



# **SPECIAL WORKFORCE DEVELOPMENT BOARD MEETING AGENDA PACKET**

**Thursday, November 14, 2024**  
9:00 a.m. - 11:00 a.m.

344 Salinas Street, Suites 205 & 206  
Salinas, CA 93901

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 344 Salinas Street, Suite 101, Salinas, CA or visit our website at [www.montereycountywdb.org](http://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. This WIOA Title I financially assisted program or activity is an equal opportunity employer/program and auxiliary aids and services are available upon request to individuals with disabilities.

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. TTY/CRS: Dial 711.

## NOTICE TO THE PUBLIC

Members of the public who wish to address the Board 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 it to the designated 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 Board Secretary will verify quorum; the Chair will read the opening remarks.
- Members of the public wishing to make a comment on an item that is not on the agenda will be given two (2) minutes each to comment.
- Workforce Development Board staff and/or Board Members will present recommendations for each action item on the agenda.
- Board members may ask questions of Workforce Development Board Staff and other Board Members.
- Members of the public wishing to make a comment on an agenda item will be given two (2) minutes each to comment.
- The Board may take action on any item designated as an action item.
- Workforce Development Board members may only discuss items listed on the Agenda pursuant to the "Brown Act." With respect to non-agenda items raised by the public, Workforce Development Board 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.



344 Salinas Street, Suite 101  
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**WDB Members:**

*Erik Cushman,*  
WDB & Executive Chair

*Margaret D'Arrigo-Martin,*  
WDB 1<sup>st</sup> Vice Chair

*Cesar Lara,*  
WDB 2<sup>nd</sup> Vice Chair

Casey Van Den Heuvel  
Denise Dorsey  
Efrain Aguilera  
Mark Faylor  
Michael Gutierrez  
Paula Calvetti  
Rich Aiello  
Roger Gilbert  
Steve MacArthur  
Supervisor Luis Alejo

# Monterey County Special Workforce Development Board Meeting

Thursday, November 14, 2024; 9:00 a.m.

344 Salinas Street, Suites 205 & 206, Salinas, CA 93901

## AGENDA

|   |                                   |
|---|-----------------------------------|
| <b>CALL TO ORDER/ROLL CALL:</b>   | Erik Cushman,<br>Chair            |
| <b>CHANGES TO AGENDA:</b>   |                                   |
| <b>PUBLIC COMMENT:</b> <i>(Limited to 2 minutes per person)</i>   |                                   |
| <b>DIRECTOR'S REPORT:</b> Discuss the Opportunity Young Adult (OYA) Career Pathway Program Grant with Santa Cruz County Workforce Development Board.  | Chris Donnelly                    |
| <b>CONSENT CALENDAR:</b>  | Erik Cushman                      |
| 1. <b>ACTION:</b> Consider approval of minutes from the Monterey County Workforce Development Board (MCWDB) meeting of June 27, 2024.   | Erik Cushman                      |
| 2. <b>ACTION:</b> Ratify the September 26, 2024, Executive Committee's approval of the sole-source purchase of Transfr Virtual Reality career exploration system for an amount not to exceed \$17,000 for 2024-25.  | Erik Cushman                      |
| 3. <b>ACTION:</b> Ratify the September 26, 2024, Executive Committee's approval of accepting an \$886,260 grant from the Central California Alliance for Health to fund Community Health Worker (CHW) program training and coordination and authorize the Executive Director to sign the services agreement effective retroactive to July 1, 2024, for the period from July 1, 2024, through September 30, 2026.  | Erik Cushman                      |
| 4. <b>ACTION:</b> Concur with the September 26, 2024, Executive Committee's recommendation to approve the following policy: <ul style="list-style-type: none"> <li>• 2024-05: Stipends and Incentive Payments.</li> </ul>   | Erik Cushman                      |
| 5. <b>ACTION:</b> Ratify the September 26, 2024, Executive Committee's approval of appointment of Roger Gilbert, Central Coast Small Business Development Center (SBDC), representing Economic Development, to the Monterey County Workforce Development Board.   | Erik Cushman                      |
| 6. <b>ACTION:</b> Ratify the September 26, 2024, Executive Committee's approval of the 2024-25 America's Job Center of California (AJCC) Certification Indicator Assessment for submittal to the Local Area's Regional Advisor.   | Erik Cushman                      |
| <b>BUSINESS CALENDAR:</b>   | Erik Cushman                      |
| 1. <b>ACTION:</b> Approval of appointment of Josh Metz, Monterey Bay Drone, Automation, and Robotics Technology (DART), representing Economic Development, to the Monterey County Workforce Development Board.  | Erik Cushman                      |
| 2. <b>ACTION:</b> Approval of the Request for Qualifications/Quotes (RFQ) #10940 Evaluation Committee's selection of the following eight (8) qualified contractors for the Workforce Innovation and Opportunity Act (WIOA) Local and Regional Contractor Services List: Brennan Workforce Consulting; BW Research Partnership, Inc.; Business U, Inc.; Dynamic Works Institute; Hightower Workforce Initiatives; Rrecord Consulting Services, LLC; TAD Grants, LLC; and Third Sector Capital Partners, Inc. | Linda Avakian                     |
| 3. <b>ACTION:</b> Approval of the Board meeting schedule for 2025.  | Linda Avakian                     |
| 4. Provide an update on 1st Quarter budget expenditures.  | Chris Donnelly<br>Daisy Fernandez |
| 5. Provide an update on the Pajaro Business Relief Program.   | Chris Donnelly<br>Vanessa Kor     |



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Roger Gilbert  
Steve MacArthur  
Supervisor Luis Alejo

|   |  |
|---|--|
| 6. Provide an update on WIOA Adult, Dislocated Worker, and Youth programs   | Melineh Kocharian<br>Charlotte Johnson                     |
| 7. Provide an update on WIOA Adult, Dislocated Worker, and Youth program 1 <sup>st</sup> Quarter performance.   | Vanessa Kor<br>Linda Avakian                               |
| 8. Report back from the Executive Committee on MCWDB's proposed Outreach Strategy.  | Executive Committee members                                |
| 9. Provide an update on the Community Builder Awards ceremony.  | Vanessa Kor  |
| 10. Discuss recruitment of new Board members.   | Board members  |
| 11. Provide an update on Board members' workforce and business activities.  | Board members  |
| <b>ANNOUNCEMENTS:</b>   |  |
| <b>SUBCOMMITTEE MEETINGS:</b><br>Executive: 12/19/2024  | <b>ANNUAL COMMUNITY BUILDER AWARDS</b><br>December 4, 2024 |
| <b>ADJOURNMENT</b>  | Erik Cushman   |
| 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 344 Salinas Street, Suite 101, Salinas, CA, or visit our website at <a href="http://www.montereycountywdb.org">www.montereycountywdb.org</a> . 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. This WIOA Title I financially assisted program or activity is an equal opportunity employer/program and auxiliary aids and services are available upon request to individuals with disabilities. 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. TTY/CRS: Dial 711. |  |



**UNADOPTED MINUTES**

**Monterey County Workforce Development Board Meeting**

America's Job Center of California, 344 Salinas Street, Suites 205 & 206, Salinas, CA 93901

**Thursday, June 27, 2024**

**Members Present:** Erik Cushman (Chair), Margaret D'Arrigo-Martin, Cesar Lara, Casey Van Den Heuvel, Mark Faylor, Michael Gutierrez, Steve MacArthur, Supervisor Alejo and Denise Dorsey

**Members Absent:** Catherine Sampognaro, Efrain Aguilera, Paul Weyant, Paula Calvetti and Rich Aiello

**Staff Present:** Chris Donnelly, Elizabeth Kaylor, Pearl Sanchez, Daisy Fernandez, Vanessa Kor, and Linda Avakian

**Public Comment:** None

**Call to Order/Introductions:** Erik Cushman called the meeting to order at 9:11 a.m. and asked for introductions. A quorum was established.

**Changes to Agenda:** None

**Director's Report:** Executive Director Christopher Donnelly provided information on a potential partnership with Santa Cruz County Workforce Development Board to serve individuals in the Pajaro area.

**Consent Calendar:**

1. **ACTION:** Consider approval of minutes from the Monterey County Workforce Development Board (MCWDB) meeting of March 27, 2024.
2. **ACTION:** Concur with the June 20, 2024, Executive Committee recommendation to approve extending the existing agreement with Arbor E&T, dba Equus Workforce Solutions, to provide WIOA One Stop Operator services within the local workforce development area in an amount not to exceed \$135,000 for Program Year (PY) 2024-25, which includes a performance-based holdback of 10% (\$13,500).
3. **ACTION:** Concur with the June 20, 2024, Executive Committee recommendation to approve extending the existing agreement with Arbor E&T, dba Equus Workforce Solutions, to provide WIOA Title I Adult and Dislocated Worker case management services in an amount not to exceed \$1,900,000 for PY 2024-25.
4. **ACTION:** Concur with the June 20, 2024, Executive Committee recommendation to approve extending the existing agreement with Turning Point of Central California to provide WIOA Title I Youth case management services in an amount not to exceed \$750,000 in South Monterey County for PY 2024-25.
5. **ACTION:** Concur with the June 20, 2024, Executive Committee recommendation to approve extending the existing agreement with Arbor E&T, dba Equus Workforce Solutions, to provide WIOA Title I Youth case management services in an amount not to exceed \$750,000 in North Monterey County for PY 2024-25.

**A motion was made by Cesar Lara to approve all items on the Consent Calendar, seconded by Supervisor Luis Alejo. ALL AYES. Motion passed.**

**Discussion or Review of Business Calendar Action Items:**

1. **ACTION:** Consider and approve the MCWDB budget for PY 2024-25.  
**A motion was made by Cesar Lara to approve the MCWDB budget for PY 2024-25 and seconded by Supervisor Luis Alejo. ALL AYES. Motion passed.**
2. The update on the Pajaro Business Relief Program was deferred to the next meeting.
3. Chair Erik Cushman and Board members discussed the MCWDB's strategic objectives identified during the March 28, 2024, Board Retreat.
4. An update was provided by representatives of Equus and Turning Point on the WDB's Adult, Dislocated Worker, and Youth program.
5. Board members discussed recruitment of new Board members.
6. Board members provided updates on workforce and business activities

**Adjournment:** Mr. Erik Cushman adjourned the meeting at 11:12 a.m.

## MEMORANDUM

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**TO:** Workforce Development Board

**FROM:** Christopher Donnelly

**SUBJECT:** Transfr, Inc. Sole Source Recommendation

**DATE:** November 14, 2024

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**RECOMMENDATION:**

It is recommended that the Monterey County Workforce Development Board (MCWDB) ratifies the Executive Committee's approval to execute a sole source agreement with Transfr, Inc., to purchase a Virtual Reality (VR) career exploration system for the coming program year for an amount not to exceed \$17,000.

**BACKGROUND:**

In July 2024, MCWDB staff was directed to request that potential Virtual Reality (VR) career exploration system providers submit a timely quote for a VR program for MCWDB's adult and youth clients interested in virtually exploring high-growth sectors and occupations. It was anticipated that the quotes provided for the VR system would include VR goggles and a list of available and potential VR career exploration videos for a wide variety of careers. In addition, VR providers were requested, as part of their quote, to provide a computerized tracking mechanism to record participants' interests and aptitudes, learned skills, and progress during their sessions with the VR equipment.

Pursuant to MCWDB's Procurement Standards, purchases between \$10,000 and \$150,000 require three or more written quotes. Initially, four companies were approached to provide a VR system with a set of VR career exploration programs designed to give a "day in the life" experience for a particular job, allowing job seekers the opportunity to get a practical understanding of tasks and working conditions without ever having to leave the America's Job Center of California (AJCC) facility.

However, when the two timely responses were received, only EON Reality, Inc. and Transfr, Inc. were able to provide career-related VR systems, and once staff had reviewed the information provided as part of EON Reality's response, it was clear that it focused mainly on Human Resources and employee-required training and that it had not included a list of available or potential career exploration videos. The \$25,920 quote from EON Reality also offered 30 sets of VR goggles with their system, leading to a much higher system cost.

Transfr submitted a quote for \$17,000 and provided a list of 32 occupational videos available in five major disciplines, with many of these occupations in the high-growth sectors of healthcare, construction, transportation and logistics, and hospitality. The quote includes five sets of VR goggles and a job seeker dashboard to allow case managers to track the progress of the participant. The Transfr videos present near-real-life situations, giving a jobseeker the ability to experience what some of the job tasks in the given occupations are like to perform and allowing them to determine if they may have an interest in those fields.

Because the quote from Transfr was both less expensive and more responsive to the request for a VR career exploration and participant tracking system, the Executive Committee recommends approval of the purchase of Transfr's \$17,000 VR system.

**DISCUSSION:**

According to WDB Policy #2019-02, Procurement Standards, the WDB may procure goods and services without competition under certain limited circumstances. Per the One-Stop Comprehensive Financial Management Technical Assistance Guide issued by the U. S. Department of Labor, the purchase must be unfeasible under other methods, and at least one of the following conditions apply:

- The item is available from only one source.
- Public emergency precludes delay.
- The WDB Executive Director recommends a sole source procurement, and the WDB subsequently authorizes the specific non-competitive procurement (upon a formal request for approval).
- A competitive process yields an insufficient number of bidders (fewer than two), yields bidders who are not responsible; yields proposals that are non-responsive, or yields results that are otherwise inadequate to meet Monterey County WDB's program needs, as determined by the Monterey County WDB in its discretion.

A cost analysis is required for all non-competitive procurements.

Here, the Executive Director is recommending the execution of a sole source agreement with Transfr, Inc. If the WDB approves the recommendation to award a contract to Transfr, it will maintain the required documentation for the non-competitive, sole-source purchase including, as applicable:

- A WDB staff report providing the reason(s) for selecting the sole source method, explaining why competitive procurement is unfeasible, and which additional sole source condition applies, if any.
- The estimate of the potential purchase price.
- A copy of the unsuccessful RFQ/IFB/RFP and responses submitted.
- A determination of *the responsibility of the selected provider* and cost analysis.
- Why the provider was selected.
- A copy of Monterey County WDB meeting minutes indicating approval of the sole source procurement.
- A copy of the award documents and resulting contract.

**NEXT STEPS:**

If the recommendation to purchase the Transfr, Inc system is approved by the Monterey County Workforce Development Board, the MCWDB will contract with Transfr for the VR system and provide a cost analysis to fully address the requirements for a sole-source purchase.

## MEMORANDUM

**TO:** Workforce Development Board

**FROM:** Christopher Donnelly

**SUBJECT:** Alliance Community Health Worker Training  
Grant

**DATE:** November 14, 2024

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**RECOMMENDATION:**

It is recommended that the Monterey County Workforce Development Board (MCWDB) ratifies the Executive Committee's September 26, 2024, acceptance of grant funding in the amount of \$886,260 from the Central California Alliance for Health (the Alliance) to provide Community Health Worker (CHW) training effective retroactive to July 1, 2024, for the period from July 1, 2024 through September 30, 2026.

**SUMMARY:**

Demand for CHW training is increasing based on recent Medi-Cal initiatives. The Alliance seeks to provide grant funding in the total amount of \$866,260 to offset the project coordination staff costs over the two-year period of the grant and cover CHW training and in-person operational costs for four cohorts of up to 130 employees of Alliance-contracted health care provider organizations.

**BACKGROUND:**

The Monterey County Workforce Development Board (MCWDB) developed a CHW certificate training program with Monterey Peninsula College (MPC) that is expected to meet the State's Certificate Pathway requirements, with the possibility of being grandfathered in as an approved program. MCWDB's program was established as a local industry-recognized credential that meets the minimum standards for foundational CHW training, endorsed by the Monterey County Health Department, Doctors on Duty, Salinas Valley Memorial Healthcare System, and Clinica de Salud del Valle de Salinas. The credentialing process is currently on hold at the state level.

The CHW curriculum was developed by national CHW thought leader Tim Berthold, founder of the CHW Training Group and author of a highly acclaimed CHW textbook. The CHW Training Group developed a trainer/mentor model, ensuring that students have engaging instructors active in the CHW field and a sense of community to support their academic and social needs. A key aspect of the training is that it is accessible and rigorous but does not rely on a multi-semester community college program, which may be prohibitive for some individuals interested in becoming CHWs.

The MCWDB CHW Certificate Training Program was successfully piloted with MPC as a hybrid online/in-person curriculum from October 2021 through March 2022, with funding from the Blue Shield of California Foundation in partnership with the University of California, San Francisco (UCSF). The pilot program certified 27 CHWs. Based on demand, additional CHW cohorts were trained in March and October 2023, with another 59 individuals receiving CHW certifications.

**DISCUSSION:**

The Alliance's proposed support of the MCWDB's CHW training program is an \$886,260 investment in a proven, sustainable model well-received by students and employers, and positioned to align with forthcoming State requirements. If the MCWDB approves the grant from the Alliance, funding will be provided for the following purposes:

| <b><u>Budget Expenses</u></b> | <b><u>Award</u></b> |
|-------------------------------|---------------------|
| Tuition for 130 CHW Trainees  | \$ 650,000          |
| Project Staffing              | \$ 183,040          |
| Food and Logistical Costs     | \$ 34,000           |
| Books                         | \$ 9,620            |
| Training Team Travel          | \$ 9,600            |
| <b>Total Award</b>            | <b>\$ 886,260</b>   |

The cost per person to train a CHW is \$5,000. It is anticipated that a combination of the Alliance funding and State funding allocated from the MCWDB's \$1,150,000 Regional Equity and Recovery Partnerships (RERP) grant, provided in 2023 to increase enrollments in the region's four community colleges – Cabrillo, Gavilan, Hartnell, and MPC – will be applied to fund the CHW training costs. RERP funding will be applied toward training costs for up to 10 of the 130 CHW participants.



# MEMORANDUM

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**TO:** Workforce Development Board

**FROM:** Christopher Donnelly

**SUBJECT:** Consider and Approve Stipends and Incentive  
Payments Policy

**DATE:** November 14, 2024

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**RECOMMENDATION:**

It is recommended that the Monterey County Workforce Development Board (MCWDB) considers and approves the following new policy, which was amended by the Executive Board at its September 26, 2024 meeting to provide higher incentive amounts for important Adult/Dislocated Worker and Youth client achievements.

**New Policy:**

**Draft #2024-05: MCWDB Stipends and Incentive Payments**

**Applicable to:** Recipients and subrecipients of funds awarded by the State; all WIOA funds, including formula allocated funds, 15 Percent Governor's Discretionary funds, and any other WIOA-funded discretionary grants or programs; and State of California general funds.

**Purpose:** this policy establishes the allowability of stipend and incentive payments to participants in WIOA and State-funded grants and programs, and provides the definitions, requirements, and conditions under which stipends and incentives may be provided.

**Attachment:**

Draft #2024-05 Stipends and Incentive Payments

## STIPENDS AND INCENTIVE PAYMENTS

### EXECUTIVE SUMMARY

This policy provides guidance and establishes the procedures for providing stipends and incentive payments to eligible participants enrolled in Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Dislocated Workers and Youth programs and training and employment programs provided through State of California general funds. This policy applies to all Local Workforce Development Boards (WDBs), community-based organizations, and any other recipients or subrecipients of funds awarded by the State; all WIOA funds, including formula allocated funds, 15 Percent Governor's Discretionary funds, and any other WIOA-funded discretionary grants or programs; and State of California general funds, and is effective immediately.

References to WIOA Final Regulations are adopted to apply to stipends and incentives paid with general funds provided by the State of California, by incorporation in this Directive.

### REFERENCES

- WIOA Final Regulation, 2 CFR Part 200
- WIOA Final Regulations, 20 CFR 681.640
- WIOA Final Regulations, 20 CFR 683.200(b)(2)
- State of California Employment Development Department (EDD) Workforce Services Directive WSD23-08, *Stipends and Incentive Payments*, May 23, 2024

### BACKGROUND

WIOA law and Final Regulations are silent on the provision of stipends and incentives to adult and dislocated worker populations in WIOA funded programs, while some State-funded grants explicitly allow the use of stipends. This policy establishes the allowability of stipend and incentive payments to participants in WIOA and State-funded grants and programs.

Stipends and incentive payments to participants are strong motivators that help enable participation and lead to more successful outcomes for workforce program participants.

*The Monterey County Workforce Development Board is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities or limited English.*

Stipends can help alleviate financial stress by providing participants with the funds they need in order to be successful in the program. Stipends cover the costs associated with attending training, lost wages due to time spent in training, and ultimately ensure that participants do not drop out and return to lower wage, lower skilled occupations to meet immediate financial needs. Stipends cannot be used to replace wages.

Incentive payments, on the other hand, are provided as recognition for achievements, and can help motivate participants to achieve successful outcomes that will lead to long term financial self-sufficiency. Incentives are considered awards and are used to encourage participants to complete training, remain in jobs, or complete program activities. Incentives may be given for a participant's achievement in training, education, work readiness skills and/or an occupational skills attainment goal as identified in the Individual Service Strategy (ISS) or Individual Employment Plan (IEP). These payments may be awarded in the form of cash, check, gift card, or other type of card.

## PROCEDURAL GUIDANCE

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### Definitions

**Stipends** - Fixed payments paid to program participants for participation in a training or other workforce activity that requires a *substantial regularly scheduled time commitment*. Stipends are a form of financial support paid to a participant to help cover the costs associated with living expenses, travel, and/or materials needed to be successful in training or other workforce activities.

**Incentives** - Payments paid to program participants for recognition and achievement directly tied to work experience, education, and training.

### Requirements for Provision of Stipend Payments

Stipends must enable individuals to achieve their goals; and cannot be paid in lieu of wages. In order to provide stipends to program participants, recipients of funding from the State must have policies and procedures in place that meet the following criteria:

- a. Provides appropriate justification for how the provision of stipends is aligned with the goals of the specific program(s), including who is being served, what type of training, and why stipends are needed for participants to be successful.
- b. Aligns with the local program's organizational policies.
- c. Is in accordance with the requirements contained in [2 CFR part 200](#). (e.g., federal funds must not be spent on entertainment). This applies to federal funds through 2 CFR part 200 and is adopted to apply to State funds, by incorporation in this Directive.
- d. Outlines that stipends will not be used to replace wages. In cases where wages are the most appropriate form of payment to the participant, wages must be paid in accordance with existing work based learning and other policies.
- e. Outlines methodology for the determination of need for stipends, the determination of stipend amounts, and how determinations will be documented.
- f. Appropriately differentiates criteria between stipends and incentives if both types of payments are allowed within the program.

Recipients of funding from the State are not required to provide stipends, unless mandated through legislation for specific programs, and may, through their own policies determine to be more restrictive than the State policy, or not allow the use of stipends. Policies must be in place before stipends are



paid with funds granted by the State. In order to incorporate the use of stipends into non-formula funded grants and/or programs including WIOA discretionary grants or State-funded grants, policies and implementation must follow any grant specific requirements as applicable.

### **Requirements for Provision of Incentive Payments**

Incentive payments must be for the recognition and achievement directly tied to training activities and work experiences; and cannot be paid in lieu of wages. In order to provide incentives to program participants, recipients of funding from the State must have policies and procedures in place that meet the following criteria:

- a. Provides appropriate justification for how the provision of incentives is aligned with the goals of the specific program(s), including who is being served, and what type of activities and outcomes are being incentivized with the payments.
- b. Aligns with the local program's organizational policies.
- c. Is in accordance with the requirements contained in 2 CFR part 200 (e.g., federal funds must not be spent on entertainment). This applies to federal funds through 2 CFR part 200 and is adopted to apply to State funds, by incorporation in this Directive.
- d. Outlines that incentives will not be used to replace wages. In cases where wages are the most appropriate form of payment to the participant, wages must be paid in accordance with existing work based learning and other policies.
- e. Outlines methodology for determining the appropriate use of incentives based on how they will help participants achieve goals, milestones, or outcomes, incentive amounts, and how determinations will be documented.
- f. Appropriately differentiates criteria between stipends and incentives if both types of payments are allowed.

In order to incorporate the use of incentive payments into special grants and/or programs, policies and implementation must follow any grant-specific requirements, and be incorporated into approved budgets, as applicable.

### **Monterey County Workforce Development Board (MCWDB) Incentive Payments to WIOA Adult and Dislocated Worker Participants for Achieving Specific Milestones**

- **Unsubsidized Employment and Retention**
  - Obtained unsubsidized employment and employed 2nd quarter after exit - \$150
  - Retained in unsubsidized employment, 4th quarter after exit - \$150
- **Transitional Jobs**
  - Completion of a Transitional Job assignment - \$150

### **MCWDB Incentive Payments to WIOA Youth Participants for Achieving Specific Milestones**

The provision of incentives to WIOA Youth program participants is aligned with the goals of the WDB's WIOA Youth programs, including assisting to motivate at-risk youth participants and retain them in the program while serving to encourage participants' achievement of in-program and post-exit WIOA Youth performance measures by incentivizing the following activities and outcomes with the payments.

- **Workshop Completion**
  - Transfr Virtual Reality Career Exploration - \$25
  - Leadership - \$25

- **Placement in Employment/Education/Training**
  - Obtained Unsubsidized Employment (employed 2nd quarter after exit) - \$100
  - Retained Unsubsidized Employment (employed 4th quarter after exit) - \$100
  - Re-enrolled in secondary education or GED course (out-of-school pursuing GED or HS diploma only) - \$100
  - In Program Training-Related Skills Gain - \$150
- **Attainment of Degree/Nationally Recognized Certificate**
  - Attained Degree or Nationally Recognized Certification (by 3rd quarter after exit) - \$200
  - Completion of Secondary Education - \$200

## **Documentation of Stipends and Incentive Payments**

***All stipends and incentive payments must be documented in CalJOBS through case notes and appropriate activity code(s).*** When providing stipends and/or incentive payments, the following must be documented in the participant case file (case note): (1) Justification for why stipends and/or incentives are being provided, (2) the contribution it makes to the participant's success, and (3) how the stipend or incentive payment was calculated and why the dollar amount provided is necessary and reasonable. For more information, refer to Attachment 1 of WSD19-06.

Recipients of funds from the State must maintain appropriate and identifiable expenditure records of stipends and incentive payments for the purposes of local, state, and federal monitoring / audits. When writing stipend and incentive policies, the EDD encourages entities to adhere to Internal Revenue Service guidelines to understand the differences between stipends, incentives, and wages. It is critical to correctly identify payments to avoid a disallowed cost if deemed as wages. The recipient of funds is responsible for properly educating participants on any potential tax implications or impact to public benefits, like federal disability benefits or other benefit types that are impacted by earned or unearned income.

## **ACTION**

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Please bring this Directive to the attention of all relevant parties.

## **INQUIRIES**

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If you have questions, please contact staff at (831) 796-6434. This policy is posted on the WDB website located at: [www.montereycountywdb.org/policies/](http://www.montereycountywdb.org/policies/)

CHRIS DONNELLY, Executive Director  
Monterey County Workforce Development Board



# MEMORANDUM

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**TO:** Workforce Development Board

**FROM:** Christopher Donnelly

**SUBJECT:** Approval of appointment of Roger Gilbert  
Representing Economic Development

**DATE:** November 14, 2024

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**RECOMMENDATION:**

It is recommended that the Workforce Development Board ratifies the Executive Committee's September 26, 2024 approval of the appointment of Roger Gilbert, Central Coast Small Business Development Center (SBDC), representing Economic Development, to the Monterey County Workforce Development Board.

**BACKGROUND:**

Mr. Gilbert, Program Director, Central Coast Small Business Development Center, has applied for membership to the full Workforce Development Board.

As the nominating body, the Executive Committee is asked to consider Mr. Gilbert's application and recommend it for full Workforce Development Board approval at its meeting on October 10, 2024.

The WDB bylaws state that members who are appointed to fill a vacancy shall serve until the normal expiration of the term of the vacant seat. A member can continue to serve until reappointment or replacement by the Board of Supervisors.

**ATTACHMENTS:**

Mr. Roger Gilbert's application



344 Salinas Street, Suite 101 | Salinas, CA 93901

## Monterey County Workforce Development Board (WDB) Membership Application

Name: Roger B. Gilbert Date Submitted: 9-18-24  
Title: Director  
Business/Organization Name: Central Coast Small Business Development Center (SBDC)

### Representation

Please select from one of the following categories that you represent: (Federal Register Section 679.320)

- |  |  |
|--|--|
| <input type="checkbox"/> Business                        | <input type="checkbox"/> Local Educational Entity                    |
| <input type="checkbox"/> Labor Organization              | <input type="checkbox"/> Community-Based Organization                |
| <input checked="" type="checkbox"/> Economic Development | <input type="checkbox"/> Wagner-Peyser                               |
| <input type="checkbox"/> Rehabilitation                  | <input type="checkbox"/> Chief Elected Official/Board of Supervisors |

### Contact Information

Business/Organization Name: Central Coast SBDC, Hosted by the Monterey County Business Council (MCBC)  
City: Salinas State: CA Zip code: 93901  
Phone: [REDACTED] Fax: [REDACTED]  
Mobile: [REDACTED]  
Email address: roger@mcbc.biz  
Website address: centralcoastsbdc.com  
Business license number: [REDACTED]  
City of residence: [REDACTED]

### Business Related Questions

Please answer the following questions and attach any additional pages, if necessary:

1. Number of current employees: 3
2. Number of years with current business/organization: 5 months
3. Number of years in business in Monterey County: 13
4. Please describe the nature of your business and your position: Responsible for the SBDC operation and all services to small business.

5. Please list your current chamber and association memberships, the duration of each membership and the positions you currently hold:

MCBC and now SBDC have worked with all of the local Chambers of Commerce for many years.

6. Please list any professional award(s) or recognition you have received within the last 5 years:

Service Award from Santa Barbara County for Outstanding Service to Small Businesses during the Pandemic.

7. As a member of your business with optimum policy authority, please describe your responsibilities within your organization:

Compliance with all requirements from our Federal and State Grantors and providing services on behalf of the SBDC.

## *Monterey County WDB Related Questions*

Please answer the following questions and attach any additional pages, if necessary:

1. What do you hope to contribute from your participation on the Monterey County WDB

To be of service in helping to provide information and expertise to small businesses and entrepreneurs to create and preserve jobs.

2. What experience in the areas of fundraising, budget analysis, workforce policy development, youth services, knowledge of the labor market, and community involvement or linkages with educational agencies do you bring to the Monterey County WDB, as applicable?

I have expertise and education in a variety of industries and functional areas, especially financial and credit analysis.

3. Membership on the Monterey County WDB requires that each member attend a full WDB meeting every two months, attend training sessions for board members and become an advocate for workforce development. The time commitment for these activities ranges from a minimum of 4 to 10 hours per month. Can you make that time commitment? Yes ☒ No ☐

4. Membership on the Monterey County WDB requires that each member serves on a sub-committee. The time commitment for this activity ranges from a minimum of 3 to 4 hours per month. Can you make that time commitment? Yes ☒ No ☐

5. Why do you wish to serve on the Monterey County WDB? (Describe in 100 words or less)

I want to support job growth and economic development in our communities and further the efforts of the WDB and the SBDC.

## *Signature and Acknowledgement*

I, the undersigned, certify that the information on this application is true and correct to the best of my knowledge and that, if appointed to serve, I will do so to the best of my ability and in the best interest of Monterey County and its citizens.

Signature: \_\_\_\_\_

Date: 9-18-24



# MEMORANDUM

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**TO:** Workforce Development Board

**FROM:** Christopher Donnelly

**SUBJECT:** Ratify approval of America's Job Center of  
California (AJCC) 2024-25 Indicator Assessments

**DATE:** November 14, 2024

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**RECOMMENDATION:**

It is recommended that the Monterey County Workforce Development Board (MCWDB) ratifies the Executive Committee's September 26, 2024, approval of the 2024-25 America's Job Centers of California (AJCC) Certification Indicator Assessments for its comprehensive and affiliate sites as the basis for a continuous improvement plan for the AJCC.

**BACKGROUND:**

The WIOA establishes a framework under which Local Boards are responsible for maintaining a network of high-quality, effective AJCCs that align a wide variety of publicly or privately funded education, employment, and training programs. To assist in these efforts, the California Workforce Development Board (CWDB) developed objective criteria and procedures for Local Boards to use when certifying the AJCCs within their Local Areas. These policies and procedures are based on the prior certification process, which utilized an AJCC Certification Workgroup comprised of state-level partners and Local Board representatives to ensure that AJCCs deliver a better experience and continuously improve services for job seekers, workers, and employers.

The WIOA Joint Final Rule Section 678.800 outlines three key requirements for AJCC certification:

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

California's AJCC certification process is centered on these key requirements and sets a statewide standard of service delivery that ensures all customers consistently receive high-quality service.

**DISCUSSION:**

In accordance with WIOA Section 121(g), Local Boards must select an evaluation panel to perform an independent and objective evaluation of the AJCCs in their Local Areas once every three years using criteria and procedures established by the CWDB. The Local Board may not remove or replace any of the federal or state criteria.

The certification process for comprehensive, affiliate, and specialized AJCCs will be conducted during Program Year (PY) 2024-25 and take effect January 1, 2025.

## **Baseline AJCC Certification Process**

The baseline AJCC certification process ensures that every comprehensive, specialized, and affiliate AJCC complies with key WIOA statutory and regulatory requirements. It is important to note that this is an individualized process; it will not be used to compare or rank one AJCC or Local Board against another AJCC or Local Board.

### Comprehensive AJCC Baseline Certification

The following requirements must be met to certify an AJCC as comprehensive:

1. Each Local Board and partner within the comprehensive AJCC have a signed and implemented Memorandum of Understanding (MOU) with the Local Board meeting the requirements in the *WIOA Memorandums of Understanding* directive (WSD18-12).
2. The AJCC has implemented the board-defined roles and responsibilities of the AJCC Operator and Title I Adult and Dislocated Worker Career Services Provider as indicated in the *Selection of AJCC Operators and Career Services Providers* directive (WSD22-13).
3. The AJCC complies with equal opportunity for individuals with disabilities in accordance with the ADA, WIOA Section 188, Title 29 CFR Part 38, WIOA Joint Final Rule Section 678.800, and all other applicable federal and state guidance.
4. The AJCC meets all regulatory requirements to be considered a comprehensive AJCC as identified in the WIOA Joint Final Rule Section 678.305.

### Affiliate and Specialized AJCC Baseline Certification

The following requirements must be met to certify an AJCC as an affiliate or specialized:

1. Each Local Board and partner within an affiliate or specialized AJCC have a signed and implemented MOU with the Local Board meeting the requirements in the *WIOA Memorandums of Understanding* directive (WSD18-12).
2. The AJCC complies with equal opportunity for individuals with disabilities in accordance with the ADA, WIOA Section 188, Title 29 CFR Part 38, WIOA Joint Final Rule Section 678.800, and all other applicable federal and state guidance.
3. Meets all regulatory requirements to be considered an affiliate or specialized AJCC as identified in the WIOA Joint Final Rule Sections 678.300(d)(3), 678.310, and 678.320.

## **AJCC Certification Indicator Assessment**

To highlight areas where AJCCs can continuously improve their service delivery, the AJCC Certification Workgroup identified seven AJCC Certification Indicators to measure continuous improvement for all AJCCs. These seven indicators will continue to be utilized to establish consistency throughout the Local Areas.

The AJCC Certification Indicators are as follows:

1. The AJCC ensures universal access, emphasizing individuals with barriers to employment.
2. The AJCC actively supports the One-Stop system through effective partnerships.
3. The AJCC provides integrated, customer-centered services.
4. The AJCC is an on-ramp for skill development and attaining industry-recognized credentials that meet the needs of targeted regional sectors and career pathways.
5. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business services strategy focusing on quality jobs.
6. The AJCC has high-quality, well-informed, and cross-trained staff.
7. The AJCC achieves business results through data-driven continuous improvement.

The AJCC Certification Indicator Assessment describes each certification indicator along with examples of criteria and requires a complete rationale for each certification indicator provided. Local Boards may establish additional criteria or set higher standards for continuous improvement than those listed above.

**NEXT STEPS:**

If approved by the MCWDB, the recommendations and evaluations from the completed AJCC Certification Indicator Assessment will be used to create a Continuous Improvement Plan for the AJCC.



# **America's Job Center of California (AJCC)**

## **Certification Indicator Assessment**

### **Affiliate and Specialized Facilities**

## AJCC Certification Indicator Assessment

The America's Job Center of California<sup>SM</sup> (AJCC) Certification Indicator Assessment is intended to encourage continuous improvement by identifying areas where an AJCC is exceeding quality expectations, as well as areas where improvement is needed. The Certification Indicators were developed in alignment with the Training and Employment Guidance Letter 04-15, California's Unified Strategic Workforce Development Plan (State Plan), and the AJCC Certification Workgroup's vision for California's One-Stop delivery system.

The matrix below describes each Certification Indicator using both characteristics of a high-quality AJCC and the overall vision and strategies of the State Plan. Additionally, the Certification Indicators are provided as guidance for the evaluator to use to note the assessment of the AJCC's strengths and continuous improvement opportunities. The Local Board may establish additional criteria or set higher standards for continuous improvement than those suggested by the state criteria below.

Local Workforce Development Boards (Local Board) must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by **November 1, 2024**.

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

**Name of AJCC:** Monterey County Works Salinas Career Center, Proud Partners of the America's Job Center of California

**AJCC Type:** Affiliate and Specialized

## **AJCC Certification Indicator #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

### ***U.S. Department of Labor 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 location, or by telephone or e-mail. 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 doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to communicate with 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***

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.

### ***AJCC Certification Workgroup's Vision***

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.
- The AJCC uses the principles of universal and human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, or educational level.
- The AJCC implements the veteran's preference and priority of service requirements.
- The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.
- The AJCC delivers both AJCC-based and virtual services.
- The AJCC ensures that people with disabilities can access virtual services in a manner that is comparable to those without a disability.

***AJCC Certification Indicator #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.***

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

Monterey County Works Salinas Affiliate Career Center, a Proud Partner of the America's Job Center of California, is located at the Monterey Adult School in Seaside, California. This affiliate is a collaborative effort with one of the mandated partners of the Monterey County Workforce Development Board and the partners of the America's Job Center of California/One-Stop Delivery System. The affiliate AJCC evaluation reflects a welcoming environment when you walk in the door. Staff are located within the Career Center as well as in another classroom down the hall from the Career Center. The staff demonstrate thorough knowledge of the system and their partner services, so customers have greater understanding of all the services available to them. The Career Center demonstrates access to all, including those with disabilities. Computers and tables can be adjusted based on individual needs, up or down. Visual aids keyboard is available, as well as TDD/TTY phones. The partnership with the Department of Rehabilitation strengthens the ability to work with customers seeking additional accessibility both via phone and referral. The AJCC uses the principles of universal and human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, or educational level. The AJCC implements the veteran's preference and priority of service requirements. The Affiliate AJCC is located near the new Veteran's Services Center including a Clinic in Marina, offering Veterans close access to AJCC services.

Bilingual staff work in the Career Center to ensure those with Limited English Proficiency are assisted in a courteous, polite and responsive manner. The affiliate site includes both in-person and online service delivery for job seekers, workers, and employers. The affiliate site offers flexible business hours to meet the range of customer needs, Monday through Thursday 10:00-7:00 p.m., Fridays 8:00-5:00 and two Saturdays a month.

**Opportunities for Continuous Improvement:**

The primary affiliate site, Monterey Adult School, is located in two separate staff rooms. Suggestions for opportunity to improve services to customers may be 1) reversing AJCC to larger staff room and moving staff to smaller room; or 2) working with adult school to locate both staff and AJCC center in one classroom.

Currently the second affiliate site, Monterey Peninsula College (MPC) Marina Campus is not serving customers due to staffing shortages. It is anticipated this facility will re-open soon. Additionally, the Monterey County Workforce Development Board is working with Hartnell College to develop an affiliate site at their Gonzales campus to serve the South County population of customers, so access is more readily available to all populations with barriers to employment.

## **AJCC Certification Indicator #2: The AJCC actively supports the One-Stop system through effective partnerships.**

### ***U.S. Department of Labor Characteristics of a High Quality AJCC***

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

### ***California State Plan Vision and Strategies***

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 to facilitate skills attainment.

### ***AJCC Certification Workgroup's Vision***

- A system is in place to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
- Both co-located and non-co-located partners believe that the AJCC adds value to their program and customers.
- 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.
- The AJCC actively outreaches and provides access to non-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- An inventory and overview of all partner programs and services are available to all AJCC staff, and all AJCC staff has received an orientation to all partner programs and services.
- One-Stop system marketing materials that overview all partner programs and services for distribution to customers at the AJCC and at all non-co-located partner locations have been developed.
- 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.
- Referrals are recorded, and a system is in place for partners to follow through and report progress on referrals made.
- The AJCC connects to the community through multiple community partnerships and community access points.

***AJCC Certification Indicator #2: The AJCC actively supports the One-Stop system through effective partnerships.***

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

The AJCC Operator has developed a very strong and collaborative partnership with the MOU partners for the affiliated site. Attending the mandated partners meetings allowed us to learn from each of the partners the opportunities the AJCC Operator has created with the partners to ensure cross referencing services and providing Title I and other partners updates monthly. A coordinated Veterans Services Support effort is of tremendous benefit according to the partners. The Veteran's Services Clinic nearby in Marina supports the ability of Veterans to access services more readily, as well, virtual service access ensuring that all individuals can access critical resources regardless of their ability to visit the physical location.

The development of all partners' websites in one location (online at MCWDB's website) is of great service to the affiliate customers, partners, job seekers and employers alike.

As with any partnership, there is always room for growth, and this affiliate is not different in that manner. Opening additional affiliate sites so the system is available to those in south county and also in Monterey/Pacific Grove/Carmel Valley would be advantageous for those seeking more than virtual services.

### **AJCC Certification Indicator #3: The AJCC provides integrated, customer-centered services.**

#### ***U.S. Department of Labor 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 each program's purpose, scope, and requirements.
- 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. They 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 allow 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.



### ***AJCC Certification Workgroup's Vision***

- AJCC staff identify 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.
- AJCC staff receive customer service and customer-centered design training.
- AJCC staff is cross trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.
- The AJCC have clearly identified roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners and does the AJCC have an integrated functional organizational chart. Copy?
- The AJCC have 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.
- 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.
- All AJCC co-located partners identified the Career Services that apply to their program, and how have partners developed methods to align/integrate the delivery of those services.
- 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.

***AJCC Certification Indicator #3: The AJCC provides integrated, customer-centered services.***

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

As per the Memorandum of Understanding (MOU) between all the partners and discussion with core partners at their monthly meeting, the ability to coordinate communication for customers is done regularly through the Referral Form provided in the MOU. When the Referral Form is not appropriate, partners will pick up the phone and/or email one another to ensure services are started as soon as possible for the customer in the area of need/request as per the partners. Marketing materials from each of the partners are located in each of the career centers so customers can pick up materials based on what they are looking for. They can also ask staff in the career center any questions because staff cross-trained and able to respond to customer questions regarding their and other partners' programs.

AJCC partners are available onsite at regular intervals (one day per week, or monthly/quarterly) which enhances in-person accessibility to their services. Given the size and location of the current affiliate center, cross-training sessions are held at regular intervals, ensuring that all staff working within the career center are knowledgeable and equipped to respond to customer needs, even outside their primary areas of experience.

***AJCC Certification Indicator #4: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials that meet the needs of targeted regional sectors and pathways.***

***U.S. Department of Labor Characteristics of a High Quality AJCC***

- A. Improve the skills of job seekers 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 progressive skills development through education and training programs, using multiple entry and exit 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: a subsidized program that allows individuals to gain work experience while getting paid. Individuals receive training and education that combine applied learning opportunities while participating in the labor market.
- C. Supportive Services: providing supportive 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 providing "demand-driven skills attainment." From this perspective, AJCCs operate 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. Still, there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need them.

### ***AJCC Certification Workgroup's Vision***

- All AJCC staff (i.e., the staff of all co-located partners regardless of staff position or program) value both skill development and employment outcomes and know how they can promote and contribute to both.
- 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.
- The AJCC have skill development and training opportunities for customers at all skill and experience levels.
- The AJCC staff assist customers in accessing and enrolling in robust training services, including career pathways, integrated education and training, workforce preparation, work-based learning, and apprenticeship.
- AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
- 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.
- The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.
- The AJCC strives to increase the number of all AJCC customers receiving skill development and training services, resulting in industry-recognized credentials.

***AJCC Certification Indicator #4: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials that meet the needs of targeted regional sectors and pathways.***

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

The AJCC and its core partners align career pathways and sector strategies, so individuals are able to obtain a marketable and industry-recognized credential or degree through the development of career pathways that align to regional sector strategies that create multiple entry and exit points for job seekers and also align programs with in-demand industries and occupations. The MCWDBs Business Services Team focuses on convening employers in the local priority industry sectors, so their needs are better understood and integrated with their work with the local community colleges -- Monterey Peninsula College (MPC) and Hartnell College -- to continue development of strategy for aligning the training and education curricula with industry-valued credentials in each target sector. One fantastic example of this is the Community Health Worker program offered through the Career Centers and MPC, now in its second year with tremendous success. Employers are on board with this project, coming back for more graduates at the end of each term. AJCC staff are cross trained in regional target sectors, can identify regional sector career pathways, and understand what these pathways mean in terms of providing services to the customers. The Regional Equity and Recovery Program Grant adds to this knowledge base, offering career pathways with the community colleges in Community Health Worker, Information Technology, Cybersecurity, and Culinary programs. The AJCC staff do not require that customers go through a "sequence of service requirement" for training but work with them 'where they are at' in their career development to ensure they are able to gain training opportunities as they are available. Customers to the AJCC are also offered supportive services, tailored for diverse customers including those who may be entering the workforce after long gap or switching careers. Flexibility in supportive services improves customer retention in training programs.

The AJCC staff and core partners are always striving to increase the number of customers receiving skill development and training services that can result in industry-recognized credentials.

**AJCC Certification Indicators #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.**

***U.S. Department of Labor 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.
- C. To support area employers and industry sectors most effectively, AJCC staff identify and clearly understand industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.
- D. To incorporate an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.
- E. 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 must align program content with the state's industry sector needs to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

***AJCC Certification Workgroup's Vision***

- All AJCC staff have advanced knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers.

- The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- The AJCC have a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- 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.
- 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.
- The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies it for continuous improvement.

***AJCC Certification Indicators #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.***

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

All AJCC staff at Affiliate and Comprehensive Career Centers receive labor market information and conditions training on a quarterly basis. The MCWDB has a Business Services Strategy in collaboration with the AJCC that actively engages industry and labor (monthly meetings) and supports regional sector strategies through an integrated strategy that focuses on quality jobs. The AJCC and MCWDB Business Services team develop and offer Specialized Job Fairs with employers, for job seekers. The AJCC and Business Services team do in-person and Zoom meetings with Employers to learn of their hiring needs, developing those Specialized Job Fairs on behalf of both the Employers and Job Seekers. Together the MCWDB Business Services Team and AJCC Operator strive to minimize redundant employer contacts while maximizing access to system-wide, integrated business services. In part, this is accomplished by holding the core partner meetings monthly to ensure all updates are provided to partners as part of the ongoing cross-training. When there are large recruitments, the AJCC offers employers a wide range of AJCC services, including referrals of qualified candidates, on-site recruitments with private interview rooms, pre-employment testing, WorkKeys testing when appropriate, along with hiring and training subsidies when appropriate. All customers and employers are trained on how to use CalJOBS for job seeking services. All AJCC staff are trained regularly on CalJOBS in order to effectively assist both Employers and Customers. The AJCC actively seeks feedback from the Employers and the Job Seekers on the delivery of the services they received to ensure continuous improvement.



## **AJCC Certification Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.**

### ***U.S. Department of Labor 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 all job seekers, including those with disabilities and businesses, in an integrated, regionally focused framework of service delivery. AJCC 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. AJCC staff are routinely trained and are keenly aware of how their particular function supports and contributes to the overall vision of the local board.
- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

### ***California State Plan Vision and Strategies***

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

### ***AJCC Certification Workgroup's Vision***

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

***AJCC Certification Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.***

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

The AJCC Affiliate site has regular staff meetings with all AJCC staff including the staff of any co-located partners, primarily the staff associated with the Career Center from the Monterey Adult School, to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement. Continuous improvement and cross-training are offered quarterly for all AJCC and partner staff to ensure regulatory changes are updated as well as changes that may improve customer service and outcomes.

A professional development plan is described in the AJCC Service Provider contracts, which requires forty-five (45) hours of professional development per year for each staff member. All AJCC staff receive labor market information on a monthly basis, so they are prepared to assist customers identify career pathways, develop in-demand skills and credentials, and seek training in the field they are seeking. Additionally, EDD LMI provides training to all staff twice yearly.

Adult, Dislocated Worker, and Youth program staff receive ongoing CalJOBS training through State EDD online webinars, there is a regular catalog of training offered, and all staff must attend as part of their contract with the MCWDB. Part of the training/professional development includes staff training through TAD Grants' Business Services specialized recruitment training, as well as staff training to provide customer service and case management.

The Business Services Team with Title I Partners meets weekly and coordinates Business Services Activities with all Providers on a monthly basis. It is important to coordinate the Business Services Activities so local businesses are not overwhelmed.

## **AJCC Certification Indicator #7: The AJCC achieves business results through data-driven continuous improvement.**

### ***U.S. Department of Labor 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 performance, communication, and case management system, and use technology to achieve integration and expanded service offerings.

### ***California State Plan Vision and Strategies***

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

### ***AJCC Certification Workgroup's Vision***

- The AJCC contributes to the achievement of WIOA performance indicators for all core program partners.
- 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.
- The AJCC operates in a cost-efficient manner, and the results justify the resources invested.
- The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services.
- The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments.
- The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements.
- The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance.

**AJCC Certification Indicator #7: The AJCC achieves business results through data-driven continuous improvement.**

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

The Affiliate AJCC contributes to the achievement of WIOA performance indicators for all core program partners of WIOA Title I and reports to the Local Board for both the Comprehensive and Affiliate sites on an ongoing basis the number of customers served, the types of services provided, and the outcomes of those services. The AJCC reports out on a quarterly basis to the Workforce Development Board current performance and cumulative performance for the fiscal year.

The AJCC operates in a cost-efficient manner, submitting monthly invoices to the WDB Finance Department, and based on the results justify the resources invested.

The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services. The surveys are reviewed and based on the response, the AJCCs know how to improve services to ensure employers and customers are satisfied with their results. The AJCC Operator has a system in place to capture and respond to specific customer feedback, complaints, and compliments. The AJCC Operator and Administrative team regularly review and analyze performance, customer satisfaction, and service data and develop plans for AJCC service improvements when needed and report out to the Workforce Development Board at their next meeting.

The AJCC Operator and Administrative team regularly identify areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance through the Workforce Development Board, core partners, Employment Development Department, Department of Rehabilitation, Foster Youth Programs, and others. The Affiliate AJCC may have nuances different from the Comprehensive; therefore, other partners may be asked to come to the table such as Monterey Peninsula College to tap into resources they may have available to improve services to employers and customers.

By signing below, the Local Board Chair agrees with the **AJCC's Certification Indicator Assessment** and attests to develop a continuous improvement plan with target dates.

  
\_\_\_\_\_  
Signature

Erik Cushman

\_\_\_\_\_  
Name

Chair, Monterey County Workforce Development Board

\_\_\_\_\_  
Title

9/26/2024

\_\_\_\_\_  
Date

# **America's Job Center of California (AJCC)**

## **Certification Indicator Assessment**

### **Comprehensive Facility**

## AJCC Certification Indicator Assessment

The America's Job Center of California<sup>SM</sup> (AJCC) Certification Indicator Assessment is intended to encourage continuous improvement by identifying areas where an AJCC is exceeding quality expectations, as well as areas where improvement is needed. The Certification Indicators were developed in alignment with the Training and Employment Guidance Letter 04-15, California's Unified Strategic Workforce Development Plan (State Plan), and the AJCC Certification Workgroup's vision for California's One-Stop delivery system.

The matrix below describes each Certification Indicator using both characteristics of a high-quality AJCC and the overall vision and strategies of the State Plan. Additionally, the Certification Indicators are provided as guidance for the evaluator to use to note the assessment of the AJCC's strengths and continuous improvement opportunities. The Local Board may establish additional criteria or set higher standards for continuous improvement than those suggested by the state criteria below.

Local Workforce Development Boards (Local Board) must submit a completed AJCC Certification Indicator Assessment to their Regional Advisor for each comprehensive and/or affiliate/specialized AJCC by **November 1, 2024**.

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

**Name of AJCC:** Monterey County Works Salinas Career Center, Proud Partners of the America's Job Center of California

**AJCC Type:** Comprehensive

## **AJCC Certification Indicator #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.**

### ***U.S. Department of Labor 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 location, or by telephone or e-mail. 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 doing so, AJCCs use principles of universal and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal, and tactile modes to communicate with 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***

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.

### ***AJCC Certification Workgroup's Vision***

- All AJCC staff honor and accommodate diversity and are comfortable and adept in providing services to diverse customers, including individuals with disabilities, cultural differences, and all individuals with barriers to employment.

- The local Equal Opportunity Officer (EOO) periodically reviews the AJCC's policies, procedures, and the facility for accessibility and equal opportunity. The EOO then provides recommendations and staff training, where needed.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals who do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.
- The AJCC uses the principles of universal and human-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, or educational level.
- The AJCC implements the veteran's preference and priority of service requirements.
- The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.
- The AJCC delivers both AJCC-based and virtual services.
- The AJCC ensures that people with disabilities can access virtual services in a manner that is comparable to those without a disability.



***AJCC Certification Indicator #1: The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.***

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

***AJCC Certification Indicator #1: Universal Access with an Emphasis on Individuals with Barriers to Employment***

*The AJCC is committed to offering universal access to all individuals, with a special focus on those facing barriers to employment, such as individuals with disabilities, veterans, and those with limited English proficiency. The following practices demonstrate the AJCC's dedication to inclusivity and accessibility:*

- ***Diversity and Inclusivity:*** All AJCC staff are trained to honor and accommodate diversity. They are adept at providing services to a wide range of customers, including those with disabilities, cultural differences, and others who face barriers to employment. Staff are continually working to create a welcoming and supportive environment for all.
- ***Equal Opportunity Oversight:*** The local Equal Opportunity Officer (EOO) conducts periodic reviews of AJCC's policies, procedures, and facilities to ensure compliance with accessibility and equal opportunity standards. Based on these reviews, the EOO offers recommendations and facilitates staff training when necessary to maintain a high level of accessibility.
- ***Limited English Proficiency (LEP) Plan:*** The AJCC has implemented an LEP plan to ensure meaningful access for individuals whose primary language is not English and who have limited ability to read, speak, write, or understand English. This plan helps ensure that all customers, regardless of language ability, can access critical services and resources.
- ***Universal and Human-Centered Design:*** The AJCC applies universal and human-centered design principles to create an inclusive space and provide materials that are accessible to all individuals, regardless of their abilities, mobility, age, language, learning style, or educational background. This commitment ensures that physical spaces and resources are welcoming to everyone.
- ***Veteran Services and Priority:*** The AJCC implements the veteran's preference and priority of service requirements, ensuring that veterans receive priority access to employment services and resources in line with federal guidelines.
- ***Extended Service Hours and Virtual Access:*** In response to workforce needs identified by the Local Workforce Development Board, the Affiliate AJCC offers services beyond regular business hours, providing greater flexibility for customers. Additionally, the AJCC provides both in-person and virtual services, ensuring that all individuals can access critical resources regardless of their ability to visit a physical location.
- ***Accessibility of Virtual Services:*** The AJCC is committed to ensuring that virtual services are accessible to people with disabilities in a manner that is comparable to the experience of customers without disabilities. This includes accessible online platforms and assistive technologies to support equitable access.

## **AJCC Certification Indicator #2: The AJCC actively supports the One-Stop system through effective partnerships.**

### ***U.S. Department of Labor Characteristics of a High Quality AJCC***

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

### ***California State Plan Vision and Strategies***

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 to facilitate skills attainment.

### ***AJCC Certification Workgroup's Vision***

- What does it look like to assess the satisfaction of both co-located and non-co-located partners with the AJCC and its services.
- Both co-located and non-co-located partners believe that the AJCC adds value to their program and customers.
- 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.
- The AJCC actively outreaches and provides access to non-co-located partner customers to participate in AJCC-based services, such as workshops and recruitment events.
- An inventory and overview of all partner programs and services are available to all AJCC staff, and all AJCC staff has received an orientation to all partner programs and services.
- One-Stop system marketing materials that overview all partner programs and services for distribution to customers at the AJCC and at all non-co-located partner locations have been developed.
- 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.
- Referrals are recorded, and a system is in place for partners to follow through and report progress on referrals made.
- The AJCC connect to the community through multiple community partnerships and community access points.

***AJCC Certification Indicator #2: The AJCC actively supports the One-Stop system through effective partnerships.***

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

The AJCC has established a strong and effective partnership framework that ensures seamless collaboration and ongoing improvement within the One-Stop system. This framework is built on regular communication and coordination between both co-located and non-co-located partners, aimed at enhancing the value of services for all stakeholders.

- **Partner Satisfaction and Collaboration:** A formal system is in place to assess the satisfaction levels of both co-located and non-co-located partners, ensuring that all partners view the AJCC as adding significant value to their programs and customers. This feedback loop helps maintain a strong sense of partnership and ensures that all parties remain aligned in their shared goals.
- **Regular Partnership Meetings:** The AJCC hosts regular meetings with required partners, providing a platform for continuous discussions on the One-Stop system's performance. These meetings focus on the AJCC's contributions, partner feedback, and opportunities for improvement, driving the system's growth and responsiveness to customer needs.
- **Active Outreach and Engagement:** The AJCC actively engages with non-co-located partner customers, extending invitations to participate in a range of events, including workshops and recruitment opportunities. This outreach ensures that all partners, regardless of location, are fully integrated into the AJCC's service delivery and can benefit from its offerings.
- **Staff Training and Knowledge Sharing:** AJCC staff are thoroughly cross trained on all partner programs and services, enabling them to provide comprehensive support to customers. Marketing materials are available that clearly outline partner programs and services, ensuring that customers are well-informed and can make the most of the resources available to them. This knowledge-sharing across partners strengthens the overall customer experience and improves service delivery.
- **Referral Process and Tracking:** The AJCC's partner referral process, as outlined in the Memorandum of Understanding (MOU), is implemented with a focus on generating high-quality referrals that are likely to result in beneficial services for the customer. A tracking system is in place to record and monitor the progress of referrals, ensuring that customers are connected to the right services and that partners can follow up accordingly.
- **Community Partnerships and Access Points:** Through its broad network of community partnerships and access points, the AJCC maintains strong connections with the local community. These partnerships enhance outreach efforts, ensuring that the AJCC's

services are available to a diverse range of individuals and increasing the overall accessibility of the One-Stop system.

By fostering these strong partnerships, the AJCC not only supports the One-Stop system but also ensures that customers benefit from a wide range of coordinated services that meet their diverse needs. The collaborative approach strengthens the delivery of workforce services and contributes to the continuous improvement of the entire system.

### **AJCC Certification Indicator #3: The AJCC provides integrated, customer-centered services.**

#### ***U.S. Department of Labor 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 each program's purpose, scope, and requirements.
- 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. They 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 allow 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.

### ***AJCC Certification Workgroup's Vision***

- Do AJCC staff identify 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.
- How often do AJCC staff receive customer service and customer-centered design training.
- How often AJCC staff is cross trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.
- Does The AJCC have clearly identified roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners and does the AJCC have an integrated functional organizational chart. Copy?
- Does The AJCC have 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.
- 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.
- How does this work – hands-on walk me through.
- Have all AJCC co-located partners identified the Career Services that apply to their program, and how have partners developed methods to align/integrate the delivery of those services.
- 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.

### ***AJCC Certification Indicator #3: The AJCC provides integrated, customer-centered services.***

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

The AJCC demonstrates strong coordination and communication between partners as outlined in the Memorandum of Understanding (MOU). The Referral Form serves as a critical tool to facilitate customer referrals between partners, ensuring that services are initiated promptly. When the Referral Form is not applicable, partners are proactive in using alternative communication methods, such as phone or email, to ensure timely service delivery.

Marketing materials from all partner programs are strategically placed within the career centers, giving customers easy access to information about available services. Furthermore, career center staff, who are cross trained across partner programs, provide valuable support to customers, answering questions and helping them navigate the services offered by multiple programs.

AJCC partners are available onsite at regular intervals (monthly or quarterly), which enhances in-person accessibility to their services. Given the size and location of the current affiliate center, cross-training sessions are held at regular intervals, ensuring that all staff working within the career center are knowledgeable and equipped to respond to customer needs, even outside their primary areas of expertise.

#### **Opportunities for Continuous Improvement:**

- Increasing the frequency and depth of customer service and customer-centered design training can further enhance the overall customer experience.
- Ongoing cross-training for staff on partner program eligibility and services can ensure staff are always ready to provide well-rounded support to customers.
- Development of an integrated functional organizational chart that clearly outlines roles, responsibilities, and authorities can provide a clearer framework for leadership and partner collaboration.
- Strengthening the system for promptly greeting and directing customers can minimize hand-offs and improve service flow, allowing customers to access the right services more quickly and efficiently.
- Enhancing protocols for co-enrollment across partner programs and improving shared case management strategies will add value to customers who are eligible for multiple services.

***AJCC Certification Indicator #4: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials that meet the needs of targeted regional sectors and pathways.***

***U.S. Department of Labor Characteristics of a High Quality AJCC***

- A. Improve the skills of job seekers 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 progressive skills development through education and training programs, using multiple entry and exit 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: a subsidized program that allows individuals to gain work experience while getting paid. Individuals receive training and education that combine applied learning opportunities while participating in the labor market.
- C. Supportive Services: providing supportive 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 providing "demand-driven skills attainment." From this perspective, AJCCs operate 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. Still, there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need them.



### ***AJCC Certification Workgroup's Vision***

- Do you feel that all AJCC staff (i.e., the staff of all co-located partners regardless of staff position or program) value both skill development and employment outcomes and know how they can promote and contribute to both.
- 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.
- The AJCC has skill development and training opportunities for customers at all skill and experience levels.
- The AJCC staff assist customers in accessing and enrolling in robust training services, including career pathways, integrated education and training, workforce preparation, work-based learning, and apprenticeship.
- AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
- 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.
- The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.
- The AJCC strives to increase the number of all AJCC customers receiving skill development and training services, resulting in industry-recognized credentials.

***AJCC Certification Indicator #4: The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials that meet the needs of targeted regional sectors and pathways.***

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

**1. Strengthen Employer Engagement**

- **Expand Partnerships:** Leverage the success of the Community Health Worker program by expanding similar partnerships in other target sectors. Ensure that employers from different industries are involved in curriculum development, to align training with current workforce needs.
- **Feedback Loops:** Create more structured feedback mechanisms from employers to AJCC staff and the education providers (e.g., community colleges) to continuously adjust curricula and ensure it meets industry demands.

**2. Enhance Staff Development**

- **Ongoing Training on Sector Pathways:** While AJCC staff are cross trained in regional target sectors, offer continuous professional development opportunities to keep them up-to-date on evolving industry trends and credentials, ensuring they can provide accurate and timely advice to job seekers.
- **Specialized Training for Emerging Fields:** With growing fields such as IT, Cybersecurity, and culinary programs highlighted, ensure that staff is particularly well-trained in these areas to better support customers interested in these pathways.

**3. Increase Accessibility and Visibility of Services**

- **Simplify Service Access:** While the absence of a “sequence of service requirement” is a strength, continue to streamline processes to ensure that job seekers at all skill levels can easily access training opportunities. For example, implement digital tools or platforms that enable customers to explore career pathways and self-enroll in relevant training programs.
- **Community Outreach:** Increase visibility of the training programs through targeted outreach, particularly to underrepresented communities, to ensure more individuals take advantage of these services.

**4. Track and Measure Outcomes**

- **Outcome Data:** Develop a system to track the long-term outcomes of customers who participate in skill development and training. Metrics such as job placement, industry-recognized credentials earned, and wage increases will help assess the success of various programs and identify areas for improvement.
- **Continuous Feedback from Customers:** Implement surveys or focus groups with customers to assess the user experience and identify any barriers they encounter while navigating the system. Use this feedback to improve service delivery.

## 5. Strengthen Supportive Services

- **Holistic Support:** Expand supportive services that go beyond basic needs, such as offering financial coaching, mental health services, and peer mentorship. This would enable customers to stay on track with their training while addressing other life challenges.
- **Flexibility for Unique Customer Needs:** Ensure services are tailored for diverse customers, including those who may be entering the workforce after a long gap or switching careers. Flexibility in supportive services can improve customer retention in training programs.

## 6. Leverage Grants and Additional Funding

- **Regional Equity and Recovery Grant:** Use the grant to expand career pathway programs into other sectors, and possibly explore new areas such as green energy or advanced manufacturing.
- **Sustainability of Funding:** Seek additional funding streams or partner with private sector organizations to sustain and grow the current programs, ensuring long-term viability.

This approach will build on existing strengths while addressing opportunities for continuous improvement, helping AJCC achieve its vision of empowering job seekers with industry-recognized credentials in high-demand sectors.

**AJCC Certification Indicators #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.**

***U.S. Department of Labor 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.
- C. To support area employers and industry sectors most effectively, AJCC staff identify and clearly understand industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate.
- D. To incorporate an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers.
- E. 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 must align program content with the state's industry sector needs to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

***AJCC Certification Workgroup's Vision***

- AJCC staff have advanced knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers.

- The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- The AJCC have a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- 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.
- 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.
- The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies it for continuous improvement.

***AJCC Certification Indicators #5: The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.***

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

The AJCC, in collaboration with the Monterey County Workforce Development Board (MCWDB), has developed an integrated business service strategy that actively engages both industry and labor. This strategy is designed to support regional sector priorities, with a focus on promoting quality jobs and addressing the evolving needs of the local workforce.

- **Labor Market Training:** All AJCC staff at both Affiliate and Comprehensive Career Centers receive quarterly training on labor market conditions, ensuring they are equipped with up-to-date information on industry trends, job opportunities, and employer needs. This ongoing training enables staff to provide relevant and informed support to both job seekers and employers.
- **Business Services Strategy and Industry Engagement:** The AJCC, together with the MCWDB Business Services Team, implements a collaborative strategy that engages employers and labor organizations in regional sector strategies. Monthly meetings with industry and labor representatives help ensure alignment between workforce services and employer needs. This collaborative approach ensures that the services offered are responsive to the demands of the local labor market and contribute to regional economic growth.
- **Specialized Job Fairs and Recruitment Events:** In partnership with the MCWDB, the AJCC organizes specialized job fairs tailored to the hiring needs of employers. These events are developed based on direct feedback from employers and are designed to connect job seekers with quality job opportunities. Employers benefit from a range of services, including pre-screened referrals, on-site recruitments, and access to private interview rooms. In addition, the AJCC offers pre-employment testing, such as WorkKeys assessments, and hiring or training subsidies, when appropriate.
- **Employer Engagement through Multiple Channels:** The AJCC Business Services Team conducts both in-person and virtual meetings with employers to understand their hiring needs and to develop recruitment strategies, including customized job fairs. This proactive approach allows the AJCC to tailor its services to meet the specific requirements of employers while providing job seekers with access to high-quality jobs in their field of interest.
- **Minimizing Redundancy and Maximizing Integration:** To streamline business services and minimize redundant employer contacts, the AJCC and the MCWDB Business Services Team maintain close collaboration. Monthly core partner meetings help ensure

that updates and feedback from employers are shared across the partnership, allowing for a more integrated and efficient approach to business engagement. This system-wide coordination maximizes the reach and effectiveness of the services offered.

- **CalJOBS Training and Utilization:** Both employers and job seekers are trained on how to use the **CalJOBS** system, which serves as a central platform for job postings, candidate searches, and job matching. AJCC staff receive regular training on CalJOBS to ensure they can effectively assist both employers and customers in navigating the system.
- **Continuous Improvement through Feedback:** The AJCC actively seeks feedback from both employers and job seekers on the services they receive. This feedback is used to continuously refine and improve the AJCC's business services, ensuring that both employers and job seekers are receiving the support they need to achieve successful outcomes.

## **AJCC Certification Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.**

### ***U.S. Department of Labor 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 all job seekers, including those with disabilities and businesses, in an integrated, regionally focused framework of service delivery. AJCC 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. AJCC staff are routinely trained and are keenly aware of how their particular function supports and contributes to the overall vision of the local board.
- B. The AJCC center is staffed with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, and aware of available services inside and outside the AJCC.

### ***California State Plan Vision and Strategies***

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

### ***AJCC Certification Workgroup's Vision***

- How often does The AJCC have regular staff meetings with all AJCC staff (i.e., the staff of all co-located partners regardless of program) to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.
- Partners have agreed to provide training to all AJCC staff on a regular basis.
- AJCC staff has receive training on the services of One-Stop partners, eligibility for those services, and the process for referring customers to partners.
- AJCC staff has received training on how to use labor market information to help customers identify career pathways, develop in-demand skills and credentials, and find jobs.
- AJCC staff have received training to effectively assist customers in registering with CalJOBS and match customers to available jobs.
- AJCC staff has received training on serving individuals with barriers to employment, including customers with disabilities.
- AJCC staff has received training on providing excellent customer service and customer-centered design.
- AJCC staff has received training on sector strategies, career pathways, job quality, and high road training partnerships. Regularly or how often?



***AJCC Certification Indicator #6: The AJCC has high-quality, well-informed, and cross-trained staffing.***

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

The AJCC has regular staff meetings with all AJCC staff including the staff of any co-located partners, primarily the staff associated with the Career Center from the Monterey Adult School, to build relationships, provide updates on center activities, and discuss strategies for AJCC improvement.

Continuous improvement and cross-training are offered quarterly for all AJCC and partner staff to ensure regulatory changes are updated as well as changes that may improve customer service and outcomes.

A professional development plan is in the AJCC Service Provider Contract, which requires forty-five (45) hours of professional development per year for each staff member.

All AJCC staff receive labor market information on a monthly basis, so they are prepared to assist customers to identify career pathways, develop in-demand skills and credentials, and seek training. Additionally, EDD LMI provides training to all staff twice yearly.

All staff receive ongoing CalJOBS training through State EDD online webinars, with a regular catalog of training offered, and all staff must attend as part of their contract with the WDB. Part of the training/professional development includes staff training through TAD Grants where they have Business Services specialized recruitment training, as well as training in providing customer services, case management, sector strategies, career pathways, and other topics.

The Business Services Team with Title I Partners meet weekly and coordinate Business Services activities with all Providers on a monthly basis. It is important to coordinate the Business Services Activities, so businesses are not overwhelmed.

Based on the vision and assessment of the AJCC Certification Workgroup, recommendations and suggestions for continuous improvement, specifically regarding professional development, capacity building, and cross-training of staff that may be considered include:

### **1. Enhance Professional Development and Cross-Training Frequency**

- **Increased Frequency of Cross-Training:** While quarterly cross-training is effective, increasing the frequency to bi-monthly sessions can help staff stay current on emerging labor market trends and regulatory changes. This is particularly important given the fast-paced changes in labor markets, especially in technology-related fields.
- **Tailored Training:** Ensure that training is not "one-size-fits-all" but tailored to the different needs of various staff roles (e.g., case managers, customer service representatives, and business services staff). This will improve the relevance and applicability of each session.

### **2. Deepen Training in Sector Strategies and Career Pathways**

- **Incorporate Sector Strategy Updates into Staff Meetings:** Embed sector strategies and career pathway discussions into more frequent staff meetings (e.g., quarterly rather than annually). This will reinforce staff knowledge and better prepare them to assist customers in navigating in-demand sectors.
- **Industry-Specific Guest Speakers:** Bring in guest speakers from industry sectors to share updates on job quality, training programs, and evolving labor market needs. This real-time insight will equip staff with firsthand knowledge to better serve customers.

### **3. Strengthen CalJOBS and Labor Market Information (LMI) Integration**

- **Interactive LMI Workshops:** Build on the monthly labor market information (LMI) updates by offering hands-on workshops where staff can practice applying LMI data to assist customers in career decision-making. These sessions can involve case studies and simulations to build staff confidence in using this data.
- **Advanced CalJOBS Training:** Moving beyond basic CalJOBS training to offer advanced modules that focus on optimizing job matching, using analytics from CalJOBS to assess trends, and helping customers leverage CalJOBS more strategically. This could prepare staff for more complex customer cases.

### **4. Expand Capacity Building for Serving Special Populations**

- **Specialized Training for Serving Customers with Barriers:** Continue to train staff on how to serve individuals with barriers to employment (e.g., disabilities, long-term unemployed, or those with limited English proficiency). Consider bringing in expert trainers or community organizations that specialize in serving these populations to provide insights and resources.
- **Regular Refreshers:** Offer refresher courses on providing customer-centered services, particularly focused on serving individuals with barriers. Make these refreshers a

mandatory part of the annual 45-hour professional development requirement to ensure consistency across staff.

## **5. Professional Development Accountability and Reporting**

- **Structured Feedback and Accountability:** Introduce a system where staff provide feedback on each training session they attend. Use this feedback to continuously improve the training offerings, making sure they meet staff and customer needs. In addition, require staff to submit professional development reports annually, summarizing their learning and how it has impacted their performance.
- **Mentorship Program:** Consider implementing a mentorship program within AJCC, where more experienced staff can mentor newer employees. This can create an additional avenue for professional development and capacity building, leveraging the expertise of seasoned staff members.

## **6. Coordinated Business Services**

- **Harmonize Business Outreach Across Agencies:** While the Business Services Team already coordinates outreach, considering expanding this to include a shared digital tool or communication system across the agencies. This would allow all partners to share their business outreach plans and ensure businesses are not overwhelmed with multiple agencies offering overlapping services.

## **7. Develop Comprehensive Customer Service Training**

- **Customer-Centered Service Training:** Build on the existing customer service training by offering scenario-based workshops where staff can role-play interactions with different customer profiles, including those with barriers to employment. These workshops can focus on empathy, problem-solving, and navigating difficult situations.
- **Customer Feedback Loop:** Implement a formal process for collecting and analyzing customer feedback regarding their experience with AJCC staff. Use this feedback to continuously improve staff training on providing excellent customer service.

## **8. Create an AJCC-Wide Knowledge Hub**

- **Knowledge Sharing Platform:** Establish an online platform where staff and partners can share training resources, labor market updates, best practices, and lessons learned from business outreach or customer interactions. This will create a centralized knowledge repository and facilitate continuous learning and improvement.

These recommendations may provide an opportunity to build on the current strengths of the AJCC while ensuring that staff are well-equipped to provide high-quality services to job seekers and businesses alike. Increasing the depth and frequency of training, improving coordination, and establishing stronger accountability mechanisms will help AJCC maintain its vision of cross-trained and well-informed staffing and stand out as a high performing, customer centered design center.

## **AJCC Certification Indicator #7: The AJCC achieves business results through data-driven continuous improvement.**

### ***U.S. Department of Labor 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 performance, communication, and case management system, and use technology to achieve integration and expanded service offerings.

### ***California State Plan Vision and Strategies***

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

### ***AJCC Certification Workgroup's Vision***

- The AJCC contributes to the achievement of WIOA performance indicators for all core program partners.
- 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.
- The AJCC operates in a cost-efficient manner, and the results justify the resources invested.
- The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services.
- The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments. How is this completed and is it shared with the Board?
- The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements.
- The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance.

**AJCC Certification Indicator #7: The AJCC achieves business results through data-driven continuous improvement.**

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

The AJCC contributes to the achievement of WIOA performance indicators for all core program partners of Title I including Adult, Dislocated Worker and Youth programs. The AJCC reports to the Local Board for both the Comprehensive and Affiliate sites, on an ongoing basis, the number of customers served, the types of services provided, and the outcomes of those services. The AJCC reports out on a quarterly basis to the Workforce Development Board current performance and cumulative performance for the fiscal year.

The AJCC operates in a cost-efficient manner, submitting monthly invoices to the WDB Finance Department, and based on the results justify the resources invested. It has a system in place to collect satisfaction data from individuals and employers using the AJCC's services. The surveys are reviewed and based on the response, the Affiliate and Comprehensive AJCC know how to improve services to ensure employers and customers are satisfied with their end results.

The AJCC Operator has a system in place to capture and respond to specific customer feedback, complaints, and compliments. The AJCC Operator and Administrative team regularly review and analyze performance, customer satisfaction, and service data and develop plans for AJCC service improvements when needed and report out to the Workforce Development Board at their next meeting.

The AJCC Operator and Administrative team regularly identify areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance through the Workforce Development Board, core partners, Employment Development Department, Department of Rehabilitation, Foster Youth Programs, and others. The Affiliate AJCC may have nuances different from the Comprehensive; therefore, other partners may be asked to come to the table such as Monterey Peninsula College to tap into resources they may have to improve services to employers and customers.

To align with the AJCC Certification Indicator #7, which focuses on achieving business results through data-driven continuous improvement, here are recommendations to further strengthen the AJCC's approach to data usage and ensure ongoing improvements in service delivery, resource management, and customer satisfaction:

**1. Enhance Data Reporting and Transparency**

- **Real-Time Data Dashboard:** Develop a digital dashboard accessible to key stakeholders (including the Workforce Development Board) to provide real-time insights into the number of customers served, services provided, and key performance outcomes. This could enhance transparency and allow for more agile decision-making when tracking WIOA performance indicators.

- **Segmented Data Reporting:** Consider segmenting data based on different customer demographics (e.g., youth, dislocated workers, and customers with barriers) to provide more granular insights into service performance. This can help identify areas where specific groups may need additional support or where services may be more successful.

## 2. Strengthen Feedback Collection and Analysis

- **Automated Feedback Collection System:** Move towards an automated system for collecting customer and employer feedback immediately after service delivery, via text or email. This would ensure timely feedback and a higher response rate, providing a more accurate measure of satisfaction.
- **Deep-Dive Surveys:** While the current satisfaction surveys provide general insights, consider conducting periodic in-depth surveys with customers and employers to better understand their needs, areas of dissatisfaction, and specific service improvements.
- **Customer Journey Mapping:** Utilize customer feedback to map their journey through AJCC services, identifying potential pain points or bottlenecks. This will provide a visual representation of where processes can be improved to enhance the customer experience.

## 3. Establish a Formal Complaint Resolution Process

- **Clear Complaint Escalation Protocol:** While there is a system in place to capture customer feedback, ensure that there is a clear, transparent, and accessible protocol for escalating and resolving complaints. Customers and employers should know how their complaints will be handled and what steps will be taken to resolve them.
- **Regular Reporting to the Board:** Share summary reports on the nature of complaints, compliments, and feedback with the Workforce Development Board at every meeting. Include information on how the AJCC has addressed recurring complaints or themes in customer feedback to show a commitment to continuous improvement.

## 4. Develop Actionable Insights from Performance Data

- **Monthly Performance Reviews:** Conduct monthly reviews of AJCC performance data, not only quarterly, to ensure timely interventions when performance deviates from targets. This approach will allow the AJCC team to implement corrective actions more quickly.
- **Predictive Analytics:** Explore the use of predictive analytics to identify potential service gaps or customer groups that may be at risk of falling through the cracks. For example, analyzing data on job placements can help forecast which industries are likely to experience downturns, enabling staff to proactively shift services and resources.

## 5. Expand Data-Driven Resource Allocation

- **Cost-Efficiency Metrics:** Track and analyze cost-efficiency metrics more granularly by service type and customer category. This would help identify which programs deliver the highest value per dollar spent and where efficiencies can be improved.
- **Performance-Based Resource Adjustments:** Use the insights from performance reviews to adjust resource allocation dynamically. For example, if one sector strategy is underperforming, resources could be redirected to a more successful pathway or to improve that specific area.

## 6. Customer-Centric Continuous Improvement Plans

- **Service Improvement Workshops:** Use data insights from satisfaction surveys and performance metrics to organize quarterly service improvement workshops with AJCC

staff. The aim should be to collectively brainstorm and develop targeted improvement plans based on customer feedback and service performance data.

- Actionable Service Improvement Plans: Ensure that every improvement plan includes specific, measurable actions, timelines for implementation, and designated staff responsible for each improvement. Track progress against these actions in subsequent performance reviews.

#### 7. Targeted Technical Assistance for High-Impact Areas

- Data-Driven Identification of Technical Assistance Needs: Use service performance and satisfaction data to identify specific areas where staff or partners require additional technical assistance. This could include areas such as handling difficult customer cases, improving services for customers with disabilities, or leveraging new labor market trends for job matching.
- Cross-Partner Learning: Encourage collaboration with partner organizations (e.g., Monterey Peninsula College, Employment Development Department, etc.) to offer joint technical assistance workshops. These sessions can focus on improving both staff capabilities and service delivery.

#### 8. Strengthen Business Services Data Usage

- Employer Satisfaction Data: Collect detailed employer feedback on their experience with AJCC services, particularly focusing on how well AJCC is meeting their hiring and workforce development needs. Use this data to fine-tune business service offerings, ensuring they are aligned with employer expectations and industry demands.
- Employer Engagement Data: Track employer engagement data to analyze trends, such as which sectors are engaging most frequently, and which may need more targeted outreach. This can help refine the AJCC's sector strategies and outreach efforts.

#### 9. Leverage Data for Marketing and Outreach

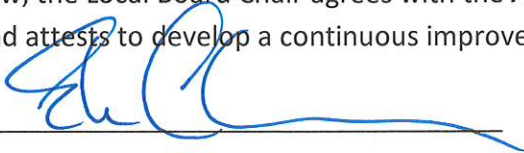
- Data-Driven Outreach Campaigns: Use customer data to identify trends in who is using AJCC services, where gaps exist, and which customer segments might need additional outreach. Target underserved groups through tailored marketing campaigns based on data insights.
- Showcasing Success Metrics: Share AJCC's performance success stories and outcomes with the broader community to build awareness and attract new customers. For example, showcasing the number of industry-recognized credentials achieved, job placements, and customer satisfaction scores can enhance the AJCC's reputation.

#### 10. Utilize Comparative Analysis for Benchmarking

- Benchmark Against Other AJCC Centers: Regularly compare AJCC's performance, customer satisfaction, and service outcomes against other AJCC centers or workforce development agencies. This will provide a clearer understanding of where AJCC excels and where improvements are needed.
- National Best Practices: Tap into national data and best practices to benchmark AJCC's results, ensuring that the center stays ahead of emerging trends and adopts the most effective strategies.

By focusing on these recommendations, the AJCC can ensure that its use of data drives continuous improvement across all service areas, resulting in higher satisfaction, more efficient operations, and better outcomes for both customers and employers.

By signing below, the Local Board Chair agrees with the **AJCC's Certification Indicator Assessment** and attests to develop a continuous improvement plan with target dates.



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**Signature**

Erik Cushman

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**Name**

Chair, Monterey County Workforce Development Board

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**Title**

9.26.24

---

**Date**





# MEMORANDUM

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**TO:** Workforce Development Board

**FROM:** Christopher Donnelly

**SUBJECT:** Approval of appointment of Josh Metz  
Representing Economic Development

**DATE:** November 14, 2024

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**RECOMMENDATION:**

It is recommended that the Executive Committee approve the appointment of Josh Metz, Monterey Bay DART, representing Economic Development, to the Monterey County Workforce Development Board.

**BACKGROUND:**

Mr. Metz, Executive Director, Monterey County DART, has applied for membership to the full Workforce Development Board.

As the nominating body, the Executive Committee is asked to consider Mr. Gilbert's application and recommend it for full Workforce Development Board approval at its meeting on October 10, 2024.

The WDB bylaws state that members who are appointed to fill a vacancy shall serve until the normal expiration of the term of the vacant seat. A member can continue to serve until reappointment or replacement by the Board of Supervisors.

**ATTACHMENTS:**

Mr. Josh Metz's application



344 Salinas Street, Suite 101 | Salinas, CA 93901

## Monterey County Workforce Development Board (WDB) Membership Application

Name: Josh Metz Date Submitted: 11/3/24  
Title: Executive Director  
Business/Organization Name: Monterey Bay DART

### Representation

Please select from one of the following categories that you represent: (*Federal Register Section 679.320*)

- |  |  |
|--|--|
| <input type="checkbox"/> Business                        | <input type="checkbox"/> Local Educational Entity                    |
| <input type="checkbox"/> Labor Organization              | <input type="checkbox"/> Community-Based Organization                |
| <input checked="" type="checkbox"/> Economic Development | <input type="checkbox"/> Wagner-Peyser                               |
| <input type="checkbox"/> Rehabilitation                  | <input type="checkbox"/> Chief Elected Official/Board of Supervisors |

### Contact Information

Business/Organization Name: Monterey Bay DART  
City: Marina State: CA Zip code: 93933  
Phone: [REDACTED] Fax: [REDACTED]  
Mobile: [REDACTED]  
Email address: [REDACTED]  
Website address: mbdart.org  
Business license number: [REDACTED]  
City of residence: [REDACTED]

### Business Related Questions

Please answer the following questions and attach any additional pages, if necessary:

1. Number of current employees: 5 contractors
2. Number of years with current business/organization: 6
3. Number of years in business in Monterey County: 6
4. Please describe the nature of your business and your position: Co-Founder and Executive Director, Emerging Technology Economic Development

5. Please list your current chamber and association memberships, the duration of each membership and the positions you currently hold:
- 
6. Please list any professional award(s) or recognition you have received within the last 5 years:
- 
7. As a member of your business with optimum policy authority, please describe your responsibilities within your organization:  
Executive Director. Oversee strategy, fundraising, and program implementation.
- 

## Monterey County WDB Related Questions

Please answer the following questions and attach any additional pages, if necessary:

1. What do you hope to contribute from your participation on the Monterey County WDB  
vantage point for emerging technology companies and strategic economic development objectives
- 
2. What experience in the areas of fundraising, budget analysis, workforce policy development, youth services, knowledge of the labor market, and community involvement or linkages with educational agencies do you bring to the Monterey County WDB, as applicable?  
I have been serving the County and region in an economic development capacity since 2013, and have experience in fundraising, budget analysis, workforce development, knowledge of the labor market, community engagement and educational agencies
- 
3. Membership on the Monterey County WDB requires that each member attend a full WDB meeting every two months, attend training sessions for board members and become an advocate for workforce development. The time commitment for these activities ranges from a minimum of 4 to 10 hours per month. Can you make that time commitment? Yes ☒ No ☐
4. Membership on the Monterey County WDB requires that each member serves on a sub-committee. The time commitment for this activity ranges from a minimum of 3 to 4 hours per month. Can you make that time commitment? Yes ☒ No ☐
5. Why do you wish to serve on the Monterey County WDB? (Describe in 100 words or less)  
support ongoing economic diversification and development especially focused on emerging technology sectors
- 

## Signature and Acknowledgement

I, the undersigned, certify that the information on this application is true and correct to the best of my knowledge and that, if appointed to serve, I will do so to the best of my ability and in the best interest of Monterey County and its citizens.

Signature: **Josh Metz**  
Digitally signed by Josh Metz  
Date: 2024.11.03 18:26:00 -08'00'

Date: 11/3/24

## MEMORANDUM

**TO:** Workforce Development Board  
**SUBJECT:** Approval of RFQ #10940 Selected  
Contractors

**FROM:** Christopher Donnelly  
**DATE:** November 14, 2024

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**RECOMMENDATION:**

Approval of the Request for Qualifications/Quotes (RFQ) #10940 Evaluation Committee's selection of the following eight (8) qualified contractors for the Workforce Innovation and Opportunity Act (WIOA) Local and Regional Contractor Services List: Brennan Workforce Consulting; BW Research Partnership, Inc.; Business U, Inc.; Dynamic Works Institute; Hightower Workforce Initiatives; Rrecord Consulting Services, LLC; TAD Grants, LLC; and Third Sector Capital Partners, Inc.

**BACKGROUND:**

The MCWDB developed a Request for Qualification (RFQ) document on behalf of the North Central Coast Region Workforce Development Boards (San Benito, Santa Cruz and Monterey counties) to seek qualifications and quotes from qualified firms to procure a pool of contractors from which the workforce boards within the North Central Coast Region may contract to provide the following services:

- WIOA Job Readiness Workshops and Online Training Services
- Professional Development and Training
- WIOA Policy Development and Implementation-related Technical Assistance
- Local and Regional WIOA Program Compliance Monitoring
- Local and Regional Economic and Workforce Research, Labor Market Data Analysis, and Local and Regional Strategic Plans/Modifications
- Facilitate and Develop Local and/or Regional Plan and Plan Modifications
- Board Support and Development
- Program Evaluation
- Solicitation Development
- Administrative Hearing Officer Services
- Translation Services
- Strategic Outreach and Communications Materials Development

Qualified contractors will be included in the WIOA Local and Regional Contractors Services List for up to three years. The North Central Coast Region's workforce development boards (WDBs) may procure an agreement with a selected contractor in conformance with the contracting policies of each workforce development board without the requirement to perform an additional procurement process.

**DISCUSSION:**

*RFQ Process*

The RFQ was released on August 22, 2024, with a submittal date of September 20, 2024.

- Qualifications/quotes were submitted by the following nine organizations/Contractors: Brennan Workforce Consulting, BW Research Partnership, Inc.; Business U, Inc; Dynamic Works Institute; Hightower Workforce Initiatives; Respond Mindfully, LLC; Rrecord Consulting Services, LLC; TAD Grants, LLC; and Third Sector Capital Partners, Inc.
- The three-person evaluation committee evaluating the RFQ responses was composed of senior regional workforce development professionals.
- Qualifications/quotes were evaluated on three criteria, with 100 maximum points possible. Each section's allowable points were distributed across a scale, with higher scores based upon the level of specificity and detail provided relating to the responders' approaches and experience. The minimum score required for inclusion in the WIOA Regional Contractor Services List was 70 points. The Qualifications/quotes package submitted by Respond Mindfully, LLC did not receive a minimum averaged score of 70 points and is therefore not recommended to be added to the Local and Regional Contractor Services List.

| RFQ Criteria        | Possible Points |
|---------------------|-----------------|
| Proposed Approach   | 45              |
| Relevant Experience | 45              |
| Budget              | 10              |
| <b>Total Score</b>  | <b>100</b>      |

#### *RFQ Scoring Matrix*

|                | Brennan Workforce Consulting | BW Research Partnership | Business U | Dynamic Workforce Solutions | Hightower Workforce Initiatives | Rrecord Consulting Services | Respond Mindfully | TAD Grants | Third Sector |
|----------------|------------------------------|-------------------------|------------|-----------------------------|---------------------------------|-----------------------------|-------------------|------------|--------------|
| Evaluator 1    | 86                           | 81                      | 83         | 83                          | 87                              | 81                          | 72                | 83         | 87           |
| Evaluator 2    | 87                           | 88                      | 93         | 92                          | 90                              | 87                          | 35                | 80         | 91           |
| Evaluator 3    | 97                           | 97                      | 98         | 98                          | 100                             | 100                         | 71                | 98         | 95           |
| <b>Average</b> | <b>90</b>                    | <b>89</b>               | <b>91</b>  | <b>91</b>                   | <b>92</b>                       | <b>89</b>                   | <b>59</b>         | <b>87</b>  | <b>91</b>    |

Based on the results shown in the table above, the evaluation committee recommends that the Monterey County WDB approves the selection of the following eight (8) contractors: Brennan Workforce Consulting; BW Research Partnership, Inc.; Business U, Inc.; Dynamic Works Institute; Hightower Workforce Initiatives; Rrecord Consulting Services, LLC; TAD Grants, LLC; and Third Sector Capital Partners, Inc.

#### **NEXT STEPS:**

Agreements will be executed with regional services contractors based on the needs of the regional WDBs.

# MEMORANDUM

**TO:** Workforce Development Board

**FROM:** Christopher Donnelly

**SUBJECT:** Approval of Meeting Calendar Year 2025

**DATE:** November 14, 2024

**RECOMMENDATION:**

Below is the proposed schedule of meetings for the calendar year 2025.

|  | JAN<br>2025 | FEB<br>2025 | MAR<br>2025 | APR<br>2025 | MAY<br>2025 | JUN<br>2025 | JUL<br>2025 | AUG<br>2025 | SEP<br>2025 | OCT<br>2025   | NOV<br>2025 | DEC<br>2025             |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|-------------|-------------------------|
| <b>WDB</b><br>meets on<br>4 <sup>th</sup><br>Thursday<br>9:00 AM | 23          |             | 27          |             |             | 26          |             |             |             | 23<br>Retreat |             | 4<br>Awards<br>Ceremony |

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## Overview of Expenditures: 1<sup>st</sup> Quarter of Fiscal Year 2024-25

The Workforce Development Board (WDB) first quarter expenditures for Fiscal Year 2024-25 (July 1 through September 30) total \$907,086, against an approved budget of \$8,287,009, leaving a remaining balance of \$7,379,923 for the remainder of the fiscal year.

The Adult program incurred expenditures of \$389,988, with significant investments in program costs, training, and administrative expenses. Dislocated Worker (DW) expenditures totaled \$290,644, largely allocated to program costs and training services, while the Youth program spent \$226,454, focusing on program costs, case management, and participant support. These expenditures reflect the WDB's continued commitment to providing essential services and resources to its target populations while maintaining fiscal oversight throughout the year.

The carryover funds of \$2,922,027 from FY 2023-24 were \$1 million less than initially budgeted, primarily due to increased expenses in the Youth and Adult programs as MCWDB closed out the 2023-24 budget.

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### Adult Expenditure Breakdown:

- **Program Costs:** \$263,104
  - **Training (Occupational Skills):** \$66,956
  - **Participant Expenses:** \$4,614
  - **WDB Admin:** \$55,314
  - **Total Expenditures (Adult):** \$389,988
- 

### DW (Dislocated Worker) Expenditure Breakdown:

- **Program Costs:** \$190,652
  - **Training (Occupational Skills):** \$38,903
  - **WDB Admin:** \$61,089
  - **Total Expenditures (DW):** \$290,644
- 

### Youth Expenditure Breakdown:

- **Program Costs:** \$125,688
- **Case Management:** \$32,286
- **Participant Expenses:** \$38,963
- **WDB Admin:** \$29,517
- **Total Expenditures (Youth):** \$226,454

In early October, MCWDB began planning for budget adjustments for FY 2024-25, following the outcome of salary negotiations. As part of this process, staff was tasked with achieving a \$150,000 reduction in MCWDB's budget. This target was calculated based on the highest anticipated costs for salaries, longevity, and health benefits increases. To offset the increased costs associated with potential salary increases, the WDB will look at reduction in services, supplies, and temporary positions. The savings plan for filled positions will be implemented on January 1, 2025. These strategies are designed to minimize the impact on essential services while addressing the financial constraints resulting from salary-related cost increases.



### **Update on Pajaro Business Relief Program**

Executive Director Christopher Donnelly will provide a verbal update on the Pajaro Business Relief program.

## **Update on Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth Program Activities**

### **Adult and Dislocated Worker (ADW) Program:**

Equus Workforce Solutions' Adult and Dislocated Worker Program has enrolled over 160 participants to date, with more than 35 individuals in On-the-Job Training (OJT) programs and additional candidates in the pipeline. Over 50 participants have been placed in occupational skills training, including truck driving, certified nursing assistant (CNA), medical assistant, and culinary training programs. Equus recently finished co-enrollments for a CNA cohort that started training November 4 and is providing outreach for another cohort to begin in January 2025.

All Equus staff have undergone WIOA retraining to enhance program delivery and outcomes. In addition, Equus plans to cross-train with AJCC/One Stop service partners. This month, the State of California's Department of Rehabilitation (DOR) will be providing its Windmill training to Equus staff to better understand and serve participants with a variety of needs.

- **Winter Storm Grant**

In September, the crew continued its repair and restoration work, focusing specifically on Fort Ord Dunes and Point Lobos State Parks. In these areas, the crew's efforts were directed toward clearing storm-damaged debris and fallen trees identified by State Parks' environmental scientists as being impacted by the severe 2022-23 winter storms. Through effective communication and teamwork, the team managed the removal of significant amounts of material from the State Park sites. During this period, State Parks personnel provided the crew with training on the safe use of motorized wheelbarrows and techniques for lifting larger objects that required coordinated, multi-person handling. During October, the Winter Storm crew assisted with hauling and removing 2023 storm debris that had accumulated at Rat Hill. The crew also helped with debris cleanups at Zmudowski State Beach as part of an ongoing effort to remove the debris that washed up and accumulated on the beach during the 2022-23 winter storms. Most recently, the crew has been in Point Lobos cleaning up those fallen trees identified as being impacted by the 2022-23 storms.



- **High Road Construction Career Grant**

Of the 13 participants enrolled into this program, a 350-hour pre-apprenticeship training program to assist them to enter the building trades, all 13 participants were able to complete successfully and graduate from the program. Equus' case managers have assisted with supportive services and career services, including resume workshops and job applications. Another training cohort is planned to begin this month.



## **Youth Programs:**

### **WIOA GREEN CADRE**

The WIOA Green Cadre youth program, provided by Equus and Turning Point of Central California, is working with 17 of the original 19 participants, as one of the two former participants has already gained employment. Within the first 3 weeks of the program, the participants had earned their credentials in OSHA 10 and Hazwoper and received specific training on Personal Protective Equipment (PPE), ServSafe Food Handling, First Aid/CPR, and use and maintenance of power tools, including weed eaters and chainsaws. Both the Climate and Food Insecurity groups began their respective work experiences at the State Parks and in the community on October 28, 2024.

The Climate group worked during the last week of October with the City of Monterey, spreading mulch around the city to beautify certain areas. Spreading mulch prevents weeds and creates accessible pathways for cyclists and pedestrians. At the start of November, participants have been with State Parks personnel working at the Garrapata site, where they removed invasive plant species such as acacia.

The Food Insecurity group has been actively supporting the Monterey County Food Bank. Over the last two weeks, they have packaged 6,000 pounds of produce; filled 1,600 pantry boxes for Holiday Kits; and served 800 families at food distributions locations, such as Pajaro, Soledad, and Castroville. The group also made 3,000 boxes for future holiday kits. The two WIOA Green Cadre groups are scheduled to trade focus areas on November 17<sup>th</sup>.



### **Certified Nursing Assistant (C.N.A.)**

A Nursing Assistant program began with eight young adult participants at Central Coast College on September 16, 2024, and ended on October 25, 2024 with six completions; participants are scheduled to take their State exams in the months of November and December. One of the participants has already gained employment in the medical field.

### **Certified Nursing Assistant (C.N.A.) Cadre**

The Youth Programs have 10 participants enrolled in the Nursing Assistant program at Central Coast College as of November 4, 2024. Below is a picture of MCWDB's participants.



### **Community Builder Awards**

The Youth Programs nominated two participants and one community partner for Community Builder Awards.



## **Update on WIOA Adult, Dislocated Worker, and Youth Program Performance**

WDB Management Analysts Vanessa Kor and Linda Avakian will provide an update on PY 24-25 1<sup>st</sup> Quarter WIOA performance in the areas below, followed by commentary from the Project Directors.

### **A. Adult / Dislocated Worker Programs**

1. New Enrollments (w/ WorkKeys + Not Exited Within 2 Weeks)
2. Placed in Occupational Skills Training (OST)
3. Placed in On-the-Job Training (OJT) or Temporary Jobs (TJ)
4. Achieved Measurable Skills Gain (MSG) in OST or OJT
5. Completed OST (w/ MSG + Credential)
6. Completed OJT or TJ
7. Placed in Employment Post-OST Completion in Area of Training
8. Placed in Employment w/o OST
9. PY 23-24 Carryover Placed in Employment in Priority Industry Sector through Q1

### **B. Youth Programs**

1. New Enrollments (w/ WorkKeys + Not Exited Within 2 Weeks)
2. Placed in Paid Work Experience (WEX)
3. Completed WEX or Placed in Employment Prior to Completion
4. Placed in OST
5. Completed OST (w/ MSG + Credential)
6. Placed in Employment in Priority Industry Sector or CBO (Mainstream)
7. Placed in Employment in Priority Industry Sector or CBO (Cadre)
8. PY 23-24 Carryover Place in Employment through Q1

### **C. Business Services**

1. Business Engagement w/ Unique Employers
2. Priority Sector Job Postings to WDB Website w/ Unique Employers
3. Employer Retention

**MCWDB WIOA Performance Overview**  
**Title I - Adult / Dislocated Worker Programs**  
**PY 24-25**

Reporting Period: July 1, 2024 - September 30, 2024

| <b>ADULT PROGRAM</b>  | <b>Current Total</b> | <b>PY 24-25 Goal</b>  | <b>% of Goal</b> |
|---|----------------------|-----------------------|------------------|
| <b>New Enrollments w/ WorkKeys + Not Exited Within 2 Weeks</b>                        | <b>92</b>            | <b>425</b>            | <b>22%</b>       |
| <b>Placed in Occupational Skills Training (OST)</b>                                   | <b>35</b>            | <b>125</b>            | <b>28%</b>       |
| Mainstream  | 35                   |                       |                  |
| Cohort  | 0                    |                       |                  |
| <b>Placed in On-the-Job Training (OJT) or Temporary Jobs (TJ)</b>                     | <b>24</b>            | <b>100</b>            | <b>24%</b>       |
| <b>Achieved Measurable Skills Gain (MSG) in OST or OJT</b>                            | <b>0</b>             | <b>135</b>            | <b>0%</b>        |
| <b>Completed OST w/ MSG + Credential</b>  | <b>14</b>            | <b>110</b>            | <b>13%</b>       |
| Mainstream  | 14                   |                       |                  |
| Cohort  | 0                    |                       |                  |
| <b>Completed OJT or TJ</b>  | <b>0</b>             | <b>95</b>             | <b>0%</b>        |
| <b>Placed in Employment Post-OST Completion in Area of Training</b>                   | <b>7</b>             | <b>115</b>            | <b>6%</b>        |
| Agriculture   | 0                    |                       |                  |
| Construction  | 0                    |                       |                  |
| Fire (Finance, Insurance, Real Estate)  | 0                    |                       |                  |
| Healthcare / Social Assistance  | 1                    |                       |                  |
| Hospitality / Tourism   | 0                    |                       |                  |
| Transportation / Logistics  | 6                    |                       |                  |
| Non-Priority Industry Sector  | 0                    | ---                   | ---              |
| <b>Placed in Employment w/o OST</b>   | <b>1</b>             | <b>185</b>            | <b>1%</b>        |
| Agriculture   | 0                    |                       |                  |
| Construction  | 0                    |                       |                  |
| Fire (Finance, Insurance, Real Estate)  | 0                    |                       |                  |
| Healthcare / Social Assistance  | 1                    |                       |                  |
| Hospitality / Tourism   | 0                    |                       |                  |
| Transportation / Logistics  | 0                    |                       |                  |
| Non-Priority Industry Sector  | 0                    | ---                   | ---              |
| <b>PY 23-24 Carryover Placed in Employment in Priority Industry Sector through Q1</b> | <b>3</b>             | <b>105</b>            | <b>3%</b>        |
| Agriculture   | 0                    |                       |                  |
| Construction  | 2                    |                       |                  |
| Fire (Finance, Insurance, Real Estate)  | 0                    |                       |                  |
| Healthcare / Social Assistance  | 0                    |                       |                  |
| Hospitality / Tourism   | 1                    |                       |                  |
| Transportation / Logistics  | 0                    |                       |                  |
| Non-Priority Industry Sector  | 3                    | ---                   | ---              |
| <b>SB 734 Training Expenditures</b>   | <b>\$310,809.83</b>  | <b>\$1,221,951.00</b> | <b>25%</b>       |

| <b>DISLOCATED WORKER PROGRAM</b>  | <b>Current Total</b> | <b>PY 24-25 Goal</b> | <b>% of Goal</b> |
|---|----------------------|----------------------|------------------|
| <b>New Enrollments w/ WorkKeys + Not Exited Within 2 Weeks</b>                        | <b>6</b>             | <b>75</b>            | <b>8%</b>        |
| <b>Placed in Occupational Skills Training (OST)</b>                                   | <b>3</b>             | <b>30</b>            | <b>10%</b>       |
| Mainstream  | 3                    |                      |                  |
| Cohort  | 0                    |                      |                  |
| <b>Placed in On-the-Job Training (OJT) or Temporary Jobs (TJ)</b>                     | <b>0</b>             | <b>15</b>            | <b>0%</b>        |
| <b>Achieved Measurable Skills Gain (MSG) in OST or OJT</b>                            | <b>0</b>             | <b>40</b>            | <b>0%</b>        |
| <b>Completed OST w/ MSG + Credential</b>  | <b>4</b>             | <b>25</b>            | <b>16%</b>       |
| Mainstream  | 4                    |                      |                  |
| Cohort  | 0                    |                      |                  |
| <b>Completed OJT or TJ</b>  | <b>0</b>             | <b>13</b>            | <b>0%</b>        |
| <b>Placed in Employment Post-OST Completion in Area of Training</b>                   | <b>5</b>             | <b>35</b>            | <b>14%</b>       |
| Agriculture   | 0                    |                      |                  |
| Construction  | 0                    |                      |                  |
| Fire (Finance, Insurance, Real Estate)  | 0                    |                      |                  |
| Healthcare / Social Assistance  | 0                    |                      |                  |
| Hospitality / Tourism   | 0                    |                      |                  |
| Transportation / Logistics  | 5                    |                      |                  |
| Non-Priority Industry Sector  | 0                    | ---                  | ---              |
| <b>Placed in Employment w/o OST</b>   | <b>0</b>             | <b>60</b>            | <b>0%</b>        |
| Agriculture   | 0                    |                      |                  |
| Construction  | 0                    |                      |                  |
| Fire (Finance, Insurance, Real Estate)  | 0                    |                      |                  |
| Healthcare / Social Assistance  | 0                    |                      |                  |
| Hospitality / Tourism   | 0                    |                      |                  |
| Transportation / Logistics  | 0                    |                      |                  |
| Non-Priority Industry Sector  | 0                    | ---                  | ---              |
| <b>PY 23-24 Carryover Placed in Employment in Priority Industry Sector through Q1</b> | <b>1</b>             | <b>35</b>            | <b>3%</b>        |
| Agriculture   | 0                    |                      |                  |
| Construction  | 0                    |                      |                  |
| Fire (Finance, Insurance, Real Estate)  | 1                    |                      |                  |
| Healthcare / Social Assistance  | 0                    |                      |                  |
| Hospitality / Tourism   | 0                    |                      |                  |
| Transportation / Logistics  | 0                    |                      |                  |
| Non-Priority Industry Sector  | 1                    | ---                  | ---              |
| <b>SB 734 Training Expenditures</b>   | <b>\$63,176.23</b>   | <b>\$420,000.00</b>  | <b>15%</b>       |

**MCWDB WIOA Performance Overview**  
**Title I - Youth N Program**  
**PY 24-25**

Reporting Period: July 1, 2024 - September 30, 2024

| <b>YOUTH N PROGRAM</b>  | <b>Current Total</b> | <b>PY 24-25 Goal</b> | <b>% of Goal</b> |
|---|----------------------|----------------------|------------------|
| <b>New Enrollments w/ WorkKeys + Not Exited Within 2 Weeks</b>              | <b>12</b>            | <b>97</b>            | <b>12%</b>       |
| Mainstream  | 12                   | 42                   | 29%              |
| Cadre   | 0                    | 55                   | 0%               |
| <b>Placed in Paid Work Experience (WEX)</b>                                 | <b>2</b>             | <b>64</b>            | <b>3%</b>        |
| Mainstream  | 1                    | 27                   | 4%               |
| Cadre   | 1                    | 37                   | 3%               |
| <b>Completed WEX or Placed in Employment Prior to Completion</b>            | <b>0</b>             | <b>56</b>            | <b>0%</b>        |
| Mainstream  | 0                    | 23                   | 0%               |
| Cadre   | 0                    | 33                   | 0%               |
| <b>Placed in Occupational Skills Training (OST)</b>                         | <b>0</b>             | <b>40</b>            | <b>0%</b>        |
| Mainstream  | 0                    | 5                    | 0%               |
| Cadre   | 0                    | 35                   | 0%               |
| <b>Completed OST w/ MSG + Credential</b>                                    | <b>0</b>             | <b>34</b>            | <b>0%</b>        |
| Mainstream  | 0                    | 4                    | 0%               |
| Cadre   | 0                    | 30                   | 0%               |
| <b>Placed in Employment in Priority Industry Sector or CBO (Mainstream)</b> | <b>0</b>             | <b>30</b>            | <b>0%</b>        |
| Agriculture   | 0                    |                      |                  |
| Construction  | 0                    |                      |                  |
| Fire (Finance, Insurance, Real Estate)                                      | 0                    |                      |                  |
| Healthcare / Social Assistance  | 0                    |                      |                  |
| Hospitality / Tourism   | 0                    |                      |                  |
| Transportation / Logistics  | 0                    |                      |                  |
| Non-Priority Industry Sector  | 0                    |                      |                  |
| <b>Placed in Employment in Priority Industry Sector or CBO (Cadre)</b>      | <b>0</b>             | <b>46</b>            | <b>0%</b>        |
| Agriculture   | 0                    |                      |                  |
| Construction  | 0                    |                      |                  |
| Fire (Finance, Insurance, Real Estate)                                      | 0                    |                      |                  |
| Healthcare / Social Assistance  | 0                    |                      |                  |
| Hospitality / Tourism   | 0                    |                      |                  |
| Transportation / Logistics  | 0                    |                      |                  |
| Non-Priority Industry Sector  | 0                    |                      |                  |
| <b>PY 23-24 Carryover Placed in Employment through Q1</b>                   | <b>1</b>             | <b>30</b>            | <b>3%</b>        |
| Agriculture   | 0                    |                      |                  |
| Construction  | 0                    |                      |                  |
| Fire (Finance, Insurance, Real Estate)                                      | 0                    |                      |                  |
| Healthcare / Social Assistance  | 0                    |                      |                  |
| Hospitality / Tourism   | 1                    |                      |                  |
| Transportation / Logistics  | 0                    |                      |                  |
| Non-Priority Industry Sector  | 1                    | ---                  | ---              |

**MCWDB WIOA Performance Overview**  
**Title I - Youth S Program**  
**PY 24-25**

Reporting Period: July 1, 2024 - September 30, 2024

| <b>YOUTH S PROGRAM</b>  | <b>Current Total</b> | <b>PY 24-25 Goal</b> | <b>% of Goal</b> |
|---|----------------------|----------------------|------------------|
| <b>New Enrollments w/ WorkKeys + Not Exited Within 2 Weeks</b>              | <b>28</b>            | <b>97</b>            | <b>29%</b>       |
| Mainstream  | 28                   | 42                   | 67%              |
| Cadre   | 0                    | 55                   | 0%               |
| <b>Placed in Paid Work Experience (WEX)</b>                                 | <b>5</b>             | <b>64</b>            | <b>8%</b>        |
| Mainstream  | 5                    | 27                   | 19%              |
| Cadre   | 0                    | 37                   | 0%               |
| <b>Completed WEX or Placed in Employment Prior to Completion</b>            | <b>0</b>             | <b>56</b>            | <b>0%</b>        |
| Mainstream  | 0                    | 23                   | 0%               |
| Cadre   | 0                    | 33                   | 0%               |
| <b>Placed in Occupational Skills Training (OST)</b>                         | <b>7</b>             | <b>40</b>            | <b>18%</b>       |
| Mainstream  | 7                    | 5                    | 140%             |
| Cadre   | 0                    | 35                   | 0%               |
| <b>Completed OST w/ MSG + Credential</b>                                    | <b>0</b>             | <b>34</b>            | <b>0%</b>        |
| Mainstream  | 0                    | 4                    | 0%               |
| Cadre   | 0                    | 30                   | 0%               |
| <b>Placed in Employment in Priority Industry Sector or CBO (Mainstream)</b> | <b>0</b>             | <b>30</b>            | <b>0%</b>        |
| Agriculture   | 0                    |                      |                  |
| Construction  | 0                    |                      |                  |
| Fire (Finance, Insurance, Real Estate)                                      | 0                    |                      |                  |
| Healthcare / Social Assistance  | 0                    |                      |                  |
| Hospitality / Tourism   | 0                    |                      |                  |
| Transportation / Logistics  | 0                    |                      |                  |
| Non-Priority Industry Sector  | 0                    |                      |                  |
| <b>Placed in Employment in Priority Industry Sector or CBO (Cadre)</b>      | <b>0</b>             | <b>46</b>            | <b>0%</b>        |
| Agriculture   | 0                    |                      |                  |
| Construction  | 0                    |                      |                  |
| Fire (Finance, Insurance, Real Estate)                                      | 0                    |                      |                  |
| Healthcare / Social Assistance  | 0                    |                      |                  |
| Hospitality / Tourism   | 0                    |                      |                  |
| Transportation / Logistics  | 0                    |                      |                  |
| Non-Priority Industry Sector  | 0                    |                      |                  |
| <b>PY 23-24 Carryover Placed in Employment through Q1</b>                   | <b>0</b>             | <b>30</b>            | <b>0%</b>        |
| Agriculture   | 0                    |                      |                  |
| Construction  | 0                    |                      |                  |
| Fire (Finance, Insurance, Real Estate)                                      | 0                    |                      |                  |
| Healthcare / Social Assistance  | 0                    |                      |                  |
| Hospitality / Tourism   | 0                    |                      |                  |
| Transportation / Logistics  | 0                    |                      |                  |
| Non-Priority Industry Sector  | 1                    |                      |                  |



## Business Services Report - PY 2024-2025

Reporting Period: July 1, 2024 - September 30, 2024 - Quarter 1

| BUSINESS SERVICES (ADULT / DISLOCATED WORKER)  | Current Total | PY 2024 - 2025 Goal | % of Goal |
|--|---------------|---------------------|-----------|
| Business Engagements (<100 Employees)          | 42            | 180                 | 23.3%     |
| Job Postings to WDB Website (Unique Employers) | 40            | 200                 | 20.0%     |
| Employer Retention                             | 2             | 140                 | 1.4%      |

| BUSINESS SERVICES (YOUTH N)                    | Current Total | PY 2024 - 2025 Goal | % of Goal |
|--|---------------|---------------------|-----------|
| Business Engagement (<100 Employees)           | 28            | 85                  | 32.9%     |
| Job Postings to WDB Website (Unique Employers) | 34            | 115                 | 29.6%     |
| Employer Retention                             | 3             | 30                  | 16.7%     |

| BUSINESS SERVICES (YOUTH S)                    | Current Total | PY 2024 - 2025 Goal | % of Goal |
|--|---------------|---------------------|-----------|
| Business Engagement (<100 Employees)           | 21            | 85                  | 24.7%     |
| Job Postings to WDB Website (Unique Employers) | 24            | 115                 | 20.9%     |
| Employer Retention                             | 17            | 30                  | 56.3%     |

| JOB FAIRS/SPECIALIZED RECRUITMENTS      | Current Total | PY 2024- 2025 Goal | % of Goal |
|---|---------------|--------------------|-----------|
| Total Job Fairs/Specilized Recruitments | 9             | 36                 | 25.0%     |
| Job Fairs                               |               |                    |           |
| Employers                               | 49            | NA                 | NA        |
| Attendees                               | 299           | NA                 | NA        |
| Specialized Recruitments                |               |                    |           |
| Employers                               | 4             | NA                 | NA        |
| Attendees                               | 71            | NA                 | NA        |
| Resumes Collected                       | 128           | NA                 | NA        |
| Interviews                              | 83            | NA                 | NA        |
| Job Offers                              | 37            | NA                 | NA        |
| Workforce Minutes - Produced In-House   | 11            | 24                 | 45.8%     |
| Hiring Videos - Produced In-House       | 5             | 12                 | 41.6%     |

| TOTAL JOB POSTINGS - ALL PROGRAMS         |     |    |    |
|---|-----|----|----|
| Total Job Postings (Compensated)          | 105 | NA | NA |
| Additional Job Postings (Not Compensated) | 24  | NA | NA |
| Total Job Postings - All Programs         | 120 | NA | NA |

## **Report from Executive Committee Proposed Outreach Strategy**

The Executive Committee members will provide a proposed Outreach Strategy plan.

### **Update on Community Builders Awards Ceremony**

WDB Management Analyst Vanessa Kor will discuss the 2024 5<sup>th</sup> Annual Community Builder Awards ceremony.

# **WANT TO MAKE A DIFFERENCE?**

**HELP US RECOGNIZE THIS YEAR'S OUTSTANDING  
PARTICIPANTS, BUSINESSES, AND PARTNERS  
AT THE**

## **5th Annual Community Builders Awards Ceremony**

**DECEMBER 4, 2024  
11:30AM-1:30PM  
MONTEREY COUNTY WORKS CENTER - SALINAS**

**BRONZE**

**\$125**

**Organization's Name in  
Program**

**SILVER**

**\$250**

**Organization's Logo in  
Program**

**GOLD**

**\$500**

**Organization's Logo in  
Program and Website**

**PLATINUM**

**\$1,000**

**Special Feature in Monthly  
Newsletter**

**SPONSORSHIP SUBMISSION DEADLINE  
NOVEMBER 27, 2024**



## 5<sup>th</sup> Annual Community Builders Awards Ceremony Sponsorship Selection Form

**Event Date** – December 4, 2024

**Event Time** – 11:30am-1:30pm

**Event Location** – Monterey County Works Center  
344 Salinas Street, 2<sup>nd</sup> Floor  
Salinas, CA 93901

### SPONSOR INFORMATION

**Name:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**Organization:** \_\_\_\_\_

**Phone 1:** \_\_\_\_\_ **Phone 2:** \_\_\_\_\_

### SPONSORSHIP INFORMATION

#### Sponsorship Level:

- |   |                |
|---|----------------|
| <input type="checkbox"/> <b>Bronze</b> – Organization's Name in Program           | <b>\$125</b>   |
| <input type="checkbox"/> <b>Silver</b> – Organization's Logo in Program           | <b>\$250</b>   |
| <input type="checkbox"/> <b>Gold</b> – Organization's Logo in Program and Website | <b>\$500</b>   |
| <input type="checkbox"/> <b>Platinum</b> – Special Feature in Monthly Newsletter  | <b>\$1,000</b> |
| <input type="checkbox"/> <b>Other</b> – _____                                     | _____          |

### PAYMENT INSTRUCTIONS

*Please make checks payable to:*

ATTN: Vanessa Kor

**Central Coast Regional Workforce Partnership Inc** (Tax ID No. 770235583)

344 Salinas Street, Suite 101

Salinas, CA 93901

### SPONSORSHIP SUBMISSION DEADLINE

**Wednesday, November 27, 2024**

### **Discussion on Recruitment of New Board Members**

Board members and workforce development board staff will discuss recruitment of new Board members.

## **Update on Board Members' Workforce and Business Activities**

Board members will discuss their workforce and business activities.