include quality indicators, assessment of the AJCC's strengths and continuous improvement opportunities, continuous improvement goals and recommendations, and rational for ranking	Attached (Check box if category is explained on Attachment 3)	Ranking (Select from dropdown menu)
Category #1 – The AJCC physical location and facility enhances the customer experience.	<input checked="" type="checkbox"/>	3.5
Category #2 – The AJCC ensures universal access with an emphasis on individuals with barriers to employment.	<input checked="" type="checkbox"/>	3.5
Category #3 – The AJCC actively supports the One-Stop system through effective partnerships.	<input checked="" type="checkbox"/>	3.5
Category #4 – The AJCC provides integrated, customer-centered services.	<input checked="" type="checkbox"/>	3.5
Category #5 – The AJCC is an on ramp for skill development.	<input checked="" type="checkbox"/>	3.0
Category #6 – The AJCC actively engages industry and labor.	<input checked="" type="checkbox"/>	3.5
Category #7 – The AJCC has high-quality, well-informed, and cross trained	<input checked="" type="checkbox"/>	3.5

staff.		
Category #8 – The AJCC achieves business results through data driven continuous improvement.	<input checked="" type="checkbox"/>	3.5

Check one of the options below:

- The Local Board has determined the AJCC meets certification requirements.
- The Local Board has determined the AJCC is not yet able to certify.
- The California Workforce Development Board will determine the certification status of the AJCC.

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

Signature

Name

Title

Local Board Certification Process

Local Board Certification Process
1. Local Workforce Development Board (Local Board): Fresno Regional WDB
2. AJCC: Workforce Connection Selma Center
3. Reviewer(s): David Shinder, Workforce Development Consultant
4. Reviewer's organization: David Shinder is a self-employed individual working under his name.
5. Reviewer's relationship: As an independent consultant, David Shinder has, in the past, worked directly for and indirectly with the Fresno Regional WDB (FRWDB) on various projects, including the following : <ul style="list-style-type: none"> - Grant proposals - SlingShot - 2017-21 San Joaquin Valley and Associated Counties Regional Plan - 2018 Certification Review of the Workforce Connection Comprehensive AJCC (Manchester) - 2019 FRWDB Local Plan Modification - 2019 San Joaquin Valley and Associated Counties Regional Plan Modification
6. Outline of certification process: FRWDB engaged independent consultant David Shinder to conduct a review of the local area's four affiliate AJCCs in accordance with the Hallmarks of Excellence standards published by the California Employment Development Department (EDD) and the State Board in March 2019. David has more than three decades of workforce development experience and has worked as an independent consultant to local boards and system stakeholders for more than 25 years. The Hallmarks of Excellence certification review process for affiliate AJCCs that David implemented on behalf of the FRWDB, included the following elements: <ul style="list-style-type: none"> • Review of the 2018 certification application for the Comprehensive AJCC and the process used to certify the center based on Hallmarks of Excellence guidance published by EDD and an in-person orientation conducted by representatives of the State Board. • Review of the strengths and continuous improvement goals identified during the 2018 comprehensive center certification review process. • Discussion with WBD leadership and AJCC representatives regarding progress being made against continuous improvement goals established during the Hallmarks evaluation of the WDB's comprehensive center. • In-depth review of the State Directive on Certification of Affiliate and Specialized AJCCs, along with the various attachments to the directive. • Discussions with EDD and State Board representatives to seek clarification on several aspects of the Affiliate AJCC certification process. • Communication via email with Local Board representatives prior to making an on-site visit to Affiliate sites. Such communication included forwarding the State Directive and related attachments, along with general information regarding the

content and structure of the review. WDB representatives shared this information with managers and staff of affiliate AJCCs prior to the on-site visit.

- On-site review of the affiliate AJCC, including:
 - Tour of facility, including resource area, workshop and meeting rooms, and other space used to serve customers.
 - Observation of center operations and services, including job seekers' use of resource area technology and materials
 - Observation of safety, security and accessibility features described by center representatives
 - In-person interview with center leadership and staff. WDB representatives also participated in these sessions. Interviews covered all eight hallmarks and focused on the associated quality indicators. Center representatives were asked to provide evidence and/or examples regarding how center operations meet or are aligned with each of the quality indicators.
- Development of draft Hallmarks of Excellence application and ratings by the reviewer.
- In-person meeting between the reviewer and WDB/AJCC representatives to go over the draft application and scores, providing center representatives the opportunity to present further evidence to address areas for which improvement is needed or to clarify information pertaining to the hallmarks and the quality indicators
- Finalization of the application package, incorporating stakeholder feedback on the draft
- Transmission of application package from reviewer to the WDB
- Transmission by the WDB of the affiliate AJCC certification application package to the State Board

7. Firewalls:

As there is no conflict of interest between the reviewer and the local board, a firewall was not necessary.

8. Other:

While the local board did not choose to include additional criteria, the review process made reference to strengths and continuous improvement goals established during the 2018 Hallmarks of Excellence certification of the WDB's comprehensive AJCC. Many of these strengths and goals are equally applicable to affiliate sites, including the Workforce Connection Selma Center. It should be noted that fewer continuous improvement goals have been set for the affiliate sites than were established for the comprehensive AJCC. The FRWDB administers the affiliates as part of a network of AJCCs. Therefore, the affiliates participate in and benefit from the Comprehensive Center's goals.

Hallmarks of Excellence Assessment

As part of the certification process, Local Workforce Development Boards (Local Board) must submit a Hallmarks of Excellence Assessment that includes a continuous improvement plan to either improve or maintain a "5" ranking for each category.

Hallmarks of Excellence #1 The AJCC's physical location and facility enhances the customer experience
<p>Quality Indicators:</p> <p>An assessment of the AJCC's physical location and facility revealed that the center meets and/or is aligned with each of the four quality indicators for this hallmark, as follows:</p> <p><i>a. The AJCC identifies as part of the AJCC system and meets state branding requirements of Workforce Services Information Notice 12-43.</i></p> <p>The Selma affiliate center is operated by Proteus, Inc. Proteus provides complementary services at the center under the WIOA Section 167 program, which services migrants and seasonal farmworkers. The site is also used to provide Proteus services funded by the Fresno County Department of Social Services (DSS). The center is co-branded as using the Workforce Connection, AJCC and Proteus names. The local Workforce Connection brand is widely known within Fresno County, as it has been used since 2001. Signage at the entrance to the facility 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 Workforce Connection website and on various publications and resources of the local workforce development delivery system. The 1,600 sq. ft. facility has ample parking for staff, job seekers and others doing business at the center. Selma Transit is available by appointment.</p> <p><i>b. The AJCC is clean with a professional appearance, neat, and equipment is in working order.</i></p> <p>The Selma AJCC is neat and well-organized and is professionally cleaned on a regular basis. The resource area features equipment that enables job seekers to search for employment, apply for jobs, conduct labor market research and connect to the vast web-based resources of the system partners and other local stakeholders and service organizations. This includes eleven (11) computer workstations, a printer, a copier, a scanner, three (3) phones, a fax machine, and TTY capability. Staff does scanning for participants. The information technology infrastructure is maintained by FRWDB.</p> <p><i>c. Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.</i></p>

Procedures for the evacuation of the Selma AJCC have been distributed to staff and are posted within the facility. The procedures address various circumstances under which evacuation may be necessary and provide for assistance and support for the evacuation of individuals with disabilities. Drills are regularly scheduled. Training has been provided in topics such as active shooter training and working with hostile clients. Floor plans illustrating exit routes are posted throughout the AJCC.

d. Adequate safety and security precautions are in place to protect both customers and staff.

In addition to the procedures and training described above, the safety and security environment of the Selma AJCC benefits from several accessible exits from the facility that can be used in case of an emergency. Other safety features of the center include: an alarm system, a panic button connected to the Selma Police Department; and excellent exterior lighting after dark.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the Selma AJCC's strengths include the following:

- Co-location of the AJCC with various Proteus programs
- Availability of parking for those using center services
- Access to public transportation upon request
- Ample, well-maintained equipment
- Configuration and cleanliness of the resource area
- Safety training
- Safety procedures and directional floor plans for evacuation
- Safety features such as a panic button

The review also revealed room for continuous improvement with regard to this hallmark, including:

- While the center meets facility-related requirements, the AJCC could benefit from stakeholder and customer input regarding center organization, equipment, and resources.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the four quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Engage center staff and partners in discussions about opportunities to enhance the AJCC environment to make that center even more customer-centered.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #2

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

Quality Indicators:

An assessment of the AJCC's overall accessibility for individuals with barriers to employment revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

- a. *Staff honors and accommodates diversity and is comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.*

Fresno County is home to people of many cultures, languages and faiths. Staff at the Selma AJCC and at centers throughout FRWDB's network of one-stops, along with those employed by system partners, are, to a great extent, a reflection of the diversity of the county, with staff representing cultures, languages and other demographic characteristics similar to those of the workforce system's customers. Nearly all staff at the Selma AJCC are bilingual in Spanish and English, and, across the system, staff and partners speak a wide array of languages and can provide support to the center in serving non-English-speaking customers. Staff also makes use of outside services for interpretation support in languages not spoken by system representatives. Based on their past and current work experience, many of the network's direct services staff members are highly skilled in working with individuals with barriers to employment, including persons with disabilities, formerly-incarcerated and justice-involved individuals and others with significant or multiple barriers to employment. Proteus and FRWDB regularly provide training for its staff on diversity topics, including sessions on effectively serving individuals with disabilities.

- b. *The AJCC has a Limited English Proficiency (LEP) 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.*

In 2018, FRWDB updated the Limited English Proficiency (LEP) Plan for the local workforce development system, which is comprised of the comprehensive AJCC and the affiliate sites, including the Selma Center. The plan provides assurance that an annual assessment of languages spoken by customers will be completed. It also describes other ways in which the FRWDB 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. In sync with the plan, the Selma AJCC makes many printed materials available in Spanish. An English Language Learner Navigator employed by the FRWDB supports and makes referrals to the center.

- c. *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.*

FRWDB leadership has followed the national workforce system's focus on the use of human-centered design and 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 and focus groups. Stakeholders have also participated with teams in providing input on center design and services, thereby including perspectives from programs that serve a very broad range of customers. Customer input has driven the design of services and facilities across the network of AJCCs in Fresno County.

- d. *If applicable to collocated programs, the AJCC implements the veteran's preference and priority of service requirements.*

The AJCC has implemented a veterans' priority of service policy. Upon request, DVOP and LVER representatives are available to participants using the center.

- e. *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.*

Virtual services provided by the center and the entire 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 (DOR) services and applications for various services provided by the Fresno County Department of Social Services (DSS). 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. During the 2018 Hallmarks of Excellence review of the FRWDB's comprehensive AJCC, a continuous improvement goal was established concerning a review of web-based services available via the full array of system stakeholders. This goal is in progress and is pending completion.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Staff from the AJCC and across the system mirror the diversity of the community in terms of culture, language, and life experiences
- Nearly all staff at the Selma center are bilingual
- Many materials are available in Spanish

- The LEP plan leverages resources and expertise of local education agencies, service providers and organizations specializing in translation services
- System leaders and staff have participated in customer-centered design activities.
- Veterans' preference and priority of service requirements are in place.
- The center will adopt strategies resulting from the overall workforce system's efforts to improve access to virtual services for customers with disabilities.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- Having a greater on-site presence by system partners, community-based stakeholders and business-serving organizations may provide unique benefits to customers. The center should engage partners and customers in discussions to explore potential benefits.
- The Selma AJCC could benefit from applying the principles of customer-centered design to local services using input from customers representing communities served by the affiliate center.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Gather input through surveys, focus-groups and one-on-one discussions about the benefits that securing additional partner presence on site may bring.

Target Date for Achieving Improvement Goal: *April 2020*

2. Working with FRWDB leadership, AJCC management and staff should explore options and potential benefits that could be derived from applying a customer-centered design approach to the center's services and service delivery strategies.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #3

The AJCC actively supports the one-stop system through effective partnerships

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with both of the quality indicators for this hallmark, as follows:

a. The AJCC has a strong connection to the comprehensive AJCC(s) within their Local Area.

The FRWDB administers, oversees and guides its comprehensive AJCC and four affiliate sites as part of a unified system, ensuring that services, approaches and strategies follow policies and principles established by the local board, while, at the same time, allowing each center to customize services for residents of the communities it serves. The Selma AJCC's connection to the comprehensive center is assured by regular communication between managers and staff of the affiliate site and its full-service counterpart. In addition to producing and distributing written policies for all centers, FRWDB hosts monthly provider meetings that are attended by all AJCCs and regularly provides training in which all centers participate. When Selma participants need services from partners, AJCC staff may arrange for those services to be provided at the Selma site, by electronic means, or by referring the customer to the comprehensive center in Fresno. Often, those referred to the comprehensive center are individuals interested in cohort training offered in Fresno.

b. The AJCC records and a system is in place for follow-through on any referrals made.

A Memorandum of Understanding (MOU) among the partners provides a general framework for referrals and referrals are regularly made among various partners. AJCC representatives provided several examples of referrals to one-stop system partners and local community-based organizations. The Selma center makes many referrals to EDD, DOR, and the WIOA Section 167 program operated by Proteus. Following an intensive Hallmarks of Excellence review of the FRWDB's comprehensive AJCC in 2018, a continuous improvement goal was established with regard to strengthening the referral process among the many partners that comprise the workforce system in Fresno County. The WDB has made significant progress toward this goal and is leading workforce system stakeholders in the adoption and early implementation of Community Pro Suite, a system that enables a strategic and selective sharing of information among the partners and stakeholders. Currently, the AJCCs, local adult education programs and the community college are using the system. It is anticipated that others will join in the use of the system in the months and years ahead.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Staff from the comprehensive center support the Selma center.
- System partners serves as a resource for the affiliate site.
- Referrals are made frequently among the partners
- Presence of the partners at the affiliate center on a periodic and as needed basis
- Inclusion of affiliate staff in system-wide training that is organized by the FRWDB.
- Implementation of a system-wide referral process with tracking and follow-up capabilities.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- A greater on-site presence by partners could provide multiple benefits to customers of the AJCC.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with both of the quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Same goal indicated for Hallmark 2. Gather input through surveys, focus-groups and one-on-one discussions about the benefits that securing additional partner presence on site may bring.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #4
The AJCC provides integrated customer-centered services

Quality Indicators:

An assessment of the AJCC's operation revealed that the center meets and/or is aligned with each of the four quality indicators for this hallmark, as follows:

a. AJCC staff identifies with the local one-stop system and not just their specific program.

Staff clearly understands and identifies with the one-stop system. Both the Workforce Connection and AJCC brands are widely used by the center on items ranging from business cards and staff badges to participants forms and information posted on the web.

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

As indicated in response to Hallmark 2, FRWDB staff and individuals across the workforce system understand customer-centered design. Training for all AJCC and system staff is planned for the current program year. A wide range of customer service training has been offered to AJCC staff through both Proteus and FRWDB. Much of this training has focused on meeting unique needs of priority populations, including persons with disabilities, formerly incarcerated and justice-involved individuals and English language learners.

c. AJCC staff are versed in referring customers to either partner programs and/or the local Comprehensive AJCC(s).

As stated in the response to Hallmark 3, which deals with partnerships and the relationship of affiliate sites to the comprehensive AJCC, a structured process has been developed to promote cross referrals among the partners and to their programs. The implementation of Community Pro Suite will strengthen this process and enable the partners to track and follow-up on referrals made among agencies. Connecting customers with partners may also take place by phone, via the web or through referral to the comprehensive AJCC in Fresno.

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

The FRWDB has published a policy governing the co-enrollment of WIOA Title I participants with other providers and programs. 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 may provide co-enrolled participants with CalWORKs-funded support services, where WIOA covers the costs of training. Many participants have also been co-enrolled in Title V, the WIOA Section 167 program, and DOR services. Co-case management approaches are still evolving and currently include structured communications between those providing services. The lack of a common case management system among the providers and the importance of privacy protection of clients can make co-case management challenging. Some improvements in this area are anticipated with partners' on-going adoption of Community Pro Suite.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Staff recognizes and identifies with the one-stop system
- All staff has received customer service training
- FRWDB plans to host customer-centered design training
- Participants are referred to organizations and programs based on needs.
- Customers are co-enrolled in various programs.

The review also revealed room for continuous improvement with regard to this hallmark, include:

- There may be center-specific customer needs at the Selma AJCC that have not yet been identified or addressed. Engagement with customers and local partners may reveal opportunities for center improvement.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the four quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Implement a process to engage stakeholders in discussions on system services and needs specific to the communities surrounding Selma.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #5
The AJCC is an on-ramp for skill development

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

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

The Selma Workforce Connection Center and other AJCCs in the county's one-stop network assist customers with all levels of skills in accessing appropriate training. While most of the center's job seeker customers need training to secure entry-level employment, some are seeking training in technical skills required for mid-range or higher positions. The community college system is a critical partner in providing higher level training. Reedley College is located less than 10 miles from the AJCC. The adult education system, including Selma Adult School and the Parlier Migrant Center, are also key partners. They provide occupational skills training and remedial programs, such as adult basic education (ABE), English-as-a-Second Language (ESL) and General Education Diploma (GED) preparation. Proteus also offers several popular training programs, including Truck Driving and Solar Installation.

- b. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials, however, their program fits into that pathway.*

Center staff demonstrates an understanding of the importance of career guidance and the value of career exploration. Staff is also aware of local and regional target sectors. During the affiliate AJCC review process, center representatives provided a detailed description and examples of career advisement strategies, tools and processes. FRWDB policy requires that individuals requesting classroom training do significant research on targeted careers, associated training programs and industry-required credentials.

- c. 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.*

In accordance with WIOA requirements, the Selma AJCC ensures that participants are not required to follow any prescribed "sequence of services" that would impede access to training.

- d. If available within the context of the co-located program(s), the AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.*

Ensuring that job seekers have access to the support they need to participate in program activities and training is a priority for all FRWDB-funded AJCCs. WIOA resources may be used to provide commonly-requested support services, such as transportation (including mileage and car repair) clothing for interviews and uniforms required for work. Customers may also seek assistance with basic needs, such as utilities and childcare. Various forms of support may be provided by system partners or community-based organizations. For example, for those that qualify, co-enrollment with CalWORKs, Rehabilitation Act and WIOA 167 programs creates opportunities to access additional support resources. Staff indicated that nearly all participants require some sort of support.

- e. *The AJCC strives to increase the number and percentage of their customers receiving skill development and training services.*

FRWDB establishes performance goals for all AJCCs, including the Selma Center. In accordance with this goal, between 25 and 32.4% of these individuals are enrolled in training.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Proximity to Reedley College makes training accessible for many job seekers
- Partnerships with adult education are strong and effective
- The center and the overall workforce system maintain strong ties to other education partners, including adult education.
- No sequence of services requirement is imposed.
- Support services are available from various resources to address a wide range of needs

The review also revealed room for improvement with regard to this hallmark, including:

- While staff is able to support customers' career exploration, additional opportunities likely exist to enhance staff's expertise in helping customers to navigate career pathways.
- It may be worthwhile to assess whether connecting more job seekers to skills development could produce better long-term outcomes.

Ranking (1-5): 3.0

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Work with FRWDB leadership to identify options for providing additional skills development and support to build the skills of center staff in working with job seekers to navigate career pathways.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #6
The AJCC actively engages industry and labor

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

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

Within the FRWDB workforce system, the business services function is centralized at the board, which employs Business Specialists that focus on key industries. They are supported by AJCC staff in connecting job seekers to employment opportunities with businesses with which the system as a whole works to establish relationships. The center collaborates with the Selma Chamber of Commerce. Staff works effectively to serve local businesses. Companies for which the center has provided recruitment and hiring assistance include: United Health Center, Wonderful, Parlier Food, Wawona Packing, Gadena's Tracking, Westside Dismantler, and Harris Ranch. The companies represent key industries including agriculture, healthcare, and transportation and logistics.

- b. The collocated partners work with the Local Area to understand any defined strategies in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.*

Securing business input and capturing intelligence from industry falls within the purview of FRWDB's Business Specialists, who share this information across the network of AJCCs. Much of this information is also published for use by the AJCCs and system stakeholders.

- c. The AJCC works with the Local Area to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.*

FRWDB has taken definitive action to reduce duplication of effort with regard to business outreach conducted by the area's five AJCCs. The comprehensive center covers central Fresno, while the Coalinga and Mendota affiliates cover a defined "west" region and the Reedley and Selma affiliates cover a designated "east" region. The FRWDB also continues to work with system partners to discuss priorities and focus for business outreach in Fresno County with the goal of further integrating efforts and minimizing redundancy.

- d. If applicable, the AJCC offers a range of AJCC-based services for employers such as referral of qualified candidates, on-site recruitment, pre-employment testing, skill-verification, and hiring and training subsidies.*

The center provides a wide variety of information and resources for businesses. In addition, the AJCC hosts employer recruitment events at the center, makes space available for businesses to interview clients and offers referrals for drug testing. Recruitment for Poindexter Nut Company, Pittman Farms and various staffing agencies have been conducted at the center.

- e. *The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of services and applies knowledge gained for continuous improvement.*

The business customer satisfaction survey system is also centrally managed by the FRWDB's Business Specialists, who follow up with companies served by all centers. In addition to informal surveying and intelligence gathering that occur on a daily basis, structured surveys have been developed to gather satisfaction feedback from employers that: access resources at FRWDB's Business Services Center; participate in system-sponsored job fairs and recruitment/hiring events; and provide training to AJCC customers via work-based learning strategies.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- The center's services for local businesses, including those in priority sectors.
- Information and resources for businesses are available at the center.
- Work of the system to gather and use business intelligence regarding industry needs.
- Participation of the center in system-wide efforts to meet the hiring and skills development needs of employers operating from locations throughout the County.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- Opportunities likely exist to ensure that all affiliate center staff benefit from business engagement through a structured learning process on needs in each priority sector.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Working with FRWDB leadership, explore opportunities to implement a structured learning process for staff on needs in priority sectors.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #7
The AJCC has high-quality well informed cross-trained staff

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the three quality indicators for this hallmark, as follows:

- a. If the AJCC is part of the Local Area's service delivery strategy, the AJCC must be used to supplement and enhance customer access to services.*

FRWDB has designed its service delivery system to promote access for job seekers and business customers throughout Fresno County. The network of AJCCs currently consists of a comprehensive center in Fresno and four affiliate AJCCs, which are strategically located in Coalinga, Mendota, Reedley and Selma. The location of the centers ensures that customers are able to easily access services within a reasonable distance from their homes or business locations. The Workforce Connection AJCC in Selma is integral to the systems' design, as it serves job seekers and businesses in several Southeast County communities, including Parlier, Fowler and Kingsburg.

- b. AJCC staff has received training on how to effectively assist customers in registering with CalJOBSSM and how to match customers to available jobs.*

FRWDB has been and remains committed to ensuring that all AJCC staff is fully versed in the use of CalJOBS to perform a wide range of functions, including matching AJCC customers to jobs. FRWDB and AJCC representatives are actively engaged with the statewide CalJOBS community of practice.

- c. Where applicable, AJCC staff have been cross-trained in collocated partner programs and basic eligibility.*

Cross training among the system partners has taken place on a regular and on-going basis for more than two decades, beginning with the establishment of the one-stop system in Fresno County. During the Hallmarks review of the comprehensive center in 2018, system leaders and AJCC staff provided several examples of cross training that has occurred among the partners. To ensure that this training continued, a goal was established pertaining to the development of a structured professional development plan for all AJCC staff, including those working at the affiliate sites. The FRWDB and AJCCs have made significant headway on this goal and training continues. Affiliate AJCC staff point out that "cross-training" does not only occur in formal settings, but is a product of partner interactions, which are on-going.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- The AJCC is situated in a location making it accessible to Southeast County residents and businesses in a wide range of communities.
- While not every partner is co-located in the affiliate center on a full- or part-time basis, the FRWDB and center staff ensures that customers using the center are familiar with and have access to information and services of all mandated and community-based partners.
- Center staff is fully trained in use of CalJOBS.
- Selma AJCC staff participates in a wide range of training that the FRWDB leads and brokers on behalf of system staff and partners.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- While the FRWDB and the network of AJCCs continue to make progress in terms of cross training, the need for overall training is on-going and a process should be developed to determine, no less than yearly, what that training needs of staff at each center are and how they should be addressed.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the three quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Working with the FRWDB leadership, AJCC management should design and implement a process for determining affiliate AJCC staff training needs and how to address them.

Target Date for Achieving Improvement Goal: *July 2019*

Hallmarks of Excellence #8

The AJCC achieves business results through data driven continuous improvement

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

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

FRWDB goes to great lengths to ensure that the workforce system operates as efficiently as possible and makes the most of limited resources available to the local board and the system partners. Having a center in Selma make services accessible to individuals and businesses in Southeast Fresno County. The combination of physical and web-based resources enables customers to access the majority of services available at the comprehensive center. The co-location of the Selma AJCC with other Proteus-operated programs enables savings on facility and infrastructure costs for the center.

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

Across the AJCC system, a customer satisfaction survey system has been implemented to seek input from job seekers on their experiences with center services and staff. Tools that are used by the AJCCs in this process include: a universal services survey, which may be completed by resource room customers at any time; a pre-exit survey for individuals placed into unsubsidized employment; and a training-related pre-exit survey for those having completed a WIOA-funded training program. Quarterly, customer satisfaction survey results are reviewed, analyzed, and consolidated by the FRWDB Quality Unit. Results are reviewed at the AJCC and WDB levels and data is presented to the partners and the local board. Business satisfaction surveys are centrally conducted by FRWDB's business services team. As previously described, businesses are surveyed at various intervals, including after participants complete work-based learning, at job fairs and hiring events, and when using the business service center.

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

The surveys described above are principal methods for capturing comments and feedback of all types. Feedback is also provided through discussions between customers and management/staff. In all cases, center leadership is committed to ensuring a positive experience and successful outcomes for center customers. FRWDB senior leaders review comments provided by customers. For those expressing a concern or complaint about services, this information is immediately communicated to AJCC managers and other staff with responsibility in the area

addressed. For complaints registered under the FRWDB's formal grievance procedures, action follows protocols outlined in the published procedure. Any concerns expressed by employers are responded to in a similar fashion. Compliments are shared with staff and partners at monthly provider meetings.

d. The AJCC analyzes and reviews feedback to develop specific plans for AJCC services improvements.

FRWDB management analyzes feedback on a quarterly basis. Results are summarized and transmitted to management and staff. They are discussed at staff, provider and partner meetings. Customer concerns and satisfaction results are reviewed and serve as the basis for making service improvements at each center and across the system. Results are shared quarterly with the workforce development board.

e. The AJCC identifies areas of needed technical assistance and taps available resources.

FRWDB's full range of staff, partners and provider meetings serve as forums for sharing information, including the need for technical assistance and training. In recent years, the delivery of technical assistance to staff of all AJCCs has been significantly enhanced by the availability of Regional Training funds. On behalf of the one-stop system, FRWDB has implemented and arranged for a number of training sessions aimed at increasing staff's effectiveness in serving both job seekers and business customers.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths including the following:

- The center's service availability and resource sharing are evidence that the AJCC operates efficiently.
- Systems are in place to gather customer satisfaction data.
- Systems are in place to obtain and respond to customer concerns and other comments.
- AJCC and FRWDB staff analyzes and reviews customer feedback and uses this to support system improvements.
- The FRWDB gathers input from all AJCC sites and system partners on desired training and technical assistance.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- Opportunities exist to increase staff effectiveness through more training.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Same goal indicated for Hallmark 7. Working with FRWDB leadership, Selma AJCC management should design and implement a process for determining staff training needs and how to address them.

Target Date for Achieving Improvement Goal: *April 2020*

Affiliate/Specialized AJCC Certification Form

Name of Local Board: Fresno Regional Workforce Development Board (FRWDB)

Name of AJCC: Workforce Connection Selma Center

Certification Criteria		
1. Memorandum of Understanding (MOU)	Yes (Check box if yes)	No (Check box if no)
An MOU is in place between the Local Workforce Development Board (Local Board) and each partner within the America's Job Center of California SM (AJCC).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Equal Opportunity	Yes (Check box if yes)	No (Check box if no)
The AJCC ensures equal opportunity for individuals with disabilities in accordance with the <i>Americans with Disabilities Act</i> , the <i>Workforce Innovation and Opportunity Act</i> (WIOA) Section 188, and all other applicable federal and state guidance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Local Board Certification Process	Attached (Check box if Attachment 2 is completed and attached)	
The Local Board's outline of the process used to certify the affiliate/specialized AJCC.	<input checked="" type="checkbox"/>	
4. Hallmarks of Excellence		
Include quality indicators, assessment of the AJCC's strengths and continuous improvement opportunities, continuous improvement goals and recommendations, and rational for ranking	Attached (Check box if category is explained on Attachment 3)	Ranking (Select from dropdown menu)
Category #1 – The AJCC physical location and facility enhances the customer experience.	<input checked="" type="checkbox"/>	3.5
Category #2 – The AJCC ensures universal access with an emphasis on individuals with barriers to employment.	<input checked="" type="checkbox"/>	3.5
Category #3 – The AJCC actively supports the One-Stop system through effective partnerships.	<input checked="" type="checkbox"/>	3.5
Category #4 – The AJCC provides integrated, customer-centered services.	<input checked="" type="checkbox"/>	3.5
Category #5 – The AJCC is an on ramp for skill development.	<input checked="" type="checkbox"/>	3.0
Category #6 – The AJCC actively engages industry and labor.	<input checked="" type="checkbox"/>	3.5
Category #7 – The AJCC has high-quality, well-informed, and cross trained	<input checked="" type="checkbox"/>	3.5

staff.		
Category #8 – The AJCC achieves business results through data driven continuous improvement.	<input checked="" type="checkbox"/>	3.5

Check one of the options below:

- The Local Board has determined the AJCC meets certification requirements.
- The Local Board has determined the AJCC is not yet able to certify.
- The California Workforce Development Board will determine the certification status of the AJCC.

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

Signature

Name

Title

Local Board Certification Process

Local Board Certification Process
1. Local Workforce Development Board (Local Board): Fresno Regional WDB
2. AJCC: Workforce Connection Coalinga Center
3. Reviewer(s): David Shinder, Workforce Development Consultant
4. Reviewer's organization: David Shinder is a self-employed individual working under his name.
5. Reviewer's relationship: As an independent consultant, David Shinder has, in the past, worked directly for and indirectly with the Fresno Regional WDB (FRWDB) on various projects, including the following : <ul style="list-style-type: none"> - Grant proposals - SlingShot - 2017-21 San Joaquin Valley and Associated Counties Regional Plan - 2018 Certification Review of the Workforce Connection Comprehensive AJCC (Manchester) - 2019 FRWDB Local Plan Modification - 2019 San Joaquin Valley and Associated Counties Regional Plan Modification
6. Outline of certification process: FRWDB engaged independent consultant David Shinder to conduct a review of the local area's four affiliate AJCCs in accordance with the Hallmarks of Excellence standards published by the California Employment Development Department (EDD) and the State Board in March 2019. David has more than three decades of workforce development experience and has worked as an independent consultant to local boards and system stakeholders for more than 25 years. The Hallmarks of Excellence certification review process for affiliate AJCCs that David implemented on behalf of the FRWDB, included the following elements: <ul style="list-style-type: none"> • Review of the 2018 certification application for the Comprehensive AJCC and the process used to certify the center based on Hallmarks of Excellence guidance published by EDD and an in-person orientation conducted by representatives of the State Board. • Review of the strengths and continuous improvement goals identified during the 2018 comprehensive center certification review process. • Discussion with WBD leadership and AJCC representatives regarding progress being made against continuous improvement goals established during the Hallmarks evaluation of the WDB's comprehensive center. • In-depth review of the State Directive on Certification of Affiliate and Specialized AJCCs, along with the various attachments to the directive. • Discussions with EDD and State Board representatives to seek clarification on several aspects of the Affiliate AJCC certification process. • Communication via email with Local Board representatives prior to making an on-site visit to Affiliate sites. Such communication included forwarding the State Directive and related attachments, along with general information regarding the

content and structure of the review. WDB representatives shared this information with managers and staff of affiliate AJCCs prior to the on-site visit.

- On-site review of the affiliate AJCC, including:
 - Tour of facility, including resource area, workshop and meeting rooms, and other space used to serve customers.
 - Observation of center operations and services, including job seekers' use of resource area technology and materials
 - Observation of safety, security and accessibility features described by center representatives
 - In-person interview with center leadership and staff. WDB representatives also participated in these sessions. Interviews covered all eight hallmarks and focused on the associated quality indicators. Center representatives were asked to provide evidence and/or examples regarding how center operations meet or are aligned with each of the quality indicators.
- Development of draft Hallmarks of Excellence application and ratings by the reviewer.
- In-person meeting between the reviewer and WDB/AJCC representatives to go over the draft application and scores, providing center representatives the opportunity to present further evidence to address areas for which improvement is needed or to clarify information pertaining to the hallmarks and the quality indicators
- Finalization of the application package, incorporating stakeholder feedback on the draft
- Transmission of application package from reviewer to the WDB
- Transmission by the WDB of the affiliate AJCC certification application package to the State Board

7. Firewalls:

As there is no conflict of interest between the reviewer and the local board, a firewall was not necessary.

8. Other:

While the local board did not choose to include additional criteria, the review process made reference to strengths and continuous improvement goals established during the 2018 Hallmarks of Excellence certification of the WDB's comprehensive AJCC. Many of these strengths and goals are equally applicable to affiliate sites, including the Workforce Connection Coalinga Center. It should be noted that fewer continuous improvement goals have been set for the affiliate sites than were established for the comprehensive AJCC. The FRWDB administers the affiliates as part of a network of AJCCs. Therefore, the affiliates participate in and benefit from the Comprehensive Center's goals.

Hallmarks of Excellence Assessment

As part of the certification process, Local Workforce Development Boards (Local Board) must submit a Hallmarks of Excellence Assessment that includes a continuous improvement plan to either improve or maintain a "5" ranking for each category.

Hallmarks of Excellence #1 The AJCC's physical location and facility enhances the customer experience
<p>Quality Indicators:</p> <p>An assessment of the AJCC's physical location and facility revealed that the center meets and/or is aligned with each of the four quality indicators for this hallmark, as follows:</p> <p><i>a. The AJCC identifies as part of the AJCC system and meets state branding requirements of Workforce Services Information Notice 12-43.</i></p> <p>The Coalinga affiliate center is co-branded as Workforce Connection and AJCC. The local Workforce Connection brand is widely known within Fresno County, as it has been used since 2001. Signage at the entrance to the facility 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 Workforce Connection website and on various publications and resources of the local workforce development delivery system. The center is located on the campus of West Hills College, and, as a result, the college's brand is also clearly visible at and near the center. The facility is located within walking distance of public transportation and has ample parking for staff, job seekers and others doing business at the center.</p> <p><i>b. The AJCC is clean with a professional appearance, neat, and equipment is in working order.</i></p> <p>The Coalinga AJCC is businesslike and well-organized. It is professionally cleaned on a regular basis. The resource area is well-designed with ample space for customers and staff to maneuver throughout the workspace. The resource area boasts a wide range of equipment that enables job seekers to search for employment, apply for jobs, conduct labor market research and connect to the vast web-based resources of the system partners and other local stakeholders and service organizations. This includes 8 computer workstations, 2 printers, a copier, a scanner, telephones, a fax machine, and TTY capability. Computers are maintained by FRWDB IT staff.</p> <p><i>c. Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.</i></p> <p>Procedures for the evacuation of the Coalinga AJCC facility have been developed,</p>

distributed to staff, and posted within the facility. The procedures address various circumstances under which evacuation may be necessary (e.g. earthquake, fire, an active shooter incident) and provide for assistance and support for the evacuation of individuals with disabilities. The college has an emergency response team. Fire and earthquake drills are regularly scheduled, and staff has participated in a variety of safety training, such as active shooter training provided by law enforcement. Floor plans illustrating exit routes are posted throughout the AJCC.

d. Adequate safety and security precautions are in place to protect both customers and staff.

In addition to the procedures and training described above, the safety and security environment of the Coalinga AJCC benefits from the center being located on a college campus. The center is protected by campus police and there is 24 security throughout the college.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the Coalinga AJCC's strengths include the following:

- Location of the AJCC on the campus of West Hills College
- Access to public transportation and availability of parking for those using center services
- Lay-out of the resource area and the facility as a whole
- Ample, well-maintained equipment
- Professional appearance and cleanliness of the facility
- Safety training
- Safety procedures and directional floor plans for evacuation
- Safety features such as 24 security
- Easy accessibility to exits

The review also revealed room for continuous improvement with regard to this hallmark, including:

- While the center meets facility-related requirements, the AJCC could benefit from stakeholder and customer input regarding center organization, equipment, and resources.

Ranking (1-5): 4.0

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the four quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Engage center staff and partners in discussions about opportunities to enhance the AJCC environment to make that center even more customer-centered.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #2

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

Quality Indicators:

An assessment of the AJCC's overall accessibility for individuals with barriers to employment revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

- a. Staff honors and accommodates diversity and is comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.*

Fresno County is home to people of many cultures, languages and faiths. Staff at the Coalinga AJCC and at centers throughout FRWDB's network of one-stops, along with those employed by system partners, are, to a great extent, a reflection of the diversity of the county, with staff representing cultures, languages and other demographic characteristics similar to those of the workforce system's customers. Many staff at the Coalinga AJCC are bilingual in Spanish and English, and, across the system, staff and partners speak a wide array of languages and can provide support to the center in serving non-English-speaking customers. Staff also makes use of outside services for interpretation support in languages not spoken by system representatives. Based on their past and current work experience, many of the network's direct services staff members are highly skilled in working with individuals with barriers to employment, including persons with disabilities, formerly-incarcerated and justice-involved individuals and others with significant or multiple barriers to employment. West Hills College regularly provides training for its staff on diversity topics, including sessions on effectively serving individuals with disabilities.

- b. The AJCC has a Limited English Proficiency (LEP) 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.*

In 2018, FRWDB updated the Limited English Proficiency (LEP) Plan for the local workforce development system, which is comprised of the comprehensive AJCC and the affiliate sites, including the Coalinga Center. 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.

- c. 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.

FRWDB leadership has followed the national workforce system's focus on the use of human-centered design and 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 and focus groups. Stakeholders have also participated with teams in providing input on center design and services, thereby including perspectives from programs that serve a very broad range of customers. Customer input has driven the design of services and facilities across the network of AJCCs in Fresno County.

- d. If applicable to colocated programs, the AJCC implements the veteran's preference and priority of service requirements.*

The AJCC has implemented a veterans' priority of service policy. Upon request, DVOP and LVER representatives are available to participants using the center.

- e. 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.*

Virtual services provided by the center and the entire 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 (DOR) services and applications for various services provided by the Fresno County Department of Social Services (DSS). 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. During the 2018 Hallmarks of Excellence review of the FRWDB's comprehensive AJCC, a continuous improvement goal was established concerning a review of web-based services available via the full array of system stakeholders. This goal is in progress and is pending completion.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Staff from the AJCC and across the system mirror the diversity of the community in terms of culture, language, and life experiences
- The majority of Coalinga center staff are bilingual.
- ESL is provided on-site.
- The LEP plan leverages resources and expertise of local education agencies, service providers and organizations specializing in translation services.

- System leaders and staff have participated in customer-centered design activities.
- Veterans' preference and priority of service requirements are in place.
- The center will adopt strategies resulting from the overall workforce system's efforts to improve access to virtual services for customers with disabilities.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- Having a greater on-site presence by system partners, community-based stakeholders and business-serving organizations may provide unique benefits to customers. The centers should engage partners and customers in discussions to explore potential benefits.
- The Coalinga AJCC could benefit from applying the principles of customer-centered design to local services using input from customers representing communities served by the affiliate center.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Gather input through surveys, focus-groups and one-on-one discussions about the benefits that securing additional partner presence on site may bring.

Target Date for Achieving Improvement Goal: *April 2020*

2. Working with FRWDB leadership, AJCC management and staff should explore options and potential benefits that could be derived from applying a customer-centered design approach to the center's services and service delivery strategies.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #3

The AJCC actively supports the one-stop system through effective partnerships

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with both of the quality indicators for this hallmark, as follows:

a. The AJCC has a strong connection to the comprehensive AJCC(s) within their Local Area.

The FRWDB administers, oversees and guides its comprehensive AJCC and four affiliate sites as part of a unified system, ensuring that services, approaches and strategies follow policies and principles established by the local board, while, at the same time, allowing each center to customize services for residents of the communities it serves. The Coalinga AJCC's connection to the comprehensive center is assured by regular communication between managers and staff of the affiliate site and its full-service counterpart. In addition to producing and distributing written policies for all centers, FRWDB hosts monthly provider meetings that are attended by all AJCCs and regularly provides training in which all centers participate. Because of the distance between the Coalinga AJCC and the comprehensive center in Fresno, it is uncommon to refer clients to the center. However, when Coalinga participants needs services from partners, AJCC staff arrange for those services to be provided at the Coalinga site or by electronic means.

b. The AJCC records and a system is in place for follow-through on any referrals made.

A Memorandum of Understanding (MOU) among the partners provides a general framework for referrals and referrals are regularly made among various partners. Following an intensive Hallmarks of Excellence review of the FRWDB's comprehensive AJCC in 2018, a continuous improvement goal was established with regard to strengthening the referral process among the many partners that comprise the workforce system in Fresno County. The FRWDB has made significant progress toward this goal and is leading workforce system stakeholders in the adoption and early implementation of Community Pro Suite, a system that enables a strategic and selective sharing of information among the partners and stakeholders. Currently, the AJCCs, local adult education programs and the community college are using the system. It is anticipated that others will join in the use of the system in the months and years ahead.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's

strengths include the following:

- Staff from the comprehensive center support the Coalinga center.
- System partners serves as a resource for the affiliate site.
- Presence of the partners at the affiliate center on a periodic and as needed basis
- Inclusion of affiliate staff in system-wide training that is organized by the FRWDB.
- Implementation of a system-wide referral process with tracking and follow-up capabilities.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- A greater on-site presence by partners could provide multiple benefits to customers of the AJCC.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with both of the quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Same goal indicated for Hallmark 2. Gather input through surveys, focus-groups and one-on-one discussions about the benefits that securing additional partner presence on site may bring.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #4
The AJCC provides integrated customer-centered services

Quality Indicators:

An assessment of the AJCC's operation revealed that the center meets and/or is aligned with each of the four quality indicators for this hallmark, as follows:

a. *AJCC staff identifies with the local one-stop system and not just their specific program.*

While the Coalinga center is located on the campus of West Hills College, staff clearly understands and identifies with the one-stop system. Both the Workforce Connection and AJCC brands are widely used by management and staff on items ranging from business cards to participants forms and information posted on the web.

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

As indicated in response to Hallmark 2, FRWDB staff and individuals across the workforce system understand customer-centered design. Training for all AJCC and system staff is planned for the current program year. A wide range of customer service training has been offered to AJCC staff through both the college and FRWDB. Much of this training has focused on meeting unique needs of priority populations, including persons with disabilities, formerly incarcerated and justice-involved individuals and English language learners.

c. *AJCC staff are versed in referring customers to either partner programs and/or the local Comprehensive AJCC(s).*

As stated in the response to Hallmark 3, which deals with partnerships and the relationship of affiliate sites to the comprehensive AJCC, a structured process has been developed to promote cross referrals among the partners and to their programs. The implementation of Community Pro Suite will strengthen this process and enable the partners to track and follow-up on referrals made among agencies. Again, because of distance, customers are infrequently referred to Fresno for services other than specialized training. Affiliate center staff are more likely to refer customers directly to partners, some of which have a presence in the Coalinga area. Connecting customers with partners may also take place by phone or via the web.

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

The WDB has published a policy governing the co-enrollment of WIOA Title I

participants with other providers and programs. 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 may provide co-enrolled participants with CalWORKs-funded support services, where WIOA covers the costs of training. Co-case management approaches are still evolving and currently include structured communications between those providing services. The lack of a common case management system among the providers and the importance of privacy protection of clients can make co-case management challenging. Some improvements in this area are anticipated with partners' on-going adoption of Community Pro Suite.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Staff recognizes and identifies with the one-stop system and the co-brands
- All staff has received customer service training
- FRWDB plans to host customer-centered design training
- Participants are referred to organizations and programs based on needs.
- Customers are co-enrolled in various programs.

The review also revealed room for continuous improvement with regard to this hallmark, include:

- There may be center-specific customer needs at the Coalinga AJCC that have not yet been identified or addressed. Engagement with customers and local partners may reveal opportunities for center improvement.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the four quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality

Improvement Plan for this hallmark:

1. Implement a process to engage stakeholders in discussions on system services and needs specific to the communities surrounding Coalinga.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #5
The AJCC is an on-ramp for skill development

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

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

The Coalinga Workforce Connection Center and other AJCCs in the county's one-stop network assist customers with all levels of skills in accessing appropriate training. While most of the center's job seeker customers need training to secure entry-level employment, some are seeking training in technical skills required for mid-range or higher positions. The community college system is a critical partner in providing higher level training. The location of the AJCC at West Hills College provides easy access to training for center customers. Popular training programs include those that prepare job seekers for positions in priority sectors, including healthcare and manufacturing. The college is proud to make available a full range of services from tutoring to courses for those who have already earned degrees. The adult education system also serves the Coalinga Center's clients by providing occupational skills training and remedial programs, such as adult basic education (ABE), English-as-a-Second Language (ESL) and General Education Diploma (GED) preparation.

- b. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials, however, their program fits into that pathway.*

Center staff demonstrates an understanding of the importance of career guidance and the value of career exploration. Staff is also aware of local and regional target sectors. During the affiliate AJCC review process, center representatives provided a detailed description and examples of career advisement strategies, tools and processes (e.g. WorkKeys, O-Net). FRWDB policy requires that individuals requesting classroom training do significant research on targeted careers, associated training programs and industry-required credentials.

- c. 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.*

In accordance with WIOA requirements, the Coalinga AJCC ensures that participants are not required to follow any prescribed "sequence of services" that would impede access to training.

- d. If available within the context of the co-located program(s), the AJCC ensures that supportive*

services are available to customers, as appropriate, to facilitate participation in training services.

Ensuring that job seekers have access to the support they need to participate in program activities and training is a priority for all FRWDB-funded AJCCs. WIOA resources may be used to provide commonly-requested support services, such as transportation, clothing for interviews and uniforms required for work. West Hills College representatives highlighted the need for transportation assistance by individuals enrolled in Nursing or Psych Tech programs, which require them to travel around the valley to complete externships and clinical work. Various forms of support may be provided by system partners or community-based organizations. For example, for those that qualify, co-enrollment with CalWORKs, Rehabilitation Act and WIOA 167 programs creates opportunities to access additional support resources.

- e. The AJCC strives to increase the number and percentage of their customers receiving skill development and training services.*

FRWDB establishes performance goals for all AJCCs, including the Coalinga Center. In accordance with this goal, approximately 45 to 50% of these individuals are enrolled in training.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Location of the center at the college provides easy access to training
- The center and the overall workforce system maintain strong ties to other education partners, including adult education.
- No sequence of services requirement is imposed.
- Support services are available from various resources to address a wide range of needs

The review also revealed room for improvement with regard to this hallmark, including:

- While staff is able to support customers' career exploration, additional opportunities likely exist to enhance staff's expertise in helping customers to navigate career pathways.
- It may be worthwhile to assess whether connecting more job seekers to skills development could produce better long-term outcomes.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Work with FRWDB leadership to identify options for providing additional training and support to build the skills of center staff in working with job seekers to navigate career pathways.

Target Date for Achieving Improvement Goal: *April 2020*

2. Engage in discussions with FRWDB leadership and system partners about ways to determine if additional skills development would produce better outcomes for some participants.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #6
The AJCC actively engages industry and labor

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

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

Within the FRWDB workforce system, the business services function is centralized at the board, which employs Business Specialists that focus on key industries. They are supported by AJCC staff in connecting job seekers to employment opportunities with businesses with which the system as a whole works to establish relationships. The Coalinga AJCC benefits from the college's unique relationships with businesses in sectors for which the college provides training. These include companies within the agriculture sector along with private businesses and public institutions providing healthcare and rehabilitation.

- b. The collocated partners work with the Local Area to understand any defined strategies in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.*

Securing business input and capturing intelligence from industry falls within the purview of FRWDB's Business Specialists, who share this information across the network of AJCCs. Much of this information is also published for use by the AJCCs and system stakeholders. Centers managed by West Hills College have the added benefit of input obtained from the institution's advisory boards, which inform the college about trends affecting key instructional content for sectors such as information technology, agriculture, manufacturing and the justice system.

- c. The AJCC works with the Local Area to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.*

FRWDB has taken definitive action to reduce duplication of effort with regard to business outreach conducted by the area's five AJCCs. The comprehensive center covers central Fresno, while the Coalinga and Mendota affiliates cover a defined "west" region and the Reedley and Selma affiliates cover a designated "east" region. The WDB also continues to work with system partners to discuss priorities and focus for business outreach in Fresno County with the goal of further integrating efforts and minimizing redundancy.

- d. If applicable, the AJCC offers a range of AJCC-based services for employers such as referral of qualified candidates, on-site recruitment, pre-employment testing, skill-verification, and hiring*

and training subsidies.

The center provides a wide variety of information and resources for businesses. In addition, the AJCC hosts employer recruitment events at the center, makes space available for businesses to interview clients and offers referrals for drug testing.

- e. *The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of services and applies knowledge gained for continuous improvement.*

The business customer satisfaction survey system is also centrally managed by the FRWDB's Business Specialists, who follow up with companies served by all centers. In addition to informal surveying and intelligence gathering that occur on a daily basis, structured surveys have been developed to gather satisfaction feedback from employers that: access resources at FRWDB's Business Services Center; participate in system-sponsored job fairs and recruitment/hiring events; and provide training to AJCC customers via work-based learning strategies.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- The center's services for local businesses, including those in priority sectors.
- College programs attract businesses to the AJCC.
- Information and resources for businesses are available at the center.
- Work of the system to gather and use business intelligence regarding industry needs.
- Participation of the center in system-wide efforts to meet the hiring and skills development needs of employers operating from locations throughout the County.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- Opportunities likely exist to ensure that all affiliate center staff benefit from this engagement through a structured learning process on needs in each priority sector.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;

- Descriptions of the Affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Working with FRWDB leadership, explore opportunities to implement a structured learning process for staff on needs in priority sectors.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #7
The AJCC has high-quality well informed cross-trained staff

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the three quality indicators for this hallmark, as follows:

- a. If the AJCC is part of the Local Area's service delivery strategy, the AJCC must be used to supplement and enhance customer access to services.*

FRWDB has designed its service delivery system to promote access for job seekers and business customers throughout Fresno County. The network of AJCCs currently consists of a comprehensive center in Fresno and four affiliate AJCCs, which are strategically located in Coalinga, Mendota, Reedley and Selma. The location of the centers ensures that customers are able to easily access services within a reasonable distance from their homes or business locations. The Workforce Connection AJCC in Coalinga is integral to the systems' design, as it serves job seekers and businesses in several West County communities, including Coalinga, Huron, Five Points and Cantua Creek.

- b. AJCC staff has received training on how to effectively assist customers in registering with CalJOBSSM and how to match customers to available jobs.*

FRWDB has been and remains committed to ensuring that all AJCC staff is fully versed in the use of CalJOBS to perform a wide range of functions, including matching AJCC customers to jobs. FRWDB and AJCC representatives are actively engaged with the statewide CalJOBS community of practice.

- c. Where applicable, AJCC staff have been cross-trained in collocated partner programs and basic eligibility.*

Cross training among the system partners has taken place on a regular and on-going basis for more than two decades, beginning with the establishment of the one-stop system in Fresno County. During the Hallmarks review of the comprehensive center in 2018, system leaders and AJCC staff provided several examples of cross training that has occurred among the partners. To ensure that this training continued, a goal was established pertaining to the development of a structured professional development plan for all AJCC staff, including those working at the affiliate sites. The WDB and AJCCs have made significant headway on this goal and training continues. Affiliate AJCC staff point out that "cross-training" does not only occur in formal settings, but is a product of partner interactions, which are on-going.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- The AJCC is situated in a location making it accessible to West County residents and businesses in a wide range of communities.
- While not every partner is co-located in the affiliate center on a full- or part-time basis, the FRWDB and center staff ensures that customers using the center are familiar with and have access to information and services of all mandated and community-based partners.
- Center staff is fully trained in use of CalJOBS.
- Coalinga AJCC staff participates in a wide range of training that the FRWDB leads and brokers on behalf of system staff and partners.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- While the FRWDB and the network of AJCCs continue to make progress in terms of cross training, the need for overall training is on-going and a process should be developed to determine, no less than yearly, what that training needs of staff at each center are and how they should be addressed.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the three quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Working with the FRWDB leadership, AJCC management should design and implement a process for determining affiliate AJCC staff training needs and how to address them.

Target Date for Achieving Improvement Goal: *July 2019*

Hallmarks of Excellence #8

The AJCC achieves business results through data driven continuous improvement

Quality Indicators:

An assessment of the AJCC's physical operations revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

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

FRWDB goes to great lengths to ensure that the workforce system operates as efficiently as possible and makes the most of limited resources available to the local board and the system partners. Having a center in Coalinga make services accessible to individuals and businesses in Southwest Fresno County. The combination of physical and web-based resources enables customers to access the majority of services available at the comprehensive center. The co-location of the Coalinga AJCC at West Hills College enables the WIOA Title I program to save on facility and infrastructure costs for the center.

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

Across the FRWDB's network of AJCCs, a customer satisfaction survey system has been implemented to seek input from job seekers on their experiences with center services and staff. Tools that are used by the AJCCs in this process include: a universal services survey, which may be completed by resource room customers at any time; a pre-exit survey for individuals placed into unsubsidized employment; and a training-related pre-exit survey for those having completed a WIOA-funded training program. Quarterly, customer satisfaction survey results are reviewed, analyzed, and consolidated by the FRWDB Quality Unit. Results are reviewed at the AJCC and WDB levels and data is presented to the partners and the local board. Business satisfaction surveys are centrally conducted by FRWDB's business services team. As previously described, businesses are surveyed at various intervals, including after participants complete work-based learning, at job fairs and hiring events, and when using the business service center.

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

The surveys described above are principal methods for capturing comments and feedback of all types. Feedback is also provided through discussions between customers and management/staff. In all cases, center leadership is committed to ensuring a positive experience and successful outcomes for center customers. FRWDB senior leaders review comments provided by customers. For those expressing a concern or complaint about services, this information is immediately

communicated to AJCC managers and other staff with responsibility in the area addressed. For complaints registered under the FRWDB's formal grievance procedures, action follows protocols outlined in the published procedure. Any concerns expressed by employers are responded to in a similar fashion. Compliments are shared with staff and partners at monthly meetings.

d. The AJCC analyzes and reviews feedback to develop specific plans for AJCC services improvements.

FRWDB management analyzes feedback on a quarterly basis. Results are summarized and transmitted to management and staff. They are discussed at staff, provider and partner meetings. Customer concerns and satisfaction results are reviewed and serve as the basis for making service improvements at each center and across the system. Results are shared quarterly with the workforce development board.

e. The AJCC identifies areas of needed technical assistance and taps available resources.

FRWDB's full range of staff, partners and provider meetings serve as forums for sharing information, including the need for technical assistance and training. In recent years, the delivery of technical assistance to staff of all AJCCs has been significantly enhanced by the availability of Regional Training funds. On behalf of the one-stop system, FRWDB has implemented and arranged for a number of training sessions aimed at increasing staff's effectiveness in serving both job seekers and business customers.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths including the following:

- The center's service availability and resource sharing are evidence that the AJCC operates efficiently.
- Systems are in place to gather customer satisfaction data.
- Systems are in place to obtain and respond to customer concerns and other comments.
- AJCC and FRWDB staff analyzes and reviews customer feedback and uses this to support system improvements.
- The FRWDB gathers input from all AJCC sites and system partners on desired training and technical assistance.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- Opportunities exist to increase staff effectiveness through more training.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Same goal indicated for Hallmark 7. Working with FRWDB leadership, Coalinga AJCC management should design and implement a process for determining staff training needs and how to address them.

Target Date for Achieving Improvement Goal: *July 2019*

Affiliate/Specialized AJCC Certification Form

Name of Local Board: Fresno Regional Workforce Development Board (FRWDB)

Name of AJCC: Workforce Connection Coalinga Center

Certification Criteria		
1. Memorandum of Understanding (MOU)	Yes (Check box if yes)	No (Check box if no)
An MOU is in place between the Local Workforce Development Board (Local Board) and each partner within the America's Job Center of California SM (AJCC).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Equal Opportunity	Yes (Check box if yes)	No (Check box if no)
The AJCC ensures equal opportunity for individuals with disabilities in accordance with the <i>Americans with Disabilities Act</i> , the <i>Workforce Innovation and Opportunity Act (WIOA)</i> Section 188, and all other applicable federal and state guidance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Local Board Certification Process	Attached (Check box if Attachment 2 is completed and attached)	
The Local Board's outline of the process used to certify the affiliate/specialized AJCC.	<input checked="" type="checkbox"/>	
4. Hallmarks of Excellence		
Include quality indicators, assessment of the AJCC's strengths and continuous improvement opportunities, continuous improvement goals and recommendations, and rational for ranking	Attached (Check box if category is explained on Attachment 3)	Ranking (Select from dropdown menu)
Category #1 – The AJCC physical location and facility enhances the customer experience.	<input checked="" type="checkbox"/>	4.0
Category #2 – The AJCC ensures universal access with an emphasis on individuals with barriers to employment.	<input checked="" type="checkbox"/>	3.5
Category #3 – The AJCC actively supports the One-Stop system through effective partnerships.	<input checked="" type="checkbox"/>	3.5
Category #4 – The AJCC provides integrated, customer-centered services.	<input checked="" type="checkbox"/>	3.5
Category #5 – The AJCC is an on ramp for skill development.	<input checked="" type="checkbox"/>	3.5
Category #6 – The AJCC actively engages industry and labor.	<input checked="" type="checkbox"/>	3.5
Category #7 – The AJCC has high-quality, well-informed, and cross trained	<input checked="" type="checkbox"/>	3.5

staff.		
Category #8 – The AJCC achieves business results through data driven continuous improvement.	<input checked="" type="checkbox"/>	3.5

Check one of the options below:

- The Local Board has determined the AJCC meets certification requirements.
- The Local Board has determined the AJCC is not yet able to certify.
- The California Workforce Development Board will determine the certification status of the AJCC.

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

Signature

Name

Title

Local Board Certification Process

Local Board Certification Process
1. Local Workforce Development Board (Local Board): Fresno Regional WDB
2. AJCC: Workforce Connection Mendota Center
3. Reviewer(s): David Shinder, Workforce Development Consultant
4. Reviewer's organization: David Shinder is a self-employed individual working under his name.
5. Reviewer's relationship: As an independent consultant, David Shinder has, in the past, worked directly for and indirectly with the Fresno Regional WDB (FRWDB) on various projects, including the following : <ul style="list-style-type: none"> - Grant proposals - SlingShot - 2017-21 San Joaquin Valley and Associated Counties Regional Plan - 2018 Certification Review of the Workforce Connection Comprehensive AJCC (Manchester) - 2019 FRWDB Local Plan Modification - 2019 San Joaquin Valley and Associated Counties Regional Plan Modification
6. Outline of certification process: FRWDB engaged independent consultant David Shinder to conduct a review of the local area's four affiliate AJCCs in accordance with the Hallmarks of Excellence standards published by the California Employment Development Department (EDD) and the State Board in March 2019. David has more than three decades of workforce development experience and has worked as an independent consultant to local boards and system stakeholders for more than 25 years. The Hallmarks of Excellence certification review process for affiliate AJCCs that David implemented on behalf of the FRWDB, included the following elements: <ul style="list-style-type: none"> • Review of the 2018 certification application for the Comprehensive AJCC and the process used to certify the center based on Hallmarks of Excellence guidance published by EDD and an in-person orientation conducted by representatives of the State Board. • Review of the strengths and continuous improvement goals identified during the 2018 comprehensive center certification review process. • Discussion with WDB leadership and AJCC representatives regarding progress being made against continuous improvement goals established during the Hallmarks evaluation of the WDB's comprehensive center. • In-depth review of the State Directive on Certification of Affiliate and Specialized AJCCs, along with the various attachments to the directive. • Discussions with EDD and State Board representatives to seek clarification on several aspects of the Affiliate AJCC certification process. • Communication via email with Local Board representatives prior to making an on-site visit to Affiliate sites. Such communication included forwarding the State Directive and related attachments, along with general information regarding the

content and structure of the review. WDB representatives shared this information with managers and staff of affiliate AJCCs prior to the on-site visit.

- On-site review of the affiliate AJCC, including:
 - Tour of facility, including resource area, workshop and meeting rooms, and other space used to serve customers.
 - Observation of center operations and services, including job seekers' use of resource area technology and materials
 - Observation of safety, security and accessibility features described by center representatives
 - In-person interview with center leadership and staff. WDB representatives also participated in these sessions. Interviews covered all eight hallmarks and focused on the associated quality indicators. Center representatives were asked to provide evidence and/or examples regarding how center operations meet or are aligned with each of the quality indicators.
- Development of draft Hallmarks of Excellence application and ratings by the reviewer.
- In-person meeting between the reviewer and WDB/AJCC representatives to go over the draft application and scores, providing center representatives the opportunity to present further evidence to address areas for which improvement is needed or to clarify information pertaining to the hallmarks and the quality indicators
- Finalization of the application package, incorporating stakeholder feedback on the draft
- Transmission of application package from reviewer to the WDB
- Transmission by the WDB of the affiliate AJCC certification application package to the State Board

7. Firewalls:

As there is no conflict of interest between the reviewer and the local board, a firewall was not necessary.

8. Other:

While the local board did not choose to include additional criteria, the review process made reference to strengths and continuous improvement goals established during the 2018 Hallmarks of Excellence certification of the WDB's comprehensive AJCC. Many of these strengths and goals are equally applicable to affiliate sites, including the Workforce Connection Mendota Center. It should be noted that fewer continuous improvement goals have been set for the affiliate sites than were established for the comprehensive AJCC. The FRWDB administers the affiliates as part of a network of AJCCs. Therefore, the affiliates participate in and benefit from the Comprehensive Center's goals.

Hallmarks of Excellence Assessment

As part of the certification process, Local Workforce Development Boards (Local Board) must submit a Hallmarks of Excellence Assessment that includes a continuous improvement plan to either improve or maintain a “5” ranking for each category.

Hallmarks of Excellence #1 The AJCC’s physical location and facility enhances the customer experience
<p>Quality Indicators:</p> <p>An assessment of the AJCC’s physical location and facility revealed that the center meets and/or is aligned with each of the four quality indicators for this hallmark, as follows:</p> <p><i>a. The AJCC identifies as part of the AJCC system and meets state branding requirements of Workforce Services Information Notice 12-43.</i></p> <p>The Mendota affiliate center is co-located with EDD and is, therefore, co-branded as Workforce Connection, AJCC and EDD. The local Workforce Connection brand is widely known within Fresno County, as it has been used since 2001. Signage at the entrance to the facility 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 Workforce Connection website and on various publications and resources of the local workforce development delivery system. The facility is located within walking distance of public transportation and has ample parking for staff, job seekers and others doing business at the center.</p> <p><i>b. The AJCC is clean with a professional appearance, neat, and equipment is in working order.</i></p> <p>The Mendota AJCC is small, but well-organized. It is professionally cleaned on a regular basis. The resource area features equipment that enables job seekers to search for employment, apply for jobs, conduct labor market research and connect to the vast web-based resources of the system partners and other local stakeholders and service organizations. This includes 4 computer workstations, a printer, a copier/scanner, telephones (including those used for UI), a fax machine, and TTY capability.</p> <p><i>c. Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.</i></p> <p>Procedures for the evacuation of the Mendota AJCC facility are governed by EDD’s emergency response protocols. These have been distributed to staff and are posted within the facility. The procedures address various circumstances under which evacuation may be necessary and provide for assistance and support</p>

for the evacuation of individuals with disabilities. Drills are regularly scheduled, and staff has participated in a variety of safety training, such as active shooter training. Floor plans illustrating exit routes are posted throughout the AJCC.

d. Adequate safety and security precautions are in place to protect both customers and staff.

In addition to the procedures and training described above, the safety and security environment of the Mendota AJCC benefits from the center being co-located with EDD, which, as a state agency, follows strict procedures and has a strong relationship with the California Highway Patrol, which is located nearby. Other safety features of the center include an alarm system, a keypad entry system and a panic button.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the Mendota AJCC's strengths include the following:

- Co-location of the AJCC with EDD
- Access to public transportation and availability of parking for those using center services
- Ample, well-maintained equipment
- Safety training
- Safety procedures and directional floor plans for evacuation
- Safety features such as an alarm system, keypad entry and a panic button.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- While the center meets facility-related requirements, the AJCC could benefit from stakeholder and customer input regarding center organization, equipment, and resources.
- Active shooter training specific to the facility would benefit center staff.

Ranking (1-5): 3.0

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the four quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Engage center staff and partners in discussions about opportunities to enhance the AJCC environment to make that center even more customer-centered.

Target Date for Achieving Improvement Goal: *April 2020*

2. Schedule active shooter training that is specific to the facility.

Target Date for Achieving Improvement Goal: *July 2019*

Hallmarks of Excellence #2

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

Quality Indicators:

An assessment of the AJCC's overall accessibility for individuals with barriers to employment revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

- a. *Staff honors and accommodates diversity and is comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.*

Fresno County is home to people of many cultures, languages and faiths. Staff at the Mendota AJCC and at centers throughout FRWDB's network of one-stops, along with those employed by system partners, are, to a great extent, a reflection of the diversity of the county, with staff representing cultures, languages and other demographic characteristics similar to those of the workforce system's customers. Many staff at the Mendota AJCC are bilingual in Spanish and English, and, across the system, staff and partners speak a wide array of languages and can provide support to the center in serving non-English-speaking customers. Staff also makes use of outside services for interpretation support in languages not spoken by system representatives. Based on their past and current work experience, many of the network's direct services staff members are highly skilled in working with individuals with barriers to employment, including persons with disabilities, formerly-incarcerated and justice-involved individuals and others with significant or multiple barriers to employment. West Hills College, EDD and FRWDB regularly provide training for their staff on diversity topics, including sessions on effectively serving individuals with disabilities.

- b. *The AJCC has a Limited English Proficiency (LEP) 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.*

In 2018, FRWDB updated the Limited English Proficiency (LEP) Plan for the local workforce development system, which is comprised of the comprehensive AJCC and the affiliate sites, including the Mendota Center. The plan provides assurance that an annual assessment of languages spoken by customers will be completed. It also describes other ways in which the 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.

- c. *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.

FRWDB leadership has followed the national workforce system's focus on the use of human-centered design and 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 and focus groups. Stakeholders have also participated with teams in providing input on center design and services, thereby including perspectives from programs that serve a very broad range of customers. Customer input has driven the design of services and facilities across the network of AJCCs in Fresno County.

- d. If applicable to colocated programs, the AJCC implements the veteran's preference and priority of service requirements.*

The AJCC has implemented a veterans' priority of service policy. Upon request, DVOP and LVER representatives are available to participants using the center.

- e. 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.*

Virtual services provided by the center and the entire 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 (DOR) services and applications for various services provided by the Fresno County Department of Social Services (DSS). 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. During the 2018 Hallmarks of Excellence review of the FRWDB's comprehensive AJCC, a continuous improvement goal was established concerning a review of web-based services available via the full array of system stakeholders. This goal is in progress and is pending completion.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Staff from the AJCC and across the system mirror the diversity of the community in terms of culture, language, and life experiences
- The Mendota center has a fully bilingual staff.
- The LEP plan leverages resources and expertise of local education agencies, service providers and organizations specializing in translation services.
- System leaders and staff have participated in customer-centered design activities.

- Veterans' preference and priority of service requirements are in place.
- The center will adopt strategies resulting from the overall workforce system's efforts to improve access to virtual services for customers with disabilities.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- Having a greater on-site presence by system partners, community-based stakeholders and business-serving organizations may provide unique benefits to customers. The center should engage partners and customers in discussions to explore potential benefits.
- The Mendota AJCC could benefit from applying the principles of customer-centered design to local services using input from customers representing communities served by the affiliate center.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Gather input through surveys, focus-groups and one-on-one discussions about the benefits that securing additional partner presence on site may bring.

Target Date for Achieving Improvement Goal: *April 2020*

2. Working with FRWDB leadership, AJCC management and staff should explore options and potential benefits that could be derived from applying a customer-centered design approach to the center's services and service delivery strategies.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #3

The AJCC actively supports the one-stop system through effective partnerships

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with both of the quality indicators for this hallmark, as follows:

a. The AJCC has a strong connection to the comprehensive AJCC(s) within their Local Area.

The FRWDB administers, oversees and guides its comprehensive AJCC and four affiliate sites as part of a unified system, ensuring that services, approaches and strategies follow policies and principles established by the local board, while, at the same time, allowing each center to customize services for residents of the communities it serves. The Mendota AJCC's connection to the comprehensive center is assured by regular communication between managers and staff of the affiliate site and its full-service counterpart. In addition to producing and distributing written policies for all centers, FRWDB hosts monthly provider meetings that are attended by all AJCCs and regularly offers training in which all centers participate. When Mendota participants need services from partners, AJCC staff may arrange for those services to be provided at the Mendota site, by electronic means, or by referring the customer to the comprehensive center in Fresno or to the West Hills College-based center in Coalinga.

b. The AJCC records and a system is in place for follow-through on any referrals made.

A Memorandum of Understanding (MOU) among the partners provides a general framework for referrals and referrals are regularly made among various partners. AJCC representatives provided several examples of referrals to one-stop system partners and local community-based organizations. Following an intensive Hallmarks of Excellence review of the FRWDB's comprehensive AJCC in 2018, a continuous improvement goal was established with regard to strengthening the referral process among the many partners that comprise the workforce system in Fresno County. The WDB has made significant progress toward this goal and is leading workforce system stakeholders in the adoption and early implementation of Community Pro Suite, a system that enables a strategic and selective sharing of information among the partners and stakeholders. Currently, the AJCCs, local adult education programs and the community college are using the system. It is anticipated that others will join in the use of the system in the months and years ahead.

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

As indicated by the preceding discussion on how the center's operations and

approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Staff from the comprehensive center and the Coalinga AJCC support to the Mendota center.
- System partners serves as a resource for the affiliate site.
- Presence of the partners at the affiliate center on a periodic and as needed basis
- Inclusion of affiliate staff in system-wide training that is organized by the FRWDB.
- Implementation of a system-wide referral process with tracking and follow-up capabilities.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- A greater on-site presence by partners could provide multiple benefits to customers of the AJCC.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with both of the quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Same goal indicated for Hallmark 2. Gather input through surveys, focus-groups and one-on-one discussions about the benefits that securing additional partner presence on site may bring.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #4
The AJCC provides integrated customer-centered services

Quality Indicators:

An assessment of the AJCC's operation revealed that the center meets and/or is aligned with each of the four quality indicators for this hallmark, as follows:

a. AJCC staff identifies with the local one-stop system and not just their specific program.

While the Mendota center is co-located with EDD, staff clearly understands and identifies with the one-stop system. Both the Workforce Connection and AJCC brands are widely used by the center on items ranging from business cards to participants forms and information posted on the web.

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

As indicated in response to Hallmark 2, FRWDB staff and individuals across the workforce system understand customer-centered design. Training for all AJCC and system staff is planned for the current program year. A wide range of customer service training has been offered to AJCC staff through the college, EDD and FRWDB. Much of this training has focused on meeting unique needs of priority populations, including persons with disabilities, formerly incarcerated and justice-involved individuals and English language learners.

c. AJCC staff are versed in referring customers to either partner programs and/or the local Comprehensive AJCC(s).

As stated in the response to Hallmark 3, which deals with partnerships and the relationship of affiliate sites to the comprehensive AJCC, a structured process has been developed to promote cross referrals among the partners and to their programs. The implementation of Community Pro Suite will strengthen this process and enable the partners to track and follow-up on referrals made among agencies. Again, because of distance, customers are infrequently referred to Fresno for services other than specialized training. Affiliate center staff are more likely to refer customers directly to partners, some of which have a presence in the Mendota area. Connecting customers with partners may also take place by phone or via the web.

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

The FRWDB has published a policy governing the co-enrollment of WIOA Title I participants with other providers and programs. 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 may provide co-enrolled participants with CalWORKs-funded support services, where WIOA covers the costs of training. Many participants have been co-enrolled in Title V. Co-case management approaches are still evolving and currently include structured communications between those providing services. The lack of a common case management system among the providers and the importance of privacy protection of clients can make co-case management challenging. Some improvements in this area are anticipated with partners' on-going adoption of Community Pro Suite.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Staff recognizes and identifies with the one-stop system and the co-brands
- Staff has received various types of customer service training
- FRWDB plans to host customer-centered design training
- Participants are referred to organizations and programs based on needs.
- Customers are co-enrolled in various programs.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- There may be center-specific customer needs at the Mendota AJCC that have not yet been identified or addressed. Engagement with customers and local partners may reveal opportunities for center improvement.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the four quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality

Improvement Plan for this hallmark:

1. Implement a process to engage stakeholders in discussions on system services and needs specific to the communities surrounding Mendota.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #5
The AJCC is an on-ramp for skill development

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

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

The Mendota Workforce Connection Center and other AJCCs in the county's one-stop network assist customers with all levels of skills in accessing appropriate training. While most of the center's job seeker customers need training to secure entry-level employment, some are seeking training in technical skills required for mid-range or higher positions. The community college system is a critical partner in providing higher level training. Because the Mendota AJCC is operated by West Hills College, participants may have easier access to training. The adult education system also serves the Mendota center's clients by providing occupational skills training and remedial programs, such as adult basic education (ABE), English-as-a-Second Language (ESL) and General Education Diploma (GED) preparation.

- b. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials, however, their program fits into that pathway.*

Center staff demonstrates an understanding of the importance of career guidance and the value of career exploration. Staff is also aware of local and regional target sectors. During the affiliate AJCC review process, center representatives provided a detailed description and examples of career advisement strategies, tools and processes (e.g. WorkKeys, O-Net). FRWDB policy requires that individuals requesting classroom training do significant research on targeted careers, associated training programs and industry-required credentials.

- c. 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.*

In accordance with WIOA requirements, the Mendota AJCC ensures that participants are not required to follow any prescribed "sequence of services" that would impede access to training.

- d. If available within the context of the co-located program(s), the AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.*

Ensuring that job seekers have access to the support they need to participate in

program activities and training is a priority for all FRWDB-funded AJCCs. WIOA resources may be used to provide commonly-requested support services, such as transportation, clothing for interviews and uniforms required for work. Staff estimates that, overall, 75% of support services provided to the center's participants are transportation-related. Various forms of support may be provided by system partners or community-based organizations. For example, for those that qualify, co-enrollment with CalWORKs, Rehabilitation Act and WIOA 167 programs creates opportunities to access additional support resources.

- e. *The AJCC strives to increase the number and percentage of their customers receiving skill development and training services.*

FRWDB establishes performance goals for all AJCCs, including the Mendota Center. In accordance with this goal, approximately 25% of these individuals are enrolled in training.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- Operation of the center by the college provides easy access to training
- The center and the overall workforce system maintain strong ties to other education partners, including adult education.
- No sequence of services requirement is imposed.
- Support services are available from various resources to address a wide range of needs

The review also revealed room for improvement with regard to this hallmark, including:

- While staff is able to support customers' career exploration, additional opportunities likely exist to enhance staff's expertise in helping customers to navigate career pathways.
- It may be worthwhile to assess whether connecting more job seekers to skills development could produce better long-term outcomes.

Ranking (1-5): 3.0

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;

- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Work with FRWDB leadership to identify options for providing additional training and support to build the skills of center staff in working with job seekers to navigate career pathways.

Target Date for Achieving Improvement Goal: *April 2020*

2. Engage in discussions with FRWDB leadership and system partners about ways to determine if additional training would produce better outcomes for some participants.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #6
The AJCC actively engages industry and labor

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

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

Within the FRWDB workforce system, the business services function is centralized at the board, which employs Business Specialists that focus on key industries. They are supported by AJCC staff in connecting job seekers to employment opportunities with businesses with which the system as a whole works to establish relationships. At the Mendota AJCC, EDD and WIOA Title I staff work together to serve local businesses. Job Fairs have been hosted at the Firebaugh campus of West Hills College. Local business relationships and companies for which the center has provided recruitment and hiring assistance include: Olam, Tomatec, Wonderful, United Health, and public agencies, including municipalities and correctional institutions.

- b. The collocated partners work with the Local Area to understand any defined strategies in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.*

Securing business input and capturing intelligence from industry falls within the purview of FRWDB's Business Specialists, who share this information across the network of AJCCs. Much of this information is also published for use by the AJCCs and system stakeholders. Centers managed by West Hills College have the added benefit of input obtained from the institution's advisory boards, which inform the college about trends affecting key instructional content for sectors such as information technology, agriculture, manufacturing and the justice system.

- c. The AJCC works with the Local Area to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.*

FRWDB has taken definitive action to reduce duplication of effort with regard to business outreach conducted by the area's five AJCCs. The comprehensive center covers central Fresno, while the Coalinga and Mendota affiliates cover a defined "west" region and the Reedley and Selma affiliates cover a designated "east" region. The WDB also continues to work with system partners to discuss priorities and focus for business outreach in Fresno County with the goal of further integrating efforts and minimizing redundancy.

d. If applicable, the AJCC offers a range of AJCC-based services for employers such as referral of qualified candidates, on-site recruitment, pre-employment testing, skill-verification, and hiring and training subsidies.

The center provides a wide variety of information and resources for businesses. In addition, the AJCC hosts employer recruitment events at the center, makes space available for businesses to interview clients and offers referrals for drug testing.

e. The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of services and applies knowledge gained for continuous improvement.

The business customer satisfaction survey system is also centrally managed by the FRWDB's Business Specialists, who follow up with companies served by all centers. In addition to informal surveying and intelligence gathering that occur on a daily basis, structured surveys have been developed to gather satisfaction feedback from employers that: access resources at FRWDB's Business Services Center; participate in system-sponsored job fairs and recruitment/hiring events; and provide training to AJCC customers via work-based learning strategies.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- The center's services for local businesses, including those in priority sectors.
- EDD co-sponsors hiring events
- Information and resources for businesses are available at the center.
- Work of the system to gather and use business intelligence regarding industry needs.
- Participation of the center in system-wide efforts to meet the hiring and skills development needs of employers operating from locations throughout the County.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- Opportunities likely exist to ensure that all affiliate center staff benefit from this engagement through a structured learning process on needs in each priority sector.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during the assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Working with FRWDB leadership, explore opportunities to implement a structured learning process for staff on needs in priority sectors.

Target Date for Achieving Improvement Goal: *April 2020*

Hallmarks of Excellence #7
The AJCC has high-quality well informed cross-trained staff

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the three quality indicators for this hallmark, as follows:

- a. If the AJCC is part of the Local Area's service delivery strategy, the AJCC must be used to supplement and enhance customer access to services.*

FRWDB has designed its service delivery system to promote access for job seekers and business customers throughout Fresno County. The network of AJCCs currently consists of a comprehensive center in Fresno and four affiliate AJCCs, which are strategically located in Coalinga, Mendota, Reedley and Selma. The location of the centers ensures that customers are able to easily access services within a reasonable distance from their homes or business locations. The Workforce Connection AJCC in Mendota is integral to the systems' design, as it serves job seekers and businesses in several West County communities, including Mendota, Firebaugh, Tranquility and San Joaquin.

- b. AJCC staff has received training on how to effectively assist customers in registering with CalJOBSSM and how to match customers to available jobs.*

FRWDB has been and remains committed to ensuring that all AJCC staff is fully versed in the use of CalJOBS to perform a wide range of functions, including matching AJCC customers to jobs. FRWDB and AJCC representatives are actively engaged with the statewide CalJOBS community of practice.

- c. Where applicable, AJCC staff have been cross-trained in collocated partner programs and basic eligibility.*

Cross training among the system partners has taken place on a regular and on-going basis for more than two decades, beginning with the establishment of the one-stop system in Fresno County. During the Hallmarks review of the comprehensive center in 2018, system leaders and AJCC staff provided several examples of cross training that has occurred among the partners. To ensure that this training continued, a goal was established pertaining to the development of a structured professional development plan for all AJCC staff, including those working at the affiliate sites. The FRWDB and AJCCs have made significant headway on this goal and training continues. Affiliate AJCC staff point out that "cross-training" does not only occur in formal settings, but is a product of partner interactions, which are on-going.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths include the following:

- The AJCC is situated in a location making it accessible to Northwest County residents and businesses in a wide range of communities.
- While not every partner is co-located in the affiliate center on a full- or part-time basis, the FRWDB and center staff ensures that customers using the center are familiar with and have access to information and services of all mandated and community-based partners.
- Center staff is fully trained in use of CalJOBS.
- Mendota AJCC staff participates in a wide range of training that the FRWDB leads and brokers on behalf of system staff and partners.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- While the FRWDB and the network of AJCCs continue to make progress in terms of cross training, the need for overall training is on-going and a process should be developed to determine, no less than yearly, what that training needs of staff at each center are and how they should be addressed.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the three quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Working with the FRWDB leadership, AJCC management should design and implement a process for determining affiliate AJCC staff training needs and how to address them.

Target Date for Achieving Improvement Goal: *July 2019*

Hallmarks of Excellence #8

The AJCC achieves business results through data driven continuous improvement

Quality Indicators:

An assessment of the AJCC's operations revealed that the center meets and/or is aligned with each of the five quality indicators for this hallmark, as follows:

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

FRWDB goes to great lengths to ensure that the workforce system operates as efficiently as possible and makes the most of limited resources available to the local board and the system partners. Having a center in Mendota make services accessible to individuals and businesses in Northwest Fresno County. The combination of physical and web-based resources enables customers to access the majority of services available at the comprehensive center. The co-location of the Mendota AJCC with EDD enables savings on facility and infrastructure costs for the center.

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

Across the AJCC system, a customer satisfaction survey system has been implemented to seek input from job seekers on their experiences with center services and staff. Tools that are used by the AJCCs in this process include: a universal services survey, which may be completed by resource room customers at any time; a pre-exit survey for individuals placed into unsubsidized employment; and a training-related pre-exit survey for those having completed a WIOA-funded training program. Quarterly, customer satisfaction survey results are reviewed, analyzed, and consolidated by the FRWDB Quality Unit. Results are reviewed at the AJCC and WDB levels and data is presented to the partners and the local board. Business satisfaction surveys are centrally conducted by FRWDB's business services team. As previously described, businesses are surveyed at various intervals, including after participants complete work-based learning, at job fairs and hiring events, and when using the business service center.

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

The surveys described above are principal methods for capturing comments and feedback of all types. Feedback is also provided through discussions between customers and management/staff. In all cases, center leadership is committed to ensuring a positive experience and successful outcomes for center customers. FRWDB senior leaders review comments provided by customers. For those expressing a concern or complaint about services, this information is immediately communicated to AJCC managers and other staff with responsibility in the area

addressed. For complaints registered under the FRWDB's formal grievance procedures, action follows protocols outlined in the published procedure. Any concerns expressed by employers are responded to in a similar fashion. Compliments are shared with staff and partners at monthly provider meetings.

d. The AJCC analyzes and reviews feedback to develop specific plans for AJCC services improvements.

FRWDB management analyzes feedback on a quarterly basis. Results are summarized and transmitted to management and staff. They are discussed at staff, provider and partner meetings. Customer concerns and satisfaction results are reviewed and serve as the basis for making service improvements at each center and across the system. Results are shared quarterly with the workforce development board.

e. The AJCC identifies areas of needed technical assistance and taps available resources.

FRWDB's full range of staff, partners and provider meetings serve as forums for sharing information, including the need for technical assistance and training. In recent years, the delivery of technical assistance to staff of all AJCCs has been significantly enhanced by the availability of Regional Training funds. On behalf of the one-stop system, FRWDB has implemented and arranged for a number of training sessions aimed at increasing staff's effectiveness in serving both job seekers and business customers.

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

As indicated by the preceding discussion on how the center's operations and approach are aligned with the quality indicators for this hallmark, the AJCC's strengths including the following:

- The center's service availability and resource sharing are evidence that the AJCC operates efficiently.
- Systems are in place to gather customer satisfaction data.
- Systems are in place to obtain and respond to customer concerns and other comments.
- AJCC and WIB staff analyzes and review customer feedback and user this to support system improvements.
- The WIB gathers input from all AJCC sites and system partners on desired training and technical assistance.

The review also revealed room for continuous improvement with regard to this hallmark, including:

- Opportunities exist to increase staff effectiveness through additional training.

Ranking (1-5): 3.5

Rationale for this Ranking:

The preceding items provide the rationale for this ranking:

- Descriptions of how the center meets or is aligned with the five quality indicators;
- Descriptions of the affiliate AJCC's strengths

Continuous Improvement Plan and Timeline:

Based on the areas for improvement identified during assessment process, the following goal(s) have been established, which constitute the center's Quality Improvement Plan for this hallmark:

1. Same goal indicated for Hallmark 7. Working with FRWDB leadership, Mendota AJCC management should design and implement a process for determining staff training needs and how to address them.

Target Date for Achieving Improvement Goal: *July 2019*

Affiliate/Specialized AJCC Certification Form

Name of Local Board: Fresno Regional Workforce Development Board (FRWDB)

Name of AJCC: Workforce Connection Mendota Center

Certification Criteria		
1. Memorandum of Understanding (MOU)	Yes (Check box if yes)	No (Check box if no)
An MOU is in place between the Local Workforce Development Board (Local Board) and each partner within the America's Job Center of California SM (AJCC).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Equal Opportunity	Yes (Check box if yes)	No (Check box if no)
The AJCC ensures equal opportunity for individuals with disabilities in accordance with the <i>Americans with Disabilities Act</i> , the <i>Workforce Innovation and Opportunity Act (WIOA)</i> Section 188, and all other applicable federal and state guidance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Local Board Certification Process	Attached (Check box if Attachment 2 is completed and attached)	
The Local Board's outline of the process used to certify the affiliate/specialized AJCC.	<input checked="" type="checkbox"/>	
4. Hallmarks of Excellence		
Include quality indicators, assessment of the AJCC's strengths and continuous improvement opportunities, continuous improvement goals and recommendations, and rational for ranking	Attached (Check box if category is explained on Attachment 3)	Ranking (Select from dropdown menu)
Category #1 – The AJCC physical location and facility enhances the customer experience.	<input checked="" type="checkbox"/>	3.0
Category #2 – The AJCC ensures universal access with an emphasis on individuals with barriers to employment.	<input checked="" type="checkbox"/>	3.5
Category #3 – The AJCC actively supports the One-Stop system through effective partnerships.	<input checked="" type="checkbox"/>	3.5
Category #4 – The AJCC provides integrated, customer-centered services.	<input checked="" type="checkbox"/>	3.5
Category #5 – The AJCC is an on ramp for skill development.	<input checked="" type="checkbox"/>	3.0
Category #6 – The AJCC actively engages industry and labor.	<input checked="" type="checkbox"/>	3.5
Category #7 – The AJCC has high-quality, well-informed, and cross trained	<input checked="" type="checkbox"/>	3.5

staff.		
Category #8 – The AJCC achieves business results through data driven continuous improvement.	<input checked="" type="checkbox"/>	3.5

Check one of the options below:

- The Local Board has determined the AJCC meets certification requirements.
- The Local Board has determined the AJCC is not yet able to certify.
- The California Workforce Development Board will determine the certification status of the AJCC.

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

Signature

Name

Title

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	6
MEETING DATE:	May 21, 2019
ACTION:	RECOMMEND TO APPROVE

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

TO: Adult Council
FROM: Blake Konczal, Executive Director
SUBJECT: Subsequent Designation and Local Board Recertification for Program Year 2019-2021

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) approve the Local Area Workforce Innovation and Opportunity Act (WIOA) Subsequent Designation and Local Board Recertification Application for Program Year (PY) 2019-2021.

REASON FOR RECOMMENDATION:

WIOA Section 106 required Local Areas to apply for initial designation and required the Governor to approve requests for Local Areas that were designated as a Local Area under WIA, performed successfully, and had sustained fiscal integrity. After the period for which a Local Area was initially designated, WIOA Section 106 calls for a subsequent designation process and requires the Governor to approve a request for subsequent designation from a Local Area if the area performed successfully, sustained fiscal integrity, and engaged in the regional planning process.

The California Workforce Development Board (State Board) and the Employment Development Department (EDD), acting under the authority of the Governor, released a draft directive on February 26, 2019, that established policies and procedures for the subsequent designation of local areas and recertification of local boards.

To be eligible for subsequent designation and board recertification, the Local Board must meet the following criteria and submit the Local Area designation and Local Board Recertification application: 1) Meet the WIOA Local Board membership requirements, 2) Meet or exceeded performance accountability measures, 3) Achieved sustained fiscal integrity and 4) Engaged in Regional Planning. The FRWDB met all of the required criteria. The completed application has been attached for your consideration.

The WIOA requires that the Local Board and the Chief Local Elected Official(s) (CEOs) for the Local Workforce Area approve and execute the application. The directive requires applications to be submitted to the state by May 31, 2019. In the event the Local Area is unable to obtain local approval by the submission deadline, the FRWDB may submit an unsigned copy of the application with an explanation for the absent signature(s). The signed application must be submitted to the State Board by June 30, 2019.

Upon your approval of this item, the application will be submitted to the FRWDB, the County Board of Supervisors and the City of Fresno in June for final approvals. FRWDB staff will forward the unsigned application to the state by the May 31st deadline and the fully executed application with all required signatures will be submitted to the State Board before the June 30, 2019, deadline.

ATTACHMENT:

Application for Initial Local Area Designation and Local Board Certification

Existing Local Area

**Application for Subsequent Local Area Designation
and
Local Board Recertification
Program Year 2019-21**

Local Workforce Development Area

Fresno

Local Board Membership

The WIOA Section 107(b)(2)(A) through (E) states the requirements for nominating and selecting members in each membership category. The WIOA Section 107(b)(2)(A) requires that business members constitute a majority of the Local Board. The chairperson shall be a business representative, per WIOA Section 107(b)(3).

The local Chief Elected Official (CEO) is required to provide the names of the individuals appointed for each category listed on the following pages o, attach a roster of the current Local Board which identifies each member’s respective membership category.

BUSINESS – A majority of the members **must** be representatives of business in the Local Area who (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policy-making or hiring authority; (ii) represent businesses, including small businesses, or organizations; and (iii) are appointed from among individuals nominated by local business organizations and business trade association (WIOA Section 107[b][2][A]).

Please identify the Local Board chairperson by typing CHAIR after his/her name.

Name	Title	Entity	Appointment Date	Term End Date
Paul Bauer	Attorney	Sagaser, Watkins & Wieland, PC	8/09/2018	11/01/2019
Fely Guzman	VP & CFO	LifeBridge International	3/31/2016	11/01/2017
Jeffrey Hensley	Owner	Hensley Associates	11/06/2018	11/01/2020
Ron Hicks	Owner	Soltek Pacific Construction Company	11/14/2017	11/01/2019
Richard Keyes	Retired	Richard Heath & Associates	11/08/2019	11/01/2020
Scott Miller	Owner/CEO	Gazebo Gardens	9/27/2018	11/01/2019
Dennis Montalbano	Owner	German Auto Repair	4/03/2018	11/01/2019
Tommie Nellon	Owner	Kool Breeze Solar Hat	3/31/2016	11/01/2017
Joe Olivares	Marketing Director	TransAmerica	12/06/2016	11/01/2018
Michael Silveira	HR Leader	Kaiser Permanente	2/26/2019	11/01/2020
Vasili Sotiropulos	Realtor	Hyatt Real Estate	1/23/2018	11/01/2018
Lydia Zabrycki	Director	Pensionmark	10/25/2018	11/01/2020
Vacant				
Vacant				

LABOR – Not less than 20 percent of the members must be representatives of workforce within the Local Area who

must include (i) representatives of labor organizations who have been nominated by state labor federations; (ii) a member of a labor organization or a training director from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area; and

may include (iii) representatives of community based organizations with demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, veterans, or individuals with disabilities; and (iv) representatives of organizations with demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth and/or out-of-school youth (WIOA Section 107[b][2][B]).

Name	Title	Entity	Appointment Date	Term End Date
Lenora Lacy Barnes		State Center Federation of Teachers	3/31/2016	11/01/2018
Tony Canales	Senior Field Representative	United Brotherhood of Carpenters, Local 701, 1109, & 9083	12/06/2018	11/01/2020
David Mercer	District Representative	Operating Engineers, Local 3	12/07/2017	11/01/2019
Chuck Riojas	Business Agent	IBEW Local 100	12/07/2017	11/01/2019
Elizabeth Rivinius	District Union Representative	UFCW Local 8	4/23/2019	11/01/2020
Vacant				

Education – Each Local Board shall include representatives of entities administering education and training activities in the Local Area who

must include (i) a representative of eligible providers administering Title II adult education and literacy activities; (ii) a representative of institutions of higher education providing workforce investment activities; and

may include (iii) representatives of local educational agencies, and community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment (WIOA Section 107[b][2][C]).

Name	Title	Entity	Appointment Date	Term End Date
Stuart VanHorn	Chancellor	West Hills Community College District	8/17/2017	11/01/2019
Raine Bumatay	Principal	Fresno Adult School, Cesar E. Chavez Adult Education Center	10/25/2018	11/01/2020

Economic and Community Development – Each Local Board shall include representatives of governmental, economic, and community development entities serving the Local Area who must include (i) a representative of economic and community development entities; (ii) a representative from the State employment service office under the *Wagner-Peyser Act*; (iii) a representative of the Vocational Rehabilitation program; and may include (iv) representatives of agencies or entities administering programs serving the Local Area relating to transportation, housing, and public assistance; (v) Representatives of philanthropic organizations serving the Local Area; and (E) individuals or representatives of entities as the chief elected official in the Local Area may determine to be appropriate (WIOA Section 107[b][2][D] and [E]).

Name	Title	Entity	Appointment Date	Term End Date
Lee Ann Eager	President/CEO	Fresno County Economic Development Corporation	12/07/2017	11/01/2019
Araceli Holland	District Administrator	State of CA Department of Rehabilitation	3/31/2016	11/01/2017
Delfino Neira	Director	Fresno County Department of Social Services	10/11/2018	11/01/2020
Sal Quintero	Supervisor	Fresno County Board of Supervisors	1/08/2019	N/A
Esmeralda Soria	Councilmember	Fresno City Council	4/18/2018	N/A
Shelly Tarver	Deputy Division Chief	State of CA Employment Development Department	4/06/2017	11/01/2022

Sustained Fiscal Integrity

The Local Area hereby certifies that it has not been found in violation of one or more of the following during PYs 16-17 or 17-18:

- **Final determination of significant finding(s)** from audits, evaluations, or other reviews conducted by state or local governmental agencies or the Department of Labor identifying issues of fiscal integrity or misexpended funds due to the willful disregard or failure to comply with any WIA requirement, such as failure to grant priority of service or verify participant eligibility.
- **Gross negligence** – defined as a conscious and voluntary disregard of the need to use reasonable care, which is likely to cause foreseeable grave injury or harm to persons, property, or both.
- **Failure to observe accepted standards of administration.** Local Areas must have adhered to the applicable uniform administrative requirements set forth in Title 29 *Code of Federal Regulations* (CFR) Parts 95 and 97, appropriate Office of Management and Budget circulars or rules, WIOA regulations, and state guidance.

Highlights of these responsibilities include the following:

- Timely reporting of WIOA participant and expenditure data
- Timely completion and submission of the required annual single audit
- ***Have not been placed on cash hold for longer than 30 days***

(In alignment with WIOA Section 106[e][2])

Engaged in Regional Planning

The Local Area hereby certifies that it has participated in and contributed to regional planning and negotiating regional performance measures in the following ways: The FRWDB worked with staff from all eight Workforce Boards in the Regional Planning Unit (RPU) in the negotiation of regional performance measures, including the development of regional performance worksheet and negotiating final performance goals as a RPU with the state. The FRWDB staff worked with the RPU to draft the Regional plan, which included working with regional WDBs and consultants to conduct convening to obtain feedback from various stakeholders to develop the Regional Plan.

Local Area Assurances

Through PY 19-21, the Local Area assures the following:

- A. It will comply with the applicable uniform administrative requirements, cost principles, and audit requirements included in the appropriate circulars or rules of the Office of Management and Budget (WIOA Section 184[a][2] and [3]).

Highlights of this assurance include the following:

- The Local Area's procurement procedures will avoid acquisition of unnecessary or duplicative items, software, and subscriptions (in alignment with Title 2 CFR Section 200.318).
- The Local Area will maintain and provide accounting and program records, including supporting source documentation, to auditors at all levels, as permitted by law (Title 2 CFR Section 200.508).

Note that failure to comply with the audit requirements specified in Title 2 CFR Part 200 Subpart F will subject the Local Area to potential cash hold (Title 2 CFR Section 200.338).

- B. All financial reporting will be done in compliance with federal and state regulations and guidance.

Highlights of this assurance include the following:

- Reporting will be done in compliance with Workforce Services Directive *Quarterly and Monthly Financial Reporting Requirements* (WSD16-13) (November 28, 2016).
- All close out reports will comply with the policies and procedures listed in Workforce Services Directive *WIOA Closeout Requirements* (WSD16-05) (July 29, 2016).

Note that failure to comply with financial reporting requirements will subject the Local Area to potential cash hold. (Title 2 CFR Section 200.338)

- C. Funds will be spent in accordance with federal and state laws, regulations, and guidance.

Highlights of this assurance include the following:

- The Local Area will meet the requirements of State Assembly Bill 1149 (Chapter 324, Statutes of 2017), to spend a minimum of 30 percent of combined total of adult and dislocated worker formula fund allocations on training services (*California Unemployment Insurance Code* Section, 14211).

- The Local Area will not use funds to assist, promote, or deter union organizing (WIOA Section 181[b][7]).
- D. The Local Board will select the America's Job Center of CaliforniaSM (AJCC) Operator(s), with the agreement of the local CEO, through a competitive process such as a Request for Proposal (RFP), unless granted a waiver by the state (WIOA Section 121[d][2][A] and 107[g][2]).
 - E. The Local Board will collect, enter, and maintain data related to participant enrollment, activities, and performance necessary to meet all CalJOBSSM reporting requirements and deadlines.
 - F. The Local Board will comply with the nondiscrimination provisions of WIOA Section 188, including the collection of necessary data.
 - G. The Local Area will engage in and contribute to, regional planning and regional plan implementation (for example, the Local Area has participated in regional planning meetings and regional plan implementation efforts, and the Local Board and local CEO have reviewed and approved the regional plan and modifications).
 - H. The Local Area will participate in regional performance negotiations.
 - I. It will comply with State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under federal law or policy, including the WIOA or state legislation.
 - J. Priority shall be given to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career and training services funded by WIOA Adult funding (WIOA Section 134[c][3][E] and Training and Employment Guidance Letter 19-16, Subject: *Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of the WIOA Final Rules, (March 1, 2017).*

Application Signature Page

Instructions – The local CEO and Local Board chair must sign and date this form. Include the original signatures in the application package.

By signing the application below, the local CEO and Local Board chair request subsequent designation of the existing Local Area and subsequent certification of the existing Local Board. They certify that the Local Area has performed successfully, sustained fiscal integrity during PYS 2016-2017 or 2017-2018, and engaged in the regional planning process as described in Section 106 (c)(1). Additionally, they agree to abide by the Local Area assurances included in this application.

Local Workforce Development Board Chair

Signature

Paul Bauer

Name

Chair

Title

Date

Local Chief Elected Official

Local Chief Elected Official

Signature

Signature

Nathan Magsig

Paul Caprioglio

Name

Name

Chair, Fresno County Board of
Supervisors

President, Fresno City Council

Title

Title

Date

Date

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	7
MEETING DATE:	May 21, 2019
ACTION:	INFORMATION

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: Mandated Training Expenditure Update Program Year 2017-2018

INFORMATION:

The State of California Senate Bill 734 mandates training expenditure requirements for Local Workforce Development Boards. Beginning in Program Year (PY) 2012-2013 through PY 2015-2016, local boards were required to expend at least 25% of their Adult and Dislocated Worker Workforce Innovation and Opportunity Act (WIOA) formula fund allocations on Workforce Training Services. Beginning in PY 2016-2017 the mandated set aside increased to 30%.

In PY 2017-2018 the Fresno Regional Workforce Development Board (FRWDB) set aside \$2,742,578 which was 30% of the total award and \$9,141,927 as mandated by the State. Training funds allocated for PY 2017-2018 must be fully expended by June 30, 2019. The following table provides an overview of actual and projected expenditures PY 2017-2018 training funds:

	Allocated Training Funds PY 17-18	Total YTD Expenditures 4-30-19	Projected Expenditures 6-30-19	Total Projected Expenditures	Projected Unexpended Funds
Central Labor Council Partnership	\$1,724,832	\$994,392	\$436,972	\$1,431,364	\$293,468
Proteus Inc.	\$318,743	\$106,609	\$76,527	\$183,136	\$135,607
West Hills Community College District	\$319,509	\$39,070	\$56,261	\$95,331	\$224,178
Special Projects Training Pools	\$379,494	\$140,310	\$151,000	\$291,310	\$88,184
Totals	\$2,742,578	\$1,280,381	\$720,760	\$2,001,141	\$741,437

Based on actual expenditures through April 30, 2019 and projected expenditures through June 30, 2019, FRWDB staff expects to expend \$2,001,141 of the training expenditures plus \$304,714 of leverage totaling \$2,305,855 of the training fund. This leaves \$436,723 of the PY 2017-2018 training pool unexpended by the end of the two (2) year funding period.

Local Boards that do not meet the minimum training expenditure requirement will be required to submit a corrective action plan to their Employment Development Department (EDD) Regional Advisor that provides reasons for not meeting the requirement and actions the Local Board will take to address the training expenditure deficiencies. The corrective action plan will be due within 90 days of receiving EDD notification that the Local Board did not meet the training expenditure requirement.

Staff will continue to track expenditures and will update the council if a Corrective Action Plan is required.

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	8
MEETING DATE:	May 21, 2019
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 2018-2019

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the Third Quarter On-the-Job Training (OJT) Report for Program Year (PY) 2018-2019.

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 2018-2019:

Completions by Quarter	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	YTD
Total number of OJTs	2	0	1		
Number of OJTs with Successful Completion	2	0	1		
Percentage of Successful Completions	100%	N/A	100%		
Follow-ups by Quarter					
Number of OJT Follow-ups Completed	1	2	0		
Number of OJTs with employer at Follow-up	1	1	0		
Percentage of Successful Retentions	100%	50%	N/A		

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	9
MEETING DATE:	May 21, 2019
ACTION:	RECOMMEND TO ACCEPT

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

TO: Adult Council
FROM: Phyllis Stogbauer, Deputy Director of Program Services
SUBJECT: Third Quarter Local Performance Results Reports for Program Year 2018-2019

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 2018-2019.

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 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.

Performance issues for each provider are provided below:

CLC: Provider is meeting performance goals for Adult number served, Adult/Dislocated Worker (DW) Placements, Adult/DW Credential Rate and Adult/DW Median wage. DW number served, expenditures and Credential Rates are below plan.

Proteus, Inc.: Provider is meeting performance goals for Adult number served, Adult Credential Rates and Adult/DW Median wage. Adult/DW number served, expenditures, Adult/DW Placements and DW Credential Rates are below plan.

WHCCD: Provider is meeting performance goals for Adult Placement and Adult/DW Median wage. Adult/DW number served, expenditures, DW Placement, and Adult/DW Credential Rates are below plan.

Each Provider will present a performance report at the meeting.

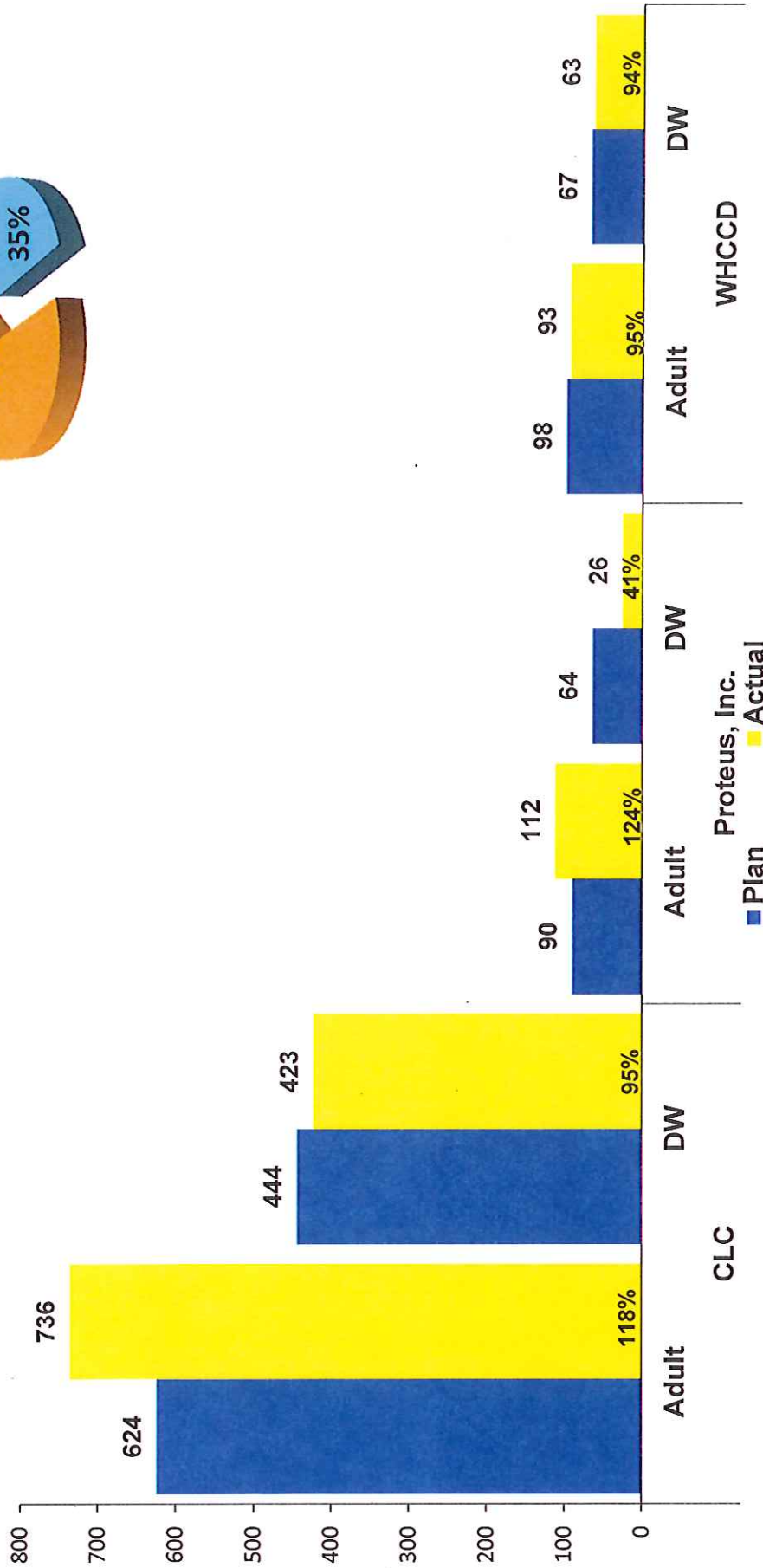
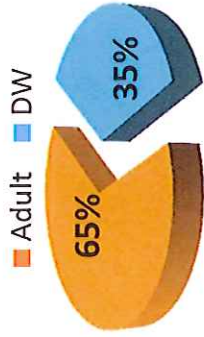
ATTACHMENT:

Adult and Dislocated Worker Program Providers of Services Local Performance Results Reports for the Third Quarter of Program Year 2018-2019

Adult/DW Served

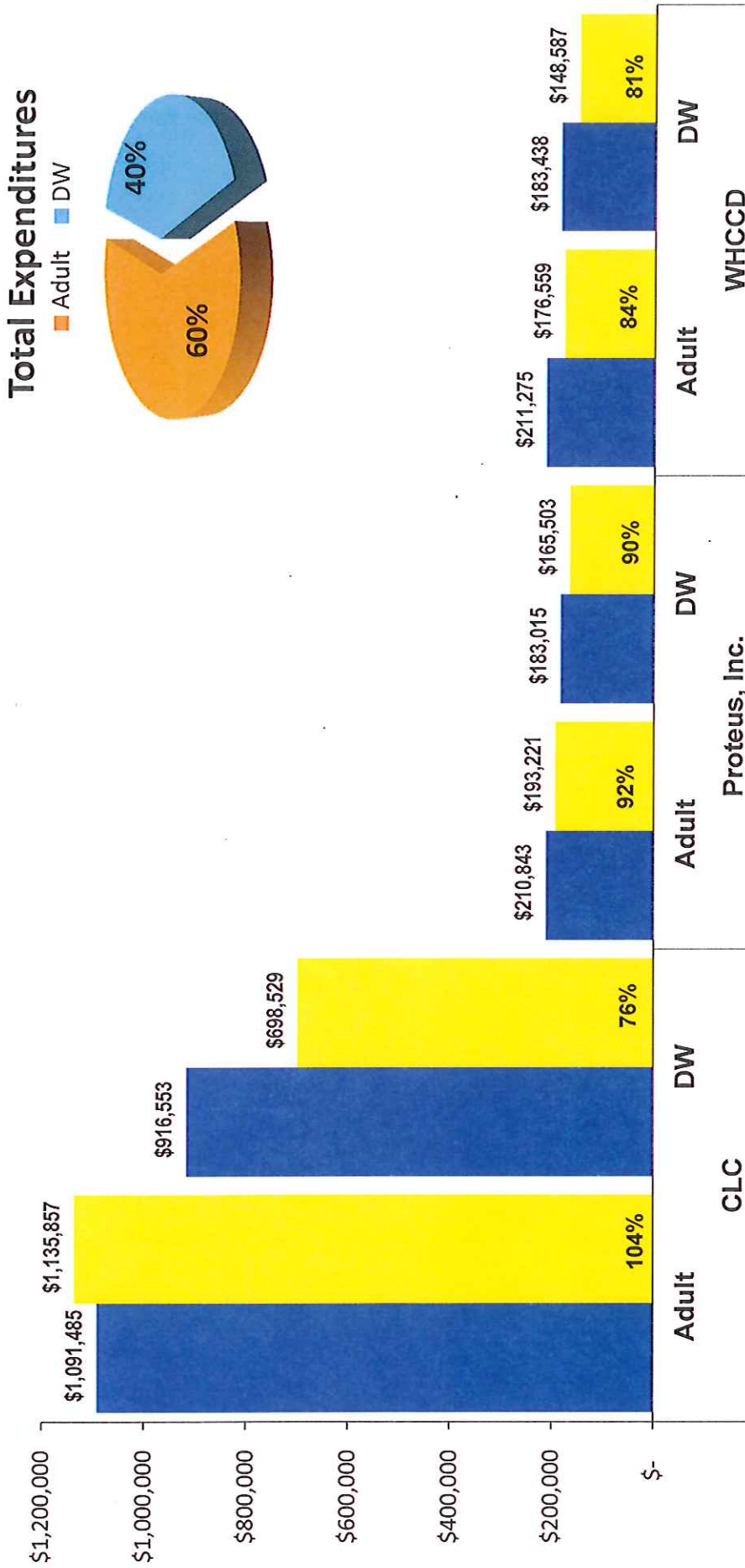
CLC - Central Labor Council
 Proteus - Proteus, Inc.
 WHCCD - West Hills Community College District

Total Served-1453



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

Adult/ DW Expenditures

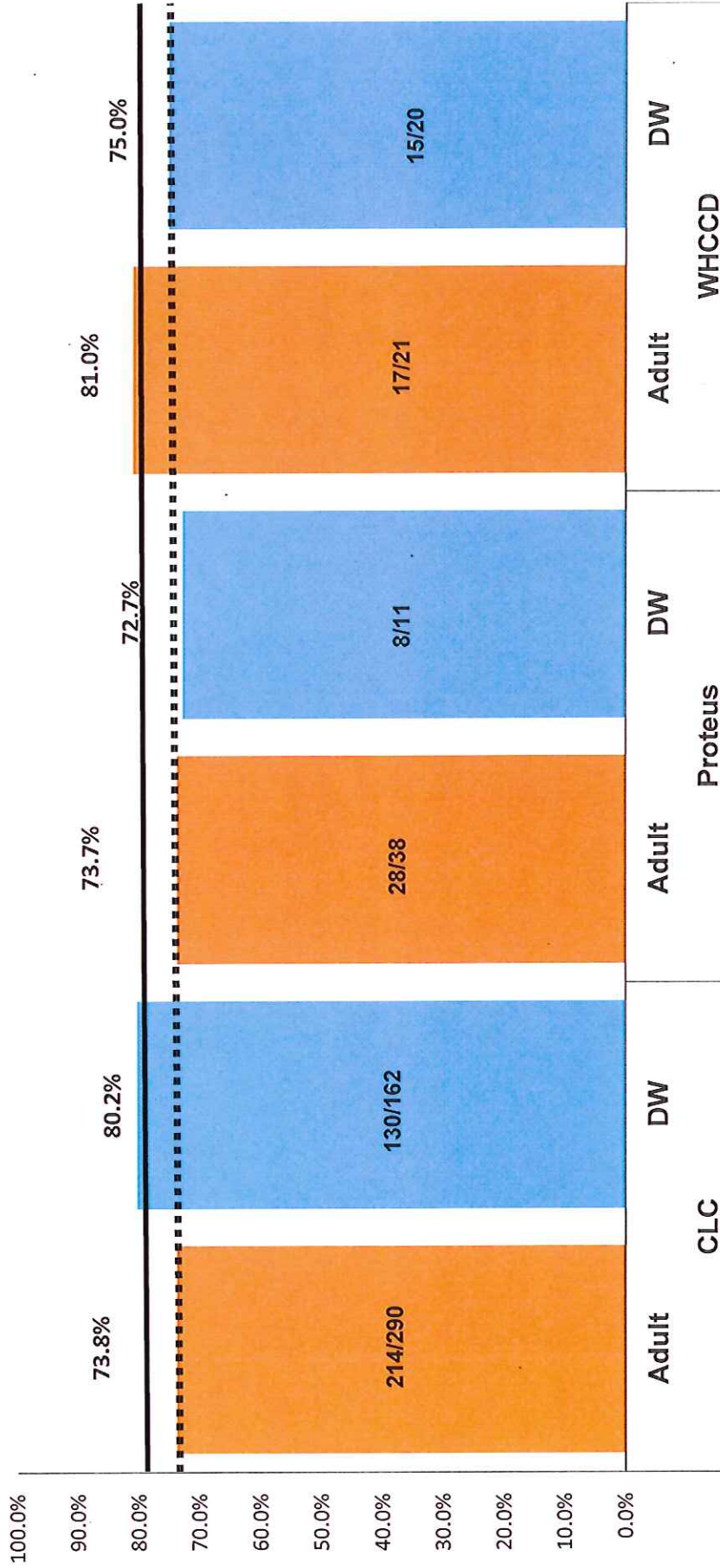


Note: Adult/DW Expenditures goal is 95% to 100%.

Adult/DW Placement

Placement Goals

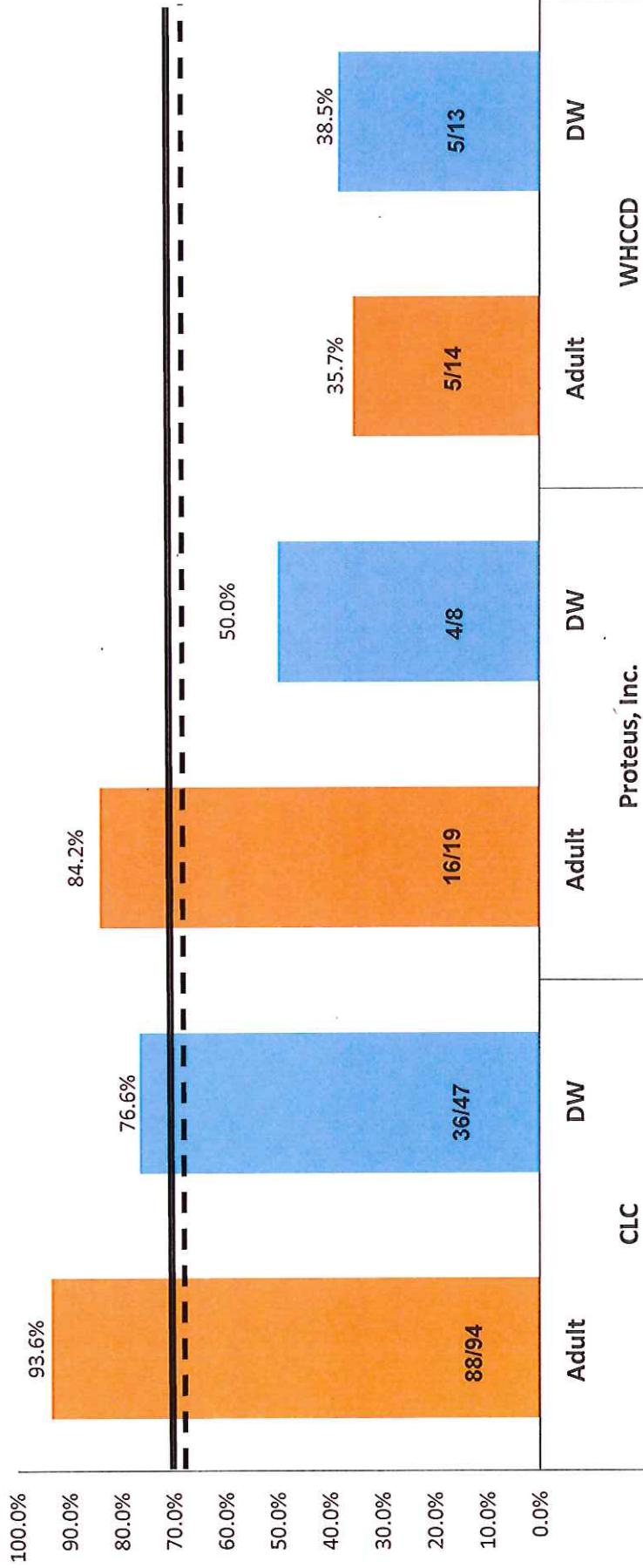
DW 78.5 %
Adult 75.1%



■ Adult ■ DW

Certificate of Attainment Goal
 DW 70%
 Adult 68.3% - - - - -

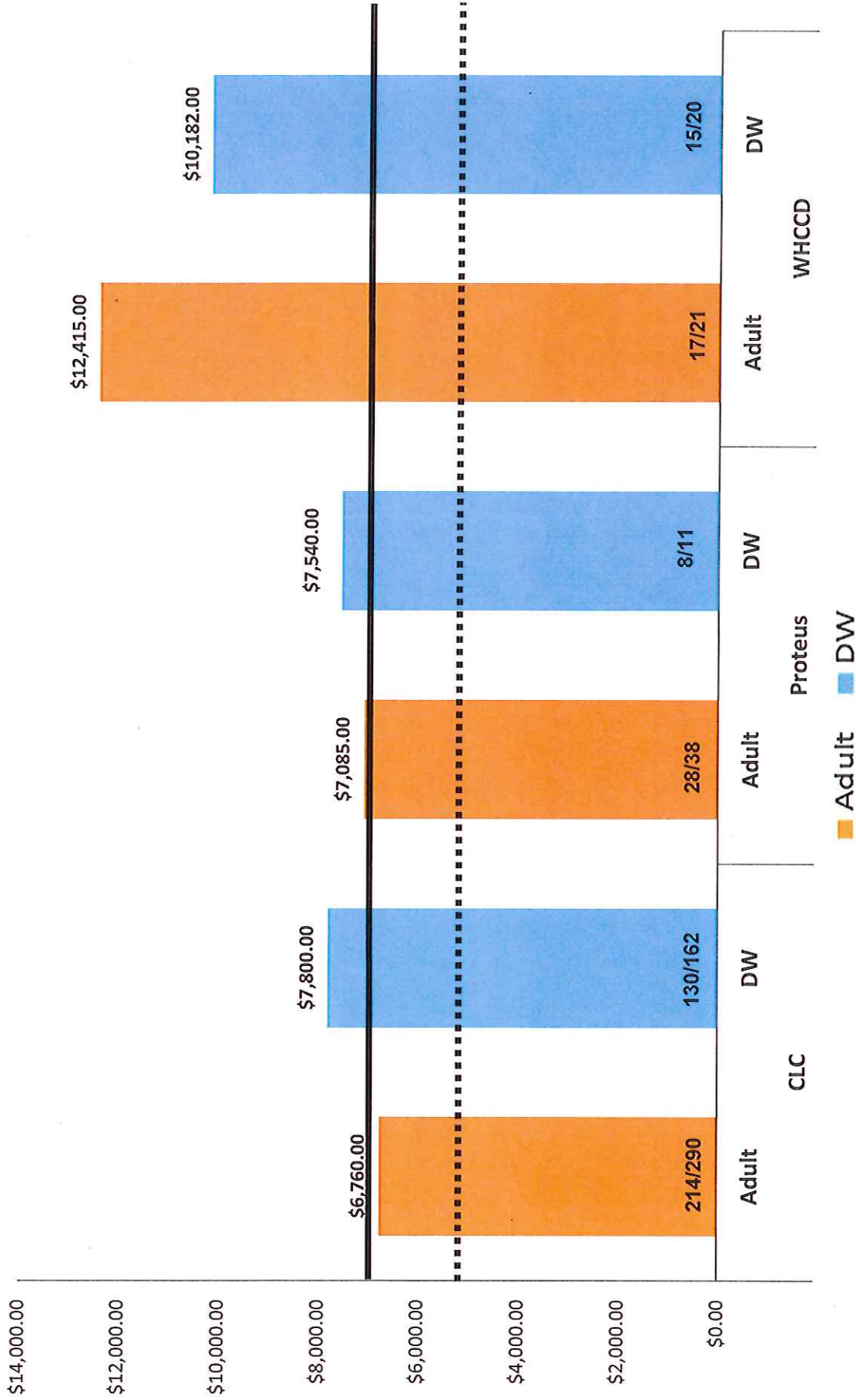
Adult/DW Credential Rate



■ Adult ■ DW

Placement Median Wage Earnings

Goals
 DW \$ 6,900
 Adult \$5,400



**FRESNO REGIONAL
WORKFORCE DEVELOPMENT BOARD**

AGENDA ITEM:	10
MEETING DATE:	May 21, 2019
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: Stephen DeWitt, Quality Systems Manager
SUBJECT: Third Quarter Providers of Services' Monitoring Report for Program Year 2018-2019

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 2018-2019.

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 2018-2019

**Adult Providers of Services Monitoring Report
Third Quarter, Program Year 2018-2019**

Program Monitoring:

Programmatic monitoring of the following sub-recipients was completed during the third quarter.

Sub-Recipient	Contract # (s)	Results
West Hills Community College District PY 17-18	589-Slingshot	No Findings
VOLT Institute PY 17-18	602-Slingshot	No Findings
Stanislaus County Department of Workforce Development PY 17-18	603-Slingshot	No Findings
Mother Lode Job Training PY 17-18	630-Slingshot	No Findings
West Hills Community College District PY 17-18	250	Conditionally closed findings reported in Q3, PY 17-18 were closed. Effective corrective actions verified.
Merced County WDB PY 18-19, WAF 6.0	637-1115	No Findings
Madera County WDB PY 18-19, WAF 6.0	625-1115	No Findings
Kern, Inyo, Mono WDB PY 18-19, WAF 6.0	693-115	No Findings

Programmatic monitoring of the following sub-recipients was in process as of the end of the third quarter:

Sub-Recipient	Contract # (s)
West Hills Community College District PY 18-19	250
Proteus, Inc. PY 18-19	243

Fiscal Monitoring:

Fiscal monitoring of the following sub-recipients was completed during the third quarter:

Sub-Recipient	Contract # (s)	Results
SER, Inc. PY 18-19 Fiscal Review	730	No Findings
Central Labor Council Partnership	213, 213-0816, 213-1115	No Findings; needs contract modification to resolve over expenditure issues.

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

Sub-Recipient	Contract # (s)
Proteus, Inc. PY 18-19 Fiscal Review	243, 243-800
West Hills Community College District PY 18-19 Fiscal Review	250, 250-800
Fresno Madera Tulare Kings Building Trades Council PY 18-19 Fiscal Review	692-816A

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	11
MEETING DATE:	May 21, 2019
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: Stephen DeWitt, Quality Systems Manager
SUBJECT: Third Quarter Providers of Services' Customer Complaint Report for Program Year 2018-2019

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 2018-2019.

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.

ATTACHMENT:

Adult and Dislocated Worker Customer Complaint Report for the Third Quarter of Program Year 2018-2019.

Adult/Dislocated Worker Customer Complaint Report

Third Quarter, Program Year 2018-2019

Date	Sub-Recipient	Summary of Customer Complaint	Action Taken	Date of Correction
8/06/18	CLC	Enrollment taking too long	Complainant has been enrolled, completed assessment remediation, career research and awarded a training scholarship. Complainant has completed training and is seeking employment with assistance of staff.	2/20/19
12/13/18	Clovis Adult Education	Harassment by staff and students	Complainant was provided a new training opportunity at a private school and is doing extremely well.	3/15/19

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	12
MEETING DATE:	May 21, 2019
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: Stephen DeWitt, Quality Systems Manager
SUBJECT: Third Quarter Job Seeker Customer Satisfaction Report for Program Year 2018-2019

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the Third Quarter Job Seeker Customer Satisfaction Report for Program Year (PY) 2018-2019.

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 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.

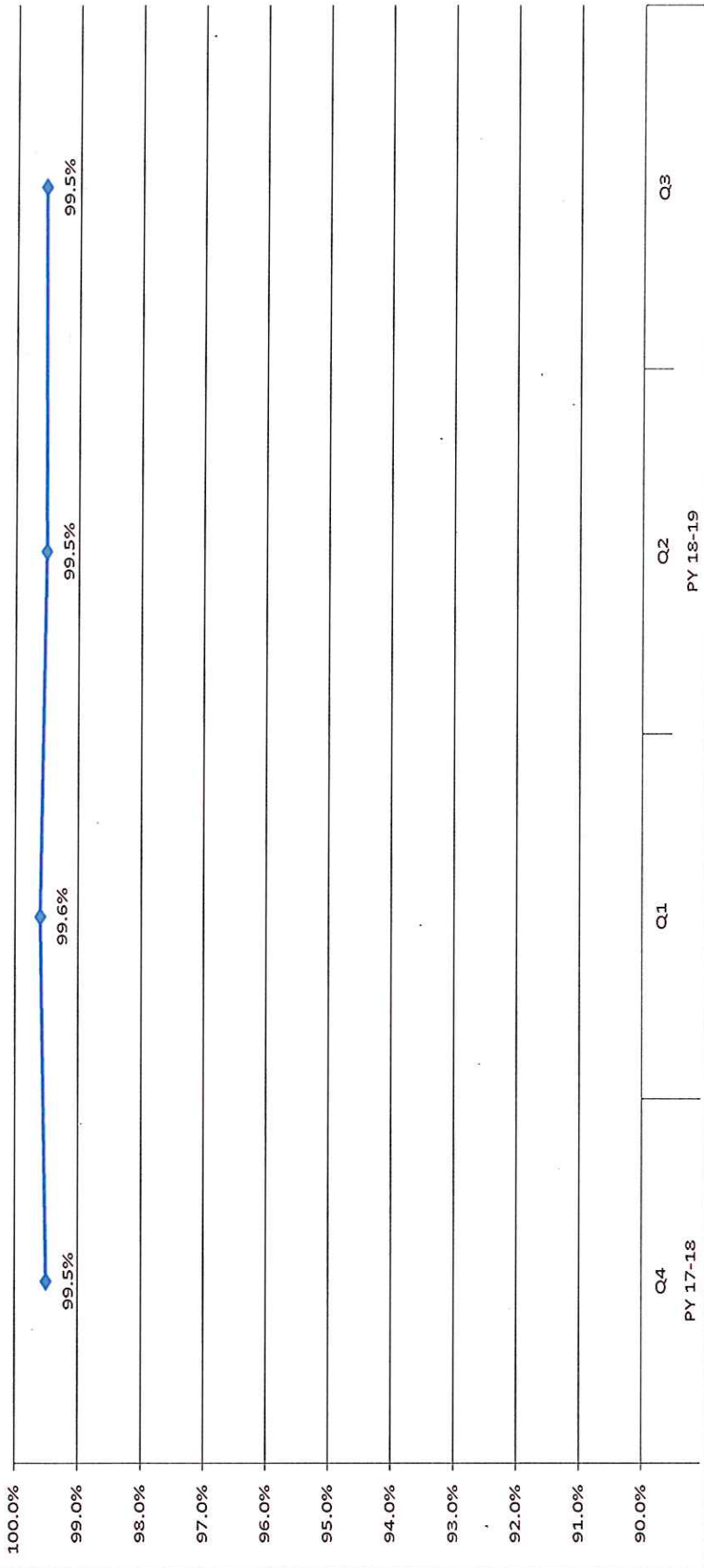
As part of this responsibility, FRWDB staff has implemented the Job Seeker Customer Satisfaction process and data collection system. The FRWDB's sub-contracted providers of services submit their data to staff on a monthly basis. The data is accumulated, analyzed and reviewed on a quarterly basis and reported to this Council.

FRWDB staff work with service providers to improve the processes used to increase the satisfaction level with our job seekers. These improvements are based on data collected through these satisfaction surveys, monitoring reviews, complaints and monthly operations meetings between provider and FRWDB staff.

ATTACHMENT:

Job Seeker Customer Satisfaction Report for the Third Quarter of PY 2018-2019

Basic Career Services



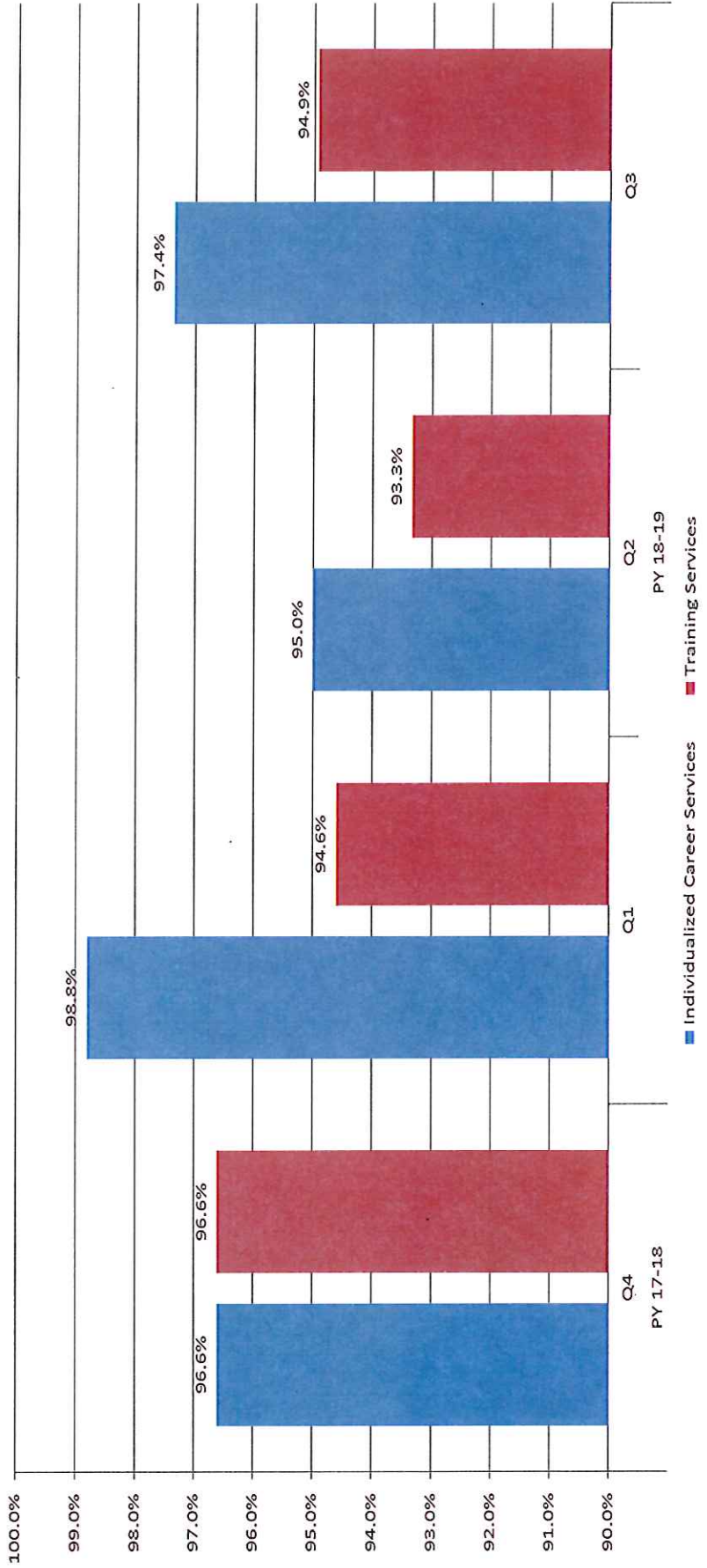
Staff Notes:

	PY 17-18		PY 18-19	
	Q4	Q1	Q2	Q3
Surveys Received	737	753	624	816
Number of Users	6,138	8,190	7,339	8,606
Survey Response Rate	12.0%	9.2%	8.5%	9.5%

Sample of User Comments:

There have been a lot of much needed improvements to the system since the last time I utilized the services; the staff have motivated and directed me when I didn't know where to go or what to do; orientation was very insightful; using both Workforce Connection and Central Valley Professionals has been very beneficial; process seems to be repetitive with a lot of back and forth; refreshments available would be nice; I appreciate all of the handouts, but doesn't seem to be environmentally friendly, fewer handouts might be helpful; staff very helpful and professional; great job search resource; I appreciate the fact that the speaker shared her personal experiences; orientation was too crowded, room uncomfortable; have someone less professional and more "raw" to give the orientation; need more staff in the resource room; computers log me out in the middle of a project; I just wanted to know how to extend my UI, not very helpful; I will recommend WFC to family and friends.

Placement Satisfaction



Staff Notes:

	PY 17-18				PY 18-19			
	Q4		Q1		Q2		Q3	
	Non-Training	Training	Non-Training	Training	Non-Training	Training	Non-Training	Training
Surveys Received by Type	37	34	59	44	48	43	38	37
Clients Closed & Placed by Type	44	36	96	54	62	52	44	61
Survey Response Rate	84.1%	94.4%	61.4%	81.5%	77.4%	82.7%	86.4%	60.7%

Participant Feedback:

Individualized Career Services: I enjoyed my time with Workforce; decided to stay at current job; assessments were not helpful; received limited job search assistance; workshop dragged on too long for me.

Training Services: Chose to pursue Security Guard positions (received pre-apprenticeship training); needed to return to retail job due to financial issues (received pre-apprenticeship training); working as a delivery driver (trained in telecommunications); found employment in field of training; secured employment right after completing training; dropped from training due to family matters, returned to security employment; school needs to be better organized.

**FRESNO REGIONAL
WORKFORCE DEVELOPMENT BOARD**

AGENDA ITEM:	13
MEETING DATE:	May 21, 2019
ACTION:	INFORMATION

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 2018-2019

INFORMATION:

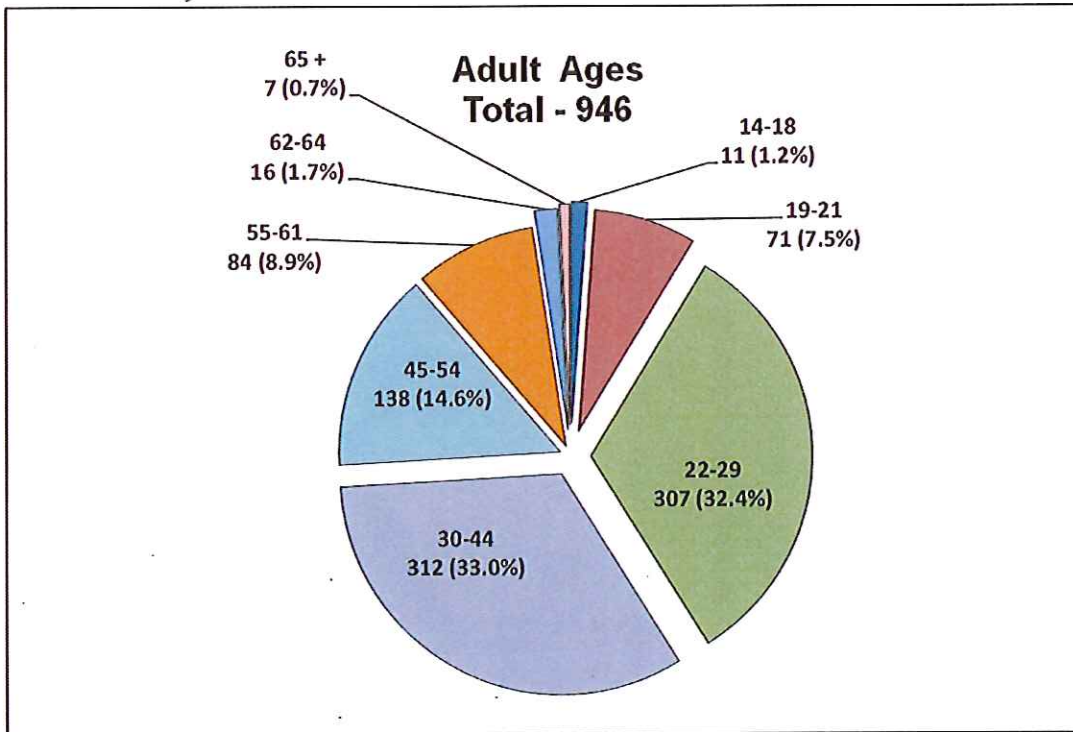
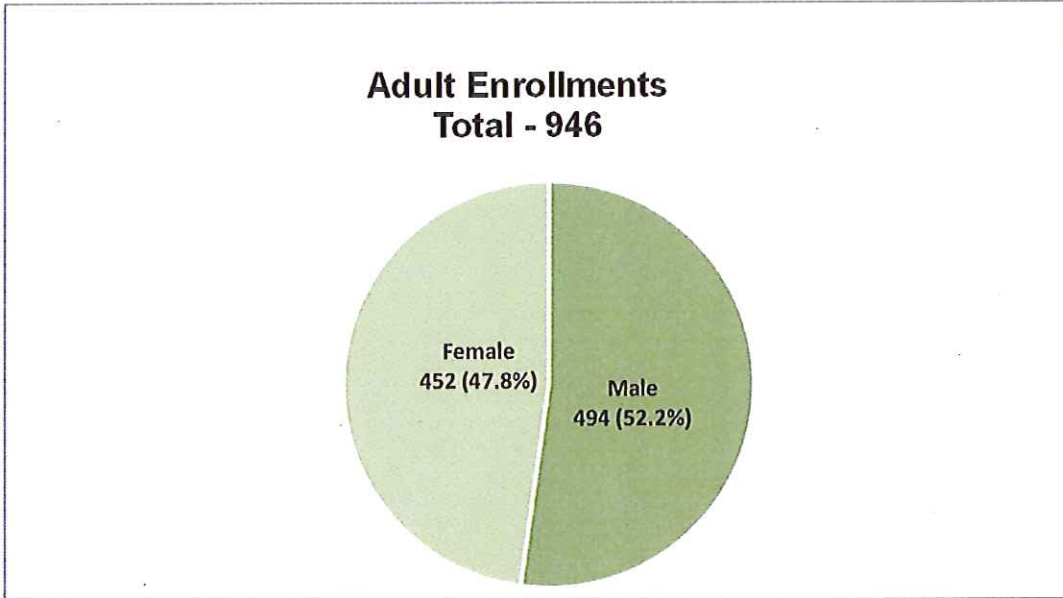
Per the Adult Council's direction, Fresno Regional Workforce Development Board (FRWDB) staff provides cumulative quarterly reports of various demographics for the FRWDB's Adult and Dislocated Worker enrollments. Attached is the demographics report for the Third Quarter of Program Year 2018-2019.

ATTACHMENTS:

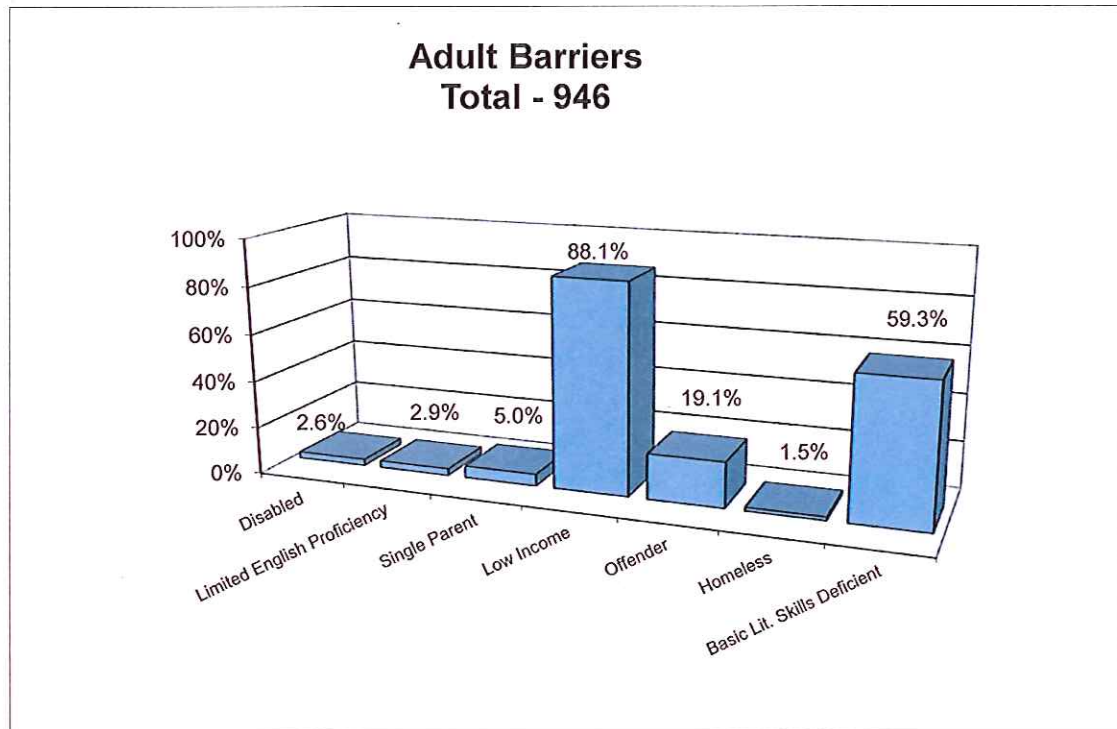
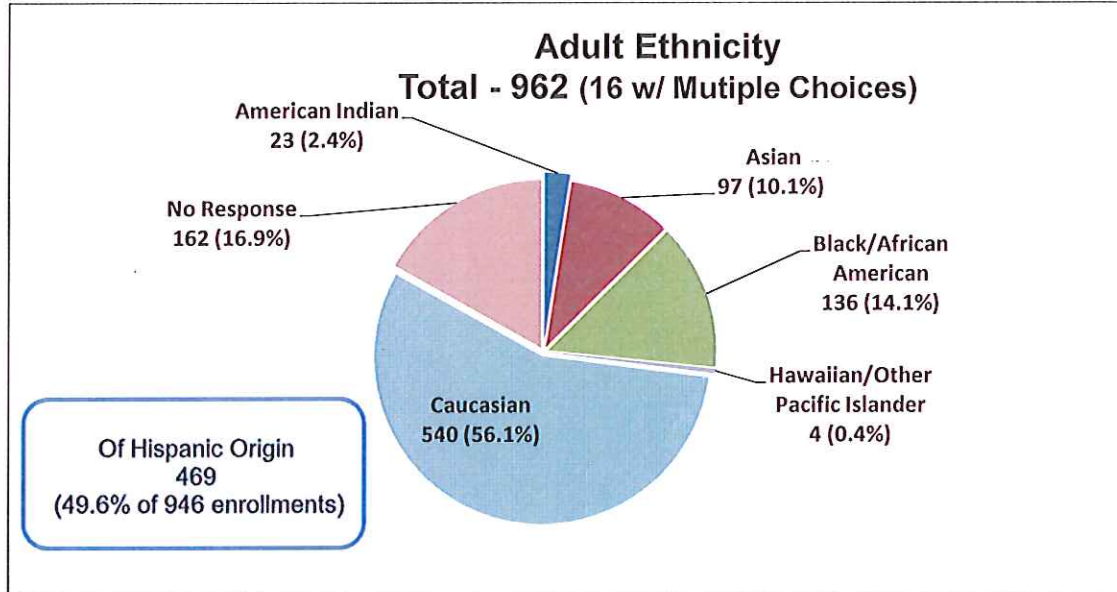
ATTACHMENT I: Adult Demographics Third Quarter, Program Year 2018-2019
ATTACHMENT II: Dislocated Worker Demographics Third Quarter, Program Year 2018-2019



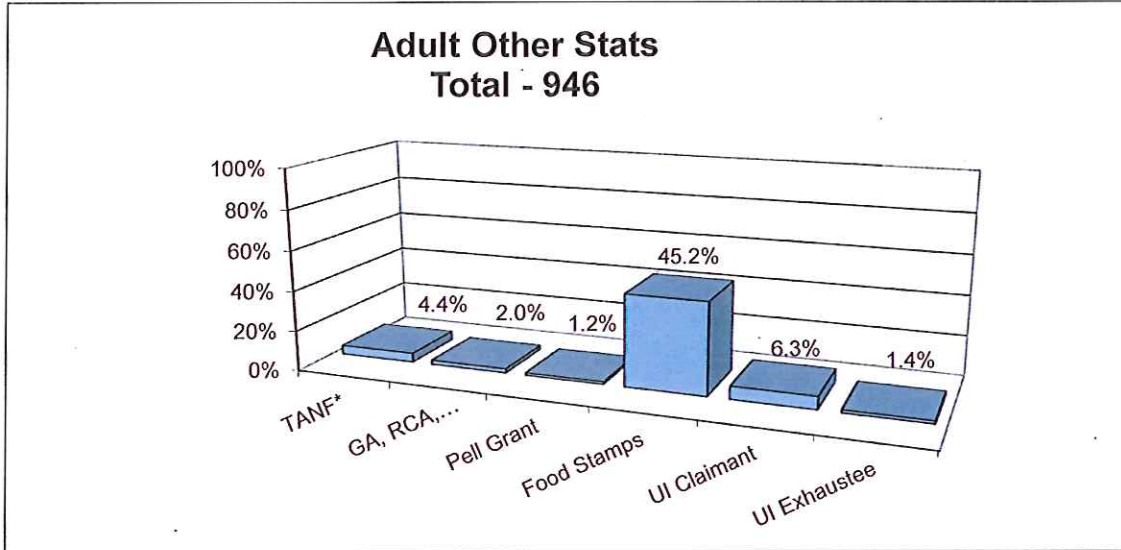
Adult Demographics Third Quarter, Program Year 2018-2019



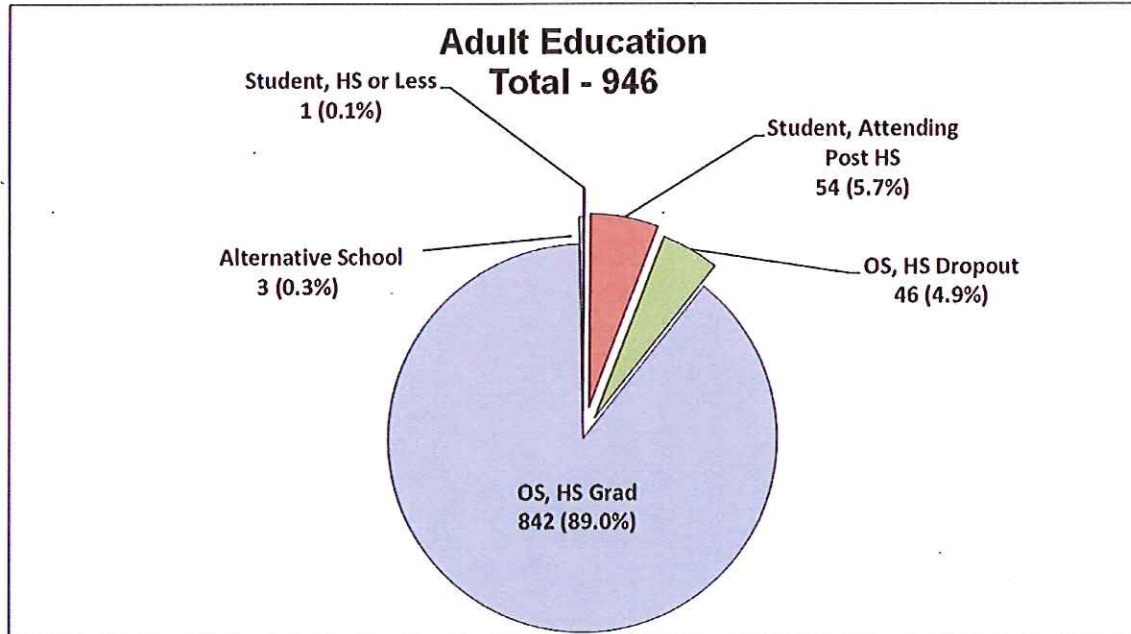
Adult Demographics Third Quarter, Program Year 2018-2019



Adult Demographics Third Quarter, Program Year 2018-2019

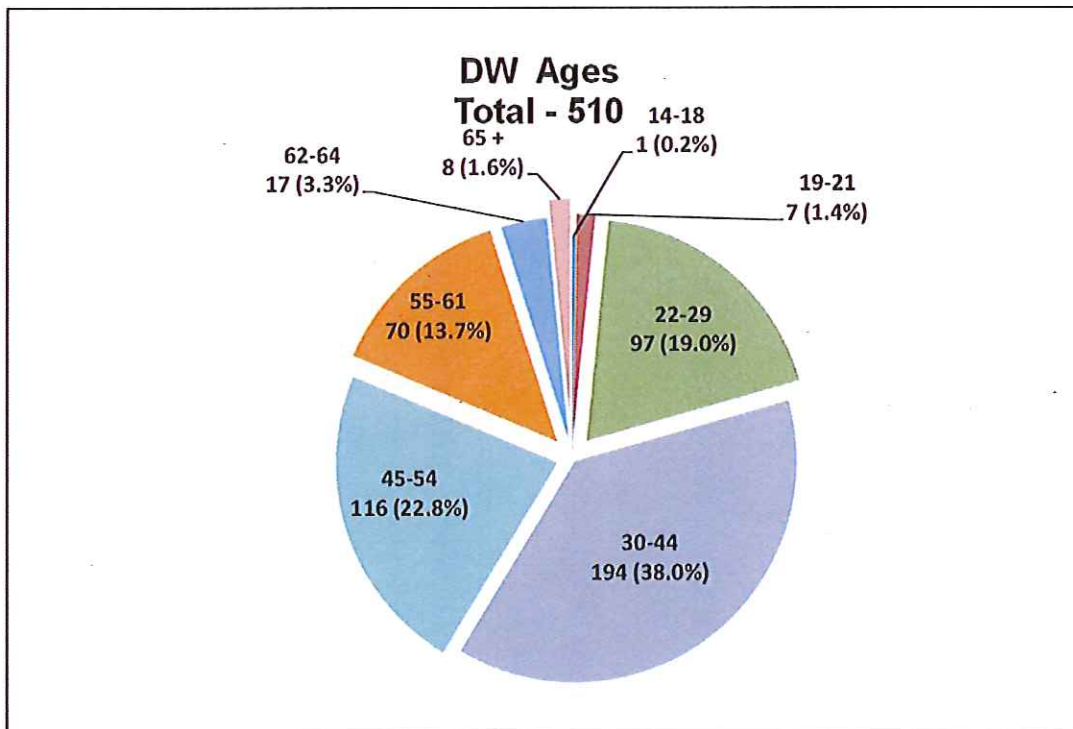
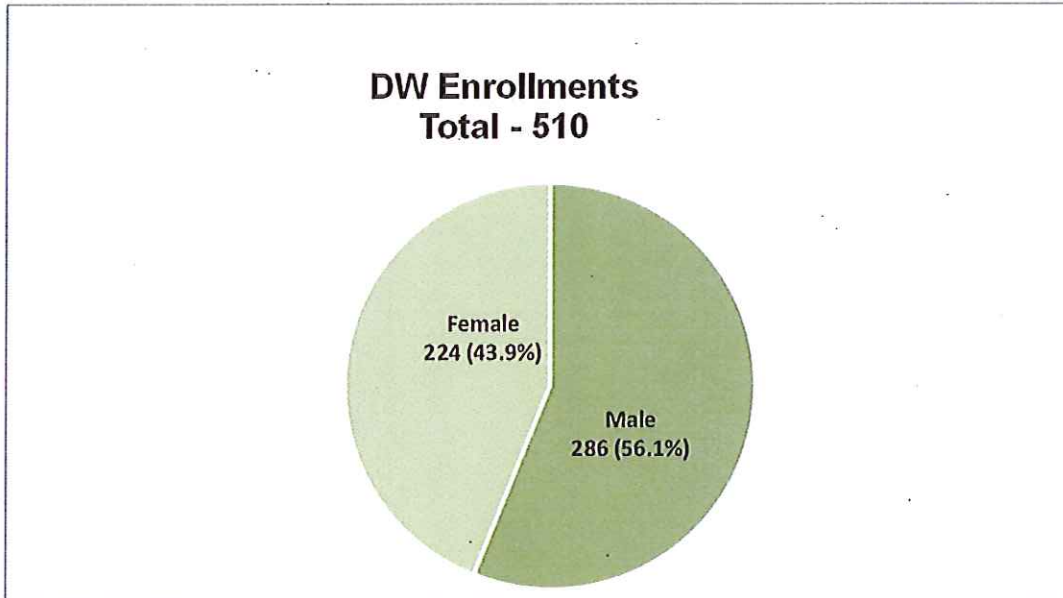


TANF - Temporary Assistance for Needy Families
 GA - General Assistance, RCA - Refugee Cash Assistance, SSI - Supplemental Security Income
 UI - Unemployment Insurance

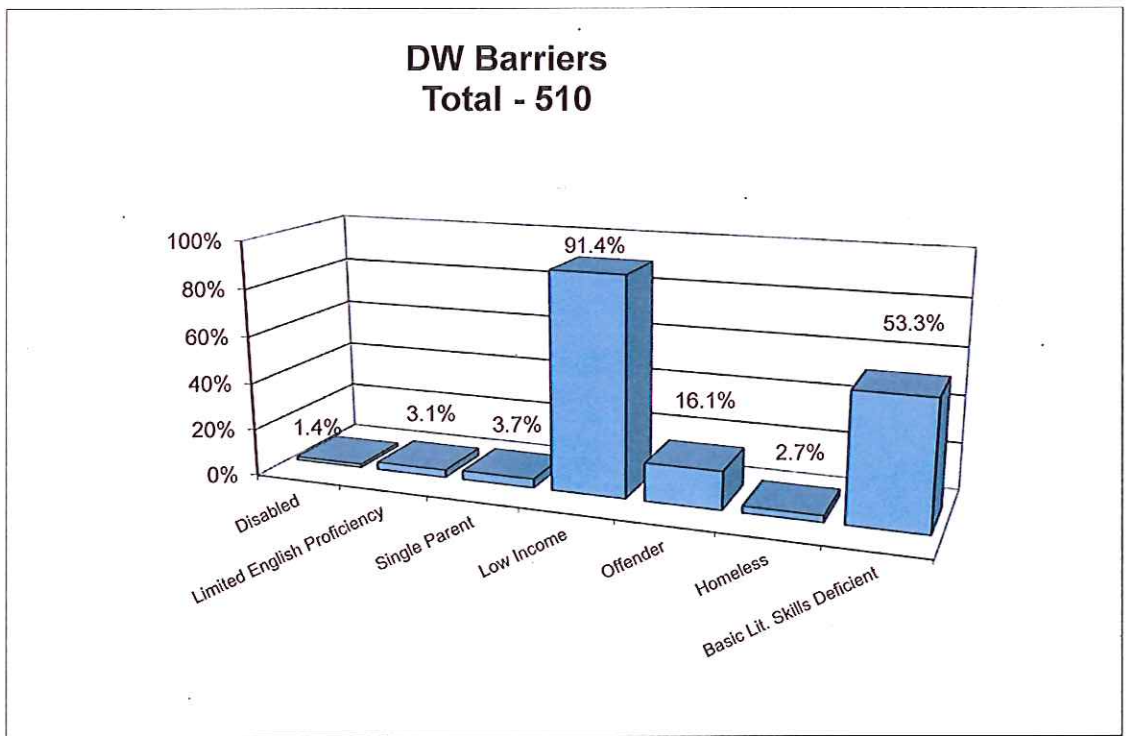
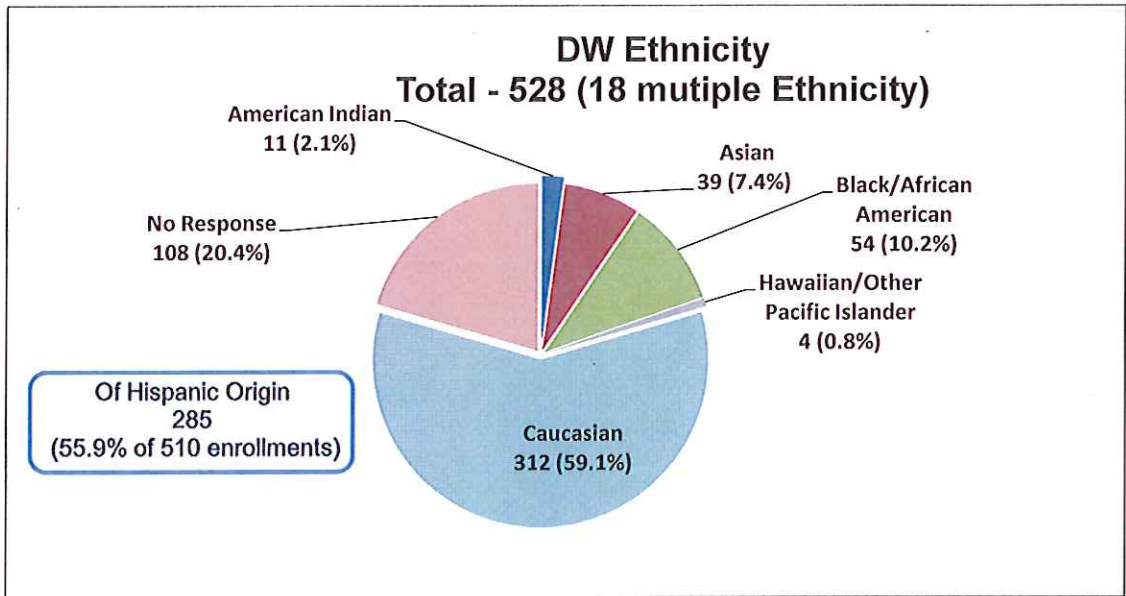




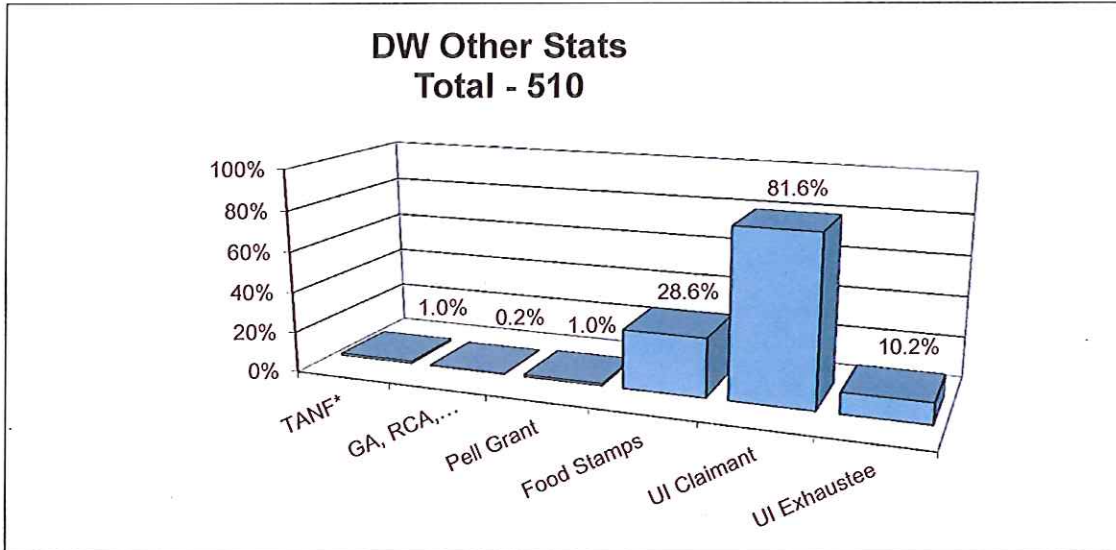
DW Demographics



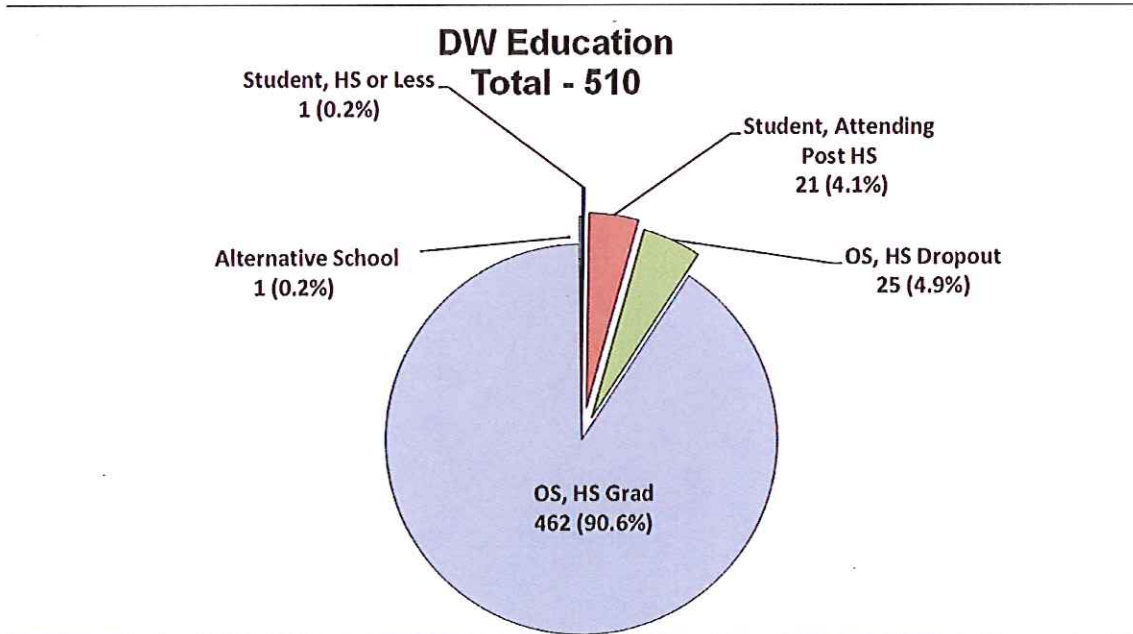
DW Demographics



DW Demographics



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



FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	14
MEETING DATE:	May 21, 2019
ACTION:	INFORMATION

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: America's Job Centers of California Usage Report

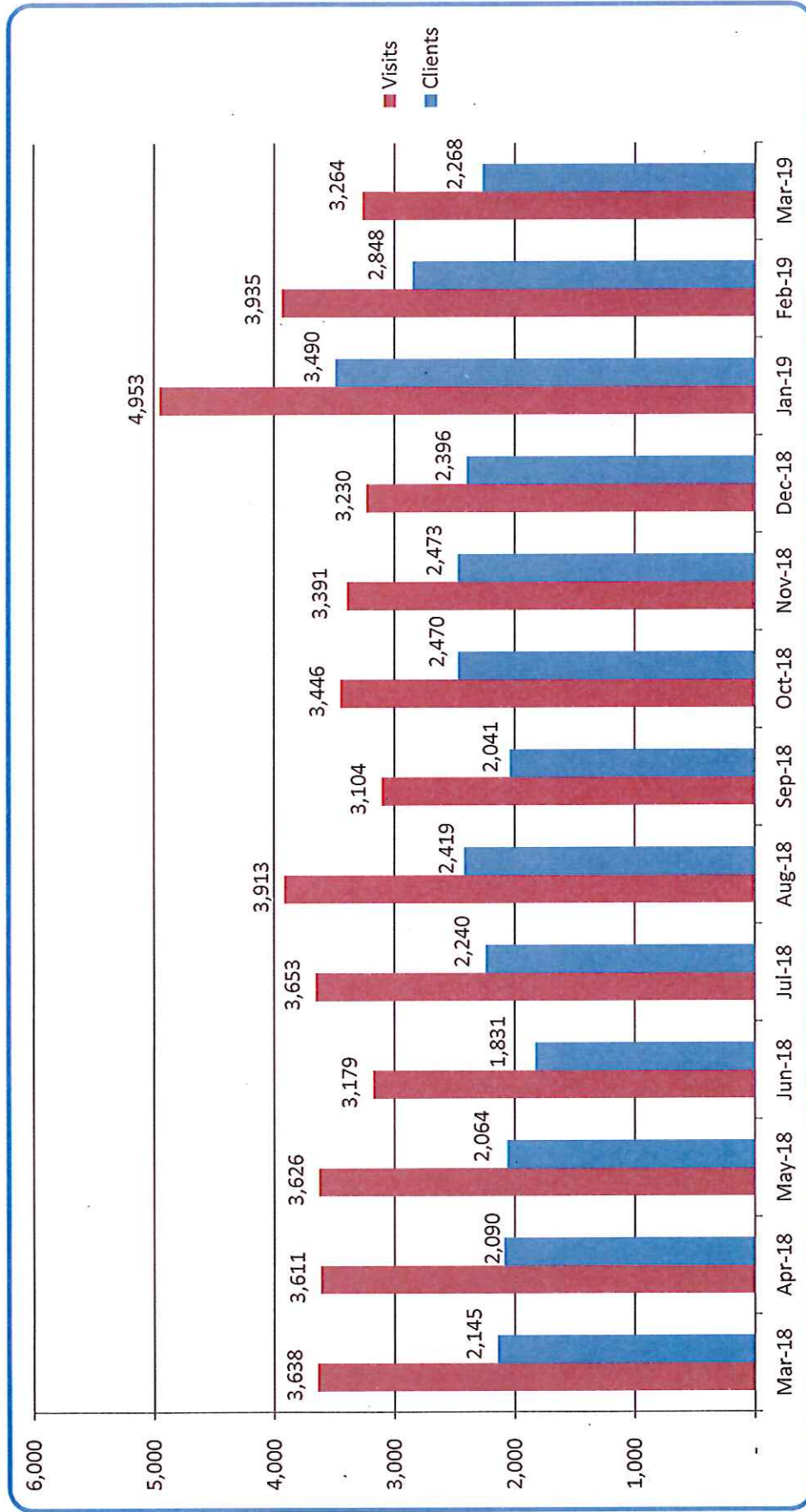
INFORMATION:

The Adult Council requested that Fresno Regional Workforce Development Board staff provide periodic reports of client usage at the One-Stop Centers America's Job Centers of California (AJCCs).

ATTACHMENT:

AJCC Client and Visit Thirteen Month Trend Report

AJCC Clients and Visits Trend Report March 2019



Clients are unique clients receiving AJCC services each period. Clients may be duplicated across periods.

Visits are clients visiting AJCCs. Can be multiple visits for each client per month.