



OVERSIGHT COMMITTEE MEETING AGENDA PACKET

Tuesday, August 15, 2017
10:00 a.m. – 11:30 a.m.

MBEST
3180 Imjin Road, Conference Room B, Marina, CA

NOTICE TO THE PUBLIC

Good morning, my name is Cesar Lara and, in my capacity as Chair of the Workforce Development Board Oversight Committee, I welcome you to the Oversight Committee meeting of August 15, 2017.

Members of the public who wish to address the Committee should identify themselves and state their name for the record. You should complete a blue Comment Card located near the door, prior to making comments, and hand to any Workforce Development Board staff member.

Copies of the agenda have been placed on the table near the door for your convenience.

The procedure for this meeting is as follows:

- The Committee Secretary will verify quorum; the Chair will read the opening remarks.
- Members of the public wishing to make a comment will then be given two (2) minutes each to comment.
- Workforce Development Board staff and/or Committee Members will present recommendations for each action item on the agenda.
- Committee members may ask questions of Workforce Development Board Staff and other Board Committee.
- The Committee may take action on any item designated as an action item.
- Oversight Committee members may only discuss items listed on the Agenda pursuant to the "Brown Act." With respect to non-agenda items raised by the public, Oversight Committee members may calendar them for a future meeting, may briefly respond, or may request clarification from the member of the public but, to remain in compliance with the Brown Act, they may not address non-agenda items raised by the public in a substantive or in-depth manner.



1441 Schilling Place, North
Salinas, CA 93901

(831) 796-6434

www.montereycountywdb.org

Special Meeting Monterey County Workforce Development Board Oversight Committee

MBEST, 3180 Imjin Road, Conference Room B
Marina, CA 93933

Tuesday, August 15; 10:00 a.m.

AGENDA

Oversight Committee Members:

Cesar Lara, Chair

Al Davis

Brian Turlington

Jay Donato

Sherry Farson

Joanne Webster

CALL TO ORDER/INTRODUCTIONS:		
CHANGES TO AGENDA:		Cesar Lara, <i>Chair</i>
PUBLIC COMMENT: <i>(Limited to 2 minutes per person)</i>		
CONSENT CALENDAR:		Cesar Lara
1. ACTION: Approve minutes from July 14, 2016.		
DISCUSSION OR REVIEW OF BUSINESS CALENDAR ACTION ITEMS:		Cesar Lara
1. Provide timeline and process for the America's Job Center of California (AJCC) certification.		Marleen Bush Javier Vanga
2. Update on 2016-17 and 2017-18 WIOA Adult, Dislocated Worker and Youth Program Performance.		Chris Donnelly
ANNOUNCEMENTS:		Cesar Lara
SUBCOMMITTEE MEETINGS: Executive: 8/16/17, MBEST Business Services: 9/12/17, MBEST Oversight: 11/9/17: MBEST	WDB MEETING: 10/4/2017, Marina Library, Marina	
ADJOURNMENT:		Cesar Lara
Documents related to agenda items that are distributed to the WDB less than 72 hours prior to the meeting shall be available for public inspection at 1441 Schilling Place, North, Salinas, CA or visit our website at www.montereycountywdb.org . Documents distributed to the WDB at the meeting by County staff will be available at the meeting; documents distributed to the WDB by members of the public shall be made available after the meeting. ALTERNATE AGENDA FORMATS: If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 USC Sec. 12132), and the federal rules and regulations adopted in implementation thereof. Individuals with a disability requiring a modification or accommodation, including auxiliary aids or services, in order to participate in the public meeting may make these requests to the Secretary to the WDB at (831)796-6434.		

UNADOPTED

Monterey County Workforce Development Board
Oversight Committee
MBEST, 3180 Imjin Road, Marina, CA
Thursday, July 14, 2016

Members Present: Cesar Lara (Chair), Al Davis, Jay Donato, Sherry Farson and Larry Silva

Members Absent: Brian Turlington

Staff Present: Joyce Aldrich, Marleen Bush, and Flor Galvan

Call to Order/Introductions: Mr. Lara called the meeting to order at 8:50 a.m. and asked for introductions. A quorum was established.

Changes to Agenda: None

Public Comment: None

Consent Calendar:

1. Action: Approve minutes from January 14, 2016.

Motion: Mr. Donato motioned to accept the action as stated.

Second: Mr. Davis

Approved unanimously by those in attendance

Discussion or Review of Business Calendar Action Items

1. Action: Receive and accept Program Year (PY) 2015-16 close out program reports on Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker formula funds. Ms. Bush reported that the Adult and Dislocated Worker program exceeded the required performance goals and provided the committee with actual numbers of participants. She reported that we have until the end of July to input information into the system reported to the Department of Labor and continue to compile data.

Motion: Mr. Donato motioned to accept the action as stated.

Second: Mr. Davis

Approved unanimously by those in attendance

2. Update on the Local Workforce Development area budget for Fiscal Year (FY) 2015-16. Mrs. Aldrich reported that as of June 30, 2016, Monterey County is at 90% spent in the Adult allocation; 75% in Dislocated Worker; 80% in the Youth allocation; 100% in Rapid Response; 73% in Rapid Response Layoff Aversion; 100% in AA DW; 18% in the Workforce Accelerator Fund which ended June 30, 2015; 65% in the Workforce Innovation Fund; 67% in AB109, 51% in the Youth Employment Plan that will end June 30, 2016 and will not be funded next fiscal year; 97% in Silverstar; 100% in Long Term Unemployment which ended June 30, 2016; and 80% in the Youth Empowerment Solutions.

3. Action: Review and consider approval of FY 2016-17 Program Services Budget and forward to Executive Committee for consideration. Mrs. Aldrich reported that she has been working with the Program Manager and the Finance Manager to confirm that the dollars allocated and enrollments required are listed out and detailed. The list contains operating costs, job seeker costs, and indirect costs.

Mr. Donato recused himself and left the room.

Motion: Mr. Silva motioned to accept the action as stated.

Second: Mr. Davis

Approved by those in attendance

4. Action: Receive and accept close out report on the number of local WIOA training placements and expenditures for PY 2015-16. Ms. Bush reported that Monterey County has exceeded the 25% training expenditure requirement for Adult and Dislocated Worker allocations with up to 10% of leveraged resources such as Pell grants, on-the-job training, and classroom training. She reported that a total of 242 participants were enrolled in training. Of those participants, 236 attended classroom training and 6 were enrolled in the on-the-job training.

Motion: Mr. Silva motioned to accept the action as stated

Second: Mr. Davis

Approved unanimously by those in attendance

- 5. Action: Consider and recommend approval of the revised WDB Policy #2013-01 – Procurement Standards.** Ms. Bush reported that the revision of the policy is in response to a recent State monitoring review that was completed in June. She reported that the State monitor was looking for specific language that required a comparative cost analysis between equipment purchases versus lease and therefore we added the language. In addition, language was added to change WIA to WIOA.

Motion: Mr. Davis motioned to accept the action as stated.

Second: Mr. Silva

Approved unanimously by those in attendance

- 6. Update on Strategic Planning Retreat goals, actions and initiatives.** Mrs. Aldrich reported that staff will be discussing hosting a WDB retreat in October due to new legislation. She stated that the WDB staff will be busy transitioning into full compliance with WIOA and therefore is requesting that the Board lay out the goals, strategies and initiatives for the next couple of years. Progress has been made on the current goals and initiatives including WorkKeys tests to certify worker proficiencies. She also reported that new legislation is requiring that local WDB's complete a Regional plan which will include partnerships with Santa Cruz, Santa Barbara and San Luis Obispo. She reported that the WDB continues to partner with agencies on local grants and also to recruit WDB members. She also reported that the WDB recently completed Phase 1 of the Partner MOU that was required by the State. The WDB recently received approval from the Board of Supervisors to open up an office at the Greenfield Civic Center to better serve the population in South County.

Announcements: Mrs. Aldrich announced that CWA's Meeting of the Mind will take place on September 6-8, 2016 at the Monterey Marriott. Mr. Silva announced the ribbon cutting ceremony for the opening of the T&A Housing apartments that took place on July 13, 2016.

Adjournment: Mr. Lara adjourned the meeting at 10:36 a.m.

Motion: Mr. Silva motioned to adjourn the meeting.

Second: Mr. Davis

Approved unanimously by those in attendance

MEMORANDUM

TO: WORKFORCE DEVELOPMENT BOARD OVERSIGHT COMMITTEE

FROM: CHRISTOPHER DONNELLY, INTERIM EXECUTIVE DIRECTOR

SUBJECT: CERTIFICATION PROCESS FOR THE COMPREHENSIVE AMERICA'S JOB CENTER OF CALIFORNIA (AJCC)

DATE: AUGUST 15, 2017

RECOMMENDATION:

Local Workforce Development Boards (WDB) must develop and submit to their State Regional Advisor by September 30, 2017, an outline of the process they plan to use to certify each comprehensive America's Job Center of California (AJCC) within their local area. The State Regional Advisors will respond by November 1, 2017 with the State Board's decision on whether the certification process is sufficient.

It is recommended that the Oversight Committee review and consider the attached certification outline and process for the comprehensive AJCC, in Monterey County.

BACKGROUND/INFORMATION:

Under the Workforce Innovation and Opportunity Act (WIOA), local WDBs must conduct an independent and objective evaluation of the comprehensive AJCC within its local area once every three years using criteria and procedures established by the California Workforce Development Board (State Board). The certification process includes the following requirements:

- Local workforce development areas are only required to certify one comprehensive AJCC;
- Local WDBs must use the State Board's certification criteria and matrixes in determining whether an AJCC will be certified;
- Local WDBs can choose to add additional certification criteria tailored to the needs of their local area, but they may not remove or replace any of the State criteria;
- The AJCC certification must include a continuous improvement plan with target dates; and
- Local WDBs must formally adopt the certification decision for each AJCC in the local area and submit its decision on certification by June 30, 2018, to the State Regional Advisor. However, should a Local WDB receive approval to be the AJCC One-Stop Operator, the State Board is required to conduct the review and evaluation, and make the certification decision.

Goals for the AJCC Certification process:

- Implement WIOA's requirement for the State Board to establish objective criteria/procedures;
- Align the AJCC's operations with the State Plan and the Department of Labor's vision for AJCCs;
- Set standards to ensure all customers consistently receive high-quality service;
- Ensure comprehensive and affiliate AJCCs meet regulatory requirements and focus on quality service delivery;
- Empower Local WDBs to conduct the certification process and make the certification decision; and
- Commit to a process of continuous improvement

Effective Dates:

The initial AJCC certification process of comprehensive AJCCs will be conducted during Program Year (PY) 2017-18 and take effect PY 2018-19. The initial AJCC certification process for affiliate and specialized AJCCs will be conducted during PY 2018-19 and take effect PY 2019-20.

Certification Levels:

The three components of the AJCC certification process include:

- A. **Compliance with Baseline AJCC Certification:** The Baseline is intended to ensure every comprehensive AJCCs is in compliance with key WIOA statutory and regulatory requirements. These requirements must be met for the AJCC to be certified:
1. Implement a signed Memorandum of Understanding (MOU) Phase I/II with AJCC partners;
 2. Implement the board-defined roles and responsibilities of the AJCC Operator and WIOA Title I Adult and Dislocated Worker career services provider;
 3. Meet all regulatory requirements to be considered a comprehensive AJCC; and
 4. Ensure equal opportunity for individuals with disabilities.
- B. **Compliance with Hallmarks of Excellence AJCC Certification:** The Hallmarks of Excellence encourages continuous improvement through identifying AJCC strengths and areas where improvement is needed. To receive Hallmarks of Excellence AJCC Certification, an AJCC must have first met the Baseline AJCC Certification and receive a ranking of at least 3 (based on a scale of 1-5) for each of the eight hallmarks listed below. A ranking of 1 means there is no progress on the hallmark at this time, 5 means the AJCC is achieving and excelling at that hallmark):
1. Physical location and facility enhances the customer experience;
 2. Ensures universal access, with an emphasis on individuals with barriers to employment;
 3. Actively supports the AJCC delivery system through effective partnerships;
 4. Provides integrated, customer-centered services;
 5. 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. Engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs;
 7. Has high-quality, well-informed, and cross-trained staff; and
 8. Achieves business results through data-driven continuous improvement.
- C. **Not Yet Able to Certify:**
If an AJCC does not meet one or more of the Baseline AJCC Certification criteria by December 31, 2017, it will be deemed as “not yet able to certify.” In this instance, the Local WDB must submit a corrective action plan along with their Baseline AJCC Certification matrix to their Regional Advisor by December 31, 2017. The corrective action plan must outline how the Local WDB will work with the comprehensive AJCC to bring the AJCC into compliance by April 1, 2018. The deadline to meet Baseline AJCC Certification was set at April 1, 2018 to allow time for Local WDBs to meet the Hallmarks of Excellence AJCC Certification criteria by June 30, 2018.

It should be noted that the certification is an individualized process and will not be used to compare or rank one AJCC or Local WDB against another AJCC or Local WDB.

ATTACHMENTS:

- a. Local WDB Certification Outline and Process Recommendation
- b. AJCC Certification Checklist
- c. AJCC Certification Timeline – Option A
- d. AJCC Certification Timeline – Option B
- e. Baseline Criteria and Matrix
- f. Hallmarks of Excellence Criteria and Matrix



PROPOSED RECOMMENDATIONS FOR:

Monterey County Workforce Development Board Outline and Process to Certify the Comprehensive America's Job Center of California in Monterey County

Draft as of August 8, 2017

Under the Workforce Innovation and Opportunity Act (WIOA), local Workforce Development Boards (WDB) must conduct an independent review and objective evaluation to certify the comprehensive and affiliate (including specialized) America's Job Center of California (AJCC) within its local area once every three years using criteria and procedures established by the California Workforce Development Board (State Board).

The AJCC certification process includes the following requirements:

- Local workforce development areas are only required to certify one comprehensive AJCC;
- Local WDBs must use the State Board's certification criteria and matrixes in determining whether an AJCC will be certified;
- Local WDBs can choose to add additional certification criteria tailored to the needs of their local area, but they may not remove or replace any of the State criteria;
- The AJCC certification must include a continuous improvement plan with target dates; and
- Local WDBs must formally adopt the certification decision for each AJCC in the local area and submit its decision on certification by June 30, 2018, to the State Regional Advisor. However, should a Local WDB receive approval to be the AJCC One-Stop Operator, the State Board is required to conduct the review and evaluation, and make the certification decision.

Goals for the AJCC Certification process include:

- Implement WIOA's requirement for the State Board to establish objective criteria/procedures;
- Align the AJCC's operations with the State Plan and the Department of Labor's vision for AJCCs;
- Set standards to ensure all customers consistently receive high-quality service;
- Ensure comprehensive and affiliate AJCCs meet regulatory requirements and focus on quality service delivery;
- Empower Local WDBs to conduct the certification process and make the certification decision; and
- Commit to a process of continuous improvement

MONTEREY COUNTY – AJCC CERTIFICATION PROCESS:

It is the responsibility of the Monterey County Workforce Development Board (WDB) to certify the comprehensive AJCC in Monterey County during Program Year (PY) 2017-18 and affiliate AJCCs in PY 2018-19. The three main areas for AJCC certification include effectiveness of the AJCC, physical and programmatic accessibility, and continuous improvement. The certification process is centered on these main areas to set a standard of service delivery that encourages local coordination and innovation to improve customer service and outcomes.

The WDB understands that "what gets measured gets done." Both job seeker and business customers expect and require high quality, customer oriented, efficient and effective services. Therefore, in order to

ensure AJCCs are effectively measured, the certification process includes two levels: Baseline and Hallmarks of Excellence. The baseline criteria, created by the State Board, is intended to ensure every AJCC follows key WIOA statutory and regulatory requirements and the Hallmarks of Excellence are designed to encourage AJCCs to not just aim for a baseline level of compliance but rather continually go above and beyond in all aspects of their service delivery.

To conduct the AJCC Certification process, Monterey County WDB shall consider the following two options:

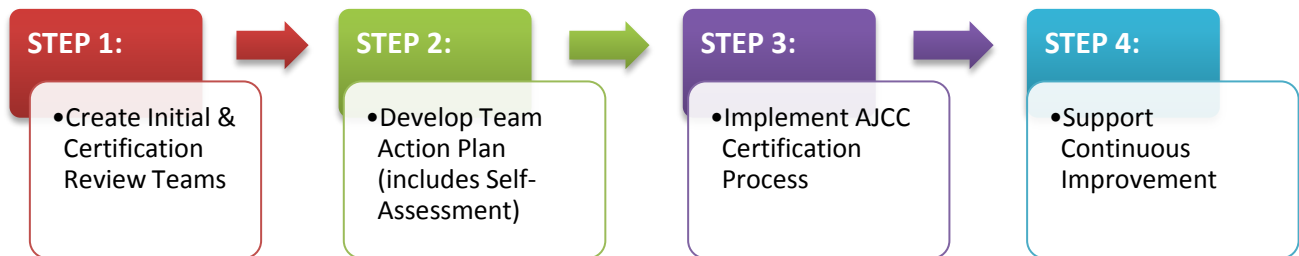
Option A:

The Monterey County WDB shall serve as the AJCC One-Stop Operator, pending approval of a waiver submitted to the State Board seeking the Governor’s approval for the WDB to be the AJCC One-Stop Operator for the Monterey County local area for implementation by July 1, 2017. To mitigate this concern the WDB will be required to conduct an initial self-assessment as a prelude to the State Board’s independent review, on-site evaluation and certification decision of the AJCC. Should the WDB receive approval on the waiver request, the following proposed steps will be modified to satisfy the State Board Certification Process and attached timeline (Option A).

Option B:

The Monterey County WDB successfully procures another entity to serve as the AJCC One-Stop Operator. This will allow the Monterey County WDB to drive the certification process to include the option of conducting an initial self-assessment, and lead the required independent review and on-site evaluation and certification decision. Should the WDB successfully procure an AJCC One-Stop Operator, the following steps, recommendations and attached timeline (Option B) shall be followed:

It is recommended that the WDB follow a 4-step process to certify the comprehensive and affiliate AJCCs in Monterey County. The following graphic below provides a brief overview of these steps:



STEP 1: CREATE INITIAL & CERTIFICATION REVIEW TEAMS

It is recommended that the WDB establish two teams: Initial Review Team and Certification Review Team.

The Initial Review Team shall be responsible for conducting the initial self-assessment of the AJCC. Suggestions for the Initial Review Team composition, include WDB staff, AJCC partners and service providers. It is recommended that the WDB staff lead the effort and initial self-assessment process.

The Certification Review Team shall be comprised of members from the local workforce development community to conduct the on-site, open, and independent review and evaluation of the AJCC. The role of the Certification Review Team is to champion the certification process and be responsible for conducting desk reviews, performing on-site visits of the local AJCC system and making recommendations to the WDB regarding certification. The WDB has the discretion in forming the review team as far as size and membership.

Suggestions for a Certification Review Team composition, include selecting individuals with the following backgrounds:

List of those who may serve on the Certification Review Team:

- A representative from the Central Coast Regional Planning Unit (Santa Cruz, San Luis Obispo, and/or Santa Barbara County WDBs);
- A workforce professional in the local area;
- Peer reviewer from other local workforce development areas (i.e. One-Stop Operator); and/or
- AJCC One-Stop Operator (unless it's the WDB) In instances where the WDB is acting as the AJCC One-Stop Operator, the WDB must do an initial self-assessment and then the State Board will do the independent review, on-site evaluation and certification of the AJCC.

List of those who may not serve on the Certification Review Team, to avoid conflicts:

- Any board staff providing WIOA Title I adult and dislocated worker career services;
- Contracted WIOA Title I career service providers;
- AJCC One-Stop Operator (if also includes the career services provider);
- AJCC program or partner staff; and/or
- Local WDB (if it has been approved as the AJCC One-Stop Operator)

When selecting individuals for the Certification Review Team it is recommended that the WDB consider individuals who are committed to seeing the certification process through its development stages and be able to conduct subsequent reviews as the experience gained in the initial certification continuing through continuous improvement.

Furthermore, it is recommended that representatives from the WDB staff be identified as the local lead to support the Certification Review Team and serve as the primary contact person to convene the review team meetings, provide training and technical support, collect data and documentation for the review, and coordinate AJCC on-site visits and interviews. In addition, the local lead will provide follow-up support for the action plan and next steps developed by the Certification Review Team. The purpose of the local lead is to assist the Certification Review Team in completing the four steps toward completing the certification process to make the certification decision.

Conflict of Interest and Code of Conduct:

The WDB is in the process of creating a Conflict of Interest and Code of Conduct policy. The WDB is committed to maintaining the highest of standards of ethical conduct and to guard against problems arising from real, perceived, or potential conflict of interest. To avoid a conflict of interest, the policy will require each Certification Review Team member to follow the WDB's Conflict of Interest Policy and Procedure policy and sign an attestation denoting that the "Conflict of Interest and Code of Conduct Policies" have been read, are understood, and that the member pledges to conduct him/herself in accordance with such policies and procedures during their service to the WDB. Also, each Certification Review Team member will also be asked to complete a "Disclosure of Conflicts of Interest Form" to provide a disclosure of potential conflicts created by his or her position(s), to ensure there is a clear firewall that separates the review team member conducting the evaluation from the AJCC stakeholders.

AJCC Certification Process Orientation/Training and Technical Support:

The local lead of the Certification Review Team will be responsible for providing orientation/training to the Certification Review Team on the AJCC certification framework, process, criteria, timeline toward

completing the certification process, and follow-up and technical support to make the certification decision.

STEP 2: DEVELOP TEAM ACTION PLAN – INCLUDES SELF-ASSESSMENT

Once the Initial Review Team has been formed, the next step is to have the stakeholders meet and develop an action plan on the self-assessment process, priority for action, and timeline.

Although the AJCC Certification process is not due to the State until September 30, 2017, it is recommended that the WDB get a head start and initiate the self-assessment process throughout the month of September 2017.

It is recommended that the self-assessment process be completed in two phases: Initial Self-Assessment, Initial Self-Assessment Debrief. The following describes the recommended phases:

A. Phase I – Initial Self-Assessment:

Self-Assessment Desk Review:	• September 1-30, 2017
Self-Assessment On-Site Review:	• September 1-30, 2017

During Phase I, the Initial Review Team members shall use the certification Baseline and Hallmarks of Excellence criteria to examine each indicator to evaluate the AJCC's initial progress toward achieving the criteria standards. In addition to the criteria matrixes, the members are also recommended to use the Initial Assessment Checklist to ensure consistency and completeness in carrying out the action plan and tasks, as well as identify any technical support needs. This action plan may serve as a template for use by the Certification Review Team to implement the AJCC certification process.

B. Phase II – Initial Self-Assessment Debrief:

Debrief Meeting:	• Schedule after initial self assessment
Follow-up Meeting and On-site visits:	• TBD
WDB to submit AJCC certification process to the State Regional Advisor:	• September 30, 2017

Following the initial self-assessment, the Initial Review Team shall convene all stakeholders to conduct a debrief on the self-assessments results, and exchange ideas that will lead to quality improvement. The results will give the AJCC partners an opportunity to reflect, improve, meet compliance, and serve as the basis for the AJCC system's corrective action and continuous improvement planning prior to implementing the independent certification review and evaluation process.

STEP 3: IMPLEMENT AJCC CERTIFICATION PROCESS

Once the WDB receives the decision from the State on it's AJCC certification process, the Certification Review Team shall meet to discuss the AJCC certification priority for action and timeline; following the State approved AJCC certification process and action plan template developed by the Initial Review Team as a baseline. The Certification Review Team members shall use the certification Baseline and Hallmarks of Excellence criteria matrixes to examine each indicator to evaluate the AJCC's progress toward achieving the criteria standards. In addition to the criteria, the members are also recommended to use the AJCC Certification Checklist to ensure consistency and completeness in carrying out the final action plan and tasks, as well as identify any technical support needs.

In the beginning stages of the certification process, it is recommended that the Certification Review Team members meet at least once per month. As the review team progresses, the meetings may be scheduled as needed. At that time, responsibilities of the team may be divided among the team members, or to an

adhoc committee of the team. Certification Review Team meetings at that time may include updating all interested parties on the progress of the adhoc committee’s work and the certification process.

It is recommended that the AJCC certification process be conducted in two phases: Baseline Review and Hallmarks of Excellence Review. The following describes the recommended phases:

A. Phase I – Baseline Review:

Baseline Review:	• November 1 - 30, 2017
Submit Baseline Review to State:	• December 31, 2017
WDB to consider AJCC “not yet able to certify” and correct any Baseline compliance issues. Then submit updated Baseline review to State:	• April 1, 2018

Utilizing the required Baseline criteria matrix, the review will include:

- Review of signed and implemented Memorandum of Understanding (MOU) Phase I/II
- Review of AJCC One-Stop Operator agreement, role and responsibilities
- Review of WIOA Title I Career Services Provider agreement, role and responsibilities
- Review of all regulatory requirements to be considered a comprehensive AJCC

Upon completion of the Baseline review, the WDB shall submit the Baseline criteria matrix to the State Regional Advisor no later than December 31, 2017. If the WDB considers the AJCC “not yet able to certify”, the AJCC system must correct any Baseline compliance issues and then the WDB must submit an updated Baseline review to the State Regional Advisor no later than April 1, 2018.

B. Phase II – Hallmarks of Excellence Review:

Hallmarks of Excellence Review:	• January 1, 2018 to ?
On-Site Reviews / Interviews:	• January 1, 2018 to ?
Submit draft AJCC certification to WDB Oversight and Executive Committees for review:	• May or June 2018 (Oversight and Executive Committees)
Submit final AJCC certification to WDB for approval:	• June 6, 2018 (WDB)
Submit Hallmarks of Excellence and continuous improvement plan to State:	• June 30, 2018

Utilizing the required Hallmarks of Excellence criteria matrix, the review will include:

- Review of the materials gathered under Phase I – Baseline Review and examine any additional information and tools provided by the State;
- Complete checklist that documents materials and information collected, including feedback from interviews and surveys received;
- Complete an Americans with Disabilities Act (ADA) checklist to ensure AJCC is physically and programmatically accessible to individuals with disabilities;
- Review local area policies (i.e. standard operating policies and procedures, limited English proficiency plan, accessibility for individuals with disabilities, priority of service, etc.);

- Conduct tours of the comprehensive AJCC (and affiliate sites in PY 2018-19);
- Conduct staff and customer satisfaction surveys;
- Conduct interviews with AJCC staff, partners and customers;
- Review reports on performance information;
- Conduct onsite observation of service delivery; and
- Conduct secret/mystery shoppers of individuals pretending to be customers for an authentic experience of the service delivery (must be frequent to be fair).

The Hallmarks of Excellence review will include the following principles and activities:

- a. The Certification Review Team must conduct a desk review and additional research on the AJCC system and its local workforce area in advance of any onsite visits. This desk review may be conducted within 30 days following receipt of the Baseline Review criteria matrix and any other information and tools provided from the State.
- b. Onsite visits conducted by the Certification Review Team comprises most of the certification review process. An onsite visit schedule of activities shall be completed within 30 days following the desk review. The onsite review will be as minimally disruptive to AJCC system operations as possible and, if feasible, may take place more than one day. The onsite review will include, at a minimum:
 - A walk-through of various parts of the AJCC, as a customer might experience the service delivery flow and referrals;
 - Interviews with AJCC staff, including all partners and including personnel from the management level to the front-line service delivery level;
 - Interviews with a sample of employer and job seeker customers;
 - A review of the AJCC system's general materials; outreach and orientation materials, media, and activities; workshop and meeting offerings; and AJCC calendars, as appropriate; and
 - A review of the AJCC facilities, layout, and infrastructure, with an eye toward customer accessibility and customer flow.
- c. The Certification Review Team shall meet immediately following the onsite visit(s) to reach consensus on its observations, and identify any additional information required to make a preliminary recommendation.
- d. The Certification Review Team shall be prepared to conduct a debrief meeting with key AJCC system management and staff to share its findings, preliminary recommendations and discuss next steps to support continuous improvement.
- e. If the Certification Review Team determines that additional information or follow-up questions are needed, the lead will reconnect with the AJCC system by phone or email as quickly as possible following the onsite visit.
- f. The Certification Review Team will collaboratively complete the Hallmarks of Excellence criteria matrix with written recommendations for a continuous improvement plan with target dates immediately following the debrief meeting and submit a draft recommendation to the AJCC partners and service providers and to the WDB's Oversight and Executive Committees. Should the AJCC system not meet the requirements for certification, the notification will include detailed and specific recommendations for improvement and technical assistance.
- g. The Oversight Committee will be responsible for considering the Certification Review Team recommendations at its May or June 2018 meeting. If the Oversight Committee decides to recommend certification to the WDB, the Oversight Committee's decision will be shared with the WDB for its action to formally adopt the certification decision at an Executive Committee meeting in May and the full WDB meeting on June 6, 2018.

- h. The WDB’s certification decision will be made and formally shared with the AJCC system within one week following the Executive Committee meeting. Because the AJCC certification review process is designed to support continuous improvement and to ensure the provision of needed technical assistance – giving AJCC systems the support they need to achieve the standards – it is not expected that AJCC systems will formally appeal the Executive Committee’s certification recommendations or WDB’s certification decision.

STEP 3: SUPPORT CONTINUOUS IMPROVEMENT

Continuous Improvement Review:	• January 1, 2018 to ?
Continuous Improvement On-Site:	• January 1, 2018 to ?

Since the ultimate goal is for the WDB is to work closely with each of their AJCC partners to continually improve and progress within each Hallmark of Excellence criteria, it is important that the Certification Review Team work with the AJCC system to agree to a continuous improvement plan that outlines how the WDB will plan to provide the AJCC system the support they need to increase the ranking for each hallmark or maintain their ranking, if there is a Hallmark of Excellence for which they've already achieved the five.

To monitor the continuous improvement plan, the lead of the Certification Review Team shall convene a continuous quality improvement group of designated partners that best represent the AJCC on a quarterly basis to follow-up and assess the continuous improvement plan and ongoing efforts to improve and meet the desired outcomes. Any changes shall be recorded and reported back to the WDB.

ATTACHMENTS

- AJCC Certification Checklist
- AJCC Certification Timeline – Option A
- AJCC Certification Timeline – Option B
- Baseline criteria and matrix (*upload to WDB website - add hyperlink*)
- Hallmarks of Excellence criteria and matrix (*upload to WDB website - add hyperlink*)
- ADA Checklist (*upload to WDB website - add hyperlink*)
- Process Flow Chart (*upload to WDB website - add hyperlink*)
- [EDD Workforce Services Directive \(WSD16-20\) – Certification Process for Comprehensive AJCCs](#)



Monterey County Workforce Development Board
Workforce Innovation and Opportunity Act (WIOA) Title I

AJCC Certification Review Checklist

Review Type:	
<input type="checkbox"/>	Initial Assessment Review
<input type="checkbox"/>	AJCC Certification Review

Review Dates:	
Date Started:	
Date Completed:	

Review Team Members:	
1. Name, Organization	5. Name, Organization
2. Name, Organization	6. Name, Organization
3. Name, Organization	7. Name, Organization
4. Name, Organization	8. Name, Organization

Review Team Meetings:	
Action Plan Meeting:	<input type="checkbox"/> Attach roster, meeting notes and action plan/timeline.
Debrief Meeting:	<input type="checkbox"/> Attach roster, meeting notes.
Other Meeting:	<input type="checkbox"/> Attach roster, meeting notes.
Other Meeting:	<input type="checkbox"/> Attach roster, meeting notes.

AJCC Certification Review:	
Date of Desk Review:	
Date of On-Site Visit:	
AJCC Location Reviewed and Evaluated:	<input type="checkbox"/> Comprehensive AJCC/One-Stop, Salinas <input type="checkbox"/> Affiliate AJCC/One-Stop, Marina <input type="checkbox"/> Affiliate AJCC/One-Stop, Greenfield
AJCC Address:	
Hours of Operation:	
AJCC Contact Name:	
Phone:	Email Address:

Baseline Review and Tools Completed:	
1. Reviewed and completed Baseline criteria matrix? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If yes, obtain copy and attach to review checklist.	
<input type="checkbox"/> Completed Baseline criteria matrix attached.	
<input type="checkbox"/> If not completed, date Baseline criteria matrix will be completed:	
<input type="checkbox"/> Initial review Corrective Action Plan attached	

<p>a. Attached signed and implemented MOU Phase I and II</p> <p><input type="checkbox"/> Completed MOU Phase I attached</p> <p><input type="checkbox"/> Completed MOU Phase II attached</p>
<p>b. Attached signed and implemented AJCC One-Stop Operator Agreement</p> <p><input type="checkbox"/> Completed AJCC One-Stop Operator Agreement attached</p>
<p>c. Attached signed and implemented WIOA Career Services Agreement(s)</p> <p><input type="checkbox"/> Completed WIOA Career Services Agreement(s) attached</p>
<p>d. Reviewed and completed ADA checklist? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, obtain copy and attach to review checklist. Add hyperlink to ADA checklist here.</p> <p><input type="checkbox"/> Completed ADA Checklist attached.</p> <p><input type="checkbox"/> Initial review Corrective Action Plan attached</p>
<p>e. Does AJCC meet all ADA standards and requirements? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> If no, date ADA standards will be met:</p> <p><input type="checkbox"/> Initial review Corrective Action Plan attached</p>
<p>f. Is ADA training provided? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If so, when was the last date of training specific to serving individuals with disabilities?</p> <p>If no, indicate planned date for completion:</p>

Hallmarks of Excellence Review and Tools Completed:	
<p>2. Reviewed and completed Hallmarks of Excellence criteria matrix? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, obtain copy and attach to review checklist. The AJCC must meet a ranking of at least a 3 for each of the Hallmarks of Excellence and complete a continuous improvement plan.</p> <p><input type="checkbox"/> Completed Hallmarks of Excellence criteria matrix attached</p> <p><input type="checkbox"/> If not completed, date Hallmarks of Excellence criteria matrix will be completed:</p> <p><input type="checkbox"/> Initial review Corrective Action Plan attached</p>	

On-Site Visit: Required postings easily identifiable?	
1. California State and Federal Labor Law Poster 2017 (English & Spanish)	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. California Industrial Welfare Commission Wage poster	<input type="checkbox"/> Yes <input type="checkbox"/> No

On-Site Visit: Veteran's postings easily identifiable?	
1. Veteran's Programs posting	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Priority of service posting viewed on site	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. Priority of service policies and practices in place	<input type="checkbox"/> Yes <input type="checkbox"/> No
4. Intake checklist used for priority of service	<input type="checkbox"/> Yes <input type="checkbox"/> No
5. Any others?	<input type="checkbox"/> Yes <input type="checkbox"/> No

AJCC CERTIFICATION – DEBRIEF RECOMMENDED ACTIONS/ACTIVITIES

Actions or activities that need to be completed to meet certification	FOLLOW-UP:
1. Action/Activity: Completion date: Outline steps/actions that need to be completed:	Action/Activity completed? <input type="checkbox"/> Yes <input type="checkbox"/> No Date Completed:
2. Action/Activity: Completion date: Outline steps/actions that need to be completed:	Action/Activity completed? <input type="checkbox"/> Yes <input type="checkbox"/> No Date Completed:
3. Action/Activity: Completion date: Outline steps/actions that need to be completed:	Action/Activity completed? <input type="checkbox"/> Yes <input type="checkbox"/> No Date Completed:
4. Action/Activity: Completion date: Outline steps/actions that need to be completed:	Action/Activity completed? <input type="checkbox"/> Yes <input type="checkbox"/> No Date Completed:
5. Action/Activity: Completion date: Outline steps/actions that need to be completed:	Action/Activity completed? <input type="checkbox"/> Yes <input type="checkbox"/> No Date Completed:
6. Action/Activity: Completion date: Outline steps/actions that need to be completed:	Action/Activity completed? <input type="checkbox"/> Yes <input type="checkbox"/> No Date Completed:
7. Action/Activity: Completion date: Outline steps/actions that need to be completed:	Action/Activity completed? <input type="checkbox"/> Yes <input type="checkbox"/> No Date Completed:
8. Action/Activity: Completion date: Outline steps/actions that need to be completed:	Action/Activity completed? <input type="checkbox"/> Yes <input type="checkbox"/> No Date Completed:

OPTION A – When State Board Certifies

Monterey County Workforce Development Board CERTIFICATION PROCESS TIMELINE & PROGRESS

The following outlines the AJCC Certification Process Timeline and Progress:

WDB initiates self-assessment review of Baseline criteria, and conducts debrief with partners:

• September 1-30, 2017

WDB initiates self-assessment review of Hallmarks of Excellence criteria, and conducts debrief with partners:

• October 1, 2017 to mid January 2018

WDB to submit completed Baseline criteria matrix self-assessment to the State Regional Advisor.

• December 31, 2017

Submit draft self-assessments of AJCC certification to WDB Oversight and Executive Committees for review:

• December 2017 or January 2018 meetings (Oversight and Executive Committees)

WDB to submit completed Hallmarks of Excellence criteria matrix self-assessment to the State Regional Advisor:

• January 31, 2018

State Board will notify WDB of the certification status for the AJCC:

• June 30, 2018

OPTION B – When Local Board Certifies

Monterey County Workforce Development Board CERTIFICATION PROCESS TIMELINE & PROGRESS

The following outlines the AJCC Certification Process Timeline and Progress:

Initial Self-Assessment review and debrief with partners:	• September 1-30, 2017 (this shall occur before AJCC certification process is submitted to State on September 30, 2017)
WDB to submit AJCC certification process to the State Regional Advisor:	• September 30, 2017
WDB to receive State decision on AJCC certification process:	• November 1, 2017
Baseline Review Conducted:	• November 1 - 30, 2017
WDB to submit completed Baseline criteria matrix, and if necessary corrective action plans to the State Regional Advisor. (<i>Baseline does not require WDB action/vote prior to submission.</i>)	• December 31, 2017
WDB to consider AJCC “not yet able to certify” and correct any Baseline compliance issues. Then submit updated Baseline review to State:	• April 1, 2018
Hallmarks of Excellence Review:	• January 1, 2018 to ?
On-Site Reviews / Interviews:	• January 1, 2018 to ?
Ongoing continuous improvement is implemented:	• January 1, 2018 (on-going)
Submit draft AJCC certification to WDB Oversight and Executive Committees for review:	• May or June 2018 meeting (Oversight and Executive Committees)
Submit final AJCC certification to WDB Executive Committee for approval:	• June 6, 2018 (WDB)
Submit Hallmarks of Excellence and continuous improvement plans to State:	• June 30, 2018



Comprehensive AJCC Certification Matrix Baseline Criteria

The Baseline America’s Job Center of CaliforniaSM (AJCC) Certification is intended to ensure that every comprehensive AJCC is in compliance with key *Workforce Innovation and Opportunity Act* (WIOA) statutory and regulatory requirements. If an AJCC does not meet one or more of the criteria, they will be considered “not yet able to certify.” In this instance, the Local Workforce Development Board (Local Board) must develop a corrective action plan that outlines how they will bring the AJCC into compliance by April 1, 2018.

Local Boards must submit a completed matrix and, if needed, a corrective action plan to their Regional Advisor for each comprehensive AJCC by December 31, 2017.

Name of Local Board Monterey County Workforce Development Board

Name of AJCC America’s Job Center of California

Baseline Criteria	Yes	No
Implements the signed Memorandums of Understanding (MOU)		
A Memorandum of Understanding (meeting the Phase I and Phase II requirements in Workforce Services Directive WSD15-12 and WSD16-09) has been signed by all the required AJCC partners.		
The signed MOU Phase II identifies the AJCC as a comprehensive center.		
The AJCC is implementing the MOU specifications applicable to comprehensive centers.		
Implements the Local Board defined roles and responsibilities of the AJCC Operator and Career Services Provider		
AJCC Operator selected in compliance with WSD16-14.		
Roles and responsibilities of AJCC Operator are clearly identified.		
Career Services Provider selected in compliance with WSD16-14.		
Roles and responsibilities of the Career Services Provider within the AJCC are clearly identified.		
Meets all regulatory requirements to be a comprehensive AJCC (WIOA Joint Final Rule Section 678.305)		
AJCC has least one Title I staff person physically present.		
AJCC provides access to all basic and individualized career services identified in WIOA Joint Final Rule Section 678.430.		
AJCC provides access to training services identified in WIOA Joint Final Rule Section 680.200.		

Baseline Criteria <i>(continued)</i>	Yes	No
AJCC provides access to any employment and training activities carried out under WIOA Section 134(d).		
AJCC provides access to programs, services, and activities of all required AJCC partners by having partner staff physically co-located at the AJCC, having a staff person at the AJCC who has been cross-trained to provide information about partner programs, or having direct linkage through technology to staff who can provide meaningful information or services.		
AJCC provides access to workforce and labor market information.		
AJCC provides customers with access programs, services, and activities during regular business hours.		
Ensures Equal Opportunity for Individuals With Disabilities		
<p>The AJCC is physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 Code of Federal Regulations Part 38.</p> <p>Americans with Disabilities Act Title V provides that state requirements may supersede the ADA when state requirements provide greater or equal protection for the rights of individuals with disabilities. Therefore, the AJCC must also be in compliance with following California guidance related to equal access for individuals with disabilities:</p> <ul style="list-style-type: none"> ▪ Fair Employment and Housing Act (CA Government Code Section 12900-12996) ▪ Unruh Civil Rights Act (California Civil Code Section 51-52) ▪ Disabled Persons Act (California Civil Code Section 54-55) ▪ California Building Code Title 24 Chapter 11B ▪ California Government Code 7405 ▪ California Government Code 11135 <p>Such requirements include, but are limited to, the following:</p> <ul style="list-style-type: none"> ▪ Providing reasonable accommodations for individuals with disabilities ▪ Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against persons with disabilities ▪ Administering programs in the most integrated setting appropriate ▪ Communicating with persons with disabilities as effectively as with others ▪ Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, the program or activity ▪ Providing for the physical accessibility of the AJCC to individuals with disabilities 		
The AJCC meets all Baseline Criteria for Baseline AJCC Certification		

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

Signature

Name

Title



Comprehensive AJCC Certification Matrix Hallmarks of Excellence

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.

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.

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.

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 Monterey County Workforce Development Board

Name of AJCC 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:

<input type="checkbox"/>	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).
<input type="checkbox"/>	External signage clearly identifies the location as an AJCC and meets the branding requirements of Workforce Services Information Notice 12-43.
<input type="checkbox"/>	The AJCC is clean with a professional appearance.
<input type="checkbox"/>	d. The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance.
<input type="checkbox"/>	e. The AJCC's resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order.
<input type="checkbox"/>	f. The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff.
<input type="checkbox"/>	g. The AJCC has internal signage to help customers easily navigate the AJCC.
<input type="checkbox"/>	h. Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.
<input type="checkbox"/>	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:

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.

Quality Indicators:

<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	e. The AJCC implements the veteran's preference and priority of service requirements.
<input type="checkbox"/>	f. The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.
<input type="checkbox"/>	g. The AJCC delivers both AJCC-based and virtual services.
<input type="checkbox"/>	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.

HALLMARK OF EXCELLENCE #2

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

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:

<input type="checkbox"/>	a. A system is in place to assess the satisfaction of both colocated and non-colocated partners with the AJCC and its services.
<input type="checkbox"/>	b. Both colocated and non-colocated partners believe that the AJCC adds value to their program and their customers.
<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	h. Referrals are recorded and a system is in place for partners to follow-through and report progress on referrals made.
<input type="checkbox"/>	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:

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.

Quality Indicators:

<input type="checkbox"/>	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.
<input type="checkbox"/>	b. AJCC staff have received customer service and customer-centered design training.
<input type="checkbox"/>	c. AJCC staff is cross-trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.
<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	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.

<input type="checkbox"/>	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.
--------------------------	---

HALLMARK OF EXCELLENCE #4

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

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.

Quality Indicators:

<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	c. The AJCC has skill development and training opportunities for customers at all skill and experience levels.
<input type="checkbox"/>	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.
<input type="checkbox"/>	e. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
<input type="checkbox"/>	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.
<input type="checkbox"/>	g. The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.
<input type="checkbox"/>	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.

Quality Indicators:

<input type="checkbox"/>	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.
<input type="checkbox"/>	b. The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers.
<input type="checkbox"/>	c. The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	g. The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies the learning for continuous improvement.

HALLMARK OF EXCELLENCE #6

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

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.

Quality Indicators:

<input type="checkbox"/>	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.
<input type="checkbox"/>	b. Partners have agreed to provide training to all AJCC staff on a regular basis.
<input type="checkbox"/>	c. There is a capacity building and/or professional development plan for staff and partners.
<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	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.
<input type="checkbox"/>	g. All AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.
<input type="checkbox"/>	h. All AJCC staff has received training on providing excellent customer service and customer-centered design.
<input type="checkbox"/>	i. All AJCC staff has received training on sector strategies, career pathways, job quality and high road training partnerships.

HALLMARK OF EXCELLENCE #7

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

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:

<input type="checkbox"/>	a. The AJCC contributes to the achievement of WIOA performance indicators for all core program partners.
<input type="checkbox"/>	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.
<input type="checkbox"/>	c. The AJCC operates in a cost-efficient manner and the resources invested are justified by the results.
<input type="checkbox"/>	d. The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services.
<input type="checkbox"/>	e. The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments.
<input type="checkbox"/>	f. The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements.
<input type="checkbox"/>	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:

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

MEMORANDUM

TO: WORKFORCE DEVELOPMENT BOARD OVERSIGHT COMMITTEE

FROM: CHRIS DONNELLY, INTERIM EXECUTIVE DIRECTOR

SUBJECT: UPDATE ON 2016-17 AND 2017-18 WIOA ADULT, DISLOCATED WORKER AND YOUTH PROGRAM PERFORMANCE

DATE: AUGUST 15, 2017

INFORMATION:

WDB staff will present an update on the WIOA programs.

WIOA Program Year 2016-17
Monterey County Workforce Development Board Program Update
Month: July 2017

Adult Services			
ACTIVE PARTICIPANTS			
	A	185	Number of Carry-in Participants as of July 1, 2016
	B	228	New Participant Enrollment as of July 1, 2016
	C	271	Total Exited
	D	142	Total Active
		Goal	Actual
Enrollments		533	228
			% Total
			43%

TRAINING			
	Training Goals	Goal	Actual
	** Individual Training Account (ITA's)	198	184
	On the Job Training (OJT)	0	3
	Other	0	0
	SB734 Total Funds	\$734,788.00	\$800,733.00
			% Total
			93%
			0%
			0%
			109%

Dislocated Workers			
ACTIVE PARTICIPANTS			
	A	46	Number of Carry - in Participants as of July 1, 2016
	B	63	New Participant Enrollment as of July 1, 2016
	C	59	Total Exited
	D	50	Total Active
		Goal	Actual
Enrollments		100	63
			% Total
			63%

TRAINING			
	Training Goals	Goal	Actual
	** Individual Training Account (ITA's)	64	44
	On the Job Training (OJT)	0	2
	Other	0	0
	SB734 Total Funds	\$323,918.00	\$183,784.00
			% Total
			69%
			0%
			0%
			57%

WIOA Program Year 2016-17
Monterey County Workforce Development Board Program Update
Month: July 2017

YOUTH SERVICES			
ACTIVE PARTICIPANTS			
	A	62	Number of Carry-in Participants as of July 1, 2016
	B	155	New Participant Enrollment as of July 1, 2016
	C	122	Total Exited
	D	95	Total Active
	Goal	Actual	% Total
Enrollments	170	155	91%

Youth Training and Placements			
Training	Goal	Actual	% Total
Training Funds Available	\$160,000.00	\$130,458.00	82%
** Completed Career Technical Training with Credential	32	39	122%
Placements	Goal	Actual	% Total
20% Work Experience Expenditures	\$305,911.00	\$323,357.24	106%
** Work Experience Placements, OJT, Pre Apprenticeships	93	81	87%

Adult Services Program Update:

Enrollment goal for 2016-17 was 377. Due to the total transfer of funds of \$900,000 from Dislocated Worker program to the Adult program, a transfer of additional 156 individuals from the DW to the Adult program also took place. This increased the Adult enrollment goal to 533. Due to expenditure rate of training, no participants were enrolled in Training. For the month of June four (4) participant were enrolled.

** Does not include individual who dropped from training.

** ITA's are based on the number of Individuals sent to training not ITA's being issued. Client may have multi-ITA's for the same training program.

Dislocated Worker Program Update:

enrollment goal for the DW program is now 100. This also increased the enrollment of the Adult program by 156. For the month of June a total of seven (7) participant were enrolled.

** Does not include individual who dropped from training.

** ITA's are based on the number of Individuals sent to training not ITA's being issued. Client may have multi-ITA's for the same training program.

Youth Program Update:

OET's goal for the Youth Program is 130 youth to be served. Goal to date for OET 115/130 = 88%. For the month of June, a total of ten (10) participants were enrolled.

Turning Point's goal for the Youth Program is 40 youth to be served. Goal to date for Turning Point 40/40 = 100%. Turning Point has met their enrollment goal.

** Does not include youth who dropped from WEX/Summer employment.

** ITA's are based on the number of Individuals sent to training not ITA's being issued. Client may have multi-ITA's for the same training program.

** Reports are generated on the 10th of each month

7/1/16 to 6/30/17 - Report as of 7/20/17

WIOA Program Year 2017-18
Monterey County Workforce Development Board
WIOA Contractor Monthly Performance Program Update
MONTH: July 2017

Adult Services

ACTIVE PARTICIPANTS

A	146	Number of Carry-in Participants as of July 1, 2017	
B	6	New Participant Enrollment as of July 1, 2017	
C	0	Total Exited	
D	152	Total Active	
	Goal	Actual	% Total
Enrollments	208	6	3%

TRAINING

Training Goals	Goal	Actual	% Total
Total Training Enrollments	102	0	0%
Individual Training Account (ITA) (Distinct User)	72	0	0%
On the Job Training (OJT)	10	0	0%
Other: Incumbent workers, etc.	20	0	0%
SB734 Total Funds	\$512,516.00	\$0.00	0%

PERFORMANCE BASED OUTCOMES

	Goal	Actual	% Total
Placed in employment in WDB priority industry sectors	108	0	0%
Placed in training in WDB priority industry sectors	114	0	0%
Completion of Occupational Skills Training in WDB priority industry sectors	97	0	0%
Completion of Occupational Skills Training and entered employment in WDB priority industry sectors	72	0	0%

*** Due to lack of Adult carry-over funds, no training is available for first quarter*

WIOA Program Year 2017-18
Monterey County Workforce Development Board
WIOA Contractor Monthly Performance Program Update
MONTH: July 2017

Dislocated Workers			
ACTIVE PARTICIPANTS			
A	48	Number of Carry - in Participants as of July 1, 2017	
B	14	New Participant Enrollment as of July 1, 2017	
C	0	Total Exited	
D	62	Total Active	
	Goal	Actual	% Total
Enrollments	250	14	6%

TRAINING			
Training Goals	Goal	Actual	% Total
Total Training Enrollments	121	0	0%
Individual Training Account (ITA) (Distinct User)	105	0	0%
On the Job Training (OJT)	11	0	0%
Other	5	0	0%
SB734 Total Funds	\$605,984.00	\$0.00	0%

PERFORMANCE BASED OUTCOMES			
	Goal	Actual	% Total
Placed in employment in WDB priority industry sectors	70	0	0%
Placed in training in WDB priority industry sectors	72	0	0%
Pcompletion of occupational Skills Training in WDB priority industry sectors	62	0	0%
Completion of Occupational Skills Training and entered employment in WDB priority industry sectors	49	0	0%

*** Limited funding for training is available therefore only ten (10) training slots will be available for August and September.*

WIOA Program Year 2017-18
Monterey County Workforce Development Board
WIOA Contractor Monthly Performance Program Update
MONTH: July 2017

YOUTH SERVICES (North)			
ACTIVE PARTICIPANTS			
A	105	Number of Carry-in Participants as of July 1, 2016	
B	0	New Participant Enrollment as of July 1, 2017	
C	2	Total Exited	
D	103	Total Active	
	Goal	Actual	% Total
Enrollments	72	0	0%

YOUTH TRAINING AND PLACEMENTS			
Training			
	Goal	Actual	% Total
Training Funds Available	\$64,493	\$0	0%
Completed Career Technical Training with Credential (Distinct User)	15	0	0%

Placements			
	Goal	Actual	% Total
20% Work Experience Expenditures	\$135,350	\$0	0%
Work Experience Placements, OJT, Pre Apprenticeships	40	0	0%

PERFORMANCE BASED OUTCOMES			
	Goal	Actual	% Total
Placed in employment in WDB priority industry sectors	50		0%
Placed in paid work experience in WDB priority industry sectors	40		0%
Completion of occupational skills training with certification in WDB priority industry sectors	15		0%
Completion of occupational skills training with certification and entered employment in WDB priority industry sectors	15		0%

**** Due to the Bid Protest, contracts were delayed and services did not commence until August 2017.*

WIOA Program Year 2017-18
Monterey County Workforce Development Board
WIOA Contractor Monthly Performance Program Update
MONTH: July 2017

YOUTH SERVICES (South)			
ACTIVE PARTICIPANTS			
	A	37	Number of Carry-in Participants as of July 1, 2016
	B	0	New Participant Enrollment as of July 1, 2017
	C	0	Total Exited
	D	37	Total Active
		Goal	Actual
Enrollments		108	0
			% Total
			0%

YOUTH TRAINING AND PLACEMENTS			
Training	Goal	Actual	% Total
Training Funds Available	\$97,000	\$0	0%
Completed Career Technical Training with Credential (Distinct User)	30	0	0%

Placements	Goal	Actual	% Total
20% Work Experience Expenditures	\$203,337	\$0	0%
Work Experience Placements, OJT, Pre Apprenticeships	74	0	0%

PERFORMANCE BASED OUTCOMES			
	Goal	Actual	% Total
Placed in employment in WDB priority industry sectors	15		0%
Placed in paid work experience in WDB priority industry sectors	74		0%
Completion of occupational skills training with certification in WDB priority industry sectors	30		0%
Completion of occupational skills training with certification and entered employment in WDB priority industry sectors	25		0%

**** Due to the Bid Protest, contracts were delayed and services did not commence until August 2017.*