

**WORKFORCE DEVELOPMENT BOARD  
EXECUTIVE BOARD MEETING**  
Workforce Development Department Administration Office  
Executive Conference Room  
290 North D Street, 6<sup>th</sup> Floor, San Bernardino, California

**WEDNESDAY, APRIL 11, 2018 AT 8:30 AM**

This agenda contains a brief description of each item of business to be considered at today's meeting. In accordance with the Brown Act, this meeting agenda is posted at least 72 hours prior to the regularly scheduled meeting on the Workforce Development Board website and on the official Workforce Development Board Bulletin Board outside of the Workforce Development Department Administration Office at 290 North D Street, 6<sup>th</sup> Floor, San Bernardino, CA 92415. The agenda, its supporting documents and all writings received by the Board related to these items are public records and available for review during regular business hours at the WDD Administration Office at 290 North D Street, 6<sup>th</sup> Floor, San Bernardino, CA, 92415. The agenda and its supporting documents can be viewed online at [www.sbcounty.gov/workforce](http://www.sbcounty.gov/workforce). However, the online agenda may not include all available supporting documents nor the most current version of documents. Items listed on the Consent Calendar are expected to be routine and non-controversial and, unless the Board directs that an item be held for further discussion, the entire Consent Calendar will be acted upon as the first item of business on the Discussion Calendar.

Members of the public may address the Board on any item on the agenda and on any matter that is within the Board's jurisdiction. To address the Board regarding an item that is on the agenda, complete and submit the purple form entitled "Public Comment". These requests must be submitted to the Executive Secretary to the Board prior to the time the item is called for consideration or prior to the public comments section on the agenda. The Chair will call speakers forward to present their comments at the appropriate time.

**Conflict of Interest Advisement**

WDB members please be advised: If an item on the Agenda relates to the provision of services by you, your immediate family, the entity you represent, or any person who has made \$250 in campaign contributions to you during the last twelve months, or if approval or disapproval of an Agenda item would have a foreseeable material effect on an economic interest of you, your immediate family, or the entity you represent, **then please follow these procedures:**

*"When the Agenda item is first introduced, please immediately announce that you are recusing yourself from participating in the agenda item, and then refrain from discussing, voting on, or otherwise influencing the Board's consideration of the Agenda item."*

**AGENDA**

**8:30 AM CONVENE MEETING OF THE WORKFORCE DEVELOPMENT EXECUTIVE BOARD**

**OPENING**

- 1) Call Meeting to Order
- 2) Adoption of Agenda
- 3) Introductions

**REVIEW AND APPROVAL OF MEETING MINUTES**

- 4) Approval of Minutes from March 21, 2018 Executive Board Meeting

**PUBLIC COMMENT**

- 5) Comments from the General Public in Attendance

**DISCUSSION**

- 6) Approval of Comprehensive America's Job Center of California Hallmarks of Excellence Certification Matrix
- 7) Approval of Funding for Incumbent Worker Training with Dignity Health Foundation Inland Empire
- 8) Approval of Funding for Human Resource Hotline Services
- 9) Approval of Funding for Business Workshops
- 10) Recommend Approval of Award for Labor Market and Intelligence Services

**REPORTS AND INFORMATION**

- 11) Workforce Development Board Initiatives - Program Year 2017-18
- 12) One-Stop Operator Report
- 13) Training Report
- 14) Public Relations/Media Report
- 15) County Report

**ADJOURNMENT**

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In conformity with Government Code section 54957.5, any writing that is a public record, that relates to an item listed on the Agenda, and that will be distributed to all or a majority of the Board less than 72-hours prior to this meeting (or is distributed at this meeting), will be available for public inspection at the time the writing is distributed. This inspection may be made at the office of the Workforce Development Department, 290 North D Street, 6<sup>th</sup> Floor, San Bernardino, California 92415, or during this meeting.

The Workforce Development Board meeting facility is accessible to persons with disabilities. If assistive listening devices or other auxiliary aids or services are needed in order to participate in the public meeting, requests should be made through the Board Secretary at least three (3) business days prior to the Board meeting. The Board Secretary's telephone number is (909) 387-9862 and the office is located at 290 North D Street, 6<sup>th</sup> Floor, San Bernardino, California 92415. California Relay Service 711.

This WIOA Title -I financially assisted program or activity is an equal opportunity employer/program. Auxiliary aides and services are available upon request to individuals with disabilities.

**San Bernardino County  
Workforce Development Board  
Executive Board  
Agenda Item**

**MEETING DATE:** April 11, 2018  
**ITEM:** (4)  
**SUBJECT:** Approve Minutes from March 21, 2018 Executive Board Meeting

**PRESENTED BY:** Miguel McQueen, Deputy Director  
Workforce Development Department (WDD)

**CONSENT**  **DISCUSSION**  **INFORMATION**

**RECOMMENDATION:** Approve Minutes from March 21, 2018 Executive Board Meeting

**BACKGROUND:** See attached minutes

***WDB Action:***

*Motion:* \_\_\_\_\_ *Second:* \_\_\_\_\_

*Affirmative:* \_\_\_\_\_ *Negative:* \_\_\_\_\_

*Abstention:* \_\_\_\_\_

**DATE:** \_\_\_\_\_

**Workforce Development Board  
EXECUTIVE BOARD MEETING**  
Workforce Development Board Conference Room  
Workforce Development Department Administration Office  
290 North D Street, 6<sup>th</sup> Floor, San Bernardino, California

**WEDNESDAY, MARCH 21, 2018, 8:30 A.M.**

**MINUTES**

**ATTENDANCE:**

| <b>Members</b>                       | <b>Present</b> |
|--------------------------------------|----------------|
| Tony Myrell (Chair)                  | X              |
| Phil Cothran (Vice Chair)            | X              |
| William Sterling (Second Vice Chair) | X              |
| B.J. Patterson                       | X              |
| Jon Novack                           | X              |
| Anita Tuckerman                      | X              |
| <b>Staff to WDB</b>                  | <b>Present</b> |
| Devra Bell                           | X              |
| Sandy Harmsen                        | X              |
| Reg Javier                           |                |

| <b>WDD Staff</b>  | <b>Present</b> |
|-------------------|----------------|
| Fred Burks        | X              |
| Curtis Compton    | X              |
| Miguel McQueen    | X              |
| Stephanie Murillo | X              |
| Mariann Ruffolo   |                |

**OPENING**

- 1) **Chair called meeting to order** at 8:33 A.M.
- 2) **Adoption of Agenda** - The Chair called for a motion to adopt the agenda. B.J. Patterson motioned; Jon Novack seconded the motion. None opposed, motion carried.
- 3) **Introductions** were made.

**REVIEW AND APPROVAL OF MEETING MINUTES**

- 4) **Approval of Minutes from February 14, 2018 Executive Board Meeting**  
The Chair called for a motion to approve the Minutes from the February 14, 2018 Executive Board (Exec) meeting. Will Sterling motioned; Anita Tuckerman seconded the motion. None opposed. Motion carried.

**PUBLIC COMMENT**

- 5) **Comments from the General Public in Attendance**  
There were no public comment cards provided

**REPORTS AND INFORMATION**

- 6) **Workforce Development Board Program Year 2017-2018 Strategic Action Goals Report**  
Tony Myrell updated the members on the status of the 501(3)c and noted that they are waiting for the by-laws to be returned by County Counsel. Once those are approved and returned, they will be brought before the Executive Board. The estimated timeframe for completion is April, 2018. Fred Burks provided an update on the High Desert Training Center initiative. A Request for Qualification is expected to be mailed to 250 vendors on 3/22/18, with a return date of 4/12/18. An interview panel will need to be appointed and Mr. Burks will be discussing this further with the Board Chair.

Miguel McQueen informed the members that the Board of Supervisors (BOS) approved a request on 3/20/18 for Career Catalyst (Employer of Record), whereby worksite agreements will be needed. The approved item will allow Reg Javier to enter into those agreements at each of the worksites. These agreements will outline the schedules and hours of the workers, with Arrowhead Regional Medical Center being the first group to go through this process. They are in the final stages of having their agreement finalized. Curtis Compton reported that the Business Services visits with the Workforce Development Board members continue and the feedback received by the Board members have been positive. Mr. McQueen also reported that the Asset Mapping item will be going before the BOS on 5/24/18. A Business Field Team meeting will be scheduled for early April and additional business visits will also continue to be scheduled.

#### **7) One-Stop-Operator Report**

Angela Gardner provided an updated report to the Board members. She discussed the recent America's Job Centers of California (AJCC) certification of the West Valley AJCC, which they passed. Tony Myrell and Phil Cothran discussed their experience going through the process. They stated that the evaluation was open and fair and they interviewed businesses, staff and customers. A continuous improvement plan will be created and implemented within the 2018/2019 work plan. It was suggested that all of the Executive Board members take time to visit each of the AJCC offices to obtain exposure to their staff and processes.

#### **8) Expenditure Report**

Madeline Tsang provided an updated expenditure report and went over each line item. Will Sterling requested a report to show how many people we serve, as well as "who" we are serving.

#### **9) Public Relations/Media Report**

Steve Lambert provided an updated report. The communications team is looking to rebrand the Chmura report. B.J. Patterson suggested having the annual report circulated to the various Chamber of Commerce offices and local businesses, which could help improve our brand and educate them on the purpose of the Workforce Development Board.

#### **10) County Report**

Miguel McQueen presented this item. He discussed the Y4 Event on 3/16/18 and noted that approximately 500 youth attended the event. In addition, Mr. McQueen provided an update for the NAWB Forum 18 event being held in Washington D.C. from 3/24-3/29. Hill visits will be conducted, but the staff is unable to get into the White House this visit.

### **WORKSHOP**

#### **11) Budget Review – 2018/2019**

Madeline Tsang reviewed the draft budget with the Executive Board members for fiscal years 2018/2019. A discussion ensued about various items on the spreadsheet and Ms. Tsang provided additional clarification to the members. Suggestions were made regarding the formatting of the reports (perhaps adding additional columns/line items); timing of the budget workshops going forward and possibly having regularly scheduled meetings throughout the year to stay on top of the budget. Also discussed was potentially adding an Ad Hoc committee, who would then provide updates to the Executive Board members. Will Sterling made a request to receive expenditure reports and Business Services' reports on a go forward basis.

**ADJOURNMENT**

Chair called for a motion to adjourn. Will Sterling motioned and B.J. Patterson seconded the motion. None opposed; motion carried.

Meeting adjourned at 11:29 A.M.

The next WDB Executive Board Committee meeting is scheduled for Wednesday, April 11, 2018 at 8:30 a.m. to be held at WDD Admin, 290 North D Street, 6th Floor, San Bernardino, CA 92401.

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Devra Bell – WDB Secretary

**San Bernardino County  
Workforce Development Board  
Executive Board  
Agenda Item**

**MEETING DATE:** April 11, 2018

**ITEM:** (6)

**SUBJECT:** **Comprehensive America's Job Center of California  
Hallmarks of Excellence Certification Matrix**

**PRESENTED BY:** Mariann Ruffolo, Deputy Director  
Workforce Development Department

**CONSENT** \_\_\_\_\_ **DISCUSSION**   X   **INFORMATION** \_\_\_\_\_

**RECOMMENDATION:** Approve the Hallmarks of Excellence Certification Matrix for the West Valley Comprehensive America's Job Center of California (AJCC), and the Continuous Improvement Plan for submittal to the Workforce Development Board (WDB).

**BACKGROUND:** The Workforce Innovation and Opportunity Act (WIOA) requires Local Boards to conduct an independent and objective evaluation of AJCCs once every three years, and establishes a framework for maintaining a network of high quality, effective AJCCs. To assist with these efforts, the California Workforce Development Board developed an objective criteria and procedures for Local Boards to use when certifying AJCCs within the local area. Two levels of AJCC certification are required: Baseline and Hallmarks of Excellence. On December 20, 2017, the WDB approved the Baseline Certification for the West Valley Comprehensive AJCC conducted by the Certification Taskforce and was submitted to the State before the December 31, 2017 deadline.

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

On March 14 and 15, 2018, the Certification Taskforce evaluated the West Valley Comprehensive AJCC using the Comprehensive AJCC Hallmarks of Excellence Certification Matrix, in accordance with Workforce Services Directive 16-20 issued by the State of California's Employment Development Department (EDD). The evaluation conducted by the Certification Taskforce resulted in the West Valley Comprehensive AJCC gaining the Hallmarks of Excellence Certification. In addition, based on the recommendations of the Taskforce, a Continuous Improvement Plan was developed outlining how the West Valley Comprehensive AJCC plans to continually improve and progress within each Hallmark of Excellence.

Approval of this recommendation will allow this item to be submitted to the WDB. Once approved, Workforce Development Department staff will submit the West Valley Comprehensive AJCC Hallmarks of Excellence Certification Matrix and Continuous Improvement Plan to the assigned EDD Regional Advisor by the required date of June 30, 2018.

**Attachments:** West Valley Comprehensive AJCC Hallmarks of Excellence Certification Matrix  
West Valley Comprehensive AJCC Continuous Improvement Plan

# Comprehensive AJCC Certification Matrix

## Hallmarks of Excellence

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

### Hallmarks of Excellence Ranking

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

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

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

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

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

Name of Local Board San Bernardino County Workforce Development Board

Name of AJCC West Valley America's Job Center of California

**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 Strengths of the AJCC

- The location of the AJCC is convenient with plenty of parking and accessible by public transportation.
- The AJCC is spacious with ample room for workshops, recruitments, partners and staff.
- The AJCC is clean and neat with a professional appearance.
- The lobby is an attractive and inviting space.
- AJCC has emergency evacuation procedures in place including for people with disabilities.

#### Continuous Improvement Opportunities

- Internal signage could be improved.
- Reduce noise levels in the Resource Room and Lobby.
- Add a level of privacy for those using the U.I. telephones.
- Conduct regular internal and external walk-throughs of the facilities and premises.

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

*4. Significantly meeting the hallmark with room for improvement.*

#### Rationale for This Ranking:

- Evaluation Team used the Hallmarks of Excellence Quality Indicators to determine significant attainment of this Hallmark.
- With a few exceptions, the AJCC physical location and facility enhances the customer experience.
- Improve internal signage by adding signage for the Resource Room, i.e. improve/add overhead signage indicating location of copier, assistive technology, UI phones, etc.
- Based on job seeker input, the Resource Room and Lobby noise levels are distracting at times.

## Hallmark of Excellence #1

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

- By June 30, 2018, the staff will participate in further training to enhance the customer's experience particularly how to maintain a non-distracting work environment for customers in the Resource Room and Lobby.
- By June 30, 2018, AJCC management will conduct and document regular walk-throughs of the internal and external facilities.
- By August 1, 2018, AJCC management will order and hang improved/new overhead signage to assist customers navigating the AJCC.
- By August 1, 2018, AJCC will explore options to enhance privacy for those using the U.I. telephones.

**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:**

#### **Hallmarks Strengths of the AJCC**

- The AJCC's staff includes a team who has been recognized nationally by the Department of Labor for a customer-centered design initiative.
- Veterans receive priority of service.
- Upcoming Train-the-Trainer 11-week training to improve workshops.
- AJCC recently upgraded assistive technology equipment.

#### **Continuous Improvement Opportunities**

- Expand virtual services.
- Update Limited English Proficiency Plan.
- Ongoing training for serving individuals with barriers to employment.
- Staff training on use of assistive technology for individuals with disabilities.

## Hallmark of Excellence #2

### Hallmark of Excellence #2 Ranking (1-5) : 3

*3. Have a satisfactory amount of the hallmark in place the majority of the time.*

#### **Rationale for This Ranking:**

- Evaluation Team used the Hallmarks of Excellence Quality Indicators to determine satisfactory attainment of this Hallmark.
- The AJCC ensures universal access.
- Greeting customers focuses on determining veteran status (for priority of service) instead of welcoming to the AJCC and then determining veteran status.

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

- By or before April 30, 2018, reception staff will participate in training on their role as part of the Welcome Team.
- By or before June 30, 2018, staff will receive ongoing and continued training on serving all individuals with barriers.
- By October 31, 2018, the Limited English Proficiency Plan will be updated.
- By December 31, 2018, all staff will be trained on the use of the assistive technology equipment with annual refresher training.

**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 Strengths of the AJCC

- AJCC partners meet on a regular basis and are engaged in the process of becoming a system.
- Partner Referral process and form as outlined in the MOU is being implemented.
- Use of partner satisfaction surveys.
- Working toward full alignment, coordination and integration of partner programs and services.
- Partner Desk Reference has been developed.
- Department of Rehabilitation has trained staff on working with individuals with disabilities.

##### Continuous Improvement Opportunities

- Staff training on the referral process and desk reference to orientate staff on partner programs.
- Implement referral form and referral tracking process.
- Outreach to noncolocated partner customers.
- Develop One-Stop system marketing materials for distribution to customers.

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

*4. Significantly meeting the hallmark with room for improvement.*

##### Rationale for This Ranking:

- Evaluation Team used the Hallmarks of Excellence Quality Indicators to determine significant attainment of this Hallmark.
- The AJCC enjoys robust partnerships with partners.
- With a few exceptions, the AJCC actively supports the One-Stop system through effective partnerships.

### **Hallmark of Excellence #3**

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

- By October 31, 2018, staff will be trained on the referral form process including referral tracking.
- By October 31, 2018, staff will receive AJCC partner program orientation.
- By December 31, 2018, develop and implement an outreach strategy for the noncolocated partners.
- By June 30, 2019, develop and distribute One-Stop System marketing materials.

**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:**

#### **Strengths of the AJCC**

- The staff has received customer service and customer-centered design training,
- Customers are promptly greeted and connected to the appropriate services.
- Partner Career Services are identified in the MOU and the delivery of those services are aligned with the AJCC.

#### **Continuous Improvement Opportunities**

- Cross-training of staff.
- Updating integrated customer flow procedures.

- Improve customer orientation with a focus on consistent information sharing.
- Review, evaluate and assess coenrollment protocols and strategies.

#### Hallmark of Excellence #4

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

*3. Have a satisfactory amount of the hallmark in place the majority of the time.*

#### **Rationale for This Ranking:**

- Evaluation Team used the Hallmarks of Excellence Quality Indicators to determine satisfactory attainment of this Hallmark.
- Customer feedback indicated opportunities for more cross-training of staff and improved customer Orientation.
- Development and implementation of integrated customer flow procedures in process.

**Continuous Improvement Goals and Recommendations:**

- Cross-training of staff is ongoing and will continue.
- By July 1, 2018, enrollment protocols and strategies will be reviewed, evaluated and assessed followed by staff refresher training and implementation by March 30, 2019.
- By December 31, 2018, the customer Orientation will be updated and all staff will be trained.
- By December 31, 2019, customer flow procedures will be fully implemented.

**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:

#### Strengths of the AJCC

- All AJCC staff know the target sectors and understand what those mean in providing services to customers.
- Customers are offered supportive services, as appropriate.
- The AJCC has increased the number and percentage of AJCC customers receiving skill development and training services resulting in industry recognized credentials.

#### Continuous Improvement Opportunities

- Continued improvement in assisting customers accessing and enrolling in training services.
- Improve the steps that may delay easy access to education and training,

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

*3. Have a satisfactory amount of the hallmark in place the majority of the time.*

#### Rationale for This Ranking:

- Evaluation Team used the Hallmarks of Excellence Quality Indicators to determine satisfactory attainment of this Hallmark.
- Based on customer feedback, there is room for improvement in assisting customers with enrollment in training services in a timely manner.

## Hallmark of Excellence #5

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

- By June 1, 2018, provide staff with strategies to help customers access and enroll in training in a timely manner.
- Immediately ensure the AJCC consistently does not implement a sequence of service requirement for training and does not have cumbersome entry steps.
- Staff will participate in a poverty training to enhance staff's sensitivity to the broad challenges customers face.

**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:**

#### **Strengths of the AJCC**

- The AJCC focuses on high-quality jobs in the WDB's target sectors.
- The Business Services Team is active in local chambers and associations.
- The Business Services Team provides layoff aversion services.
- New AJCC System Business Services Working Group will leverage resources and multiply the efforts of the Business Services Team.
- Excellent feedback from local businesses.

#### **Continuous Improvement Opportunities**

- Capture employer advice in the design and delivery of demand driven services for job seekers; consistently seek feedback and satisfaction data.
- Continue to maximize access to system-wide, integrated business services.
- Ongoing training on the regional economy and labor market conditions.

## Hallmark of Excellence #6

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

*4. Significantly meeting the hallmark with room for improvement.*

#### **Rationale for This Ranking:**

- Evaluation Team used the Hallmarks of Excellence Quality Indicators to determine significant attainment of this Hallmark.
- Room for improvement with capturing employer advice and system-wide business services (which is in progress).

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

- By September 7, 2018, define strategy to regularly seek and capture employer advice in the design and delivery of demand driven series for job seekers.
- By December 31, 2018, develop and launch an AJCC System marketing plan that includes broad use of social media platforms.
- By December 31, 2019, increase the knowledge for all staff to reach a level of “high-knowledge” of the regional economy, labor market conditions, business talent supply chains and the needs of high-growth sectors.

**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:**

#### **Strengths of the AJCC**

- The AJCC has monthly all-staff meetings with all colocated partners.
- Multiple opportunities for training are offered.
- Labor market information training.
- Career pathways training.

#### **Continuous Improvement Opportunities**

- Training on AJCC partner programs and services.
- Training to serve individuals with barriers.

## Hallmark of Excellence #7

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

*3. Have a satisfactory amount of the hallmark in place the majority of the time.*

#### **Rationale for This Ranking:**

- Evaluation Team used the Hallmarks of Excellence Quality Indicators to determine satisfactory attainment of this Hallmark.
- The wording in six of the nine Quality Indicators for the Hallmark includes “staff has received training” which does not always align with customer feedback.

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

- By June 30, 2019, all staff will show evidence of practicing each of the quality indicators for this Hallmark as they serve AJCC customers.
- Department of Rehabilitation will provide ongoing training on the use of assistive technology equipment.

**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:

#### Strengths of this Hallmark

- AJCC contributes to the achievement of WIOA performance indicators for the four core partners.
- AJCC provides regular performance reports to the Local Board.
- System in place to capture and respond to customer feedback, complaints and compliments.

#### Continuous Improvement Opportunities

- Review and analyze performance, customer satisfaction and service data to develop specific plans for service improvements.
- Improve collection of satisfaction data from customers.

### Hallmark of Excellence # 8 Ranking (1-5) : 4

4. Significantly meeting the hallmark with room for improvement.

#### Rationale for This Ranking:

- Evaluation Team used the Hallmarks of Excellence Quality Indicators to determine satisfactory attainment of this Hallmark.
- Staff stated they are working on improvements to gathering satisfaction data.

## Hallmark of Excellence 8

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

- By June 30, 2019, update and improve satisfaction survey system.
- By December 31, 2018, continue with regular reviews and analysis of performance, satisfaction, service data and begin to develop, communicate and execute plans to improve.

| 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   | 3         |
| 3. The AJCC Actively Supports the One-Stop System Through Effective Partnerships  | 4         |
| 4. The AJCC Provides Integrated, Customer-Centered Services   | 3         |
| 5. The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways. | 3         |
| 6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs. | 4         |
| 7. The AJCC Has High-Quality, Well-Informed, Cross-Trained Staffing   | 3         |
| 8. The AJCC Achieves Business Results Through Data-Driven Continuous Improvement  | 4         |
| <b>Total Ranking for Hallmarks of Excellence:</b>   | <b>28</b> |

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

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 & Date

\_\_\_\_\_  
Name

Antonio Myrell

\_\_\_\_\_  
Title

Chair - San Bernardino County Workforce Development Board

## **Continuous Improvement Plan Comprehensive AJCC – Hallmarks of Excellence**

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

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 San Bernardino County Workforce Development Board

Name of AJCC West Valley America's Job Center of California

**Hallmark of Excellence #1**

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

**AJCC Continuous Improvement Plan:**

| <b><i>Plan of Action to be Taken</i></b>   | <b><i>Date of Completion</i></b> |
|--|----------------------------------|
| Staff will participate in further training to enhance the customer's experience particularly how to maintain a non-distracting work environment for customers in the Resource Room and Lobby | June 30, 2018                    |
| AJCC management will conduct and document regular walk-throughs of the internal and external facilities  | June 30, 2018                    |
| AJCC management will order and hang improved/new overhead signage to assist customers navigating the AJCC  | August 1, 2018                   |
| AJCC will explore options to enhance privacy for those using the U.I. telephones   | August 1, 2018                   |

**Hallmark of Excellence #2**

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

**AJCC Continuous Improvement Plan:**

| <b><i>Plan of Action to be Taken</i></b>  | <b><i>Date of Completion</i></b> |
|---|----------------------------------|
| Reception staff will participate in training on their role as part of the Welcome Team                | April 30, 2018                   |
| Staff will receive ongoing and continued training on serving all individuals with barriers            | June 30, 2018                    |
| The Limited English Proficiency Plan will be updated  | October 31, 2018                 |
| Staff will be trained on the use of the assistive technology equipment with annual refresher training | December 31, 2018                |

**Hallmark of Excellence #3**

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

**AJCC Continuous Improvement Plan:**

| <i>Plan of Action to be Taken</i>  | <i>Date of Completion</i> |
|--|---------------------------|
| Staff will be trained on the referral form process including referral tracking | October 31, 2018          |
| Staff will receive AJCC partner program orientation                            | October 31, 2018          |
| Develop and implement an outreach strategy for the noncolocated partners       | December 31, 2018         |
| Develop and distribute One-Stop System marketing materials                     | June 30, 2019             |

**Hallmark of Excellence #4**

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

**AJCC Continuous Improvement Plan:**

| <i><b>Plan of Action to be Taken</b></i>   | <i><b>Date of Completion</b></i>        |
|--|---|
| Cross-training of staff  | Ongoing                                 |
| Review, evaluate and assess coenrollment protocols and strategies<br><br>with,<br><br>Staff refresher training and implementation of coenrollment protocols and strategies | June 30, 2018<br><br><br>March 30, 2019 |
| The customer Orientation will be updated and all staff will be trained   | December 31, 2018                       |
| Customer flow procedures will be fully implemented materials   | December 31, 2018                       |

**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.**

**AJCC Continuous Improvement Plan:**

| <b><i>Plan of Action to be Taken</i></b>  | <b><i>Date of Completion</i></b> |
|---|----------------------------------|
| Provide staff with strategies to help customers access and enroll in training in a timely manner  | June 1, 2018                     |
| Ensure the AJCC consistently does not implement a sequence of service requirement for training and does not have cumbersome entry steps | Immediate                        |
| Staff will participate in a poverty training to enhance staff's sensitivity to the broad challenges customers face                      | Upcoming                         |

**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.**

**AJCC Continuous Improvement Plan:**

| <i><b>Plan of Action to be Taken</b></i>   | <i><b>Date of Completion</b></i> |
|--|----------------------------------|
| Define strategy to regularly seek and capture employer advice in the design and delivery of demand driven series for job seekers   | September 7, 2018                |
| Develop and launch an AJCC System marketing plan that includes broad use of social media platforms   | December 31, 2018                |
| Increase the knowledge for all staff to reach a level of “high-knowledge” of the regional economy, labor market conditions, business talent supply chains and the needs of high-growth sectors | December 31, 2019                |

**Hallmark of Excellence #7**

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

**AJCC Continuous Improvement Plan:**

| <i><b>Plan of Action to be Taken</b></i>   | <i><b>Date of Completion</b></i> |
|--|----------------------------------|
| Staff will show evidence of practicing each of the quality indicators for this Hallmark as they serve AJCC customers | June 30, 2019                    |
| Department of Rehabilitation will provide ongoing training on the use of assistive technology equipment              | Upcoming                         |

**Hallmark of Excellence 8**

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

**AJCC Continuous Improvement Plan:**

| <b><i>Plan of Action to be Taken</i></b>  | <b><i>Date of Completion</i></b> |
|---|----------------------------------|
| Update and improve satisfaction survey system   | June 30, 2019                    |
| Continue regular reviews and analysis of performance, satisfaction, service data and begin to develop, communicate and execute plans to improve | December 31, 2018                |

**San Bernardino County  
Workforce Development Board  
Executive Board  
Agenda Item**

**MEETING DATE:** April 11, 2018

**ITEM:** (7)

**SUBJECT:** Funding for Incumbent Worker Training with Dignity Health Foundation Inland Empire

**PRESENTED BY:** Miguel McQueen, Deputy Director  
Workforce Development Department

**CONSENT** \_\_\_\_\_ **DISCUSSION**   X   **INFORMATION** \_\_\_\_\_

**RECOMMENDATION:** Approve the development of a contract with Dignity Health Foundation Inland Empire for Incumbent Worker Training and submittal of the funding amount not to exceed \$600,000 to the Workforce Development Board.

**BACKGROUND:** The Workforce Innovation and Opportunity Act (WIOA) encourages local areas to develop programs that increase the competitiveness of employees and employers. Incumbent Worker Training (IWT) is designed to meet special requirements of an employer, or group of employers, to retain a skilled workforce and requires a commitment by the employer to retain the incumbent worker(s) trained. This is expected to result in the creation of high demand new jobs, the retention of jobs that otherwise may be eliminated, and net increases to the wages of the trained workers.

Dignity Health Foundation Inland Empire (Dignity) has a critical need for training in areas related to cardio-pulmonary services, radiology and lab, as well as nursing and community health occupations. The cost to train places detrimental limitations upon department budgets. This creates a significant strain on hospital revenue, which has a negative impact on many areas. Having incumbent worker funding from San Bernardino County Workforce Development Board will provide staff sufficient training to do quality work in a shortened period of time, thus decreasing patient wait time, improving quality of care and increasing patient satisfaction.

In the upcoming year, Dignity plans to train up to 116 current staff members to promote to higher skilled positions with higher wages, creating positions filled by newly hired individuals. Dignity proposes the following trainings at its Community Hospital of San Bernardino and Saint Bernandine Medical Center facilities:

| <b>Current Positions</b>                            | <b>Specialization Training</b>   |
|---|--|
| Respiratory Care Practitioners                      | Neonatal Intensive Care Unit (ICU), Bronchoscopy, Pediatric Transport, Arterial Blood Gas Lab, High Frequency Oscillation Ventilation, Pediatric Subacute, , Electroencephalography, and/or Electro-Cardiography |
| Cardiac Sonographers                                | Echocardiography   |
| Cardiopulmonary Technicians                         | Electroencephalography and/or Echocardiography   |
| Medical Imaging Technicians (Radiology Technicians) | Magnetic Resonance Imaging, Computed Tomography, Interventional Radiology/Catheter Lab   |
| Clinical Laboratory Scientists                      | Blood Banking/ Coagulation, Chemistry, Hematology/Urinalysis, Special Chemistry, Power Chart, Specimen Processing and/or Point of Care Testing   |
| Registered Nurses                                   | Labor & Delivery, Emergency Department and ICU Nursing, Telemetry, Critical Care Unit and/or Operating Room  |

WIOA requires that employers participating in the IWT program contribute to the cost of training based on the number of employees in the company. Dignity's mandated contribution is 50%, which they are committed to providing for their employees. The contract for an amount not to exceed \$600,000 will include Dignity's commitment to:

- Create an Incumbent Worker Training Plan, which details and documents the employee participants, clinical and didactic training schedules, a breakdown of costs per participant (including Dignity's funding contributions).
- Retain participants in employment during and after training.
- Provide higher wages for the participants upon completion, based on the new skill-level obtained.
- Provide no less than quarterly reports on training status, including participant details and on-going outcomes.
- Report on how the training is supporting the company's viability, increase employee or employer competitiveness, expand productivity, or prevent lay-off(s).

With approval, this request to develop the contract with Dignity will be submitted to the Workforce Development Board on April 18, 2018.

|                                     |                  |
|-------------------------------------|------------------|
| <b><i>WDB Committee Action:</i></b> |                  |
| <i>Motion:</i>                      | <i>Second:</i>   |
| <i>Affirmative:</i>                 | <i>Negative:</i> |
| <i>Abstention: none</i>             |                  |
| DATE:                               | April 11, 2018   |

**San Bernardino County  
Workforce Development Board  
Executive Board  
Agenda Item**

**MEETING DATE:** April 11, 2018  
**ITEM:** (8)  
**SUBJECT:** Approve Funding for Human Resource Hotline Services  
**PRESENTED BY:** Miguel McQueen, Deputy Director  
Workforce Development Department

**CONSENT** \_\_\_\_\_ **DISCUSSION**  X  **INFORMATION** \_\_\_\_\_

**RECOMMENDATION:** Approve funding in an amount not to exceed \$32,000 with California Employers Association (CEA) to provide Human Resource Hotline Services, for the period of July 1, 2018 through June 30, 2019 to be presented to the Workforce Development Board for final approval.

**BACKGROUND:** On January 18, 2016, staff issued a Request for Proposals (RFQ) on behalf of the Workforce Development Board (WDB) to solicit potential vendors to provide Human Resource Hotline Services. The service provides a toll free dedicated telephone number for local employers to call and receive live human resource information specifically related to employment and labor law questions. On February 15, 2016, one Statement of Qualification (SOQ) was received from California Employers Association (CEA).

On April 19, 2016, an Ad Hoc Committee of the WDB reviewed the proposal's ratings, CEA's capacity to perform the project, their experience, relevant references and cost reasonableness. They recommended that CEA be funded in the amount not to exceed \$96,000 to provide Human Resource Hotline Services, for the period of July 1, 2016 through June 30, 2019. Funding for this service is presented to the WDB annually. For the third and final year under the RFQ, the amount requested is \$32,000 with a term of July 1, 2018 through June 30, 2019.

Approval will move this item to the Workforce Development Board on April 18 for final approval of funding.

|                              |                  |
|------------------------------|------------------|
| <b>WDB Committee Action:</b> |                  |
| <i>Motion:</i>               | <i>Second:</i>   |
| <i>Affirmative:</i>          | <i>Negative:</i> |
| <i>Abstention:</i>           |                  |
| DATE:                        |                  |

**San Bernardino County  
Workforce Development Board  
Executive Board  
Agenda Item**

**MEETING DATE:** April 11, 2018  
**ITEM:** (9)  
**SUBJECT:** **Approve Funding for Business Workshops**  
**PRESENTED BY:** Miguel McQueen, Deputy Director  
Workforce Development Department

**CONSENT** \_\_\_\_\_ **DISCUSSION**  X  **INFORMATION** \_\_\_\_\_

**RECOMMENDATION:** Approve funding in an amount not to exceed \$24,570 to provide Business Workshops for Title I Rapid Response services under the Workforce Innovation and Opportunity Act (WIOA) for the period of July 1, 2018 through June 30, 2019 to be presented to the Workforce Development Board for final approval.

**BACKGROUND:** On January 18, 2016, staff issued a Request for Qualification (RFQ) on behalf of the Workforce Development Board (WDB) to solicit potential vendors to provide Business Workshops designed to assist local employers to stay in business and increase employment in the County's workforce. The RFQ's scope of workshop topics includes:

- Social Media
- Branding and Marketing
- Traditional Marketing
- Labor Law updates
- Business Basics
- Business Process Improvement
- International trade
- Human resources

On April 19, 2016, an Ad Hoc Committee of the WDB reviewed proposal ratings, capacity to perform the project, experience, relevant references and cost reasonableness of the four firms responsive to the RFQ:

- DVT Marketing Enterprises, Inc.
- Welborn Social Media
- Desmond Luis, Inc.
- California Employers Association (CEA)

All four were considered qualified to provide workshops subject to annual discretion of WDB for the term of July 1, 2016 through June 30, 2019. For the final year under the RFQ WDD staff is recommending approval of 13 workshops with Welborn Social Media and 13 workshops with CEA for a total amount not to exceed \$24,570.

Approval will move this item to the Workforce Development Board for final funding approval.

***WDB Committee Action:***

*Motion:* \_\_\_\_\_ *Second:* \_\_\_\_\_

*Affirmative:* \_\_\_\_\_ *Negative:* \_\_\_\_\_

*Abstention:* \_\_\_\_\_

**DATE:** \_\_\_\_\_

**San Bernardino County  
Workforce Development Board  
Executive Board  
Agenda Item**

**MEETING DATE:** April 11, 2018

**ITEM:** (10)

**SUBJECT:** **Approval of Award for Labor Market and Intelligence Services**

**PRESENTED BY:** Miguel McQueen, Deputy Director  
Workforce Development Department

**CONSENT** \_\_\_\_\_ **DISCUSSION**  X  **INFORMATION** \_\_\_\_\_

**RECOMMENDATION:** Recommend approval of the Evaluation Committee recommendation to the Workforce Development Board of contract award for Labor Market and Intelligence Services and approval of contract funding in a total amount not to exceed \$210,000 for an estimated term of three years beginning July 1, 2018.

**BACKGROUND:** The Workforce Development Board (WDB) commissions an annual analysis and report assessing the County's labor market and access to relevant data. The services guide WDB policy decisions, planning and engagement of both the County's workforce and industry.

On February 21, 2018, the WDB approved the release of a Request for Qualifications (RFQ) for Labor Market Information and Intelligence Services given the need for more sophisticated in depth predictive and prescriptive strategic economic analysis and intelligence.

The Scope of Work includes:

- Countywide level and Intra-County granular sub-regional demographic profiles including population, veterans, race, ethnicity, language capability, households, land use, housing, commuting patterns, key infrastructure capacity, employment and income.
- Housing market characteristics, i.e. housing inventories, notices of default and foreclosure, permits and sales.
- Nascent, emerging and maturing socioeconomic trends.
- Economic performance, disruptions and outlook.
- Description of the local labor market, i.e. industry clusters and number of employers per cluster.
- Industry competitiveness.
- Priority industries with high job growth potential.
- Analysis and insights into the fastest growing, stable, at risk and declining industries/occupations.
- Educational attainment of skillsets aligned with current and future industry demand.
- Skills demand and supply mapping.
- Hard to fill jobs.
- Labor force participation rates, unemployment and compensation.

Staff received five (5) submissions and all were determined responsive to the RFQ minimum criteria. A panel of qualified neutral parties representing the Workforce Development Department, Employment Development Department and the Economic Development Department conducted the evaluations. All submissions were scored in accordance with the evaluation process outlined in the RFQ. The recommended vendor will be presented during the Executive Board meeting.

Upon Executive Board's approval, the selected vendor will be presented to the WDB and San Bernardino County Board of Supervisors for approval of contract award.