

Board Meeting

Monday, June 25, 2018
1010 10th Street, Modesto, CA 95354
Basement Training Room
12:00 pm – 2:00 pm

The Workforce Development Board complies with all provisions of the Brown Act and the Conflict of Interest Code on file with the Stanislaus County Department of Workforce Development. See links below.

http://ag.ca.gov/publications/2003_Intro_BrownAct.pdf

<http://stanworkforce.com/aboutus/meetings>

The agenda at each meeting allows for a public comment period, limited to 5 minutes. Public Comment forms are available at www.stanworkforce.com.

All meetings are conducted in English.

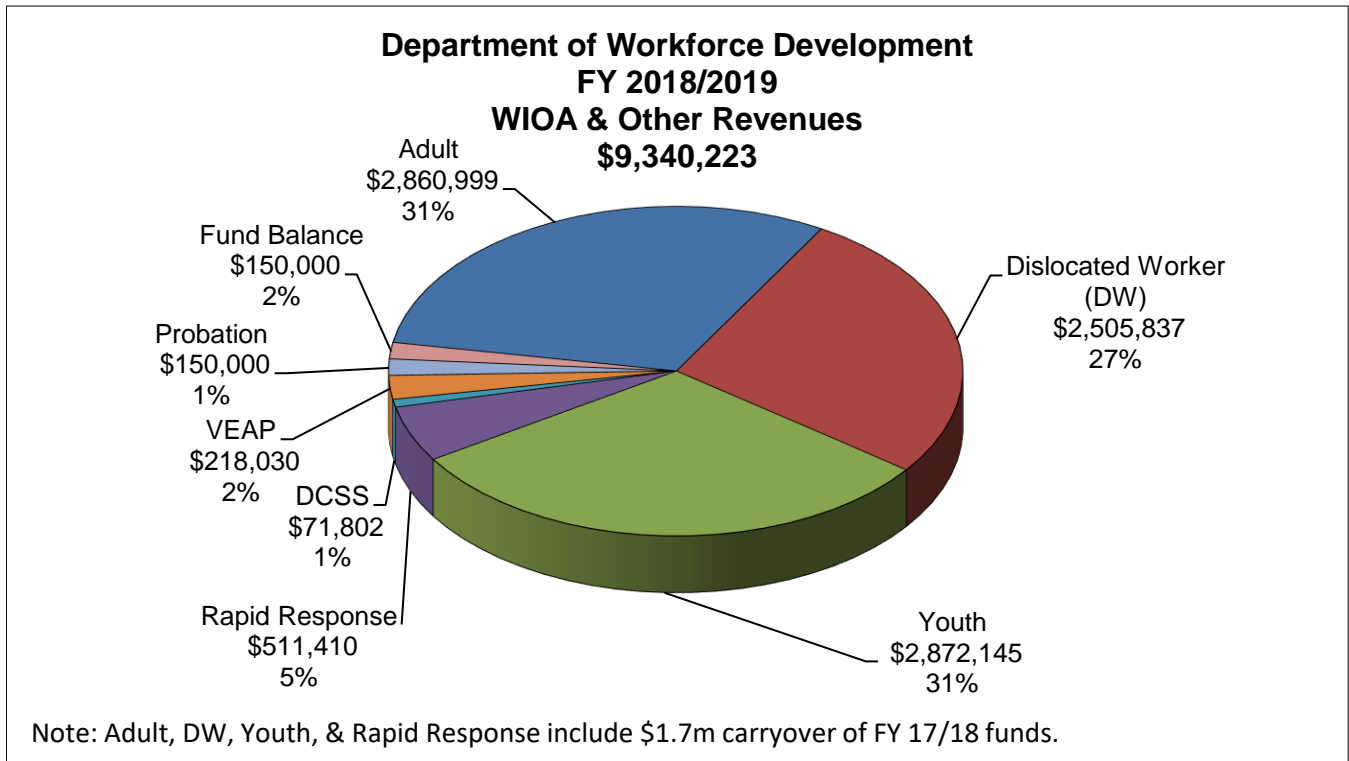
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Public notice of all Workforce Development Board meetings are posted 72 hours in advance of the meeting at the location site and on the webpage at www.stanworkforce.com.

- I. Call to Order and Introductions
- II. Conflict of Interest
- III. Public Comment Period
- IV. Board Report
 - A. Resignation of Board Members Michael Alves and Cal Campbell
- V. Director's Report
 - A. Update of Department Activities
 - B. Allocations at a Glance
- VI. Consent Items
 - A. Approve the Minutes of the April 2, 2018 Workforce Development Board Meeting
 - B. Accept the Information for Hallmarks of Excellence Certification for America's Job Center of California
- VII. Discussion and Action Items
 - A. Approve to Form a Veterans' Committee, Select a Member of the Workforce Development Board to Serve as Chair, and Allow the Newly Appointed Chair to Take Necessary Action for the For Veterans' Committee Formation
 - B. Accept the Information on Workforce Innovation and Opportunity Act Performance Report
- VIII. Future Topic and Discussion
 - A. Business Services

Next Meeting: Monday, October 1, 2018
Location: 1325 H Street, Modesto CA 95354
Time: 12:00 pm – 2:00 pm
Future Meetings: January 7, 2019 Pending Approval of WDB

Item V-B: Workforce Innovation and Opportunity Act (WIOA) - Allocations at a Glance



Department Fund Balance as of 7/1/2017 - \$2,621,483

	FY 2018/2019 Allocation	Fund Balance	Probation	FY 2017/2018 Estimated Carryover	Total Revenue
Revenue	\$ 7,322,655	\$ 150,000	\$ 150,000	\$ 1,717,568	\$ 9,340,223

Programs	FY 2017/2018 Legal Budget	FY 2018/2019 Proposed Budget
Adult	\$ 3,916,001	\$ 3,149,847
Dislocated Worker	\$ 1,495,574	\$ 2,216,989
Youth	\$ 2,865,863	\$ 2,872,145
Rapid Response	\$ -	\$ 511,410
Department of Child Support Services	\$ 287,206	\$ 71,802
Veterans Employment Assistance Program	\$ 291,063	\$ 218,030
Virtual One Stop	\$ 6,000	\$ -
Fund Balance	\$ 360,000	\$ 150,000
Probation	\$ -	\$ 150,000
Total	\$ 9,221,707	\$ 9,340,223

Note: Actual allocations for Fiscal Year 2018/2019 came in higher. It will be reviewed and taken to the Board of Supervisors for approval as necessary and will be shared with the Workforce Development Board.

Board Meeting

Monday, April 2, 2018
10th Street Place Basement Training Room,
1010 10th Street, Modesto, CA 95354
12:00 pm – 2:00 pm

Members in attendance:

Josh Bridegroom
Ross Briles
Cal Campbell
Jennifer Carlson-Shipman
Tom Changnon
Dean Fadeff
Richard Hagerty
Kathryn Harwell
Jody Hayes

Kris Helton
Dick Monteith
Doug Murdock
Bill O'Brien
Cecil Russell
Chris Savage
Douglas Van Diepen
Greg Vincelet
James B. Wood Jr.

Members absent:

Michael Alves
Margarita Cabalbag
Mahalia Gotico

Steve Hopper
Pedro Mendez
Tim Robertson

Staff in attendance:

Martha Sanchez
Vinal Chand
Kyle De Jesus
Jaskaran Dhesi
Doris Foster

Andy Fiskum
Angela Pimentel
Elvia Rojas
Saphire Allen
Stacy Luna

7 Additional guests were present.

- I. Call to Order and Introductions
Chairman O'Brien called the meeting of the Workforce Development Board (WDB) to order at 12:07 p.m., thanked everyone for attending and invited the Board members, staff and guests to introduce themselves.
- II. Conflict of Interest
Chairman O'Brien outlined the Conflict of Interest Policy.
- III. Public Comment Period
Chairman O'Brien gave information on the Public Comment Period. There were no public comments on non-agenda items.

IV. Board Report

A. Introduction of New Board Members Kris Helton and Josh Bridegroom

Chairman O'Brien introduced new Board members, Kris Helton and Josh Bridegroom. Kris Helton and Josh Bridegroom then gave a brief description of their current positions and the reason they elected to serve as members of the Stanislaus County Workforce Development Board.

B. Building Workforce Partnerships Conference Summary

Chairman O'Brien and Director Foster explained that the Building Workforce Partnerships Conference Summary could not be presented due to the unexpected absence of Board member, Tim Robertson, as he was going to present the report.

V. Director's Report

A. Update of Department Activities

Director Foster reported that Workforce Development plans to use the meeting room located at 1325 H Street for the next Board meeting, if available. She then reported an update on the upcoming Workforce Development's Summer Youth Program, explaining that the Department is opening the program up to all youth, and any employers who are interested in hiring youth for the summer. She provided details including the names of the different partners that will be working with Workforce Development, what type of trainings will be included, and the location of the office. She also introduced new staff members who are assigned to the Summer Youth Program. Next, Director Foster provided an update regarding the Legislative Bill, AB1111. She then pointed out a new section on the WDB Agenda Items called "Policy Issues", and explained the value added by including it. Lastly, Director Foster talked about the Board members' requirements and deadlines. She explained that the Form 700 is now done electronically and that she is looking into having the AB1234 Ethics Training conducted at the next Board meeting.

B. Allocations at a Glance

Business Manager, Vinal Chand referenced page three of the Board Agenda Packet giving an overview of the Fiscal Year 2017-2018 WIOA Revenue Budget, Annualized Expenditures and amounts that may be allowed to be carried over to the next Fiscal Year.

VI. Presentation

A. Business Services Contractor – Opportunity Stanislaus

Opportunity Stanislaus representative Dave White provided a handout and presented the Business Services Contract Report. He and Jowanda Collins of Opportunity Stanislaus then addressed the Board's questions regarding reporting and advertising.

VII. Consent Items

No public comments on the consent items.

Consent items adopted. R. Hagerty / G. Vincelet unan.

A. Approved the Minutes of the January 8, 2018 Workforce Development Board Meeting

B. Approved the Contract Renewals for Existing Workforce Innovation and Opportunity Act Providers of Youth Services, Business Services, Previously Incarcerated Adults and Dislocated Workers, and the One-Stop Operator for the 2018-2019 Program Year

C. Approved the Department of Workforce Development to Enter Into a Sole-Source Contract with ProPath, Inc. to Conduct the Hallmarks of Excellence America's Job Center of California Certification

D. Accepted the Information to Request From Stanislaus County Board of Supervisors the Authorization for the Director of Workforce Development, or Designee, to Sign All Workforce Innovation and Opportunity Act-Related Grants, Sub-grant Agreements,

and Any Modifications or Adjustments as Required for Program Year 2018-2019

- E. Accepted the Information of the Contractor Name Change from Computer Tutor Business and Technical Institute to Stellar Career College

VIII. Discussion and Action Items

- A. Nominated and Elected the Workforce Development Board Officers

Chairman: C. Russell nominated B. O'Brien, C. Savage seconded, unan. Bill O'Brien is re-elected as Chairman of the Board.

Vice Chair: B. O'Brien nominated C. Russell, J. Carlson-Shipman seconded, unan. Cecil Russell is re-elected as the Vice Chair of the Board.

Secretary: R. Hagerty nominated J. Carlson-Shipman, D. Monteith seconded, unan. Jennifer Carlson-Shipman is re-elected as the Secretary of the Board.

- B. Accepted the Information from the Youth Development Committee's Lunch N' Learn Meetings and its Vision and Mission Statements

J. Wood / C. Savage unan. Motion passed.

Business Manager Vinal Chand introduced Jennifer Carlson-Shipman to present information and updates about the Youth Development Committee and its Vision and Mission Statements. She also extended the invitation to the Board members to attend the Lunch N' Learn and Committee meetings in the future.

- C. Approved to Amend the Bylaws of the Stanislaus County Department of Workforce Development Board

R. Hagerty / D. Fadeff, unan. Motion passed.

After discussion, the Board requested the addition of the word "advisory" to all "standing committees" in the committee section. The Board also requested the striking of the word "annually" from the officer elections section as the terms for officers were changed from one to two years. There was a discussion whether or not the Bylaws should have more language regarding support for Veterans. It was ultimately decided that the Board will look into creating a Committee dedicated to Veterans services rather than changing the language in the Bylaws.

IX. Future Topic and Discussion

Board members requested to see a Contractor Performance Report including fiscal details such as the Return on Investment. During discussion, Board members pointed out that the Return on Investment may not be what is anticipated by comparison to the private sector. The Board also decided to move the next Board meeting from July 2, 2018, to June 25, 2018, due to the holiday.

Chairman O'Brien and Director Foster gave their closing remarks.

Meeting adjourned: 1:41 p.m.

Next Meeting: Monday, June 25, 2018
Location: 1010 10th Street, Basement Training Room, Modesto CA 95354
Time: 12:00 pm – 2:00 pm
Future Meeting: Monday, October 1, 2018

June 25, 2018

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

- I. SUBJECT: Acceptance of Information Regarding the Results of Hallmarks of Excellence Certification for America's Job Center of California
- II. ITEM NUMBER: VI-B
- III. ITEM TYPE: Consent
- IV. STAFF RECOMMENDATION: Accept the information regarding the results of Hallmarks of Excellence Certification for America's Job Center of California (AJCC).
- V. POLICY ISSUE: Workforce Innovation and Opportunity Act (WIOA) Section 121 (g), stipulates that Local Boards must conduct an independent and objective evaluation of the AJCCs in the Local Areas once every three years. Employment Development Department Workforce Services Directive 16-20 (EDD-WSD 16-20) provided guidance and established the procedures for the certification of comprehensive AJCC locations. There are two stages of certification with one being the mandatory Baseline certification and the aspirational Hallmarks of Excellence Certification, which was optional. The Department chose to pursue the optional certification.
- VI. DISCUSSION: At the January 8, 2018 Workforce Development Board Meeting, the Board was provided with information indicating that Stanislaus County's local comprehensive AJCC site had met the first stage of certification, which was the Baseline AJCC certification. The Board was provided with further information indicating that this certification was achieved through the engagement of a peer review process in tandem with San Joaquin County and Mother Lode Consortium. The Board was further apprised of the next certification phase—the optional AJCC Hallmarks of Excellence Certification—and authorized the Board Chair to sign the Hallmarks of Excellence Criteria Matrix.

At the April 2, 2018 Board Meeting, the Board approved for the Department to contract this service out and enter into a sole-source agreement with ProPath, Inc. to conduct the AJCC Hallmarks of Excellence Certification and complete the AJCC Hallmarks of Excellence Matrix. David Shinder, working on behalf of ProPath, Inc, conducted the certification process and met with Board staff on two separate occasions.

The first meeting on May 8, 2018 was to meet with Board staff to go over the certification process and matrix, and to tour the comprehensive AJCC center, located at 629 12th Street, Modesto. The second meeting on May 29, 2018 served to go over the evaluation of the comprehensive center and to set target dates for identified goals and recommendations for the center. Mr. Shinder provided the evaluation criteria matrix and Stanislaus County Workforce Development is pleased to have attained the Hallmarks of

Excellence Certification for its comprehensive AJCC Center. The Center received a score of 28 out of a possible 40 and will continue to strive to obtain a higher score in the future.

The matrix has been included with this Item for the Board's reference (Attachment 1). After the Board Chair's signature, the certification criteria matrix will be provided to the Department's Regional Advisor for submittal to the California State Workforce Development Board as required prior to the June 30, 2018 deadline.

As identified in the report, there are several target areas for improvement which include supporting the One-Stop system through effective partnerships, providing integrated and customer-centered services, actively engaging industry and labor and supporting regional sector strategies, cross-training staff, and achieving business results through data-driven continuous improvement. As a result of these identified areas of improvement, Workforce Development Board staff will work with ProPath, Inc. to assist in the area of partner facilitation going forward. In addition, staff will be diligently working on the remaining target areas to improve the Hallmark of Excellence Certification score, with the ultimate goal of improving services. ProPath, Inc. was chosen due to experience in working closely with the State and understanding of the AJCC system and its associated complexities throughout the region.

VII. ADMINISTRATIVE BUDGET IMPACT: None

A handwritten signature in black ink, appearing to read "D. Foster", written over a horizontal line.

Doris Foster, Director

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

Hallmarks of Excellence Ranking

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

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

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

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

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

Name of Local Board: **Stanislaus County Workforce Development Board**

Name of AJCC: **Modesto AJCC**

Hallmark of Excellence #1	
The AJCC physical location and facility enhances the customer experience	
<p>Characteristics of a High Quality AJCC</p> <p>a. The physical layout of the AJCC must inform and engage customers in staff-supported activities and allow for workshops, group meetings and a robust basic career services, rather than moving all customers to the AJCC resource room computers to conduct a job search.</p>	<p>California State Plan Vision and Strategies</p> <p>a. The vision for the AJCC system in California, is to provide seamless customer-centered services focused on demand driven skills attainment and upward mobility for all Californians. The services should be delivered by aligning, coordinating, and integrating the programs and services of required and optional partners.</p> <p>b. AJCCs must be a professional and clean, environment where customers are greeted as they enter the AJCC. Information should be readily available about all partner program services, including how to access them.</p>
<p><u>Quality Indicators</u></p> <p>a. The location of the AJCC is convenient for customers (including those with barriers to employment). It has adequate parking and is accessible by public transportation (where available).</p> <p>b. External signage clearly identifies the location as an AJCC and meets the branding requirements of Workforce Services Information Notice 12-43.</p> <p>c. The AJCC is clean with a professional appearance.</p> <p>d. The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance.</p> <p>e. The AJCC's resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order.</p> <p>f. The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff.</p> <p>g. The AJCC has internal signage to help customers easily navigate the AJCC.</p> <p>h. Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.</p> <p>i. Adequate safety and security precautions are in place to protect both customers and staff.</p>	

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

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

There is one comprehensive AJCC within the local area: the Modesto AJCC is located at 629 12 Street in Modesto. The center occupies 10,614 sq.ft. of space within a stand-alone facility in the city's downtown area. The facility has been in operation as a one-stop career center/AJCC since 2000 and previously served as the principal service location of the California Employment Development Department (EDD) in Stanislaus County. EDD remains fully co-located with WIOA Title I program, which is operated by Stanislaus County Workforce Development (SCWD). While the center has long been operated under the "Alliance Worknet" brand, it is co-branded as AJCC, as this moniker is used with increasing frequency.

In addition to the comprehensive AJCC in Modesto, which is the cornerstone of the local workforce delivery system, SCWD operates three affiliates, which are located in other population centers of the County: Oakdale, Patterson and Turlock.

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

Strengths:

1. The Modesto AJCC is centrally located in the heart of the city's downtown area and is easily reachable from Highway 99, which is the main north-south transportation route for the County. A parking lot is located at the side of the building, and a second lot is located across the street. In addition, street parking is available throughout the neighborhood. The facility is accessible by public transportation and a bus stop is located at the corner. The main hub for the County's transit system is three blocks from the AJCC, making the center accessible to residents from any community in Stanislaus County. In addition to its central location, the center gains visibility by being situated near other public facilities, such as the County Office of Education and the main public library.
2. External signage includes information identifying the facility's principal occupants: the County (under its traditional "Worknet" brand name) and the California Employment Development Department (EDD). Signs at both entrances also identify the center as an AJCC. Signage meets state branding requirements.
3. The center is very clean, well-organized and professional in appearance. In addition to being well laid-out, with all materials centrally located and accessible, the staff is professional in demeanor, dress and communication with one another and with customers. The center is maintained in a clean and orderly state by a professional janitorial service, operating under contract with EDD, which owns the facility. Daily

maintenance includes, emptying trash receptacles, vacuuming, mopping and cleaning all restrooms. Other cleaning tasks are rotated throughout the week. In addition, staff pitches in to ensure that the areas with the highest customer traffic, such as the resource area, are kept especially clean. At the end of the day, all customer workstations are thoroughly wiped down, making certain that they are sanitized and ready for customer use the next day.

4. The center is generally well-designed with regard to customers being able to easily access services, resources and staff. The reception process is designed to quickly determine clients' needs and they are deployed to the appropriate services or staff without delay or an excessive number of "hand-offs." For non-English speakers, customers may refer to phrases printed in many languages to identify which they speak. Clients arriving for specific purposes (e.g. an appointment, veterans' services, assistance with unemployment insurance), are immediately connected to these services. For individuals not certain of the services or assistance that would best meet their needs, an orientation process familiarizes them with a broad range of services at the center and from the system partners. Customers using the resource area are assisted by staff and, to support customers with disabilities, a variety of assistive technology is available.
5. The resource area is well organized and there is ample equipment to meet the needs of job seekers. There are 38 full service computers for customer use, along with 15 additional computers that are limited to CalJOBS features and functions. Printers, copiers, faxes and phones round out the equipment available to support customers in their job search activities. SCWD employs staff to support its information technology infrastructure, including routine and requested maintenance of the AJCC's computers. Daily, Deep Freeze software is used to maintain computers in working order. More in-depth maintenance occurs every four months. When unexpected problems arise, a help desk ticket is produced and corrective action occurs within a day or two.
6. The center is spacious and there are dedicated areas for reception, job search resources, workshops, staff, and partners that work from the AJCC on a part-time basis. Five large rooms are available for workshops and meetings, the largest of which can accommodate nearly 50 people. Work areas are available for business representatives to interview prospective candidates. Recruitment events can be held within meeting rooms and large hiring events have been staged throughout the facility, even making use of the center's parking lot.
7. Internal signage directs customers to reception, a waiting area, the job search resource area, veterans' services, restrooms and other areas of the facility. However, center staff normally escorts customers to services and staff. A VOS Greeter system has been purchased and is currently being outfitted for use at the center. The system will signal staff regarding customer needs and the appropriate person will respond.
8. The center maintains a safety committee, which meets bi-monthly to address emergency procedures along with other matters concerning safety and security. There are written procedures concerning emergency evacuation, escape routes are posted

throughout the facility, and drills are held quarterly. Designated Safety Volunteers lead evacuations and are responsible for assisting staff and customers, including individuals with disabilities.

9. Multiple safety and security measures are in place at the center. These include a guard in the lobby area, an alarm system (with sound and flashing light notification), and video cameras that constantly survey the perimeter of the facility. State and county threat assessments have been completed within the last year, active shooter training has been provided to staff, and a policy is in place to ban individuals not adhering to the center's code of conduct from using the facility. In addition, many staff members are CPR and AED trained. The center is located within a block of both police and fire stations.

Continuous Improvement Opportunities:

1. Clearly, the center is home to a wide range of partner services and this co-location of providers and programs reflects progress toward the state's goal that AJCC services be fully aligned and integrated. Through additional collaboration and joint planning among the partners (particularly, SCWD and EDD, which operate the majority of programs present in the AJCC), further progress can be made toward service integration.
2. As agreements are reached among the partners regarding service integration (again, SCWD and EDD, in particular), center leadership should examine and identify ways in which center design could be modified to facilitate such integration.

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

Rationale for This Ranking:

Based on evidence provided regarding how the AJCC location and facility enhance the customer experience, this hallmark has been ranked as 4, signifying that the AJCC is "significantly meeting the hallmark with room for improvement."

Key factors in assigning this ranking include the following:

- Facility's central location
- Convenience for customers driving cars and those using public transportation
- Easy access to and within the center
- Signage and branding
- Space lay-out
- Professional appearance and cleanliness of the center
- Availability of equipment
- Equipment condition and maintenance
- Emergency procedures for the center
- AJCC safety and security

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

Continuous Improvement Goals and Recommendations:

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

1. Engage EDD and other partners in discussions regarding ways in which programs, services and activities of the partners can be made more robust and effective through alignment and integration. Based on agreed upon strategies, develop a plan for integrating specific workforce services.

Target Date for Achieving Improvement Goal: *July 2019*

2. Engage in discussions with EDD leadership regarding ways in which the design and flow of the center could be modified to reflect integration of similar services provided by two or more partners. Based on the results of these discussions, develop a facility design plan (which incorporates features of universal- and human-centered design) to promote service integration within the facility.

Target Date for Achieving Improvement Goal: *December 2019*

Hallmark of Excellence #2

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

US DOL Characteristics of a High Quality AJCC

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

California State Plan Vision and Strategies

- a. Enabling upward mobility for all Californians including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and is able to access the level of education necessary to ensure economic self-sufficiency and security.

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

Quality Indicators

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

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

Ensuring that the Modesto AJCC is a user-friendly, customer-centered employment and training resource for the community has been a central focus of SCWD and local workforce system leadership. While the facility itself could benefit from new thinking with regard to design and customer flow, it is no less friendly as the result of its current configuration. In fact, employees of the various partners go out of their way to create and maintain an environment that is welcoming and accessible for a wide range of customers, including, but not limited to first-time job seekers, individuals that have been displaced from employment, mature workers, veterans, individuals with disabilities and English language learners. To supplement the services of the comprehensive center and the three affiliate sites, which are strategically located across Stanislaus County, SCWD and the partners have implemented web-based services that are accessible from any location. Virtual content is ideal for customers seeking to apply for or access services without having to travel to a brick and

mortar AJCC. Additional online services are being considered and planned by the system partners.

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

Strengths:

1. Center staff is welcoming and is experienced in serving customers from diverse backgrounds. As mentioned, at reception, every effort is made to identify the primary language spoken by the customer and to identify staff (either at the center or from another location) that can assist the customer. Staff is diverse, representing many cultures and speaking several languages. Discussions regularly take place regarding assisting customers with barriers and those with cultural and language differences. An English Language Learner (ELL) Workgroup, which includes participation from various partners serving ELLs, meets twice a month and was responsible for updating the center's Limited English Proficiency (LEP) Plan. A similar workgroup that addresses the needs of customers with disabilities meets twice a month.
2. The Equal Opportunity Officer for the WDB and the AJCC is responsible for updating policies at the local level when there are changes/updates in federal and state mandates. Forms, for instance, are updated to incorporate new terminology adopted by the state. Training is provided to new County employees at the time they are hired and when changes to policies are made. More training is planned to ensure all staff is aware of EEO policies and directives.
3. The ELL workgroup finalized the new LEP plan, which addresses what customers need and the services that are available to meet those needs. It also identified the need to update workshop content and materials, which are being translated into Spanish.
4. Center leadership and staff are familiar with the principles of universal and customer-centered design and plan to provide training on this topic.
5. The AJCC has implemented the veterans' priority of service policy. Because EDD is fully co-located at the center, veterans-focused staff and services are widely available.
6. The center's current business hours are 8:00 a.m. to 5:00 p.m., Monday through Friday. Center leadership periodically considers whether needs may exist for additional hours, and it has been determined that the current hours are sufficient to meet demand. However, staff often addresses the needs for services outside the center's normal business hours. Activities occurring outside these hours may include support for businesses' recruitment and hiring, community resource events and special presentations.
7. The AJCC's primary on-line services are those available through CalJOBS. Through the

center's partner agencies, additional services, such as applications, are available online. In addition, education partners provide some courses through online platforms. The County plans to implement several online services, including, but not limited to: orientations and workshops; registration; and communications with staff via Skype or a similar service. Center leadership will seek support to ensure that its web-based services are accessible to persons with disabilities.

Continuous Improvement Opportunities:

1. The center would benefit from a critical assessment of the "reception" environment and identification and consideration of ways in which the arrival/entry process could be made more welcoming.
2. Expansion of virtual services is likely to draw more job seekers and business customers to the AJCC and to the local workforce system. The partners should continue to examine services that could be made available on-line.

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

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

Rationale for This Ranking:

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

Key factors in assigning this ranking include:

- Staff has a strong customer service focus
- Experience and skills of staff in working with customers of all types, backgrounds and needs
- Equal opportunity policy updates and training for staff
- An up-to-date Limited English Proficiency Plan
- Workgroups address the needs of English language learners and individuals with disabilities
- Availability of services for veterans
- Provision of services during non-traditional hours to meet customers' needs
- Availability of some virtual services and plans to implement more of these services

Continuous Improvement Goals and Recommendations:

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

1. Engage EDD and other partners in discussions regarding how the arrival experience and the reception process could be better integrated and made more welcoming. Based on the results of this dialog, develop an improvement plan.

Target Date for Achieving Improvement Goal: *July 2019*

2. Engage the partners in discussion on virtual services that could be offered to reflect the services typically provided at the AJCC and services normally offered by the system partners at other service locations. Following these discussions, identify specific services that will be available on-line and develop plan for implementation.

Target Date for Achieving Improvement Goal: *July 2020*

Hallmark of Excellence #3	
The AJCC actively supports the One-Stop system through effective partnerships	
US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
a. Reflect the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, co-located partnership that seamlessly incorporates the services of all the AJCC partners.	a. Aligning, coordinating, and integrating programs and services to economize limited resources while also providing the right services to clients, based on each client's particular and potentially unique needs so as to facilitate skills-attainment.
<u>Quality Indicators</u>	
a. A system is in place to assess the satisfaction of both colocated and non-colocated partners with the AJCC and its services.	
b. Both colocated and non-colocated partners believe that the AJCC adds value to their program and their customers.	

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

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

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

For more than four decades, those leading the Stanislaus County's workforce system have worked to build strong relationships with federal, state, county, municipal, non-profit and education agencies that are critical partners in providing services to local job seekers. These partners ensure that job seekers have the requisite skills, knowledge and access to resources to secure employment and pursue their desired career path. The characteristics and effectiveness of partnerships have evolved over time, and the implementation of WIOA ushered in a new era of collaboration among agencies operating federally-mandated partner programs. Federal and state directives and guidance envision a local system where the programs and services are strategically aligned and, where possible, integrated. The development of a Memorandum of Understanding (MOU) among the partners has helped the stakeholders better define their roles within the local workforce system and how they will contribute resources to the AJCC. As the partners' leadership continues to meet on a regular basis, it is anticipated that strategies and approaches for working together effectively will grow stronger.

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

Strengths:

1. Currently, partners informally express satisfaction, concern or other input regarding the AJCC and the system at WDB meetings (in which many partners participate) or at meetings of the partner leadership, which have begun to take place quarterly. No formal system or process is in place to assess partner satisfaction.
2. The partners' actions generally suggest that they believe the AJCC adds value to their programs and customers. Among these is the fact that several of the partners contract with others to deliver services. Others actions suggesting partner satisfaction include: co-location of many partners and programs at the center; commitments expressed within the MOU; active participation in and contributions at partner meetings; sharing of information among the partners; co-enrollment of participants; and referrals of customers to other partner programs.
3. Among the system's partners that are not regularly co-located at the AJCC are the community college, the County Community Services Agency (CSA) and the State Department of Rehabilitation (DoR). AJCC staff outreaches to customers of these organizations through various methods. With the college, center staff often promotes training connected to sector-based initiatives to students and potential students. Staff takes advantage of opportunities to make presentations on AJCC

services to CSA participants during workshops. Communications to DoR clients currently takes place through interactions with department staff.

4. Center leadership has begun working with partners on developing an inventory of all programs and services and the partners have agreed to provide orientation and training regarding their services.
5. The AJCC has made significant progress in promoting the overall system to clients vs. solely marketing specific programs. At present, the best example of this effort is the orientation provided by the center to new customers. The partners developed content and the presentation provides customers with an overview of the full range of services available to them at the center and from all system partners. The next step in this process will be the development of system-focused print and web-based content (such as a brochure).
6. The partners have agreed to use CalJOBS as the platform for making, tracking and following-up on referrals. Center staff has been trained in CalJOBS and partner training on the system is in progress.

Continuous Improvement Opportunities:

1. No less than annually, SCWC should assess the satisfaction of the MOU partners with the AJCC and the overall workforce system. Such information could be instrumental in building stronger and more effective collaboration among the partners. (This goal is also expressed in connection with Hallmark 8)
2. The One-Stop Operator should regularly convene partner leadership to discuss matters pertaining to the operation of the AJCC, coordination among the system stakeholders and the needs of key customers, including job seekers and businesses.
3. Making effective referrals among the partners is essential to ensuring that job seekers have access to the full range of programs, services and support they need to prepare for and secure employment. The partners should continue to work toward full implementation of strategies to track and follow-up on referrals.
4. Use of community-based organizations and their locations as access points and on-ramps to the local workforce system can significantly increase community awareness of the system, particularly among vulnerable and underserved populations.

Hallmark of Excellence #3 Ranking (1-5) : 3.5

Rationale for This Ranking:

Based on evidence provided regarding how the AJCC supports the one-stop system through effective partnerships, this hallmark has been ranked as 3.5, signifying that the center has more than “a satisfactory amount of the hallmark in place the majority of the time.”

Key factors in assigning this ranking include:

- WDB and partner meetings provide a means for the stakeholders to share information and express their satisfaction with the system.
- AJCC leadership is receptive to partner feedback on the effectiveness of the AJCC
- Actions of the partners suggest that they highly value the system
- The AJCC communicates with non-co-located partners and their customers about available services
- An inventory of partner services is being developed and training on this topic is being planned
- CalJOBS has been selected as the platform for making, tracking and following-up on referrals

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

Continuous Improvement Goals and Recommendations:

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

1. Engage the partners in discussions on the how to best measure satisfaction among the local workforce system stakeholders. Based on agreed upon recommendations, develop and implement surveys or similar mechanisms to collect satisfaction information regarding the center and the local workforce system. (This goal is also expressed in connection with Hallmark 8).

Target Date for Achieving Improvement Goal: *December 2018*

2. SCWD and AJCC leadership should formalize the process for quarterly partnership meetings led by the OSO and publish an annual schedule for such meetings at the start of each program year.

Target Date for Achieving Improvement Goal: *July 2018*

3. The partners should develop a written procedure describing plans to track referrals in CalJOBS and for recording follow-up information.

Target Date for Achieving Improvement Goal: *July 2019*

4. SCD and AJCC leadership should develop a strategy to transform community-based organization's sites into community access points for the workforce development system. This strategy should be developed into a plan and executed with agreement from community partners.

Target Date for Achieving Improvement Goal: *December 2019*

Hallmark of Excellence #4	
The AJCC provides integrated, customer-centered services	
<p>US DOL Characteristics of a High Quality AJCC</p> <ul style="list-style-type: none"> a. Organize and integrate services by function (rather than by program); when permitted by a program’s authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, e.g. skills development team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program. b. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program. c. Develop and maintain integrated case management systems that inform customer service throughout the customer’s interaction with the integrated system and allows information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs, within the One-Stop system only after the informed written consent of the individual has been obtained, where required. 	<p>California State Plan Vision and Strategies</p> <ul style="list-style-type: none"> a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs. b. Customer-Centered Service Design: use of customer centered design to involve frontline staff and customers in the development, prototyping and evaluation of AJCC services, resources, tools, and systems.

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

Quality Indicators

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

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

As suggested by descriptions of current initiatives around the preceding three Hallmarks, the workforce system stakeholders in Stanislaus County are committed to ensuring that services are customer-centered, easily accessible by all job seekers and coordinated. In concert with this agreement among the partners, all local agencies understand that the goal is to move beyond simple co-location and coordination to a system where the major workforce system functions are aligned and coordinated to provide a seamless experience for customers. Co-enrollment of customers across programs is occurring and efforts are underway to enable co-case management of customers served by more than one partner or program.

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

Strengths:

1. Partner staff co-located full- and part time at the AJCC recognizes that job seekers walking through the doors of the center are all potentially shared customers and staff works together to ensure that customers receive the right combination of services to meet their training and skills development needs. While partner staff tends to relate more with their employer (e.g. EDD) than with the center, “system thinking” is increasing among staff and progress is being made regarding staff’s attachment to the AJCC brand.
2. Through sessions hosted by both EDD and SCWD, the majority of center staff has participated in customer service training. As stated, AJCC leadership is aware of the need to provide training in customer-centered design.
3. Cross training on partners’ programs has begun. Training has been provided by EDD on all of the programs it manages within the AJCC (e.g. Wagner-Peyser, UI, TAA, veterans’ services). In addition, staff has received orientations to WIOA Title I programs and to the Senior Community Service Employment Program. Training on other programs and services is being developed and scheduled.
4. While the MOU among the partners defines their roles at the center and as part of the local workforce system, management at the center is still largely defined by program. Coordination exists around some functions, such as customer reception and orientation.
5. As previously described, the AJCC’s reception process is friendly and efficient. Staff uses a “mini-application” to determine the reason for the customers’ visit and promptly connects them with appropriate staff and services. In the near future, the VOS Greeter system will be implemented, which will further refine and expedite the reception process.
6. While not fully integrated, customer flow in the center is clearly defined for the various programs and partners. Under Title I, staff understands that, following orientation, customers seeking one-on-one services are assigned to a Workforce Specialist and begin to receive individualized career services. They also understand that basic career services are available to the center’s general client population.
7. Both the County, under WIOA Title I, and EDD, under Title III, provide career services to customers of the AJCC. As the roles of other AJCC partners are further refined, AJCC leadership anticipates that they will also provide numerous

career services to center customers.

8. Co-enrollment of WIOA customers with other programs is becoming more common and has occurred with WIOA Title II programs, TAA, TANF/CalWORKS and the Rehabilitation Act program. For co-enrolled customers, the partners have agreed to conduct co-case management using the CalJOBS system. All partners will have, at minimum, “managed access” to the system, allowing them to read and make notations on customer activity.

Continuous Improvement Opportunities:

1. Functions within the center are not fully aligned and integrated. Through additional collaboration and joint planning among the partners, further progress can be made toward service integration.
2. Cross training regarding eligibility requirements for partner programs will enable staff to make better referrals to partner programs.
3. Greater identification by all system staff with the AJCC brand will help to promote and popularize the brand in the community and among potential customers.
4. All staff working in the center can benefit from training in universal and customer-centered design principles and how to apply these in their day-to-day work.

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

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

Rationale for This Ranking:

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

Key factors in assigning this ranking include:

- Staff understands that customers are shared
- “System thinking” among center staff is increasing
- All staff have received customer service training
- Coordination exists for various functions
- Customers are efficiently greeted and directed to services
- EDD and the County provide career services within the AJCC
- Co-enrollment occurs among various programs
- Co-case management will be implemented using CalJOBS

Continuous Improvement Goals and Recommendations:

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

1. Engage the partners in discussions regarding ways in which programs, services and activities of the partners can be made more robust and effective through alignment and integration. Based on agreed upon strategies, develop a plan for integrating specific workforce services and functions. (This goal is also expressed in connection with Hallmark 1).

Target Date for Achieving Improvement Goal: *July 2019*

2. Secure agreement from the partners in developing informational materials and training regarding eligibility requirements for their programs and schedule training for all AJCC staff and system partners.

Target Date for Achieving Improvement Goal: *December 2019*

3. Engage the partners in discussions regarding how to best promote the AJCC brand and increase attachment to the brand among staff from all partners.

Target Date for Achieving Improvement Goal: *July 2019*

4. Identify a resource for training on universal and customer-centered design and schedule training for all AJCC staff and system partners. (This goal is also expressed in connection with Hallmark 7).

Target Date for Achieving Improvement Goal: *December 2019*

Hallmark of Excellence #5	
The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.	
US DOL Characteristics of a High Quality AJCC <ul style="list-style-type: none"> a. Improve the skills of job seeker and worker customers. AJCCs offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, and other strategies that enable customers to compete successfully in today's global economy. b. Value skill development by assessing and improving each individual's basic, occupational, and employability skills. c. Balance traditional labor exchange services with strategic talent development within a regional economy. d. Create opportunities for individuals at all skill levels and levels of experience by providing customers as much timely, labor market, job-driven information and, choice as possible related to education and training, careers, and service delivery options, while offering customers the opportunity to receive both skill-development and job placement services. 	California State Plan Vision and Strategies <ul style="list-style-type: none"> a. Career Pathways: enabling of progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with a labor market payoff for those being trained or educated and results in industry-recognized credentials. b. Earn and Learn: using training and education best practices that combine applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation. c. Supportive Services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses. d. AJCCs as an access point for programs that provide for "demand-driven skills attainment." From this perspective, AJCCs will be operated as an "on ramp" or "gateway" to the "Regional Sector Pathways" programs either built-out or identified through the regional planning process described above. e. AJCCs will continue to provide the full array of Career Services and function as labor exchanges but there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need it.

Hallmark of Excellence #5 - The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways

Quality Indicators

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

Hallmark of Excellence #5 - The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways

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

Leadership and staff of the Modesto AJCC understand the role the center plays as an on-ramp to training and skills development. Job seekers coming to the one-stop are diverse and no two have precisely the same experience, skills and career interests. Center staff uses a variety of tools and methods to assess job seekers' preparedness for work and to determine what skills development services they may need. In addition to traditional training programs available through public education agencies and private institutions, AJCC staff utilizes a variety of work-based learning programs to assist customers in acquiring in-demand skills. For individuals that are ready for work, the partners are prepared to make referrals to local businesses that are seeking talent for a variety of positions ranging from entry-level to those requiring significant experience.

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

Strengths:

1. Staff understands that customers coming to the AJCC have a wide range of backgrounds and needs. Therefore, service plans recognize that some customers will need training to compete successfully for employment, while others will require only career services to prepare them to conduct an effective job search and secure employment. Staff effectively balances the use of these services, keeping in mind that reaching self-sufficiency is a goal for every customer.
2. Staff is familiar with the regional target sectors and with a variety of specialized training programs that have been developed to prepare workers for jobs in some of these sectors. More training is needed on the use of career pathway programs to develop clients' skills and prepare them for careers in these sectors.
3. AJCC staff assists customers with all levels of skills in accessing appropriate training. While the majority 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 is a key partner in providing higher level training through both classroom programs and online coursework. Other providers, including private institutions, also provide training online, such as Microsoft certification.

4. The workforce system in Stanislaus County draws from a robust menu of training services available to job seekers. In addition to essential/soft skills and basic skills training, programs imparting job-specific skills include off-the-shelf programs accessible through ITAs and many types of work-based learning programs, such as on-the-job training, paid internships, apprenticeships (including pre-apprenticeships) and training for incumbent workers.
5. For fields where credentials are well-defined, such as healthcare, staff is effective in assisting customers in career planning that leads to credential attainment. With regard to other industries (e.g. manufacturing, logistics), for which specific credentials have not yet been locally or regionally agreed upon, staff focuses on skills required by local employers that are hiring.
6. The center does not implement a sequence of services requirement that creates cumbersome processes that impede enrollment in training.
7. In addition to using WIOA Title I resources to ensure that customers have access to support services that will enable them to participate in job search and training, center staff relies on services available through system partners and community-based agencies. For customers enrolled in other programs (e.g. CalWORKS), resources from those programs are generally used rather than WIOA, which has a limited budget for support services. Local agencies providing support such as child care, legal services and housing assistance include, Central Valley Opportunity Center, El Concilio, and the International Rescue Committee.
8. Since the implementation of WIOA, the AJCC and the WIOA Title I programs are enrolling greater numbers of customers into training, including work-based learning models.

Continuous Improvement Opportunities:

1. While there is ample evidence that center staff is familiar with the local and regional priority sectors, providing staff additional information on career pathway programs related to the target sectors would enable them to offer better career guidance and service planning to their customers.
2. Similarly, staff could benefit from additional information on how to use labor market information to guide career planning and to inform customer choice.

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

Rationale for This Ranking:

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

Key factors in assigning this ranking include:

- The center and the local workforce system offer a wide range of skills development and employment services
- Staff understands and promotes skill development
- Staff understands and supports employment activities and services
- Training programs are available for learners at all stages of career development
- There is no “sequence of service” requirement for training
- A variety of support services are available to participants
- Training is an increasingly important component of local workforce system

Hallmark of Excellence #5 - The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways

Continuous Improvement Goals and Recommendations:

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

1. Engage local education representatives and other system partners in discussions about available career pathways programs linked to target sectors. Develop one or more methods for communicating information to staff about these programs and for providing regular updates.

Target Date for Achieving Improvement Goal: *July 2020*

2. Seek support from EDD Labor Market Information Division staff about developing and providing training for AJCC and workforce system staff on using LMI in career planning.

Target Date for Achieving Improvement Goal: *July 2019*

Hallmark of Excellence #6 The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	
US DOL Characteristics of a High Quality AJCC a. Design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, registered apprenticeships, and competency models to help drive skill-based initiatives. b. Develop, offer, and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy. To support area employers and industry sectors most effectively, AJCC staff identify and have a clear understanding of industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate. This includes the incorporation of an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.	California State Plan Vision and Strategies a. Regional partnerships: building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that increase job quality and support regional economic growth. b. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors’ skills needs. c. Fostering demand-driven skills attainment: workforce and education programs need to align program content with the state’s industry sector needs so as to provide California’s high road employers and businesses with the skilled workforce it needs to compete in the global economy.

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

Quality Indicators

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

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

The local workforce development system engages businesses in discussions regarding their needs for a skilled workforce. With a focus on priority sectors, the workforce system attempts to gather industry intelligence that supports development programs and services to ensure that a pool of skilled workers is available for local companies. The Workforce Development Board contracts with the local economic development agency to provide a variety of services to local companies and the AJCC functions as a partner in serving businesses. In addition to ensuring that workers are prepared to meet business requirements by developing basic skills, work habits and behaviors, and job-specific/technical skills that are in demand, center staff also supports business by developing customized work-based training programs.

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

Strengths:

1. Staff has a good, general understanding of the economy and key industries, and uses this information to discuss high growth sectors and demand jobs with customers. In addition, center staff is responsible for developing work-based learning programs, which provides them insight regarding the skills many businesses require of their employees. Staff would benefit by receiving more information from the local economic development agency about businesses' skill requirements and hiring priorities.
2. While the WDB has not adopted a formal definition of a "quality job," as an operational practice, staff focuses on jobs that enable customers to achieve self-sufficiency.
3. The WDB's business services contractor meets with city economic development staff and various business-focused organizations, including local chambers of commerce and the Central Valley Manufacturing Alliance. AJCC leadership participates on community college business advisory committees.
4. The business services contractor prepares a monthly report regarding the services that it has provided to business customers. The contractor meets with AJCC staff to provide information on businesses' hiring needs.
5. Services for businesses are provided through combined efforts of the AJCC and the business services contractor. Through these combined efforts, the system assists businesses in meeting their recruitment and hiring needs.

Continuous Improvement Opportunities:

1. The AJCC and the local workforce system would benefit significantly from the collection and analysis of customer satisfaction data from businesses customers, as this information would serve as the basis for making improvements to services provided to this key customer group.
2. Within the County, there are dozens of organizations, including the AJCC partners, conducting outreach to businesses with regard to addressing their hiring needs. To minimize duplication of effort and reduce the potential for “employer fatigue,” the partners should examine ways to integrate business outreach functions across the workforce system.
3. As certain business services functions are conducted by a contractor, a well-defined and structured process should be developed to ensure that business intelligence regarding skill needs and priorities is communicated to AJCC leadership and staff so that this information can be used to ensure that job seekers are being prepared to meet business requirements.

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

Hallmark of Excellence #6 Ranking (1-5) : 3

Rationale for This Ranking:

Based on evidence provided regarding how the AJCC actively engages industry and labor and supports regional sector strategies, this hallmark has been ranked as 3, signifying that the center has “a satisfactory amount of the hallmark in place the majority of the time.”

Key factors in assigning this ranking include:

- AJCC staff has a good, general understanding of the local labor market and how to use this information to support the work of the AJCC
- Staff concentrates on quality jobs, which are those paying self-sustainability wages
- The AJCC customizes work-based training programs for business
- The business services contractor provides information to the AJCC on businesses’ training and hiring needs
- The system assists businesses in meeting their recruitment and hiring needs

Continuous Improvement Goals and Recommendations:

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

1. Form a workgroup consisting of representatives of SCWD, the WDB's business services contractor and partner staff performing business services functions to develop a survey that measures business customer satisfaction with the services that they receive from the AJCC and the local workforce system. (This goal is also expressed in connection with Hallmark 8).

Target Date for Achieving Improvement Goal: *July 2019*

2. Engage the partners in discussion regarding opportunities to work together on business outreach. Based on agreements reached, develop a plan to improve integration on this key business services function.

Target Date for Achieving Improvement Goal: *July 2020*

3. SCWD and center leadership should develop and implement a structured protocol for the business services contractor to communicate business intelligence to AJCC management and staff on a regular basis.

Target Date for Achieving Improvement Goal: *December 2018*

Hallmark of Excellence #7	
The AJCC has high-quality, well-informed, and cross-trained staffing	
<p>US DOL Characteristics of a High Quality AJCC</p> <p>a. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Center staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers. Center staff are routinely trained and are keenly aware as to how their particular function supports and contributes to the overall vision of the local board.</p> <p>b. Staff the center with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the AJCC.</p>	<p>California State Plan Vision and Strategies</p> <p>a. Certification criteria will include an assessment of professional development and staff capacity building.</p>

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

Quality Indicators

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

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

The partners have agreed to participate in on-going cross training regarding the programs and services that they administer and operate. The MOU signed by the partners commits them to such training, and program orientations among the stakeholders have begun. Each of the partners has access to various forms of training. AJCC leadership will review the training in which staff has participated and develop a plan to ensure that stakeholder staff at the center and working at other sites have access to training in the full range of topics necessary for effective one-stop operations and workforce system service delivery.

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

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

Strengths:

1. Monthly facility meetings take place between EDD and County/WIOA Title I managers at the center. These meetings are used to discuss an array of operational and service delivery issues, including customer flow, safety, maintenance, staff, program design, and morale.
2. The partners have agreed to provide training on a regular basis and this process has begun by several partners providing orientations to center and system staff regarding the programs they offer and the services that job seekers and others can access through these programs. Additional training on program eligibility is planned.
3. The partners are committed to offering training to staff that will enable them to provide better services to their customers. Key topics, such as customer service, have already been addressed. Currently, there is no formal professional development plan in place for the AJCC and workforce system staff.
4. EDD-sponsored training on labor market information has been provided to staff.
5. Some training on serving customers with disabilities has been provided to staff, but center leadership recognizes that more is needed. In addition, center staff can benefit from training in best practices on serving other customers with barriers to employment, such as English language learners, mature workers, and formerly incarcerated individuals.

Continuous Improvement Opportunities:

1. To supplement training that the various partners have provided to their employees, the AJCC should develop a professional development and training plan for all AJCC and system staff. The plan would include topics identified in the Hallmarks “quality indicators,” along with other content agreed to by the partners.

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

Hallmark of Excellence # 7 Ranking (1-5) : 3.5

Rationale for This Ranking:

Based on evidence provided regarding how the AJCC develops and maintains high-quality, well-informed and cross-training staff, this hallmark has been ranked as 3.5, signifying that the center has more than “a satisfactory amount of the hallmark in place the majority of the time.”

Key factors in assigning this ranking include:

- Center leadership from EDD and SCWD meet monthly and information from these meetings is shared with staff
- The partners have agreed to provide staff training
- Cross training among the partners has been implemented
- Customer service training has been provided to center staff
- Training on serving customers with disabilities has been offered and leaders acknowledge that additional training on serving customers with barriers would benefit staff
- Training for all staff on partner services and program eligibility is being developed

Continuous Improvement Goals and Recommendations:

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

1. Engage the partners in discussions about the content of a professional development and training plan for AJCC and system staff. Determine who will develop the plan and set a schedule for implementing the training that is identified.

Target Date for Achieving Improvement Goal: *December 2019*

2. Identify and schedule training in the following topics:

- Working with customers with barriers to employment, including individuals with disabilities
- Use of CalJOBS
- Customer-centered design
- Sector strategies
- Career pathways
- Identifying quality jobs

Target Date for Achieving Improvement Goal: *July 2019*

Hallmark of Excellence 8	
The AJCC achieves business results through data-driven continuous improvement	
<p>US DOL Characteristics of a High Quality AJCC</p> <ul style="list-style-type: none"> a. Use common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers. Center performance is transparent and accountable to the communities and regions served; data entry staff are trained and understand the importance of data validation, data collection processes, and the importance of accurate reporting. b. Develop and implement operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings. 	<p>California State Plan Vision and Strategies</p> <ul style="list-style-type: none"> a. Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.
<p><u>Quality Indicators</u></p> <ul style="list-style-type: none"> a. The AJCC contributes to the achievement of WIOA performance indicators for all core program partners. b. The AJCC reports to the Local Board on an ongoing basis the number of customers served, the types of services provided, and the outcomes of those services. c. The AJCC operates in a cost-efficient manner and the resources invested are justified by the results. d. The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services. e. The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments. f. The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements. g. The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance. 	

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

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

SCWD leaders and other system stakeholders recognize their obligation to ensure that workforce services in Stanislaus County are of a high-quality and reflect the needs of both job seekers and businesses. AJCC managers and staff meet regularly to review performance and other data to identify services needing improvement and ways in which the system can be made more effective. Surveys on customer satisfaction are collected from job seekers following their participation in key services and activities.

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

Strengths:

1. The AJCC contributes to the achievement of WIOA performance indicators for all core partners by serving as a hub for labor market information, access to skills training, career services and job placement support. Because all partners and their customers can access these services, the AJCC contributes to skill attainment, employment, earnings and job retention of many individuals that participate in services offered throughout the local workforce development delivery system.
2. Quarterly, reports on AJCC services and WIOA Title I outcomes are reported to the Stanislaus County WDB.
3. Center leadership indicates that the cost efficiency of AJCC and program operations is proven by performance results. In addition, County procurement policies require a cost/price analysis and purchase approvals, which ensure that costs are reasonable. The recently completed Infrastructure Funding Agreement is another example of efforts SCWD and AJCC leadership have made to promote cost efficiency.
4. Customers may provide feedback, compliments, complaints and other comments through several mechanisms, including social media, a County hotline, the center's general email and an online customer relationship management portal. Customers may also speak directly with center management on issues of concern. Formal complaints must be made in writing and, based on the nature of the complaint, may be subject to the County's formal grievance process.
5. Bi-monthly meetings among SCWD and AJCC leadership and staff are used to

discuss service improvements. Management reviews available data (e.g. service levels, performance) to identify trends that suggest the need for improvement. In addition, staff input is used to determine where service improvements may be needed.

6. Job seekers' satisfaction is surveyed at several points during their participation as AJCC customers.
7. The Center, the WDB and system partners periodically seek technical assistance and support. This may come from partners, state representatives or independent resources. The Regional Training Plan for the SJVAC Regional Planning Unit provides numerous resources for various types of technical assistance.

Continuous Improvement Opportunities:

1. To supplement and enhance intelligence currently gathered on job seeker customer satisfaction, AJCC leadership should collaborate with partners on the development and implementation of one or more surveys that assess satisfaction with the full range of services provided by the center.
2. Satisfaction surveys from business partners would provide critical information regarding the content and quality of businesses services provided by the AJCC and the WDB's business services contractor.
3. No less than annually, SCWD should assess the satisfaction of the MOU partners with the AJCC and the overall workforce system. Such information could be instrumental to building stronger and more effective collaboration among the partners.
4. AJCC leadership and staff currently do an excellent job of reviewing available data and intelligence on customer satisfaction. Such information could be even more useful if the system partners were engaged in reviewing and making recommendations on data reflecting service levels, performance and customer satisfaction.

Hallmark of Excellence # 8 Ranking (1-5) : 3

Rationale for This Ranking:

Based on evidence provided regarding how the AJCC achieves results through data-driven continuous improvement, this hallmark has been ranked as 3, signifying performance higher than “a satisfactory amount of the hallmark in place the majority of the time.”

Key factors in assigning this ranking include:

- The AJCC’s services support core partners’ achievement of performance indicators
- The AJCC’s performance is regularly reported to the board
- Methods to collect customer satisfaction exist and will be expanded
- Center management and staff review available data and use analysis to inform service improvements
- Technical assistance resources are available and will be used to increase capacity

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

Continuous Improvement Goals and Recommendations:

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

1. Engage the partners in discussions on satisfaction data that it is needed from job seeker customers. Based on agreed upon recommendations, develop and implement additional surveys or similar mechanisms to collect satisfaction information regarding the full range of services offered by the center and the local workforce system.

Target Date for Achieving Improvement Goal: *December 2019*

2. Form a workgroup consisting of representatives of SCWD, the WDB's business services contractor and partner staff performing business services functions to develop a survey that measures business customer satisfaction with the services that they receive from the AJCC and the local workforce system. This goal is also expressed in connection with Hallmark 6.

Target Date for Achieving Improvement Goal: *July 2019*

3. Engage the partners in discussions on the how to best measure satisfaction among the local workforce system stakeholders. Based on agreed upon recommendations, develop and implement additional surveys or similar mechanisms to collect satisfaction information regarding the center and the local workforce system. This goal is also expressed in connection with Hallmark 3.

Target Date for Achieving Improvement Goal: *December 2018*

4. Incorporate review of "customer satisfaction data" as a standing item on quarterly partner meeting agendas.

Target Date for Achieving Improvement Goal: *July 2020*

Summary of Rankings Hallmarks of Excellence AJCC Certification	
The Hallmarks of Excellence	Ranking
1. The AJCC Physical Location and Facility Enhances the Customer Experience	4
2. The AJCC Ensures Universal Access, With An Emphasis of Individuals with Barriers to Employment	4
3. The AJCC Actively Supports the One-Stop System Through Effective Partnerships	3.5
4. The AJCC Provides Integrated, Customer-Centered Services	3
5. The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.	4
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	3
7. The AJCC Has High-Quality, Well-Informed, Cross-Trained Staffing	3.5
8. The AJCC Achieves Business Results Through Data-Driven Continuous Improvement	3
Total Ranking for Hallmarks of Excellence:	28

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

 X Hallmark AJCC Certification

 X Baseline AJCC Certification (Submitted on December 20, 2017)

 Not Yet Able to Certify

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

Signature William O’Brien
Name Chair
Title

June 25, 2018

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

- I. SUBJECT: Approval to Form a Veterans' Committee, Select a Member of the Workforce Development Board to Serve as Chair, and Allow the Newly Appointed Chair to Take Necessary Actions for the Veterans' Committee Formation
- II. ITEM NUMBER: VII-A
- III. ITEM TYPE: Discussion and Action
- IV. STAFF RECOMMENDATION: Approve the recommendation to form a Veterans' Committee, select a member of the Workforce Development Board to serve as chair, and allow the newly appointed chair to take necessary actions for the Veterans' Committee formation.
- V. POLICY ISSUE: Workforce Innovation and Opportunity Act (WIOA) Section 107(b)(4) stipulates that standing committees must be chaired by a member of the local board. Bylaws approved by the Board of Supervisors on May 5, 2018, Agenda Item 2018-0212, states that the Workforce Development Board may designate and direct the activities of standing committees to provide information and to assist the Board in carrying out workforce development activities.
- VI. DISCUSSION: At the April 2, 2018 Workforce Development Board meeting, discussion arose on the topic of adding language to the Bylaws to support Veterans. The Board decided to establish a committee dedicated solely for Veterans services rather than changing the language in the Bylaws. WIOA Section 107(b)(4) states that the local board may designate and direct the activities of standing committees to provide information and to assist the local board in carrying out activities. It further states that such standing committees shall be chaired by a member of the local board and may include other members of the local board. In addition, the committee shall include other individuals appointed by the local board who are not members of the local board but have appropriate experience and expertise to serve as valuable members on the committee.

The purpose of the Veterans' Committee shall be to provide the Stanislaus County Workforce Development Board (SCWDB) with information and assistance with planning and promoting services for the Veterans in the community. One of the major functions of the Veterans' Committee may include assisting with the Veterans' Employment Assistance Program (VEAP) grant. At the January 8, 2018 Workforce Development Board meeting, information was provided to the Board pertaining to the provision of services to Veterans and the VEAP grant. Stanislaus County Workforce Development is currently aligned with Merced and Madera Workforce Board staff for the provision of services associated with this

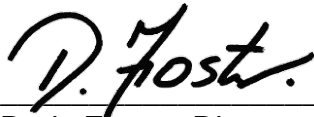
grant that will continue until December 31, 2018. Stanislaus County Workforce Development's portion of the total grant amount of \$448,554 is \$291,063. It is the intent that staff will continue to apply for grants that will allow the dedication and time to be focused on Veterans in the community. Currently, the Department has a staff specifically assigned to work with Veterans and attend meetings and events in the community.

Additional duties and responsibilities of the Veterans' Committee may include the following:

- Providing updates and making recommendations to the SCWDB
- Recommending strategies and activities that help veterans transition to employment
- Sharing, collecting, and reviewing data and best practices for data-driven and evidence based recommendations and decision making
- Representing the interest of Veterans including, but not limited to, those who have significant barriers to employment and are either unemployed or underemployed
- Selecting a vice chair from within the committee

Other SCWDB members may volunteer to participate in the Veterans' Committee, but the committee must include non-board members and can include, for example members of community-based and other organizations that have demonstrated experience and expertise in addressing the employment needs of veterans.

Workforce Development staff will work with the Board appointed chairperson of the Veteran's Committee to identify individuals to serve on the Committee. It is recommended that the Veteran's Committee meet quarterly and report out to the Workforce Development Board annually or more frequently as needed.

A handwritten signature in black ink, appearing to read "D. Foster", written over a horizontal line.

Doris Foster, Director

June 25, 2018

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

- I. SUBJECT: Acceptance of Information for Workforce Innovation and Opportunity Act (WIOA) Performance Report
- II. ITEM NUMBER: VII-B
- III. ITEM TYPE: Information Only
- IV. STAFF RECOMMENDATION: Accept the information for Workforce Innovation and Opportunity Act (WIOA) performance report
- V. POLICY ISSUE: WIOA Section 121 (a) establishes performance accountability measures that apply across the core programs to assess the effectiveness of States and local areas in achieving positive outcomes for individuals served by those programs.
- VI. DISCUSSION: At the January 8, 2018 Workforce Development Board meeting, the Stanislaus County Workforce Development Board was provided with a contractor performance report highlighting enrollments and services provided for each of the Youth Services Providers—Ceres Unified School District (Project YES), Computer Tutor Business and Technical Institute (Project Aspire), Eckerd Youth Alternatives, Inc.—and Friends Outside (Previously Incarcerated Adult and Dislocated Worker Services) as well as the performance metrics for the Business Services Provider, Opportunity Stanislaus.

At the April 2, 2018 Workforce Development Board meeting, members of the Board requested a Return on Investment (ROI) report. In keeping with the request, staff looked at how best to complete the report understanding that there is no efficient method in which to apply a value to the benefit a participant received from services. It is however possible to calculate cost of services per participant. A cost was calculated per participant and per service provided.

Attachment 1 includes an updated statistical summary of the contractor performance report highlighting enrollments and services provided along with expenditures, cost per participant and cost per service. Most importantly, included in the summary is the number of participants employed.

All contractors have or are close to meeting the enrollment number identified in their respective contract. Workforce Development does not have an enrollment number identified for the 2017-2018 Program Year. The State does not require enrollment as a performance measurement. Of those enrolled, the percentage of those employed ranges from 18.6% to 44.11%.

Agency	Enrolled	Employed	Percent Employed
Ceres Unified School District - Project Yes	215	57	26.51%
Stellar Career College - Project Aspire	51	17	33.33%
Eckerd Youth Alternatives	43	8	18.60%
Friends Outside	72	22	30.56%
Workforce Development	399	176	44.11%

The cost per participant ranges from \$2,583 to \$5,606, with the overall average being \$3,867. Cost per participant is based on multiple barriers that require staff to provide multiple services to each individual customer. Workforce Innovation and Opportunity Act has a requirement that local areas provide at least 50% of services to priority populations which includes low income, veteran, and basic skill deficient individuals. Also, of importance to note is the 30% WIOA training requirement that is primarily met by Department funds.

The cost per service for clients ranges from \$724 to \$2,827, with the overall average being \$1,192. The highest cost per service is with Workforce Development, which unlike youth service contracts, adult services do not require a minimum number of service elements. Youth contracts on the other hand, stipulate that at least four service elements must be provided to participants. Examples of service elements include: supportive services, job search, training, work based learning, community service, GED preparation, etc.

Also included in the chart is business services. Staff chose to highlight the number of job orders filled for this contractor. These job orders may not have been specifically filled by the contractor and is not specific to WIOA participants. The contractor also provides other services to employers such as job fairs, surveys, staffing recruitments, and development of worksites for on the job trainings.

It should be noted that the deadline to meet the required enrollment goal for Youth and the Previously Incarcerated Adult and Dislocated Worker Services Providers is June 30, 2018, which coincides with the culmination of the current contract period. Workforce Development Board staff have been informed that the State anticipates providing guidance focused specifically towards WIOA performance in the coming months. Upon its release and analysis by the Board staff, an overview will be provided at a future Board meeting.

VII. ADMINISTRATIVE BUDGET IMPACT: None



Doris Foster, Director

Performance Report

Fiscal Year 2017-2018

Data through May 31, 2018

WIOA Program Performance Measurements									
Client Services:									
		Enrollment			Service Elements Provided		Cost		
PROGRAM	Agency	Total Plan	Actual-to-date	Employed	Provided	Average Per Client	Expenditure	Cost Per Participant	Cost Per Service
YOUTH	Ceres Unified School District – Project Yes	213	215	57	1107	5.1	\$801,763	\$3,729	\$724
	Stellar Career College – Project Aspire	54	51	17	276	5.4	\$224,067	\$4,393	\$812
	Eckerd Youth Alternatives	54	43	8	137	3.2	\$111,074	\$2,583	\$811
PREVIOUSLY INCARCERATED ADULT & DISLOCATED WORKER	Friends Outside	72	72	22	277	3.8	\$217,713	\$3,024	\$786
ADULT & DISLOCATED WORKER	WORKFORCE DEVELOPMENT	N/A	399	176	791	2	\$2,236,619	\$5,606	\$2,827
*Service Elements Provided to clients include, but are not limited to, the following: Occupational Skills Training, Work Experience, On-the-Job Training, and Supportive Services.									
Business Services:									
PROGRAM	Agency	Job Orders	Actual-to-date		Jobs Filled		Expenditure	Cost Per Job Filled	
BUSINESS SERVICES	OPPORTUNITY STANISLAUS	1500	2215	N/A	1261	N/A	\$601,578	\$477	N/A