

**AGENDA
WORKFORCE DEVELOPMENT BOARD
JUNE 27, 2018**



"Your Workforce Resource"

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of California™

**AGENDA
WORKFORCE DEVELOPMENT BOARD
JUNE 27, 2018**

Dear Workforce Development Board Members:

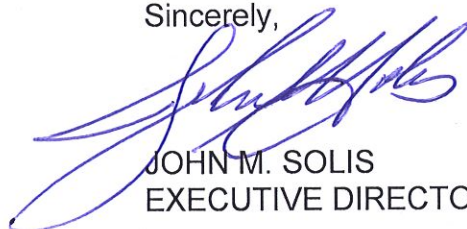
Attached is your agenda for the June 27, 2018 meeting of the Workforce Development Board (WDB).

The meeting will be held:

DATE: Wednesday, June 27, 2018
TIME: 7:30 – 9:00 a.m.
(Breakfast served at 7:00 a.m.)
PLACE: WorkNet Building
56 S. Lincoln Street
Stockton, CA

If you have any questions, please call me at 468-3511.

Sincerely,



JOHN M. SOLIS
EXECUTIVE DIRECTOR

JMS:gg



A proud partner of the America's JobCenter network of California

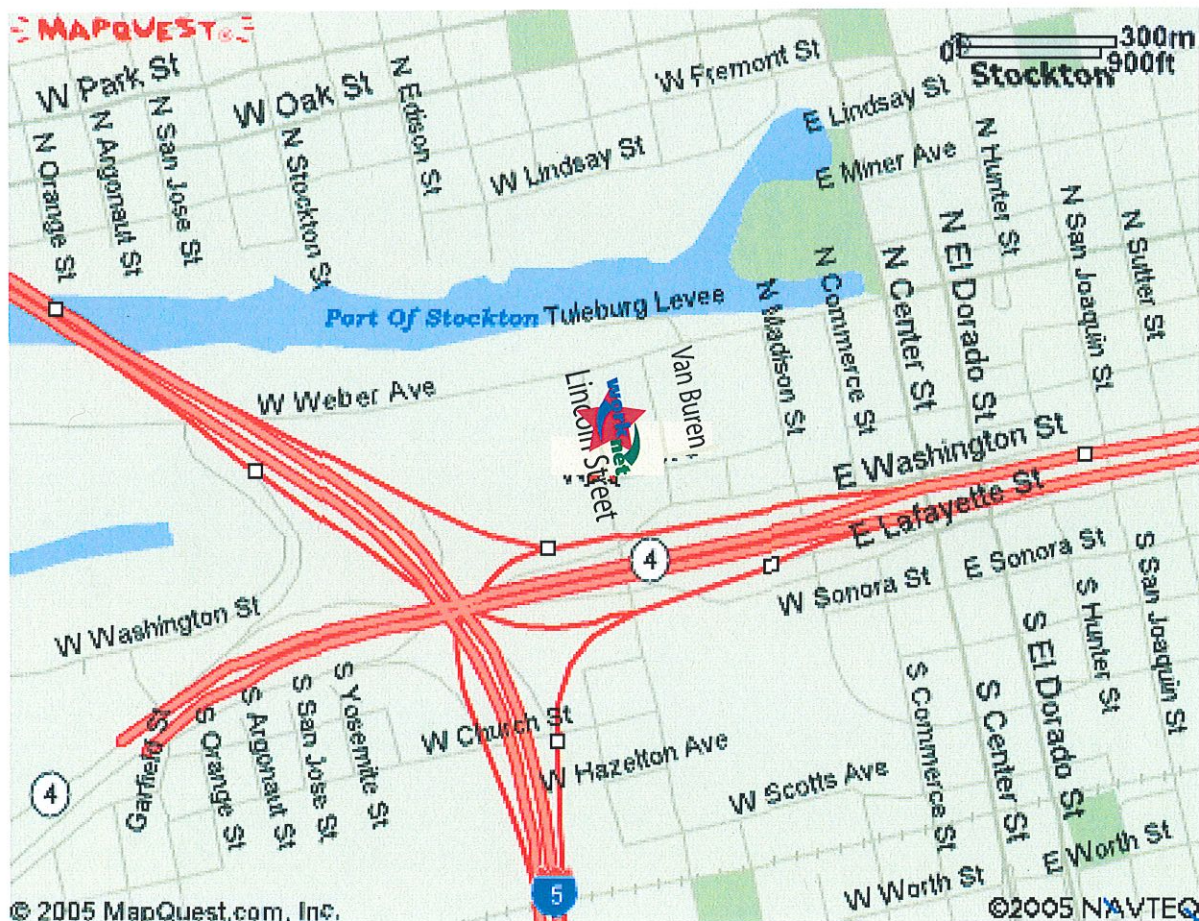
Directions to 56 South Lincoln Street

From Highway 99

From Highway 99, take Highway 4 toward Interstate 5 (The Crosstown Freeway). Take the El Dorado Street/Downtown Stockton exit. Go straight onto East Washington Street (one way). Travel on Washington Street approximately 1/2 mile. Turn right on South Lincoln Street. WorkNet will be on your right hand side.

From Interstate 5

From Interstate 5, take Highway 4 toward Highway 99 (The Crosstown Freeway). Take the Downtown Stockton exit. Go straight on East Lafayette Street (stay in left hand lane). Turn left on South El Dorado Street, turn left at the next light (East Washington Street). Travel on Washington Street approximately 1/2 mile. Turn right on South Lincoln Street. WorkNet will be on your right hand side.



AGENDA
WORKFORCE DEVELOPMENT BOARD

June 27, 2018 - 7:30 a.m.
Stockton WorkNet Center
56 S. Lincoln Street, Stockton, CA

ROLL CALL

APPROVAL OF MINUTES

STATEMENTS OF CONFLICT OF INTEREST

PUBLIC COMMENT

ACTION ITEMS

- A-1 Approval of San Joaquin County's Comprehensive America's Job Center of California (AJCC) Hallmarks of Excellence Criteria Certification in Compliance with the Workforce Innovation and Opportunity Act (WIOA) Statutory and Regulatory Requirements

COMMITTEE REPORTS

Accountability Committee
Business Development Committee
Data Collection and Technology Committee
Executive Committee
Planning Committee
WorkNet System Committee
WorkNet Charter Committee
Youth Council

DIRECTOR'S REPORT

BOARD MEMBERS QUESTIONS AND COMMENTS

***** PUBLIC COMMENT *****

Members of the public may address the Workforce Development Board on items appearing on the agenda. The public may also address items of interest to the Workforce Development Board which are within the subject jurisdiction of the Board. However, the Workforce Development Board, in compliance with Government Code Section 54954.3(a) shall not take any action on any item not appearing on the agenda. Such items may be referred to staff or recommended for inclusion on a future agenda.

Persons wishing to address the Board must complete the Public Comment Form which may be obtained from the Clerk. Speakers are asked to limit their total presentation to a maximum of five minutes.

***** AMERICANS WITH DISABILITIES ACT *****

In accordance with the Americans with Disabilities Act, the San Joaquin County Workforce Development Board will make reasonable efforts to accommodate persons with qualified disabilities. If you require special accommodation, please contact Gloria Gamez at 468-3500 at least one day in advance of the meeting.

ADJOURNMENT

The next WDB meeting is scheduled for Wednesday, August 22, 2018 at the Stockton WorkNet Center.

This WIOA Title I - financially assisted program or activity is an equal opportunity employer/program. Auxiliary aids and services available upon request to individuals with disabilities. California Relay Service 711 or 1-800-735-2922 (English) 1-800-855-3000 (Spanish).

APPROVAL OF MINUTES

**MINUTES
OF THE
WORKFORCE DEVELOPMENT BOARD**

May 23, 2018
WorkNet
56 S. Lincoln Street
Stockton, CA

MEMBERS PRESENT

Daniel Schroeder

Gene Acevedo
Terry Givens
Kathleen Hart
Carol Hirota
Stephanie James
Michael Miller
James Mousalimas
Sheri Oneto

Lorraine Perry
Jessie Garza-Roderick
Julian Sepulveda
John Solis
Tamra Spade
Ardria Weston
Ernest Williams
Marcus Williams

MEMBERS ABSENT

Shelley Burcham
Les Fong
Raul Hernandez
David Jimenez
Sandra Johnson
Anita Maldonado
Dan Maloney
John P. Palmer

Pat Patrick
Maria Patterson
Cynthia Thoming Sanders
Cynthia Summers
Nate Tucker
Sofia Valenzuela
Lisa Vigil

GUESTS/STAFF PRESENT

Monica Nino, San Joaquin County CAO
Adam Brucker, San Joaquin County CAO
Nati Martinez, Employment Development Dept.
Sharon Oberman, San Joaquin County Office of Education
Ann Rogan, City of Stockton
Najee Zarif, City of Stockton
Brenda Rogers, Department of Apprenticeship Standards
Patty Virgen, Employment & Economic Development Dept.
Tina LaBounty, Employment & Economic Development Dept.

Rachael Carbajal, Employment & Economic Development Dept.
Tonnie Mallory, Employment & Economic Development Dept.
Alfredo Mendoza, Employment & Economic Development Dept.
Ed Wanket, Employment & Economic Development Dept.
Peggy LaRossa, Employment & Economic Development Dept.
Gloria Gamez, Employment & Economic Development Dept.
Tina Rangel, Employment & Economic Development Dept.
Victoria Lopez, Employment & Economic Development Dept.
Fay Olympia, Employment & Economic Development Dept.

Guests who failed to sign in may not be listed.

ROLL CALL

The meeting was called to order by Chairman Schroeder at 8:08 a.m.

APPROVAL OF MINUTES

MOTION

Ms. Oneto commented that two (2) corrections made in the last minutes are not reflected. Chair Schroeder pulled the minutes of December 8, 2017 in order to make any correction. Minutes will be brought back at the next meeting.

STATEMENTS OF CONFLICT OF INTEREST

None.

PUBLIC COMMENTS

Ann Rogan, FUSE Executive Fellow, Office of the Mayor, City of Stockton gave a brief update on Workforce Development Action Plan Leadership series.

Michael Miller extended an invitation to the annual Senior Awareness Day being held today at the fairgrounds.

ACTION ITEM

A-1 AUTHORIZATION TO ACCEPT GRANT FUNDING IN THE AMOUNT OF \$350,000 TO OPERATE A SUMMER TRAINING & EMPLOYMENT PROGRAM FOR STUDENTS (STEPS) WITH DISABILITIES IN SAN JOAQUIN COUNTY

Mr. Mendoza summarized the information contained in the agenda item.

MOTION

Mr. Acevedo moved and Ms. Perry seconded to approve the authorization to accept grant funding in the amount of \$350,000 to operate a Summer Training & Employment Program for Student (STEPS) with disabilities in San Joaquin County.

M/S/C unanimously

A-2 APPROVAL OF THE SECOND AMENDMENT TO THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) MEMORANDUM OF UNDERSTANDING (MOU) BETWEEN THE WORKFORCE DEVELOPMENT BOARD (WDB) AND AFFILIATE AMERICA'S JOB CENTERS OF CALIFORNIA (AJCC) WIOA REQUIRED PARTNERS TO INCLUDE PHASE II INFRASTRUCTURE FUNDING AGREEMENTS (IFA)

Ms. Virgen summarized the information contained in the agenda item.

MOTION

Mr. Williams moved and Ms. Oneto seconded to approve the Second Amendment to the Workforce Innovation and Opportunity Act (WIOA) Memorandum of Understanding (MOU) between the Workforce Development Board (WDB) and Affiliate America's Job Centers of California (AJCC) WIOA Required Partners to Include Phase II Infrastructure Funding Agreements (IFA).

M/S/C unanimously

A-3 APPROVE THE RECOMMENDATION TO HOLD A WORKFORCE DEVELOPMENT BOARD (WDB) MEETING ON JUNE 27, 2018 TO APPROVE THE RESULTS OF THE AMERICA'S JOB CENTER OF CALIFORNIA (AJCC) HALLMARKS OF EXCELLENCE CERTIFICATION REVIEW

Mr. Solis summarized the information contained in the agenda item.

MOTION

Ms. Oneto moved and Ms. James seconded to approve the recommendation to hold a Workforce Development Board (WDB) meeting on June 27, 2018 to approve the results of the America's Job Center of California (AJCC) Hallmarks of Excellence Certification Review.

M/S/C unanimously

A-4 AUTHORIZATION TO SCHEDULE ANOTHER WORKFOCE DEVELOPMENT BOARD (WDB) MEETING TO AUTHORIZE THE EXECUTIVE COMMITTEE TO ACT ON BEHALF OF THE WDB TO REVIEW AND TAKE ACTION ON THE RENEWAL OF THE AGREEMENT WITH PRO PATH, INC., FOR ONE-STOP OPERATOR SERVICES

Mr. Solis summarized the information contained in the agenda item.

Ms. Oneto moved and Ms. Hart seconded to approve the authorization to schedule another Workforce Development Board (WDB) meeting to authorize the Executive Committee to act on behalf of the WDB to review and take action on the renewal

of the agreement with Pro Path, Inc., for One-Stop Operator services.

M/S/C unanimously

COMMITTEE REPORTS

None.

DIRECTOR'S REPORT

Mr. Solis gave a brief report on two projects that the Workforce Development Board and staff are working on:

The High School Apprenticeship Program Strategy; and

The Construction Resource Center.

Mr. Solis introduce Patty Virgen who did a brief presentation on the Web Based Surveys.

BOARD MEMBERS QUESTIONS AND COMMENTS

None.

ADJOURNMENT

MOTION

Ms. Oneto moved and Ms. Garza-Roderick seconded to adjourn the meeting at 8:40 a.m.

M/S/C unanimously

**MINUTES
OF THE
EXECUTIVE COMMITTEE**

May 30, 2018
WorkNet
56 S. Lincoln Street
Stockton, CA

EXECUTIVE COMMITTEE PRESENT

Daniel Schroeder

Shelley Burcham
Sheri Oneto
Jessie Garza Roderick

Julian Sepulveda
John Solis
Ernest Williams

MEMBERS ABSENT

Cynthia Summers

WORKFORCE DEVELOPMENT BOARD MEMBERS PRESENT

Les Fong
Raul Hernandez
Carol Hirota

Stephanie James
Lorraine Perry
Cynthia Thoming Sanders

MEMBERS ABSENT

Gene Acevedo
Terry Givens
Kathleen Hart
David Jimenez
Sandra Johnson
Anita Maldonado
Dan Maloney
Michael Miller
James Mousalimas

John Palmer
Pat Patrick
Maria Patterson
Tamara Spade
Nate Tucker
Sofia Valenzuela
Lisa Vigil
Ardria Weston
Marcus Williams

GUESTS/STAFF PRESENT

Tina LaBounty, Employment & Economic Development Dept.
Patty Virgen, Employment & Economic Development Dept.
Elena Mangahas, Employment & Economic Development Dept.
Rachael Carbajal, Employment & Economic Development Dept.
Tonnie Mallory, Employment & Economic Development Dept.
Alfredo Mendoza, Employment & Economic Development Dept.
Peggy LaRossa, Employment & Economic Development Dept.
Gloria Gamez, Employment & Economic Development Dept.

Tina Rangel, Employment & Economic Development Dept.
Victoria Lopez, Employment & Economic Development Dept.

Guests who failed to sign in may not be listed.

ROLL CALL

Roll call was taken for the special full Workforce Development Board meeting and there was no quorum. A quorum of the Executive Committee was present and a meeting of the Executive Committee acting on behalf of the Workforce Development Board was called to order by Chairman Schroeder at 7:35 a.m.

APPROVAL OF MINUTES

None.

STATEMENTS OF CONFLICT OF INTEREST

None.

PUBLIC COMMENTS

None.

ACTION ITEM

- A-1 **AUTHORIZATION TO RENEW THE AGREEMENT WITH PRO PATH, INC., TO PROVIDE AMERICA'S JOB CENTERS OF CALIFORNIA "ONE-STOP OPERATOR" SERVICES FOR THE PERIOD JULY 1, 2018 THROUGH JUNE 30, 2019, TOTALLING \$15,000**

Mr. Solis summarized the information contained in the agenda item.

MOTION

Ms. Garza-Roderick moved and Mr. Schroeder seconded to approve the authorization to renew the agreement with Pro Path, Inc., to provide America's Job Centers of California "One-Stop Operator" services for the period July 1, 2018 through June 30, 2019 totaling \$15,000.

M/S/C unanimously

ADJOURNMENT

Chairman Schroeder adjourn the meeting at 8:03 a.m.

STATEMENTS OF CONFLICT OF INTEREST

PUBLIC COMMENT

ITEM #1

**APPROVAL OF SAN JOAQUIN COUNTY'S COMPREHENSIVE AMERICA'S
JOB CENTER OF CALIFORNIA (AJCC) HALLMARKS OF EXCELLENCE
CRITERIA CERTIFICATION IN COMPLIANCE WITH THE WORKFORCE
INNOVATION AND OPPORTUNITY ACT (WIOA) STATUTORY AND
REGULATORY REQUIREMENTS**

DATE: June 27, 2018

ACTION ITEM: 1

TO: Workforce Development Board

FROM: John M. Solis, Executive Director

SUBJECT: APPROVAL OF SAN JOAQUIN COUNTY'S COMPREHENSIVE AMERICA'S JOB CENTER OF CALIFORNIA (AJCC) HALLMARKS OF EXCELLENCE CRITERIA CERTIFICATION IN COMPLIANCE WITH THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) STATUTORY AND REGULATORY REQUIREMENTS

IT IS RECOMMENDED:

That the Workforce Development Board (WDB):

1. Approves the evaluation results of San Joaquin County's Comprehensive AJCC Hallmarks of Excellence Certification Review conducted by Consultant David Shinder;
2. Authorizes the submission of San Joaquin County's Comprehensive AJCC Hallmarks of Excellence Certification Matrix to the State Employment Development Department (EDD) certifying its compliance with Section 121(a) of the WIOA; and
3. Authorizes the WDB Chair to sign the attached certification document.

REASONS FOR RECOMMENDATION:

Background

On June 9, 2017, the State Employment Development Department (EDD) released Workforce Services Directive (WSD) 16-20 to provide guidance and establish the procedures for the certification of comprehensive AJCC locations in Local Workforce Development Areas (LWDAs).

The WIOA Joint Final Rule outlines three key requirements for Comprehensive AJCC certification:

1. Effectiveness of the AJCC;
2. Physical and programmatic accessibility for individuals with disabilities; and
3. Continuous improvement.

California's certification process is centered on these key requirements and sets a statewide standard of service delivery that ensures all customers consistently receive a high-quality level of service. The initial Comprehensive AJCC certification process was conducted during Program Year (PY) 2017-18 and took effect PY 2018-19. For this initial certification, Local Boards were only required to certify their comprehensive AJCCs.

Certification Levels

There are two levels of AJCC certification: Baseline and Hallmarks of Excellence. The Baseline AJCC Certification was due to the State by December 31, 2017, and was intended to ensure that every comprehensive AJCC was in compliance with key WIOA statutory and regulatory requirements. The Hallmarks of Excellence AJCC Certification is due to the State June 30, 2018, and 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.

Baseline AJCC Certification

In order to receive Baseline AJCC Certification, an AJCC must have met all of the following requirements:

1. The Local Board has implemented a signed MOU with all the required AJCC partners. This includes both Phase I and Phase II of the MOU process.
2. The AJCC has implemented the board-defined roles and responsibilities of the AJCC One-Stop Operator and Title I Adult and Dislocated Worker Career Services Provider (i.e., an AJCC One-Stop Operator and Career Services Provider is in place and functioning within the AJCC).
3. The AJCC meets all regulatory requirements to be considered a comprehensive AJCC as identified in the WIOA Joint Final Rule Section 678.305.
4. The AJCC ensures equal opportunity for individuals with disabilities in accordance with the ADA, WIOA Section 188, and all other applicable federal and state guidance.

Peer Review Process

In accordance with WSD 16-20, an outline of the process for Comprehensive AJCC certification was submitted to the State EDD by September 31, 2017.

Members of the San Joaquin Valley and Associated Counties, including San Joaquin County, as well as, the Mother Lode, planned to use a Peer Review Team process to certify its comprehensive AJCC. Approved by the State, the Peer Review Team process established a Peer Review Team in each participating LWDA. In an effort to maintain arms-length and avoid any appearance of a conflict of interest, Peer Review Teams from another LWDA would not review the LWDA that reviewed them.

The Stanislaus County Review Team reviewed San Joaquin County's Comprehensive AJCC on November 21, 2017. The San Joaquin County Review Team reviewed the Mother Lode's Comprehensive AJCC on December 4, 2017, and the Mother Lode Review Team reviewed Stanislaus County's Comprehensive AJCC on December 11, 2017.

The Peer Review Team approach provided each LWDA with an excellent opportunity to experience another LWDA's service delivery system, and to focus on best practices that can be incorporated into their own operations.

It also provided the Peer Review Team with an opportunity to share best practices, provide technical assistance and support to the LWDA being reviewed, if requested. This sharing of best practices and technical support strengthens the "Continuous Quality Improvement" effort of the AJCC operations not only in the respective LWDA, but, across the region.

On November 21, 2017, the Stanislaus County Review Team conducted an on-site evaluation of San Joaquin County's Comprehensive AJCC, completed the Baseline Criteria Certification Matrix and the Evaluation Report certifying its compliance with WIOA Baseline Certification criteria.

The findings of the Stanislaus County Peer Review Team evaluation, validated the findings of San Joaquin County's self-evaluation. On December 8, 2017 the WDB approved the submission of the San Joaquin County Comprehensive AJCC Base Line Certification Matrix which certified that the Comprehensive AJCC in compliance with WIOA statutory and regulatory requirements. On December 11, 2017 the Base Line Criteria Certification Matrix and the Evaluation Report was submitted to the State.

Hallmarks of Excellence AJCC Certification

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

1. The AJCC physical location enhances the customer experience.
2. The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.
3. The AJCC actively supports the One-Stop system through effective partnerships.
4. The AJCC provides integrated, customer-centered services.
5. The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.

6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.
7. The AJCC has high-quality, well-informed, and cross-trained staff.
8. The AJCC achieves business results through data-driven continuous improvement.

On April 25, 2018 the San Joaquin County WorkNet secured the services of David Shinder, a highly respected consultant to conduct the independent review of the San Joaquin County's Comprehensive AJCC Hallmarks of Excellence Certification Review. Mr. Shinder has extensive knowledge of One-Stop Center operations and was the third party reviewer of five (5) of the eight (8) Central Valley LWDA's Comprehensive AJCC Hallmarks of Excellence Certifications.

The Hallmarks of Excellence Certification process began May 10, 2018 and concluded on May 30, 2018. Mr. Shinder will make a presentation to the WDB at the meeting of June 27, 2018 to present the results of his review. Upon acceptance of the performance matrix by your board, we will submit the completed Hallmarks of Excellence Certification results to the State by the June 30, 2018 deadline.

A Hallmarks of Excellence certification matrix that includes further information and quality indicators for each Hallmarks of Excellence is included as Attachment 1. The final matrix will contain a full rationale written for each ranking provided on the Hallmarks of Excellence.

Since the goal is for Local Workforce Development Boards to work with each of their AJCC to continually improve and progress within each Hallmarks of Excellence, the matrix must also include a continuous improvement plan developed by San Joaquin County's WDB staff with target dates, for each AJCC that outlines how they plan to increase their ranking for each Hallmarks of Excellence or maintain their ranking for any Hallmarks of Excellence in which they have already achieved a 5.

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

FISCAL IMPACT:

There is no fiscal impact for the approval of this Action Item by the WDB.

ACTION TO BE TAKEN FOLLOWING APPROVAL:

- | | |
|---|---------------|
| 1. Submittal to the State Employment Development Department | June 30, 2018 |
|---|---------------|

ACTION TAKEN: APPROVED:_____ DISAPPROVED:_____ OTHER:_____

BY:_____ DATE:_____

MOTIONED BY:_____ SECONDED BY:_____

YES:_____

NO:_____

Comprehensive AJCC Certification Matrix

Hallmarks of Excellence

ATTACHMENT 1

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 _____

Name of AJCC _____

Hallmark of Excellence #1

The AJCC physical location and facility enhances the customer experience

Characteristics of a High Quality AJCC

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

California State Plan Vision and Strategies

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

Quality Indicators

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

Hallmark of Excellence #1

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

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

Rationale for This Ranking:

Hallmark of Excellence #1

Continuous Improvement Goals and Recommendations:

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

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:

Hallmark of Excellence #2

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

Rationale for This Ranking:

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #3

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

US DOL Characteristics of a High Quality AJCC

- a. Reflect the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, colocated partnership that seamlessly incorporates the services of all the AJCC partners.

California State Plan Vision and Strategies

- a. Aligning, coordinating, and integrating programs and services to economize limited resources while also providing the right services to clients, based on each client's particular and potentially unique needs so as to facilitate skills-attainment.

Quality Indicators

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

Hallmark of Excellence #3

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

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

Rationale for This Ranking:

Hallmark of Excellence #3

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #4

The AJCC provides integrated, customer-centered services

US DOL Characteristics of a High Quality AJCC

- a. Organize and integrate services by function (rather than by program); when permitted by a program's authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, e.g. skills development team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.
- b. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.
- c. Develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allows information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs, within the One-Stop system only after the informed written consent of the individual has been obtained, where required.

California State Plan Vision and Strategies

- a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs.
- b. Customer-Centered Service Design: use of customer centered design to involve frontline staff and customers in the development, prototyping and evaluation of AJCC services, resources, tools, and systems.

Hallmark of Excellence #4

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:

Hallmark of Excellence #4

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

Rationale for This Ranking:

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #5

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

US DOL Characteristics of a High Quality AJCC

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

California State Plan Vision and Strategies

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

Hallmark of Excellence #5

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

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

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

Rationale for This Ranking:

Continuous Improvement Goals and Recommendations:

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

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:

Hallmark of Excellence #6

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

Rationale for This Ranking:

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #7

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

US DOL Characteristics of a High Quality AJCC

- a. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Center staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers. Center staff are routinely trained and are keenly aware as to how their particular function supports and contributes to the overall vision of the local board.
- b. Staff the center with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the AJCC.

California State Plan Vision and Strategies

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

Hallmark of Excellence 7

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:

Hallmark of Excellence #7

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

Rationale for This Ranking:

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence 8

The AJCC achieves business results through data-driven continuous improvement

US DOL Characteristics of a High Quality AJCC

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

California State Plan Vision and Strategies

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

Quality Indicators

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

Hallmark of Excellence #8

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

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

Rationale for This Ranking:

Hallmark of Excellence 8

Continuous Improvement Goals and Recommendations:

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

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

_____ Hallmark AJCC Certification

_____ Baseline AJCC Certification

_____ Not Yet Able to Certify

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

Signature

Name

Title

DIRECTOR'S REPORT

BOARD MEMBER QUESTIONS AND COMMENTS