



EXECUTIVE COMMITTEE AGENDA

May 29, 2019 ♦ 10:00 am – 12:00 pm

WRC Sutter Room
 1444 S Broadway
 Santa Maria, CA 93454

Sandra Dickerson
Chair
*Your People
 Professionals*

Glenn Morris
*Santa Maria Valley
 Chamber of Commerce*

Daniel Nielson
*Department of Social
 Services*

Dianne Owens
Consultant

Raymond McDonald
Executive Director
*Santa Barbara County
 WDB*

I.	ROLL CALL	10:00 AM
II.	OPENING REMARKS	
III.	PUBLIC COMMENT*	10:02 AM
IV.	AGENDA ITEMS*	
	a. Reorganization to the Agenda	10:05 AM
	b. Old Business	
	i. Approval of September 26, 2018 minutes	10:07 AM
	c. New Business	
	i. Approval of affiliate AJCC One-Stop Certification	10:10 AM
	ii. Approval of WDB Local Policy on Paid Work Experience	10:20 AM
	iii. New Contractor Updates	10:30 AM
	1. Contracts	
	2. On-boarding/Downsizing	
	iv. Review of Performance Benchmarks for new contractors	10:50 AM
	v. Program Branding Offsite Meeting [Accept & Forward to full WDB]	11:10 AM
	vi. Update on Coastal Regional Planning Unit (RPU)	11:40 AM
	vii. Executive Directors Update	11:50 AM
V.	Next Executive Committee Meeting	
	June 26, 2019	
	130 E Ortega St, Santa Barbara	
VI.	Adjourning the Executive Committee	12:00 PM

*Public Comment. Members of the public may address the WIB on items appearing on the agenda. The public may also address items of interest to the committee which are within the jurisdiction of the WIB. However, the WIB, in compliance with Government Code section 64954.3(a) the committee shall not take any action on any item not appearing on the agenda. Speakers are asked to limit their remarks to a maximum of three minutes. For questions, call 681-4453. **If a member of the public would like to participate, please call 681-4453 for participation information.

Americans with Disabilities Act. In accordance with the Americans with Disabilities Act, the WIB Budget Committee will make reasonable efforts to accommodate persons with qualified disabilities. If you require accommodation, please contact 681-4453 at least 48 hours in advance of the meeting.



EXECUTIVE COMMITTEE MEETING

September 26, 2018

Ortega Conference Room
130 E Ortega Street
Santa Barbara, CA

I. ROLL CALL

Workforce Development Board (WDB) Executive Committee Members in Attendance:
Ken Oplinger, Sandra Dickerson, Glenn Morris, Daniel Nielson, and Dianne Owens.

Santa Barbara County Staff in Attendance:
Ray McDonald, Monique Iriarte

II. OPENING REMARKS

Meeting called to order by WDB Chair Ken Oplinger at 9:05 am.

III. PUBLIC COMMENT

No public comment

IV. AGENDA ITEMS

A. Reorganization to the Agenda

Mr. Nielson requests that his name be spelled correctly on the Agenda.

B. New Business

1. Introduction to New Staff

Mr. McDonald introduced the new WDB Support Staff Monique Iriarte to the Executive Committee. She will be supporting this committee, as well as the full WDB.

2. Preview of PY 18-19 Budget

Mr. McDonald provided a handout Preview of PY 18-19 Budget, which will be presented to the full WDB during the October WDB Meeting.

Mr. McDonald reviewed the allocated funds line-by-line as follows:

- Carry-Forward from PY 17-18: the amounts carried forward from the previous program year (PY). Every year, it is planned that funds are carried forward into the next PY for a couple of reasons:
 1. The funding is provided in two installments from the US Department of Labor, July 1 and October 1. The first installment is only 14%, and the second installment isn't provided until after the first quarter of the PY. So boards are forced to cut back on all services in the first quarter, or figure a way to have more money during that time. Our plan is to carry forward at least 11%.
 2. We have year-to-year contracts with our contractors, so any money that is not spent by the contractors in a PY is recaptured by WDB. This amount is included in the carry forward.

- Rapid Response and Layoff Aversion is usually not allowed to be carried forward, but there has been an exception for the past two years.
- PY 18-19 Funding: the amounts for new funding for the new PY, effective July, 1, 2018. Dislocated Worker funds are usually higher than the Adult funds. This is a formula created by the State and Federal government based on demographics.
- Fund Transfer: the amount of a fund transfer between the Dislocated Worker and Adult program. The Federal law says that these funds can be used as one pot of money, but must be tracked separately. Because it needs to be tracked separately, the line item for a fund transfer must be shown.
- Pending Invoices from PY 17-18 Contracts: the amounts of pending invoices from the previous PY. Anyone going into training in May or June 2018 will end training in August or September 2018. We carry over the pending payments so that they will be paid with funds from the previous PY. This prevents having the contractor use new PY funds to pay those already in training from previous PY.
- +23% Carry-Forward for PY 19-20: the amounts we will be carrying forward into PY 19-20. This is to allow us cushion during the first quarter when we receive only 14% of our budget. It is also a safety measure against possible changes that may happen in Washington, DC.
- A Total Revenue: the total revenue for each program. The subtotal is recorded in the WIOA Subtotal section, approximately \$4 million.
- It was clarified that the amount recaptured from the contractors in PY 17-18 was included in the amount to be carried forward to PY 18-19. Since we don't plan to recapture any money from the contractors this PY, none is included in this budget line item.

Mr. McDonald reviewed the expenditures line-by-line as follows:

- Contracts (KRA and PathPoint): the amounts WDB pays to the operators for staff and operating costs. It does not include training costs or other expenses.
- 30% ITA/OJT Requirement & 20% Paid Work Experience Requirement: the amounts paid for training and work experience.
 1. The 20% ITA/OJT Requirement is a State requirement.
 2. The 30% Paid Work Experience Requirement is a Federal requirement.
- B Subtotal of Contracts: the amounts that the operators will receive, with the subtotal listed in the blue WIOA Subtotal section.
- WDB Staff Salaries: the amounts paid to Mr. McDonald and his staff. They are spread across different programs based on what staff is working on and covers expenses, staff that work with the State on audits, etc. Staffing cost is 22% of available funds.

Mr. McDonald reviewed the additional expenditures line-by-line as follows:

- Indirect Costs of 41.01% of WDB Staff Salaries: the amounts paid to the County for their services. These amounts are 41.01% of staff salaries and about 9% of the available funds.
- Commitment for Future DOL CPY Contracts: the amount carried forward for commitments made for future contracts.
- Contracts: the amounts for additional contracts that we have with our grants.
- One Stop Facilities: the amounts for One Stop Facilities' costs for our program operator in the Santa Maria and Santa Barbara offices. Our decision was that we wanted the operators in these specific

locations, so we agreed to pay their facilities costs. We were able to negotiate a very good cost at each location.

- WDB Costs: the amounts covered for supporting the WDB in ways like paying for meeting rooms, trainings, conferences, etc.
- Local Plan Consulting: the amounts paid to someone to do our State required Local Plan Update. The document is due to the State in March 2019. This item is listed in the budget for this year only.
- Program Monitoring: the amount paid to a contractor to conduct State and Federal required monitoring. Our staff works closely with the contractors and may appear favorable to them, so an outside person is hired to complete the monitoring. This type of monitoring is different than the Fiscal monitoring, which is conducted by DSS and covered in the 41.01% budgeted line item.
- RFP Consulting for the One-Stop/AD/DW: the amount paid to the consultant that we've spoke about in the past. We will talk more about this at the AdHoc Committee later.
- Adult/DW Demo Projects & Youth Demo Projects: will be reviewed later in the meeting.
- Training/Conference: the amounts set aside for Mr. McDonald and his team for trainings and conferences.
- Carry-Forward Supportive Services Obligations & Carry-Forward ITA/OJT Training Obligations: the amounts we believe will be freed up as part of a clean-out. Once they are freed, they will be added to one of the other budget items.
- It was clarified that the RFP will be spread out across all three programs.
- Line item A Total Revenue will be changed to read: Total Revenue Available PY 18-19.

Mr. McDonald reviewed the grant revenue line-by-line as follows:

- The DOL Disaster Grant is connected with the Thomas Fire and will be extended through 6/30/2019.
- We've gotten a portion of the Regional Planning Unit (RPU) Grant to have services done for ourselves and San Luis Obispo County. Mr. McDonald is responsible for providing those regional services to both counties. However, San Luis Obispo County does not want to receive any of the money. This funding comes once per year from the State and all indications are that they will continue to fund the RPU activities. The amounts may fluctuate as the activities may change. Right now, the money covers three non-County staff positions.
- The DOL CPY Grant is the long-running youth grant in Santa Maria. After a couple of extensions, the grant will finally end on 12/31/2018. We are fairly confident that the goal of 260 participants has been met.

Mr. McDonald reviewed the grant expenditures as follows:

- The majority of the Disaster Grant is going to support participants and additional KRA staff that are implementing the grant on our behalf. One person on the WDB team is being charged to this grant as they are the liaison with the State.
- The RPU Grant is contracted out to a Regional Organizer and two contractors working a Healthcare project for both counties.
- The majority of the CPY funds are going to participants and organizations that are carrying the workload, primarily Goodwill. This is the carry-forward Commitments for Future DOL CPY Contracts.

- Although the \$1.5 million DOL Disaster Grant was received in March 2018 (last PY), it is listed in this PY budget because it was not accepted by the Board of Supervisors and available to spend until July 2018. Because this money was technically a carry-over from last PY, Mr. McDonald will check with Fiscal to see if it needs to be listed in the budget as a carry-over.

A discussion occurred after Mr. Oplinger asked if there was a grant for the dislocated workers of the San Luis Obispo nuclear plant that was closed. Although there is a huge effort in San Luis Obispo County to respond, there is no knowledge of grant funding on the workforce side. Ray will talk with San Luis Obispo County Director Dawn.

Mr. McDonald explained that if the contractors don't spend all of their funding in the PY, WDB recaptures it. The amounts for budget line items Adult/DW Demo Projects & Youth Demo Projects include two years of recaptured funds (approximately \$47,000 in Adult funding and \$80,000 in Youth funding were recaptured in the past PY). Mr. McDonald proposed to use the additional funds for other one-time projects between January and June 2019, or sooner. The following ideas were reviewed:

- Incumbent/Employer Training – Will allow existing employees to gain additional training. This will also help build relationships with employers, move employees to better paying jobs and open up new positions for our participants.
- Transitional Jobs Project – Glenn Morris provided information on a project from Tulare County. The project provides subsidized employment to a specific, hard-to-serve population. Tulare County is serving the homeless population by providing a transition from a work experience environment, to an OJT environment, to a completely unsubsidized environment. It's a way to take a tough group from unemployment to employment.
- Entrepreneurship Training – A self-employment training program with a low-return on investment since very few people who go through the training actually start a business that survives. However, statistics show that people that go through the training are viewed as better employees with a good work ethic and better idea of how to contribute to their employer.
- Slingshot/Healthcare Training – The Slingshot project focuses on healthcare but does not have training dollars for the healthcare industry. We currently have Community Healthcare Workers, liaisons in the economically disadvantaged communities and the healthcare system. They work as a guide to the healthcare system. The community colleges are interested in some training opportunities we could provide funding for.
- Ex-Inmate Training (CCP; Probation) – This is connected with the Community Correctional Partnership and Probation Department as part of the Governor's Prison to Employment initiative. Our region has already received \$195,000 to do planning for this initiative. Our RPU staff will be implementing a program as early as March 2019. So these funds can be set aside for training for that particular population.
- Military Veterans Training – WDB has not yet done a specific veteran project. The veterans may be a good population to use for the Transitional Jobs Project.
- Joint WDB/Chamber Employer Event – A countywide joint event that we may want to host to recognize employers to benefit the employer community.
- Work Experience for Foster and Probation Youth – A work experience program to target Foster and Probation Youth to expose them to the world of work. Foster Youth are automatically eligible and Mr. McDonald has had a conversation with the Deputy Director in charge of the Foster Care Division to confirm that the number of youth they have that would benefit from this special project is in line with the numbers we envision. Similarly, with Probation Youth, we have had communication with the Los Prietos Boys Camp before and found that youth come out of the camp

with skills but a hard time finding a job. Mr. McDonald has spoken with Probation Department and found that they are willing to work with WDB to design something that can be implemented fairly quickly.

Mr. Oplinger presented an idea about assisting the Santa Barbara hospitality industry with providing bus transportation to employees living in the Santa Maria and Lompoc areas. Mr. Morris presented an idea about assisting the licensing of child care providers, since child care is a common barrier to employment.

The committee discussed these various ideas and decided that one or two of the programs would need to be chosen in order to spend the money really well. The decision should be based on the ability to partner with an organization that is already providing one of these services so that we can easily help by providing additional funding, rather than starting something new that would cost more money and time.

Ms. Dickerson was asked her opinion on what option would get the most “bang for our buck”. Her professional opinion is that healthcare is definitely a priority, along with youth and Foster children. Employers have shared their struggles with retaining the younger adults because they aren’t as committed to their job as they should be. Training to the youth on the importance of work ethic and dependability would be a great benefit to employers and the community. The option she’s least interested in is the entrepreneurship program since they usually benefit those that are already employed. With this money, we should focus on the people that need help entering a job.

The committee also discussed the idea of putting out an RFP to receive proposals on how the money can be used to impact the county in any of the ways above. The committee agreed that the RFP would need strict parameters, including that the money will be used to support something that already exists rather than creating something new. Mr. McDonald mentioned that an RFP process could bring some logistical issues that will prevent the money from being spent by the January-June 2019 deadline. Due to the time limit, Mr. McDonald will research alternatives that will avoid the RFP process but still abide by the procurement policies. Potential alternatives include providing the money to another county organization or a contractor we already have business with (which would require only a contract amendment).

Mr. Morris questioned how other counties have money to spend on things other than their Workforce staff. Mr. McDonald explained other counties are coming together to put money in a single pot. Santa Barbara is given a small allocation with very specific mandates. There is only money leftover if the contractors do not spend it all in the PY. The State sees us providing other services with the money they provide through the RPU grant. Starting the regional non-profit will allow our county to apply for more grants and build resources.

For further research Mr. McDonald was asked to call Eddie Taylor and Barbara Anderson (Santa Barbara Foundation) for more information on employment services currently being provided to the homeless population; follow up with Amy Krueger (Foster Care) and Probation Department on the targeted youth groups; and follow up with community colleges (AHC, SBCC) on Healthcare training that is available. These three areas are the committee’s focus for the proposal to the WDB on how to spend the additional funds this PY.

3. Recap of August Program Operator Presentations

Ray had conversations with the contractors about revising their presentations and presenting them at the October WDB Meeting. The committee shared that next time they would like the presenters to be familiar with the programs and present the information on the PowerPoint slides without reading it. Both Ray and Daniel will review the PowerPoint slides prior to the presentations.

4. Update: State Performance Negotiations

Mr. McDonald provided handouts on the State's Performance Goals for PY 2018 & 2019 and our performance measures for PY17-18. State Performance Negotiations are commencing and we will use last PY's performance measures to negotiate this PY's goals. This is just an FYI, as several items will be in motion at the same time.

C. Next Executive Committee Meeting

If there's time in the next meeting, the committee would like to spend 30-40 minutes challenging the operator by asking them how they are serving the participants in Lompoc and how we can get to the populations that are more than 3% unemployed. The goal is to spend all of the money in the budget for this PY.

The next Executive Committee Meeting is scheduled for:

Wednesday, November 28, 2018

Santa Maria WRC Sutter Room

10:00 am to 12:00 pm

D. Adjourning the Executive Committee and Convening RFP AdHoc Committee

The Executive Committee Meeting adjourned at 10:51 am.

WDB M E M O R A N D U M

Date: May 24, 2019

To: Executive Committee of the Santa Barbara County Workforce Development Board

From: Raymond McDonald, Executive Director

Subject: Affiliate AJCC One-Stop Certification

Recommendation:

That the Executive Committee of the Santa Barbara County Workforce Development Board (SBCWDB) authorize the Chair of the Santa Barbara County Workforce Development Board to sign the Affiliate America's Job Center of California (AJCC) Certification form to attest to the approval of the affiliate AJCC's certification.

Background:

Pursuant to State of California Employment Development Department (EDD) Directive WSD 18-11 issued March 14, 2019, and in accordance with Workforce Innovation and Opportunity Act (WIOA) Section 121(g), Local Boards must conduct an independent and objective evaluation of the AJCCs in their Local Area once every three years using criteria and procedures established by the California Workforce Development Board (CWDB).

The initial AJCC certification process for affiliate AJCCs are required to be conducted during Program Year (PY) 2018-19 and take effect at the beginning of PY 19-20. This initial certification will only be effective two years, July a, 2019 through June 30, 2021, in order to align with the comprehensive AJCC certification effective end date of June 30, 2021.

Local Board Chair must sign the Affiliate AJCC Certification Form to attest to the Local Board's approval of the affiliate AJCC's certification.

Discussion:

SBCWDB has one affiliate AJCC. This affiliate AJCC is located in a building owned by EDD located at 130 E. Ortega Street, Santa Barbara, CA 93101. EDD sublets part of the space in that building to the Santa Barbara County Department of Social Services (SBCDSS) for use by SBCWDB staff, and also staff of the contractor serving as the AJCC One-Stop Operator, and the service provider for the WIOA Title I Adult and Dislocated Worker programs. KRA Corporation is the contractor through June 30, 2019, and ResCare will be the contractor starting July 1, 2019.

In connection with the certification, WDB Deputy Director Linda Hillman conducted the required on-site and independent evaluation of the affiliate AJCC, and based on the evaluation, has documented the certification status and continuous improvement strategies.

So as to receive AJCC certification, the independent evaluation included establishing that the following five requirements have been met:

1. Each partner within the affiliate/specialized AJCC has a signed and implemented MOU with the Local Board meeting the Phase I and Phase II requirements in WSD15-12 and WSD16-22.
2. The affiliate AJCC meets equal opportunity compliance for individuals with disabilities in accordance with the ADA, WIOA Section 188, Title 29 CFR Part 38, and all other applicable federal and state guidance.
3. The outline of the Local Board Certification Process ([Attachment 2](#)) has been completed and submitted to EDD.
4. The affiliate AJCC Hallmarks of Excellence Assessment ([Attachment 3](#)) has been completed and submitted to EDD.
5. The Affiliate AJCC Certification Form ([Attachment 4](#)) has been prepared and has been submitted to EDD without SBCWDB signature, and is available for the SBCWDB Chair to sign for submission to EDD to fulfill this requirement.

The AJCC certification documents described in items 3, 4, and 5 above are available for review, and the Affiliate AJCC Certification Form is available for the SBCWDB's signature.

WDB M E M O R A N D U M

Date: May 29th, 2019
To: WDB Executive Committee
From: Raymond L. McDonald
Subject: WDB Local Policy- Work Experience

Recommendation:

It is recommended that the Workforce Development Board adopts the staff's recommended (updated) local policy for the Work Experience Element of the Title I Youth Program.

Background:

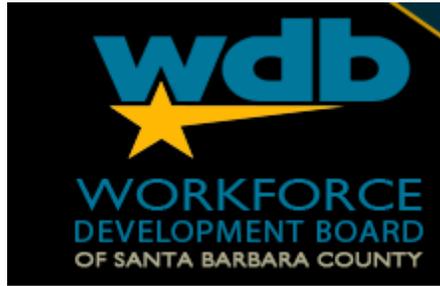
The WIOA places a priority on providing youth with occupational learning opportunities through work experience. Work experience provides in school and out of school youth an invaluable opportunity to develop work place skills.

As one of 14 WIOA Youth Program Elements, Paid Work Experience (PWEX) is defined as a planned, structured learning experience that takes place in a workplace for a limited period of time. Work Experience may be paid or unpaid, as appropriate. A work experience may take place in the private for-profit sector, or the public sector. Work experiences provide the youth participant with opportunities for career exploration and skill development.

Discussion:

The purpose of this policy is to update the previously WDB Board approved PWEX policy (January 27th, 2017). The updated proposed policy allows for wages paid to youth participant to be determined based on comparable wages (based on current labor market conditions for employees in the same industry). Previously the policy stated that participants would be paid minimum wage.

Pursuant to WIOA section 181 (a)(1)(A) individuals participating in a work experience opportunity must be compensated at the same rates, including periodic increases, as trainees or employees who are similar situated in similar occupations by the same employer and who have similar training, experience, and skills.



LOCAL POLICY FOR PAID AND UNPAID WORK EXPERIENCES

REFERENCE

20 CFR Section 681.600; §680.840; WIOA Section 129 (c)(2)(E) and NPRM Section 681.640; EDD Directive WSD16-01

BACKGROUND

WIOA acknowledges the critical role work experiences in helping individuals obtain the skills they need to succeed in the workplace. Work experiences provide a helpful means of an individual to gain experience that leads to unsubsidized employment.

Work experiences help youth understand proper workplace behavior and what is necessary in order to attain and retain employment. Work experience can serve as a stepping stone to unsubsidized employment and is an important step in the process of developing a career pathway for youth. Research shows work experience is correlated with higher high school graduation rates and success in the labor market. This is particularly important for youth with disabilities.

DEFINITION OF PAID AND UNPAID WORK EXPERIENCES

20 CFR Section 681.600 defines work experience as the following:

- a) Work experiences are a planned, structured learning experience that takes place in a workplace for a limited period of time. Work experience may be paid or unpaid, as appropriate. A work experience may take place in the private for-profit sector, the non-profit sector, or the public sector. Labor standards apply in any work experience where an employee/employer relationship, as defined by the Fair Labor Standards Act or applicable State law, exists. Consistent with §680.840, funds provided for work experiences may not be used to directly or indirectly aid in the filling of a job opening that is vacant because the former occupant is on strike, or is being locked out in the course of a labor dispute, or the filling of which is otherwise an issue in a labor dispute involving a work stoppage. Work experiences provide the youth participant with opportunities for career exploration and skill development.
- b) Work experiences must include academic and occupational education. The educational component may occur concurrently or sequentially with the work experience. Further academic and occupational education may occur inside or outside the work site. The required academic and occupational education (e.g., workforce preparation activities, basic academic skills, and hands-on occupational skills training) must be taught within the same timeframe and connected to training in

a specific occupation, occupational cluster, or career pathway [WIOA Section 129 (c)(2)(E) and NPRM Section 681.640].

- c) The types of work experiences include the following categories:
- a. Summer employment opportunities and other employment opportunities available throughout the school year;
 - b. Pre-apprenticeship programs;
 - c. Internships and job shadowing; and
 - d. On-the-job training (OJT) opportunities as defined in WIOA sec. 3(44) and in §680.700

Work experience should enable youth to gain exposure to the working world and its requirements. It should help youth acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. Work experience must be based on identified needs of the individual youth. Use of work experience situations should be based on an objective assessment and service strategy identified in the youth's Individual's Service Strategy (ISS).

Youth formula funds may be used to pay a participant's wages and related benefits for work experience in the public, private, for-profit or non-profit sectors when the participant's objective assessment and individual service strategy indicate that a work experience is appropriate.

Additionally, youth formula funds may be used to pay wages and staffing costs for the development and management of work experience. Allowable expenditures beyond wages may include the following:

- Staff time spent identifying potential work experience opportunities.
- Staff time working with employers to develop the work experience.
- Staff time spent working with employers to ensure a successful work experience.
- Staff time spent evaluating the work experience.
- Classroom training or the required academic education component directly related to the work experience.
- Orientation sessions for participants and employers.
- Incentive payment to youth for an achievement directly tied to the work experience.
- Employability skills/job readiness training to prepare youth for a work experience.

Work Experience Expenditure Requirement

Local Areas must spend at least 20 percent of their WIOA youth formula allocation on work experience (WIOA Section 129[c][4]). The work experience expenditure rate is calculated after subtracting funds spent on administrative costs. Additionally, the expenditure rate is not applied separately for IS youth and OS youth.

LOCAL POLICY

DURATION

The duration of the work experience shall be based on available funds and the youth operator's program design and must be defined in the youth program operator's agreement.

LIMITATION ON THE NUMBER OF HOURS WORKED

All youth will be limited to a designated amount of hours per work week for paid or unpaid work experience as stated in the youth program operator's program design and as budget allows. If minors (under the age of 18), the number of hours per week shall be defined by the school or school district they attend – this is usually 24 hours per week for most schools in Santa Barbara County.

If the work experience is unpaid or if the youth receives a stipend for volunteering, job shadowing, or work readiness activities, the work experience is not employment. However, if the youth receives a wage, the work experience is employment and:

- Is subject to all legal requirements for employment of minors;
- Must be subsidized.

The employer must be the administrative entity– not the worksite. There must be a Worksite Agreement between each worksite and the administrative entity for all paid and unpaid work experiences.

EARNINGS AND WAGES

Pursuant to WIOA section 181 (a)(1)(A) Individuals participating in a work experience opportunity must be compensated at the same rates, including periodic increases, as trainees or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience, and skills.

For individuals with skill sets that do not meet the standard occupational classification qualifications for the position, the wage can be set below the prevailing wage standards but participants shall earn no less than the California's minimum wage.

The following facts should be considered when determining the participant's hourly wage:

1. Participant's skill set and skill level
2. Type of work performed
3. Required skill set for WEX
4. Training Objectives

Incentives and stipends are subject to the availability of WIOA Youth funds, and shall be in line with local Incentive and Stipends policy.

Local Board Certification Process

Local Board Certification Process
1. Local Workforce Development Board (Local Board): Santa Barbara County Workforce Development Board (SBCWDB)
2. AJCC: Type the name of the AJCC being evaluated. Santa Barbara AJCC - Workforce Resource Center (an affiliate AJCC One-Stop located in the City of Santa Barbara)
3. Reviewer(s): Linda Hillman
4. Reviewer’s organization: Santa Barbara County Workforce Development Board
5. Reviewer’s relationship: Deputy Director, Santa Barbara County Workforce Development Board (reports to SBCWDB Executive Director, and has no direct responsibility for managing WIOA Title I programs or AJCC One-Stop Operator).
6. Outline of certification process: Describe the process the Local Board used to certify each affiliate/specialized AJCC within their Local Area. <p>The certification review was conducted by the SBCWDB Deputy Director. The AJCC One-Stop Operator is KRA, a contractor separate from SBCWDB. The SBCWDB Deputy Director reports directly to the SBCWDB Executive Director, and is not involved in the operation of the AJCC One-Stop. The certification of the affiliate AJCC One-Stop center included review of :</p> <ul style="list-style-type: none"> • Review of Memorandums of Understanding (MOUs) • Assessment of Equal Opportunity Compliance including site visit and review of relevant electronic and hard-copy materials (policies, procedures, program materials, posted notices) • Assessment of Hallmarks of Excellence performance progress, including onsite visit, review of relevant documents, staff interviews.
7. Firewalls: <p>Not applicable. The SBCWDB Deputy Director conducted the on-site evaluations. Accordingly, the the entity that conducts the on-site evaluations is not the the procured AJCC Operator (KRA), and not the Career Services Provider at the affiliate/specialized AJCC (also KRA). The Local Board (SBCWDB) is not a Career Services Provider at the AJCC.</p>

8. Other: Describe any additional criteria the Local Board chose to include if applicable.

Hallmarks of Excellence Assessment

As part of the certification process, Local Workforce Development Boards (Local Board) must submit a Hallmarks of Excellence Assessment that includes a continuous improvement plan to either improve or maintain a “5” ranking for each category.

Hallmarks of Excellence #1 The AJCC’s physical location and facility enhances the customer experience
<p>Quality Indicators:</p> <ul style="list-style-type: none"> a. The AJCC identifies as part of the AJCC system and meets state branding requirements of Workforce Services Information Notice 12-43. b. The AJCC is clean with a professional appearance, neat, and equipment is in working order. c. Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities. d. Adequate safety and security precautions are in place to protect both customers and staff.
<p>Assessment of the AJCC’s Strengths and Continuous Improvement Recommendations:</p> <ul style="list-style-type: none"> a. The Affiliate AJCC identifies as part of the AJCC system and meets state branding requirements of Workforce Services Information Notice 12-43. b. The Affiliate AJCC is clean with a professional appearance, neat, and most equipment is in working order. Once computer that is used by customers for remote access, such as Skype interviews, needs repair. The corrective action of repairing this computer is expected to be completed by 7/1/2019, if not earlier. c. EDD owns the building housing the Affiliate AJCC and has in place emergency evacuation procedures that address the needs of individuals with disabilities. d. Adequate safety and security precautions are in place to protect both customers and staff, including an onsite security guard.
<p>Ranking (1-5):</p> <p>4. Significantly meeting the Hallmarks of Excellence category with room for improvement.</p> <p>Rationale for this Ranking: (Enter rationale or explain why the category is not applicable.) The Affiliate AJCC meets the quality indicators, with the exception of the need for repair of a computer.</p> <p>Continuous Improvement Plan and Timeline: (Enter narrative and projected timeframe) The computer repair needed to provide remote access, such as Skype interviews, is expected to be completed by 7/1/2019.</p>

Hallmarks of Excellence #2

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

Quality Indicators:

- a. All 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 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.
- c. 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.
- d. If applicable to collocated programs, the AJCC implements the veteran’s preference and priority of service requirements.
- e. 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 Recommendations:

- a. Staff interviewed are aware of and confident of their ability to work with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment. Some staff suggested that they could benefit from additional training, including training in assessing and de-escalating agitated or troubled customers to improve skills in addressing the few instances when advanced skills in this area would be beneficial.
- b. Although the Affiliate AJCC has staff with non-English language skills and access to interpretation services as needed 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, the Affiliate AJCC does not have a formal Limited English Proficiency Plan.
- c. The AJCC staff is aware of customer-centered design concepts, and the Affiliate AJCC has inclusive space and materials that are available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level, but has not had specific dedicated training in customer-centered design.
- d. The WIOA Title I Program is located in the Affiliate AJCC, and has implemented the appropriate veteran’s preference and priority of services requirements.
- e. 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.

Ranking (1-5):

3. Have a satisfactory amount of the Hallmarks of Excellence category in place the majority of the time.

Rationale for this Ranking:

The Affiliate AJCC is compliant with the applicable quality indicators, but would benefit from developing a formal Limited English Proficiency Plan, and providing training to improve the skill set in the areas of customer-centered design, and assessing and de-escalating when dealing with agitated or

troubled customers to improve skills in addressing the few instances when advanced skills in this area would be beneficial.

Continuous Improvement Plan and Timeline:

1. Develop formal Limited English Proficiency Plan by 7/31/2019.
2. Form a research and implementation committee for customer-centered design by 5/15/2019. Develop a customer-centered design implementation plan by 10/15/2019. Fully implement customer-centered design at the Affiliate AJCC by 6/30/2020.

Hallmarks of Excellence #3 The AJCC actively supports the one-stop system through effective partnerships
<p>Quality Indicators:</p> <ul style="list-style-type: none"> a. The AJCC has a strong connection to the comprehensive AJCC(s) within their Local Area. b. The AJCC records and a system is in place for follow-through on any referrals made.
<p>Assessment of the AJCC's Strengths and Continuous Improvement Recommendations:</p> <ul style="list-style-type: none"> a. The comprehensive AJCC is located in Santa Maria, and the affiliate AJCC is located in Santa Barbara. Both share a common AJCC One-Stop manager, and staff make referrals and assist one another as needed. b. While Affiliate AJCC staff make referrals, a formal system for recording and documenting follow-through on referrals made is not yet in place.
<p>Ranking (1-5):</p> <p>2. Have started progress on the Hallmarks of Excellence category but not yet satisfactory.</p> <p>Rationale for this Ranking:</p> <p>While the Affiliate AJCC has a strong connection to the comprehensive AJCC, there is no formal system for recording and documenting follow-through on referrals made.</p>
<p>Continuous Improvement Plan and Timeline:</p> <p>A system of recording and documenting follow-through of referrals will be designed and will be in place by 10/1/2019.</p>

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

Quality Indicators:

- a. AJCC staff identifies with the local one-stop system and not just their specific program.
- b. AJCC staff have received customer service and customer-centered design training.
- c. AJCC staff are versed in referring customers to either partner programs and/or the local Comprehensive AJCC(s).
- d. The AJCC has established 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 Recommendations:

- a. Affiliate AJCC staff including WIOA Title I Adult/Dislocated Worker Staff, and EDD staff, were interviewed, and demonstrated an attitude of identifying with the local one-stop system, and not just their specific program. The staff described how the weekly AJCC orientation workshops addressed services provided by a variety of AJCC partners, and how when assisting customers they made referrals to various AJCC partner programs as appropriate.
- b. Affiliate AJCC staff interviewed had not received formal training in customer service and customer-centered design.
- c. Although AJCC staff interviewed described being well versed in referring customers to partner programs or the comprehensive AJCC (although this was less frequent given the distance between the Santa Barbara Affiliate AJCC and the Santa Maria Comprehensive AJCC) and have received more than 9 cross training sessions in the various partner programs, the staff expressed a desire for better referral tools and training in the eligibility requirements of the various partner programs.
- d. While the Affiliate AJCC refers customers to various AJCC programs, with more than one of the AJCC programs providing services as needed, there are no formal co-enrollment protocols that involving sharing case management.

Ranking (1-5):

3. Have a satisfactory amount of the Hallmarks of Excellence category in place the majority of the time.

Rationale for this Ranking:

The Affiliate AJCC is engaged in providing access to various partner programs as appropriate, and including a variety of partner programs in the orientation workshops, formal training in customer-centered design and customer-service, and formal co-enrollment protocols would improve services.

Continuous Improvement Plan and Timeline:

- 1. Customer service and customer-centered design training will be provided in connection with the corrective action plan for Hallmark 2. Training will be provided during the process of developing a customer-centered design implementation plan by 10/15/2019 and fully implementing customer-centered design at the Affiliate AJCC by 6/30/2020.
- 2. An improved referral tool will be developed, and additional training in the eligibility requirements of the various partner programs, will be provided throughout the period 7/1/2019 – 6/30/2020.

3. A committee to research and develop co-enrollment protocols and shared case management will be formed and research will be completed by 2/2020, with protocols to be developed by 5/31/2020, and training in the protocols to be provided by 6/30/2020.

Hallmarks of Excellence #5
The AJCC is an on-ramp for skill development

Quality Indicators:

- a. The AJCC has skill development and/or training opportunities for customers at all skill and experience levels.
- b. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials, however, their program fits into that pathway.
- c. 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.
- d. If available within the context of the colocated program(s), the AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.
- e. The AJCC strives to increase the number and percentage of their customers receiving skill development and training services.

Assessment of the AJCC’s Strengths and Continuous Improvement Recommendations:

- a. The Affiliate AJCC offers skill development and/or training opportunities for customers at all skill and experience levels. Offerings include free basic skills training through Santa Barbara Community College, and certificate and associate of arts degree programs in priority industry sectors through Santa Barbara Community College and Ventura Adult School.
- b. The Affiliate AJCC staff interviewed described how while they serve individual customers, they assist the customers in developing employment and training plans that identify career pathways and related industry-recognized credentials. Our region obtained a Slingshot grant that was used, in part, to develop career pathways in the Healthcare Priority Industry Sector. We hope to apply the know-how developed from this grant in doing more career pathway development.
- c. Affiliate AJCC staff interviewed explained that they did not implement a “sequence of service requirement” for access to education and training, and provide ready access to education and training for customers as appropriate.
- d. The Affiliate AJCC strives to increase number and percentage of customers receiving skill development and training services, and these efforts resulted in meeting the 30% training expenditure requirement for WIOA Title I Adult and Dislocate Worker Programs for the first time in PY 2017-18 and being on track to do so again during PY 2018-19.

Ranking (1-5):

4. Significantly meeting the Hallmarks of Excellence category with room for improvement.

Rationale for this Ranking:

The Affiliate AJCC meets all four quality indicators, but can improve in developing career pathways for the priority industry sectors in the county.

Continuous Improvement Plan and Timeline:

Develop career pathways and identify industry-recognized credentials for the priority industry sectors. This work will continue throughout the next three years, with annual reporting of progress.

Hallmarks of Excellence #6
The AJCC actively engages industry and labor

Quality Indicators:

- a. The AJCC promotes systems and partnerships that connect workers to high quality jobs or entry level work with clear routes to advancement.
- b. The colocated partners work with the Local Area to understand any defined strategies in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- c. The AJCC works with the Local Area to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.
- d. The AJCC offers a range of AJCC-based services for employers such as referral of qualified candidates, on-site recruitment, pre-employment testing, skill-verification, and hiring and training subsidies.
- e. The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of services and applies knowledge gained for continuous improvement.

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

- a. The Affiliate AJCC promotes systems and partnerships that connect workers to high quality jobs or entry level work, with many offering routes to advancement. An example of this is found in the Healthcare priority industry sectors with WIOA Title I participants progressing from licensed vocational nurse to registered nurse. This work is also accomplished at the AJCC through both Wagner Peyser employment services and WIOA Title I Adult and Dislocated Worker Program on-the-job training programs, coordinated with certificate and associate of arts degree programs at Santa Barbara City College.
- b. The colocated partners work with the Local Area to understand any defined strategies in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers. This is done through involvement with chambers of commerce, job and skill fairs, and outreach done in the Healthcare industry funded by our regional Slingshot grant that offer opportunities to interact with employers and learn about their needs. Also, the Affiliate AJCC staff created a Santa Barbara County Job Developers Group that included representatives from Santa Barbara City College, State of California Department of Rehabilitation, Santa Barbara County Unified School District, and Mental Wellness Center (a local non-profit) to coordinate outreach to employers and access to employment information for participants. The group last met in March 2019, and plans to resume later this year.
- c. The AJCC works with the Local Area to minimize redundant employer contacts while maximizing access to system-wide, integrated business services. The Affiliate AJCC staff created a Santa Barbara County Job Developers Group that included representatives from Santa Barbara City College, State of California Department of Rehabilitation, Santa Barbara County Unified School District, and Mental Wellness Center (a local non-profit) to coordinate outreach to employers and access to employment information for participants. The group last met in March 2019, and plans to resume later this year.
- d. The AJCC offers a range of AJCC-based services for employers through Wagner Peyser employment services and WIOA Title I Rapid Response funded business services and outreach. This includes where appropriate referral of qualified candidates, on-site recruitment, pre-

employment testing, skill-verification, and hiring and training subsidies through our WIOA Title I Adult and Dislocated Worker on-the-job training programs.

- e. Although the AJCC seeks feedback and satisfaction data from businesses on the delivery of services, and uses questionnaires to obtain feedback, the questionnaires are not consistently tabulated, shared, and used for specific measures for continuous improvement.

Ranking (1-5):

4. Significantly meeting the Hallmarks of Excellence category with room for improvement.

Rationale for this Ranking:

The Affiliate AJCC meets the quality indicators with the exception of tabulating and acting on questionnaires to obtain feedback from businesses to develop specific measures for continuous improvement.

Continuous Improvement Plan and Timeline:

The Affiliate AJCC will develop protocols for tabulating and acting on questionnaires to obtain feedback from businesses and develop specific measures for continuous improvement. This will be accomplished throughout the next three-year period, with annual reporting.

Hallmarks of Excellence #7
The AJCC has high-quality well informed cross-trained staff

Quality Indicators:

- a. If the AJCC is part of the Local Area’s service delivery strategy, the AJCC must be used to supplement and enhance customer access to services.
- b. AJCC staff has received training on how to effectively assist customers in registering with CalJOBSSM and how to match customers to available jobs.
- c. Where applicable, AJCC staff have been cross-trained in collocated partner programs and basic.

Assessment of the AJCC’s Strengths and Continuous Improvement Recommendations:

- a. The Affiliate AJCC is located in the City of Santa Barbara, is part of the Local Area’s service delivery strategy, and provides services in south Santa Barbara County. Accordingly, the Affiliate AJCC is used to supplement and enhance customer access to services to customers residing in southern Santa Barbara County.
- b. AJCC staff has received training on how to effectively assist customers in registering with CalJOBSSM and how to match customers to available jobs. Affiliate AJCC staff also use CalJOBSSM to provide Wagner Peyser employment services and WIOA Title I Adult and Dislocated Worker Program services and record performance and case management information.
- c. Where applicable, AJCC staff have been cross-trained in collocated partner programs and basic. More specifically, nine cross training workshops have been provided to Affiliate AJCC and partner staff in the various partner programs. Staff interviewed have stated that they wish additional resources and more in-depth training on eligibility requirements and services provided by the various partner programs so as to improve service delivery.

Ranking (1-5):

4. Significantly meeting the Hallmarks of Excellence category with room for improvement.

Rationale for this Ranking: (Enter rationale or explain why the category is not applicable.)

All of the quality indicators have been met. Additional in-depth cross training on eligibility requirements and services provided by the various partner programs can improve service delivery.

Continuous Improvement Plan and Timeline:

In coordination with the continuous improvement described for Hallmark #4 to develop an improved referral tool and additional training in the eligibility requirements of the various partner programs, additional in-depth cross training on partner program eligibility requirements and services will be provided throughout the period 7/1/2019 – 6/30/2020.

Hallmarks of Excellence #8

The AJCC achieves business results through data driven continuous improvement

Quality Indicators:

- a. The AJCC operates in a cost efficient manner and the resources invested are justified by the results.
- b. The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services.
- c. The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments.
- d. The AJCC analyzes and reviews feedback to develop specific plans for AJCC services improvements.
- e. The AJCC identifies areas of needed technical assistance and taps available resources.

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

- a. Examples of the Affiliate AJCC operating in a cost efficient manner include communication between Affiliate AJCC EDD and WIOA Title I staff to provide intake, orientation, and referrals in a manner that facilitates customer access to a variety of partner programs. There resources invested are justified by the results currently addressed by achievement of each program's performance measures. There is not yet sharing of performance measure achievement across partner programs.
- b. While the Affiliate AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services, the data is not tabulated and used to develop .specific measures for continuous improvement.
- c. While the AJCC has a system in place to capture and respond to specific customer feedback, complaints, and has used the information to improve policies, procedures and service delivery, the specific measures for continuous improvement, the Affiliate AJCC has not established a system in place to capture and respond to specific customer compliments.
- d. While the Affiliate AJCC obtains feedback through questionnaires, there is not a current system to analyze and review feedback to develop specific plans for AJCC services improvements.
- e. The Affiliate AJCC has been focused on improving the access to the resources available in the various partner programs to obtain needed technical assistance and tap available resources. This has been addressed in part through the nine cross training sessions that have been provided to Affiliate AJCC and partner staff.

Ranking (1-5):

- 2. Have started progress on the Hallmarks of Excellence category but not yet satisfactory.

Rationale for this Ranking: (Enter rationale or explain why the category is not applicable.) While the Affiliate AJCC collects both employer and customer satisfaction data, there is not currently a system in place to tabulate, analyze, review, and use feedback to develop specific plans for Affiliate AJCC service improvements.

Continuous Improvement Plan and Timeline:

In connection with the continuous improvement plan for Hallmark #6 to will develop protocols for tabulating and acting on questionnaires to obtain feedback from businesses and develop specific measures for continuous improvement, the Affiliate AJCC will also include in this project job seeker customer data and feedback. This effort will also include capturing compliments as well as complaints. The goal will be to develop a system to analyze and review feedback to develop specific plans for AJCC services improvements. This will be accomplished throughout the next three-year period, with annual reporting.

Affiliate/Specialized AJCC Certification Form

Name of Local Board Santa Barbara County Workforce Development Board

Name of AJCC Santa Barbara AJCC - Workforce Resource Center (an affiliate AJCC One-Stop located in the City of Santa Barbara)

Certification Criteria		
1. Memorandum of Understanding (MOU)	Yes (Check box if yes)	No (Check box if no)
An MOU is in place between the the Local Workforce Development Board (Local Board) and each partner within the America's Job Center of California SM (AJCC).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Equal Opportunity	Yes (Check box if yes)	No (Check box if no)
The AJCC ensures equal opportunity for individuals with disabilities in accordance with the <i>Americans with Disabilities Act</i> , the <i>Workforce Innovation and Opportunity Act</i> (WIOA) Section 188, and all other applicable federal and state guidance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Local Board Certification Process	Attached (Check box if Attachment 2 is completed and attached)	
The Local Board's outline of the process used to certify the affiliate/specialized AJCC.	<input checked="" type="checkbox"/>	
4. Hallmarks of Excellence		
Include quality indicators, assessment of the AJCC's strengths and continuous improvement opportunities, continuous improvement goals and recommendations, and rational for ranking	Attached (Check box if category is explained on Attachment 3)	Ranking (Select from dropdown menu)
Category #1 – The AJCC physical location and facility enhances the customer experience.	<input checked="" type="checkbox"/>	4
Category #2 – The AJCC ensures universal access with an emphasis on individuals with barriers to employment.	<input checked="" type="checkbox"/>	3
Category #3 – The AJCC actively supports the One-Stop system through effective partnerships.	<input checked="" type="checkbox"/>	2
Category #4 – The AJCC provides integrated, customer-centered services.	<input checked="" type="checkbox"/>	3

Category #5 – The AJCC is an on ramp for skill development.	<input checked="" type="checkbox"/>	4
Category #6 – The AJCC actively engages industry and labor.	<input checked="" type="checkbox"/>	4
Category #7 – The AJCC has high-quality, well-informed, and cross trained staff.	<input checked="" type="checkbox"/>	4
Category #8 – The AJCC achieves business results through data driven continuous improvement.	<input checked="" type="checkbox"/>	2

Check one of the options below:

- The Local Board has determined the AJCC meets certification requirements.
- The Local Board has determined the AJCC is not yet able to certify.
- The California Workforce Development Board will determine the certification status of the AJCC.

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

Signature

Name

Title