

particular function supports and contributes to the overall vision of the local board.

- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

Overall, the individuals that staff FRWDB's comprehensive and affiliate Workforce Connection centers are knowledgeable, skilled, and experienced workforce development professionals. However, with regular changes in staffing at the AJCC level and at FRWDB, some past training should be reimplemented at the same time as new training is developed for all staff and partners. The addition of a Training Manager to the FRWDB team will help to ensure that the full range of skills needed by workforce system staff are addressed through a comprehensive, formalized program of training.

The local workforce system partners, including WIOA Title I representatives, have provided a significant amount of cross-training. This process is on-going and, under the

leadership of the AJCC Operator, now also includes training from a broader array of community stakeholders.

Areas of substantive strength include:

1. The AJCC has regular staff meetings.

As stated in response to Indicator 3, the AJCC Operator leads monthly Program Operations meetings. These sessions provide a forum for the exchange of information among partners; cross-training and partner presentations on programs and services; discussions about opportunities for partner collaboration on programs and services; and review of customer satisfaction survey results and related feedback, along with discussion on opportunities for system, service, process, and performance improvements.

2. Partners have agreed to provide training to all AJCC staff on a regular basis.

As indicated in response to item D (below), the MOU among the partners describes their agreement to provide cross training to their colleagues. As stated above, the delivery of cross training by both mandated workforce system partners and other local stakeholders is active. FRWDB was recently awarded a grant by the James Irvine Foundation to expand information sharing and training among the partners, record the sessions, and create a video library to enable ongoing learning among FRWDB, Workforce Connections, partner, and stakeholder representatives.

3. There is a capacity building and/or professional development plan for staff and partners.

Two tracks of training will comprise an overarching professional development plan for the Workforce Connections staff and partners. The first will be developed by the FRWDB's training manager and will address core workforce content. The second will be led by the AJCC Operator and will focus on both operations and system coordination,

4. All AJCC staff has received training on the services of One-Stop partners, eligibility for those services, and the process for referring customers to partners.

Following the execution of the partner MOU, the partner representative began to provide their workforce system counterparts with a structured orientation to and training about their programs. Such training provides information about organizations, programs, services, outcomes schedules, eligibility criteria, referrals, and more.

5. AJCC staff has received training on how to use labor market information to help customers identify career pathways and develop in-demand skills and credentials and find jobs.

Some AJCC staff has received training on how to use labor market information to assist customers in choosing career pathways. Additional training on this and

related topics will be embedded into the overarching professional development plans being developed by FRWDB's Training Manager and the AJCC Operator,

6. AJCC staff has received training in how to effectively assist customers in registering with CalJOBS.

The ability to register clients into CalJOBS, utilize its job matching functions, and take advantage of its full range of features is central to the AJCCs' ability to effectively serve job seekers and operate programs. All staff has received training in CalJOBS. As training is needed for new staff, it is scheduled in accordance with sessions sponsored by EDD. Experienced staff, including managers from either FRWDB or Workforce Connection service providers may also provide CalJOBS instruction to staff.

7. Workforce Connection staff has received training on serving individuals with barriers to employment, including customers with disabilities.

AJCC staff has participated in various training sessions that address ways to work effectively with vulnerable populations and individuals with barriers to employment. Examples include training focused on serving individuals with disabilities and best practices in effectively working with formerly incarcerated and justice-involved individuals. FRWDB plans to secure a commitment from local DOR representatives to provide additional training for AJCC staff.

8. AJCC staff has received training on providing excellent customer service and customer-centered design.

Workforce Connection centers are focused on meeting the individual needs of all customers. Given this priority, FRWDB and AJCC service providers make investments in customer-focused staff training a priority. AJCC staff has participated in both customer service training and specialized training and activities pertaining to the use of customer-centered design. As identified in response to Indicator 3, training in both topics will again be implemented as part of the FRWDB/Workforce Connection comprehensive professional development plan to ensure that all current and future staff have critical customer services skills, which are fundamental in the delivery of workforce services to job seekers and businesses.

9. AJCC staff has received training on sector strategies, career pathways, job quality and high road training partnerships.

As described in response to Indicator 5 and other sections of this assessment narrative, the FRWDB Business Services unit's staff have primary responsibility for business outreach and the development and maintenance of relationships with businesses, particularly those within the region's targeted industries. As such, Business Services representatives have a working knowledge of sector strategies and career pathways and have broad, general knowledge of concepts pertaining to job quality and "high road" employers. However, while some AJCC staff have received training related to sector-focused workforce development, training for all

AJCC staff (including those providing career planning and case management services) is needed, as it would enable them to provide more effective services to job seekers who are considering options related to careers in several high-growth/promising sectors.

Improvement could be realized in the following areas:

1. Implement Customer-Centered Design Training for New Workforce System Staff

While some Workforce Connection managers and staff have participated in customer-centered design training, many individuals employed at the AJCCs and at remote partner locations have not received training on this critical topic. Given FRWDB's commitment to customer-focused service delivery, training on this topic should be renewed and provided to all center and workforce system partner staff.

This recommendation is repeated from Indicator 3.

2. FRWDB Leadership Should Identify Opportunities to Design and Implement a Structured Labor Market Information Training Program for All Staff

To establish a strong base of knowledge among Workforce Connection direct services staff, including those providing career planning and case management services, FRWDB leadership should procure or develop a training program addressing basic economics; local labor market information and how to use it in service planning; the region's target industries; sector strategies in Fresno County and adjacent workforce areas; career pathways and industry-specific training programs; and quality jobs. This training would support staff's ability to effectively support job seekers in making decisions about training and preparation for jobs and careers.

This recommendation is repeated from Indicators 4 and 5.

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

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

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

California State Plan Vision and Strategies

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

AJCC Certification Workgroup's Vision

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

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

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

The use of data to record and track results is critical to the operation of successful workforce development programs and to determining how well programs and services meet the needs of both job seekers and business customers. Data informs every aspect of FRWDB's programs from design to delivery and evaluation. Data used for these purposes may be either quantitative or qualitative in nature. Data sources are many and, while a wide variety of data sets are used frequently, FRWDB regularly tests and utilizes new data reference points as they are identified.

Labor market information (LMI) and analysis from public sources, such as the U.S. Department of Labor's Bureau of Labor Statistics and California EDD's Labor Market Information Division, as well as proprietary data bases, are commonly used to identify industry and occupational targets for participant training and job placement. Regional and local LMI supplements such data. Information from business leaders, economic development professionals, industry associations, and others with an intimate knowledge of the local labor market serves to provide both real-time insights and forecasts on business needs, which are essential to FRWDB's the Workforce Connection centers' developing and implementing program and process improvements.

WIOA's performance indicators provide a means of measuring program effectiveness with respect to job placement, wages, job retention, credential attainment and more. FRWDB and AJCC managers and staff regularly review program performance on these indicators, which provides a clear picture of how well services are translating into results.

Data obtained directly from customers is also key to ensuring that programs and services address customers' priorities, needs, and preferences. Needs assessments and satisfaction surveys are among the most common methods utilized by FRWDB and the AJCCs to determine what customers want and their opinions on the value and effectiveness of the services that they have received. Customer feedback is reviewed regularly and often serves as the basis for improvements to content and delivery of services.

Areas of substantive strength include:

1. The AJCCs contribute to the achievement of WIOA performance indicators for all core program partners.

The central focus of the four Workforce Connection centers is to provide services funded by the WIOA Title I Adult and Dislocated Worker programs. Therefore, the AJCCs clearly contribute directly to the achievement of the WIOA performance measures for Title I program. However, FRWDB and AJCC center leadership acknowledge that, in many ways, the Workforce Connection centers are hubs for collaboration among the workforce system partners and that the work of centers and FRWDB's Business Services unit is critical to supporting job seekers and businesses throughout Fresno county. Given this work, the AJCCs are potentially significant contributors to achievement of some or all of the performance measures by the WIOA Title II, III and IV programs. Specific ways in which the AJCCs support performance of the WIOA core partner programs include:

- Directly, through their marketing efforts, and indirectly, through their reputation with businesses and with individuals in the community, the AJCCs promote the entire workforce system throughout the county.
- Business outreach efforts produce job leads for which customers of partners programs may compete.
- FRWDB and the Workforce Connection centers host job fairs and sponsor recruitment events to which core partner programs may refer their participants.
- The centers actively promote co-enrollment of customers into multiple programs, thereby creating opportunities for the partners to meet performance goals.
- FRWDB and the Workforce Connection centers bring a wide range of training to the workforce system partners, thereby increasing partner staff's knowledge and enabling them to operate more effectively.

The AJCCs may be able to further contribute to core program partners' achievement of the WIOA performance measures by working with each of the partners to develop a specific performance improvement strategy.

2. FRWDB leadership reports to the Local Board on an ongoing basis the number of customers served, the types of services provided, and the outcomes of those services.

Data on AJCC traffic, services, and performance is collected by FRWDB staff on a regular basis. This information is first reported on a quarterly basis to the Adult Committee, which oversees programs serving adults and dislocated workers. The information is subsequently reported to the full workforce development board during its quarterly meetings.

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

FRWDB has spent many years working toward the development of structures, strategies, and processes that will enable the AJCCs it administers to operate with extreme efficiency and in a cost-effective manner. AJCC service providers and FRWDB carefully negotiate budgets to ensure that planned expenditures are reasonable. Attention is given to details such as the ratio of management to staff and funding available for support services, training, and other essential elements of strong and effective workforce programming. The AJCCs regularly achieve a reasonable cost per participant and, through an infrastructure funding agreement negotiated with the MOU partners, secure contributions to operating the centers. The Workforce Connection service providers also keep costs to the WIOA Title I program down by leveraging partner programs, and co-enrolling eligible participants into two or more programs through which they can receive services supporting the objectives outlined in their individual training plans.

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

All Workforce Connection centers use a series of customer satisfaction surveys to secure feedback from job seekers at key points in the participation. These include surveys on the use of basic career services, participation in individualized career services, and the outcomes of training programs. This information is collected, reviewed, and analyzed by center leadership and staff and, as described below, becomes the basis for potential system improvements. Summaries are provided to the workforce development board on a quarterly basis.

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

FRWDB has published a formal customer complaints procedure which is distributed to customers by Workforce Connection staff. In addition, there are many informal processes through which customers communicate their opinions to Workforce Connection management and staff and many methods by which center representatives respond to these comments. Comments of a positive nature, whether verbal or in writing, may be maintained at the discretion of center management. Concerns expressed by customers are directed to AJCC managers, who may respond to them directly or refer them to managers or supervisors who

are better positioned to respond. FRWDB representatives are responsible for communicating directly in writing to commenters who express concerns via social media.

6. The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements.

As described above, customer feedback is used to identify where systems, services, processes, and performance can be improved. Program operations meetings provide a forum for AJCC service providers, partners, and FRWDB representatives to review ratings and comments. Over the years, dozens of improvements of all kinds and sizes have been made as the result of customer feedback. Many of the issues that were ultimately addressed through customer-centered design projects were identified from input by one or more job seekers that has participated in AJCC services.

7. The AJCC regularly identifies areas of technical assistance needed to improve operations and outcomes .

It is common for Workforce Connection managers and staff to identify the need for technical assistance in any number of areas. The primary resource for such assistance is FRWDB, which may provide training, instruction, or guidance through its own staff resources or may arrange for technical assistance by securing outside expertise. Often technical assistance needs can be addressed through training. Depending on the topic and the availability of funds, FRWDB may request training through the San Joaquin Valley and Associated Counties RPU Regional Organizer, who coordinates training funds designated for staff development.

Improvement could be realized in the following areas:

1. Reinststate the Use of Business Satisfaction Surveys

Surveys of business customer satisfaction are critical to determining the effectiveness of services provided by FRWDB and the Workforce Connection centers to local employers.

This recommendation is repeated form Indicator 5.

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

Signature

Name

Title

Date

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	6
MEETING DATE:	October 16, 2024
ACTION:	APPROVE

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

TO: Executive Committee

FROM: Ka Xiong, Program Manager

SUBJECT: Department of Health and Human Services - Administration for Children and Families
Fatherhood Grant Funding Allocation

RECOMMENDATION:

Approve \$749,999 in award allocations under the Department of Health and Human Services - Administration for Children and Families (HHS) Fatherhood grant for the fifth (5th) year funding period of September 30, 2024, to September 29, 2025, as outlined below.

REASON FOR RECOMMENDATION:

The Fresno Regional Workforce Development Board (FRWDB), in partnership with Equus Workforce Solutions, Marjaree Mason Center, the Fresno Council on Child Abuse, and Midwest Evaluation and Research, was awarded a grant through the HHS on October 6, 2020, in the amount of \$749,999. The project would serve a total of 450 fathers, ages 18 and older, who have children ages 24 and younger and reside in communities with high rates of poverty in Fresno County. The FRWDB would serve 50 in year one (1), and 100 annually in years two (2) through five (5).

The project provides education and services to fathers to address the trauma of growing up in poverty and will re-shape their views of themselves and their relationships, thereby enabling them to be attentive, responsible parents. Resultantly, fathers gain the skills needed to have healthy relationships with their children, partner/co-parent, work and their community.

FRWDB staff is requesting that the Executive Committee approve funding for year five (5) allocations.

FRWDB Operational/Program Oversight	\$314,822.00
Equus Workforce Services - Direct Participant Services	\$317,000.00
Marjaree Mason Center - Staff Training	\$972.00
Midwest Evaluation and Research - Project Evaluation	\$56,250.00
Fresno Council on Child Abuse – Staff Training	\$160.00
Participant Pools - Incentive Payments/Supportive Services	\$55,445.00
Workshop Supplies	\$3,850.00
Marketing	\$1,500.00
Total	<u>\$749,999.00</u>

FISCAL IMPACT:

Approval of this item will allocate \$749,999 of HHS year five (5) grant funding for the period of September 30, 2024, to September 29, 2025.

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	7
MEETING DATE:	October 16, 2024
ACTION:	APPROVE

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

TO: Executive Committee
FROM: Phyllis Stogbauer, Senior Deputy Director
SUBJECT: Security Services Contract Award

RECOMMENDATION:

Approve the award of a contract in an amount not to exceed \$134,400 for the initial term of November 1, 2024, to June 30, 2025, to Fresno County Private Security for security services at three (3) Workforce Connection locations: Fresno West, Fresno East and Mendota. The contract will have the option of four (4) annual renewals based on performance and cost, in the amount not to exceed \$201,600 per year.

REASON FOR RECOMMENDATION:

The contract for Security Guard services ended on June 30, 2024. In anticipation of this, Fresno Regional Workforce Development Board (FRWDB) staff released a Request for Quotes (RFQ) to solicit quotes for security services at the Mendota and two (2) Fresno locations on April 3, 2024, with a submission date of April 30, 2024. Two (2) responsive quotes were received by the deadline.

Per the local procurement policy, if less than three (3) responsive quotes are received, the solicitation is considered a failed competition and there are two (2) options: 1) Re-compete the procurement or 2) recommend a sole-source procurement.

The evaluation team reviewed the quotes and based on the final evaluation, the team recommended re-competing the solicitation.

The second RFQ was released on June 7, 2024, with a submission deadline June 26, 2024. Two (2) responsive quotes were received by the submission deadline. The evaluation team met on September 4, 2024, to evaluate the quotes based on the criteria of the RFQ. Based on the final evaluation, the evaluation team recommended a sole-source contract be awarded to Fresno County Private Security.

The Quote Evaluation Summary sheet with the overall scores for each quote is attached.

ATTACHMENT:

Request for Quotes – PY 2024-2025 Security Services Quote Evaluation Summary

**Fresno Regional Workforce Development Board
Request for Quotes – PY 2024-2025
Security Services
Quote Evaluation Summary**

Name of Bidder Fresno County Private Security
Quote No.: 100

Evaluation Criteria	Possible Points	Points Awarded
References, Experience, Background	40.0	38.4
Scope of Services	25.0	24.4
Cost of Services	35.0	34.8
Total Points	100.0	97.6

Name of Bidder United Protective Services
Quote No.: 101

Evaluation Criteria	Possible Points	Points Awarded
References, Experience, Background	40.0	38.4
Scope of Services	25.0	18.2
Cost of Services	35.0	33.4
Total Points	100.0	90.0

Note: Total points may be off by up to 1 point due to computer rounding

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	8
MEETING DATE:	October 16, 2024
ACTION:	APPROVE

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

TO: Executive Committee
FROM: Ashley Matthews, Senior Special Projects Manager
SUBJECT: CAL FIRE Round 2 Funding Allocation

RECOMMENDATION:

Approve a contract award of \$60,000 of the Business and Workforce Development CalFire Grant funding to the Associated California Loggers as outline below.

REASON FOR RECOMMENDATION:

The Fresno Regional Workforce Development Board (FRWDB) was awarded \$1,973,615 to fund the Greater Sierra Forestry Corps (GSFC), a best-practice model developed to recruit, train, provide work experience, and link local residents to quality entry-level jobs in the forestry sector. In addition, this funding will support the expansion of this best-practice model into the Mother Lode region, including, but not limited to Amador, Calaveras, Mariposa, and Tuolumne counties. GSFC's activities will center on outreach to underserved and underrepresented populations, vocational classroom and hands-on training, industry-based curricula and certifications, work-based learning, needs related stipends, educational support services, job placement assistance, and wraparound services.

FRWDB staff is requesting that the Executive Committee approve a contract award to Associated California Loggers for the period of November 1, 2024, to February 28, 2026, in the amount of \$60,000 to provide employer outreach services and partnership referrals.

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	9
MEETING DATE:	October 16, 2024
ACTION:	APPROVE

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

TO: Executive Committee
FROM: Ashley Matthews, Senior Special Projects Manager
SUBJECT: High Roads Construction Careers – Resilient Workforce Fund Contract Allocations

RECOMMENDATION:

Approved contract awards as follows:

1. Approve a contract award in the amount of \$80,000 of the High Road Construction Careers (HRCC) - Resilient Workforce Fund funding, to the Center for Employment Opportunity as outlined below.
2. Approve a contract modification in the amount of \$150,000 to San Joaquin Building Trades Council as outline below.

REASON FOR RECOMMENDATION:

The Fresno Regional Workforce Development Board (FRWDB) was awarded \$8,825,127 of HRCC funding to support the creation of structured pathways to state-approved apprenticeship programs. Specifically, this funding will support the expansion of the Valley Build model to serve women, English Language Learners, justice-involved individuals, youth and other under-resourced individuals through specialized pre-apprenticeship training that will prepare them for careers in the building and construction trades.

FRWDB staff is requesting that the Executive Committee approve the following:

1. A contract award Center for Employment Opportunity in the amount of \$80,000 for the period of November 1, 2024, October 31, 2025, to conduct outreach and provide referrals of the justice-involved targeted population.
2. A contract modification in the amount of \$150,000 for San Joaquin Building Trades Council to provide an additional training cohort. Approval of this modification will increase their current contract of \$972,256 to \$1,122,256. The term of the contract will remain with same with an end date of January 31, 2026.

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	10
MEETING DATE:	October 16, 2024
ACTION:	INFORMATION

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

TO: Executive Committee
FROM: Blake Konczal, Executive Director
SUBJECT: Director's Quarterly Update

INFORMATION:

Updates will be provided on various subjects.

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	11
MEETING DATE:	October 16, 2024
ACTION:	DIRECT

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

TO: Executive Committee
FROM: Dennis Montalbano, Chair
SUBJECT: Referral of Agenda Items to Other Committees

RECOMMENDATION:

Discuss and direct staff regarding the referral of agenda items from this meeting to one or more of the other standing committees of the Fresno Regional Workforce Development Board.

REASON FOR RECOMMENDATION:

This item is intended to allow the Executive Committee to collectively decide which of the items you just discussed should be referred to another committee(s) and the reason they are being referred (information, action, etc.).