

Consent Agenda



December 11, 2019

Consent Agenda

(Action Item)

- Item 1: Certification of the San Francisco's Affiliate America's Job Centers of California
 - Action Requested – Approval and authorization of the Chair to sign the completed certifications of San Francisco's three affiliate AJCC's including the Chinatown, Mission, and Visitacion Valley Neighborhood Access Points (NAPs).



**OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT
WORKFORCE DEVELOPMENT DIVISION
MEMORANDUM**

Meeting of November 15, 2019

TO: Members of the Executive Committee of the Workforce Investment San Francisco Board
FROM: Joshua Arce, Director of Workforce, OEWD Workforce Development Division
RE: Certification of the San Francisco's Affiliate America's Job Centers of California (AJCC)

ACTION REQUESTED

The OEWD Workforce Development Division Director recommends to the Workforce Investment San Francisco Board to authorize the Chair to sign the completed certifications of San Francisco's three affiliate AJCC's: the Chinatown, Mission, and Visitacion Valley Neighborhood Access Points (NAPs).

BACKGROUND

The WIOA establishes the different types of AJCC sites allowable in each Local Workforce Development Area (Local Area). In addition to comprehensive AJCCs, Local Boards may choose to operate affiliate or specialized AJCCs to supplement and enhance customer access to services and to serve as additional access points. To ensure that the AJCC deliver and continuously improve services for jobseekers, workers, and employers, the WIOA requires certification of all AJCCs, including affiliate and specialized centers.

The California Workforce Development Board (CWDB) convened a workgroup comprised of state-level partners and Local Board representatives in order to develop objective criteria and procedures for AJCC certification. This process is covered in Directive WSD18-11 (Attachment 1). The initial process was designed for comprehensive AJCCs and San Francisco's comprehensive AJCC, the Comprehensive Access Point (CAP) operated by Goodwill of San Francisco and Marin Counties, was certified in June 2017. The same process has been modified for affiliate AJCCs.

CERTIFICATION REQUIREMENTS

In order to receive affiliate AJCC certification, the Local Board must ensure the following five requirements are met:

1. Each partner within the affiliate AJCC has a signed and implemented MOU with the Local Board meeting the Phase I and Phase II requirements.
2. The affiliate AJCC meets equal opportunity compliance for individuals with disabilities in accordance with the ADA, WIOA Section 188, Title 29 CFR Part 38, and all other applicable federal and state guidance.
3. The Local Board submits an outline of the Local Board Certification Process
4. The affiliate/specialized AJCC receives a Hallmarks of Excellence Assessment
5. The Local Board submits an Affiliate/Specialized AJCC Certification Form for each affiliate.

Certification of affiliate AJCCs were due May 1, 2019 but San Francisco was given an extension by the California Employment Development Department and the California Workforce Development Board to submit affiliate certifications by December 31, 2019. The certification will be effective through June 30, 2021.

OEWD contracted with Social Policy Research Associated (SPR), the San Francisco One Stop Operator, to prepare certification documentation for each of San Francisco's three affiliate AJCCs and to complete a Hallmarks of Excellence Assessment for each affiliate.

CERTIFICATION DOCUMENTATION

SPR completed a certification form for each affiliate AJCC that include the following:

- Verification of the affiliate's signed and implemented MOU that meets Phase I and II requirements.
- Verification that the affiliate is compliant with all state and federal equal opportunity guidance.
- An outline of the certification process, including details on affiliate Hallmarks of Excellence assessments (Attachment 2).
- The affiliate's HoE Assessment scores.

HALLMARKS OF EXCELLENCE ASSESSMENT

In order to highlight areas where AJCCs can continuously improve their service delivery, the CWDB has identified eight Hallmarks of Excellence as the mechanism to measure continuous improvement for all AJCCs. They include eight categories, with each ranked on a scale of 1-5. Affiliate AJCCs are not required to receive a minimum score for certification. The Hallmarks of Excellence categories are as follows:

1. The AJCC physical location enhances the customer experience.
2. The AJCC ensures universal access, with an emphasis on 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.
5. The AJCC actively engages industry and labor.
6. The AJCC has high-quality, well-informed, and cross-trained staff.
7. The AJCC achieves business results through data-driven continuous improvement.

SPR conducted a Hallmarks of Excellence (HoE) Assessment for each of San Francisco's three affiliate AJCCs. The HoE assessment comprised of:

- A self-assessment conducted by each affiliate
- A review of that self-assessment by each affiliate OEWD contract manager
- An observation site visits to each affiliate
- Review of each affiliate EEO's review from Spring 2019
- A review of each affiliate PY 18-19 WIOA performance data

HoE scores for each affiliate are included in their respective certification forms.

Attachments:

EDD Directive WSD18-11 – Certification Process for Affiliate and Specialized AJCCs

EDD Directive WSD18-11, Attachment 2 – Local Board Certification Process

Joshua Arce
Director, OEWD Workforce Development Program

Attachment 1:

EDD Directive WSD18-11 – Certification Process for Affiliate and Specialized AJCCs

Attachment 2:
EDD Directive WSD18-11, Attachment 2 – Local Board Certification Process

CERTIFICATION PROCESS FOR AFFILIATE AND SPECIALIZED AJCCs

EXECUTIVE SUMMARY

This policy provides the guidance and establishes the procedures regarding certification of affiliate/specialized America’s Job Center of CaliforniaSM (AJCC) locations. This policy applies to all Local Workforce Development Boards (Local Board), and is effective immediately.

This policy contains all state-imposed requirements.

This Directive finalizes Workforce Services Draft Directive *Certification Process for Affiliate and Specialized AJCCs* (WSD18-192), issued for comment on January 4, 2019. The Workforce Development Community submitted 20 comments during the draft comment period. A summary of comments, including all changes, is provided as Attachment 5.

Retain this Directive until further notice.

REFERENCES

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- *Workforce Innovation and Opportunity Act (WIOA)* (Public Law 113-128) Sections 121(g) and 188
 - *Americans with Disability Act Amendments Act of 2008 (ADA)* (Public Law 110-325)
 - Title 20 *Code of Federal Regulations (CFR)* Sections 678.800 and 679.370(q)
 - Title 29 CFR Part 38 “*Implementation of the Nondiscrimination and Equal Opportunity Provisions of the WIOA*”
 - Department of Labor (DOL) Training and Employment Guidance Letter (TEGL) 16-16, Subject: *One-Stop Operations Guidance for the American Job Center Network* (January 18, 2017)
 - DOL TEGL 4-15, Subject: *Vision for the One-Stop Delivery System Under the WIOA* (August 13, 2015)
 - *California's Unified Strategic Workforce Development Plan 2016-2020* (State Plan)

The EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

- Workforce Services Directive WSD16-22, Subject: *WIOA Phase II Memorandums of Understanding (MOU) – Affiliate and Specialized AJCCs* (June 14, 2017)
- WSD16-20, Subject: *Certification Process for Comprehensive AJCCs* (June 9, 2017)
- WSD16-14, Subject: *Selection of AJCC Operators and Career Services Providers* (December 19, 2016)
- WSD15-12, Subject: *WIOA Phase I Memorandums of Understanding* (January 20, 2016)
- Workforce Services Information Notice WSIN12-43, Subject: *New One-Stop Branding – America’s Job Center of California Network* (March 15, 2013)

BACKGROUND

The WIOA establishes the different types of AJCC sites allowable in each Local Workforce Development Area (Local Area). In addition to comprehensive AJCCs, Local Boards may choose to operate affiliate or specialized AJCCs. These sites supplement and enhance customer access to services, and serve as additional access points to the Local Area’s comprehensive AJCC(s).

To ensure that the AJCC deliver and continuously improve services for jobseekers, workers, and employers, the WIOA requires certification of all AJCCs, including affiliate and specialized centers. The California Workforce Development Board (CWDB) convened a workgroup comprised of state-level partners and Local Board representatives in order to develop objective criteria and procedures for AJCC certification. The initial process was designed for comprehensive AJCCs and is outlined in [WSD16-20](#). The same process has been modified for affiliate/specialized AJCCs and is outlined below. Comprehensive AJCC certifications were due June 30, 2018, and affiliate/specialized AJCC certifications are due June 30, 2019.

POLICY AND PROCEDURES

In accordance with WIOA Section 121(g), Local Boards must conduct an independent and objective evaluation of the AJCCs in their Local Area once every three years using criteria and procedures established by the CWDB. The Local Board can choose to add additional certification criteria tailored to the needs of their Local Area, but they may not remove or replace any of the federal or state criteria. The initial AJCC certification process for affiliate/specialized AJCCs will be conducted during Program Year (PY) 2018-19 and take effect at the beginning of PY 19-20. This initial certification will only be effective two years, July 1, 2019 through June 30, 2021, in order to align with the comprehensive AJCC certification effective end date of June 30, 2021.

Affiliate AJCCs

An affiliate AJCC is a center that offers job seekers and employers one or more of the AJCC programs, services, and activities. An affiliate site does not need to provide access to every required one stop partner program. The frequency of the program staff's physical presence in the affiliate site will be determined at the local level. These types of centers serve as access points into the local AJCC system. Local Areas choosing to incorporate affiliated centers as part of their service delivery strategy must implement these centers in a manner that supplements and enhances customer access (Title 20 CFR Section 678.310).

Specialized AJCCs

Specialized AJCCs are defined as sites that address specific needs, including those of dislocated workers, youth, or key industry sectors or clusters. Specialized centers must be connected to the comprehensive AJCC and any appropriate affiliate AJCC (Title 20 CFR Section 678.300[d] and Section 678.320).

Affiliate/Specialized AJCC Certification

In order to receive AJCC certification, the Local Board must ensure the following five requirements are met:

1. Each partner within the affiliate/specialized AJCC has a signed and implemented MOU with the Local Board meeting the Phase I and Phase II requirements in [WSD15-12](#) and [WSD16-22](#).
2. The affiliate/specialized AJCC meets equal opportunity compliance for individuals with disabilities in accordance with the ADA, WIOA Section 188, Title 29 CFR Part 38, and all other applicable federal and state guidance.
3. The Local Board submits an outline of the Local Board Certification Process (Attachment 2).
4. The affiliate/specialized AJCC receives a Hallmarks of Excellence Assessment (Attachment 3).
5. The Local Board submits an Affiliate/Specialized AJCC Certification Form (Attachment 4).

Instructions for completing Attachment 2 through 4 are included in Attachment 1, AJCC certification Instructions.

Local Board Certification Process

Local Boards must provide and outline of the process they used to certify each affiliate/specialized AJCC within their Local Area. The narrative must show that the entity conducting the independent review of the AJCC9s) does not have a conflict of interest.

The narrative must include the following information:

- Name of person(s) who conducted the independent review and evaluation(s).
- Name of the organization for which the reviewer(s) work.
- Relationship of the reviewer(s) to the Local Board.
- Firewalls in place to avoid a conflict of interest (if applicable).
- Any additional criteria the Local Board has chosen to include (if applicable).

Local Boards may choose to use staff, the AJCC Operator (unless it's the Local Board), a subcommittee, or a neutral third-party to conduct the on-site, open, and independent evaluation of each affiliate/specialized AJCC. Based on those evaluations, the individual(s) or entity that conducted the independent review can provide recommendations to the Local Board regarding certification status and continuous improvement strategies. It is the Local Board, however, that must officially decide and submit the certification status for each of the affiliate/specialized AJCCs in the Local Area.

To avoid potential conflicts of interest, the entity that conducts the on-site evaluations cannot be the procured AJCC Operator or a Career Services Provider at the affiliate/specialized AJCC. In cases where the Local Board is a Career Services Provider at the AJCC, Local Board staff may conduct the evaluation so long as there are clear and strong firewalls in place that separate the Local Board staff who work in the AJCCs from the Local Board staff who would be conducting the on-site evaluations of those AJCCs. In this case, the CWDB may request additional information and documentation from the Local Board to verify that the firewalls are substantive enough to remove any potential conflicts or biases.

The Local Board must also retain adequate supporting documentation of their certification determination for each AJCC. This includes, but is not limited to, reports, MOUs, procedure manuals, questionnaires, surveys, interview notes from customers, partners, or staff, and performance information that was used during the certification process. Certification documentation may be requested by the DOL, CWDB, or Employment Development Department in order to substantiate a certification decision.

Although not required, AJCC staff may want to conduct an initial self-assessment prior to the Local Board's evaluation. A self-assessment is a helpful tool that can assist the AJCC in addressing potential compliance issues or areas of improvement prior to the Local Board's certification decision. As a self-assessment is not an independent and objective evaluation, it cannot be used in lieu of the Local Board's (or official designee's) on-site evaluation.

CWDB Certification Process

As required by the WIOA Joint Final Rule Section 678.800, when a Local Board is approved by the Governor to also serve as the AJCC Operator, the CWDB must certify the AJCC(s) where the Local Board is the AJCC's Operator. Prior to the CWDB's certification process, the Local Board

must conduct an initial on-site self-assessment for certification for all of its affiliate/specialized AJCCs using the Hallmarks of Excellence Assessment (Attachment 3), and complete the Affiliate/Specialized Certification Form (Attachment 4). The Local Board must submit Attachments 3 and 4 by May 1, 2019. After submission, the CWDB will conduct formal on-site evaluations in order to make an official decision on the certification status of each affiliate/specialized AJCC by June 30, 2019.

As part of their evaluation, the CWDB will make recommendations for continuous improvement. However, the Local Board and each affiliate/specialized AJCC must still work together to create a continuous improvement plan with target dates and submit the plans to the CWDB.

Hallmarks of Excellence

In order to highlight areas where AJCCs can continuously improve their service delivery, the CWDB has identified eight Hallmarks of Excellence as the mechanism to measure continuous improvement for all AJCCs. They include eight categories, with each ranked on a scale of 1-5. Local Boards must complete a Hallmarks of Excellence Assessment for each affiliate/specialized AJCC by May 1, 2019. However, affiliate/specialized AJCCs are not required to receive a minimum score for certification. The Hallmarks of Excellence categories are as follows:

1. The AJCC physical location enhances the customer experience.
2. The AJCC ensures universal access, with an emphasis on individuals with barriers to employment.
3. The AJCC actively supports the One-Stop system through effective partnerships.
4. The AJCC provides integrated, customer-centered services.
5. The AJCC is an on-ramp for skill development.
6. The AJCC actively engages industry and labor.
7. The AJCC has high-quality, well-informed, and cross-trained staff.
8. The AJCC achieves business results through data-driven continuous improvement.

To conduct the Hallmarks of Excellence Assessment, the Affiliate/Specialized AJCC Certification Instructions (Attachment 1) provide a matrix with a description of each Hallmark of Excellence category along with examples of quality indicators. The Hallmarks of Excellence Assessment requires a full rationale for each ranking provided.

Since the goal is for Local Boards to work with each of their affiliate/specialized AJCCs to continually improve and progress within each Hallmark of Excellence, all Local Boards must also develop a continuous improvement plan, with target dates, for each AJCC that outlines how they plan to increase their ranking for each Hallmark of Excellence or maintain their ranking for any Hallmark of Excellence in which they have already achieved a "5".

Not Yet Able to Certify

If an AJCC does not have a signed MOU with the Local Board, does not meet the equal opportunity requirements, has not provided an outline of the Local Board Certification Process, or does not have a completed Hallmarks of Excellence Assessment by May 1, 2019, the affiliate/specialized AJCC will be deemed “not yet able to certify.” In this instance, the Local Board must submit a corrective action plan to their Regional Advisor by May 1, 2019. The corrective action plan must outline how the Local Board will work with the affiliate/specialized AJCC to bring the AJCC into compliance by June 30, 2019.

Timelines

When Local Board Certifies

- **May 1, 2019**
Local Boards submit the Local Board Certification Process (Attachment 2), Hallmarks of Excellence Assessment (Attachment 3), Affiliate/Specialized AJCC Certification Form (Attachment 4), and if necessary, a corrective action plan for each affiliate/specialized AJCC deemed “not yet able to certify.”
- **May 31, 2019**
Local Boards with AJCCs that were deemed “not yet able to certify” must have corrected any affiliate/specialized AJCC certification compliance issues, in line with their corrective action plans, and submit an updated Affiliate/Specialized AJCC Certification Form (Attachment 4).
- **June 30, 2019**
Local Boards receive confirmation that the CWDB has verified submitted affiliate/specialized certification documents meet the requirements set forth in this Directive.

When CWDB Certifies

- **May 1, 2019**
Local Boards submit the Hallmarks of Excellence (Attachment 3) and the Affiliate specialized AJCC Certification Form (Attachment 4) for each affiliate/specialized AJCC.
- **June 30, 2019**
Local Boards receive the CWDB’s certification status for each affiliate/specialized AJCC.

Submissions

Local Boards must electronically submit the Local Board Certification Process, Hallmarks of Excellence Assessment, and the Affiliate/Specialized AJCC Certification Form, and any corrective action plan(s), via email to their assigned Regional Advisor by May 1, 2019.

Hard copy documentation (customer surveys, performance information, center procedure manuals, etc.) does not need to be included with the submissions, but must be retained by the Local Board. The Local Board Chair must sign the Affiliate/Specialized AJCC Certification Form (Attachment 4) to attest to the Local Board's approval of each affiliate/specialized AJCC's certification.

ACTION

Bring this Directive to the attention of all relevant parties.

INQUIRIES

If you have any questions, contact your assigned [Regional Advisor](#).

/S/ JAIME L. GUTIERREZ, Chief
Central Office Workforce Services Division

Attachments are available on the internet:

1. [Affiliate/Specialized AJCC Certification Instructions](#)
2. [Local Board Certification Process](#)
3. [Hallmarks of Excellence Assessment](#)
4. [Affiliate/Specialized AJCC Certification Form](#)
5. [Summary of Comments](#)

Local Board Certification Process

Local Board Certification Process
1. Local Workforce Development Board (Local Board): San Francisco Workforce Investment Board
2. AJCC: <ul style="list-style-type: none"> • Chinatown Neighborhood Access Point (NAP) – Self Help for the Elderly (SHE) • Visitacion Valley NAP – Family and Child Empowerment Services San Francisco (FacesSF) • Mission NAP – Mission Economic Development Agency (MEDA)
3. Reviewer(s): Jessie Oettinger, Caleb van Docto, Kate Dunham
4. Reviewer’s organization: Social Policy Research Associates (SPR)
5. Reviewer’s relationship: Social Policy Research Associates is the One Stop Operator for the local area
6. Outline of certification process: The San Francisco Office of Economic and Workforce Development (OEWD) contracted with SPR, its One-Stop Operator, to certify San Francisco’s three AJCC affiliates: <ul style="list-style-type: none"> • Chinatown Neighborhood Access Point (NAP) – Self Help for the Elderly (SHE) • Visitacion Valley NAP (VFNAP) – Family and Child Empowerment Services San Francisco (FacesSF) • Mission NAP (MNAP) – Mission Economic Development Agency (MEDA) <p>Criteria 1, MOU - SPR verified the MOUs/Contracts that had been established between OEWD (the WIOA Title IB partner) and each affiliate. No affiliate site has another WIOA partner co-located on site.</p> <p>Criteria 2, EEO – SPR verified and reviewed each affiliate’s Spring 2019 EEO review</p> <p>Criteria 3, Board Process – SPR filled out this Board Process Form</p> <p>Criteria 4, Hallmarks of Excellence (HoE) Assessment – SPR conducted an HoE assessment for each affiliate based on the following data:</p> <ul style="list-style-type: none"> • An SPR-designed self-assessment that was filled out by each affiliate AJCC attesting to elements of how it meets the HoE, with specific focus on Hallmarks 1-7. • A review of the completed self-assessments by OEWD staff that oversee the contracts and performance of each affiliate.

- A site visit to each affiliate that was conducted by an SPR staff member with strong knowledge of both WIOA and physical and programmatic accessibility and accommodation. The site visitor completed an observation form regarding each site's accessibility, customer flow, and other physical characteristics.
- Copies of each affiliate's most recent EEO review which was conducted in spring 2019, provided by OEWD.
- Performance data for each affiliate for PY 2018, provided by OEWD.
- Copies of each affiliate's contract to provide WIOA services.

Using these data, SPR completed the HoE certification matrix for each affiliate as well as the certification forms and submitted its recommendations to the WISF.

7. Firewalls: As specified in WSD16-20, local boards can use both internal staff and their One-Stop Operators to certify AJCC's. SPR (the One-Stop Operator) used a combination of self-assessment, OEWD staff assessment (EEO compliance review and grant manager review of self assessment), SPR staff observation and performance data to complete the HoE assessment, providing a balance of information from several sources to inform our final scores and recommendations.

8. Other: n/a

Affiliate/Specialized AJCC Certification Form

Name of Local Board Workforce Investment Board San Francisco (WISF)

Name of AJCC Visitacion Valley Neighborhood Access Point (VVNAP) – Family and Child Empowerment Services San Francisco (FacesSF)

Certification Criteria		
1. Memorandum of Understanding (MOU)	Yes (Check box if yes)	No (Check box if no)
An MOU is in place between the the Local Workforce Development Board (Local Board) and each partner within the America’s Job Center of California SM (AJCC).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Equal Opportunity	Yes (Check box if yes)	No (Check box if no)
The AJCC ensures equal opportunity for individuals with disabilities in accordance with the <i>Americans with Disabilities Act</i> , the <i>Workforce Innovation and Opportunity Act</i> (WIOA) Section 188, and all other applicable federal and state guidance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Local Board Certification Process	Attached (Check box if Attachment 2 is completed and attached)	
The Local Board’s outline of the process used to certify the affiliate/specialized AJCC.	<input checked="" type="checkbox"/>	
4. Hallmarks of Excellence		
Include quality indicators, assessment of the AJCC’s strengths and continuous improvement opportunities, continuous improvement goals and recommendations, and rational for ranking	Attached (Check box if category is explained on Attachment 3)	Ranking (Select from dropdown menu)
Category #1 – The AJCC physical location and facility enhances the customer experience.	<input checked="" type="checkbox"/>	4
Category #2 – The AJCC ensures universal access with an emphasis on individuals with barriers to employment.	<input checked="" type="checkbox"/>	3
Category #3 – The AJCC actively supports the One-Stop system through effective partnerships.	<input checked="" type="checkbox"/>	5
Category #4 – The AJCC provides integrated, customer-centered services.	<input checked="" type="checkbox"/>	5
Category #5 – The AJCC is an on ramp for skill development.	<input checked="" type="checkbox"/>	5

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

Check one of the options below:

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

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

Signature

Kevin Carroll

Name

Chair, Workforce Investment Board San Francisco (WISF)

Title

FacesSF – VVNAP: Hallmarks of Excellence Assessment

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

Hallmarks of Excellence #1
The AJCC’s physical location and facility enhances the customer experience
<p>Quality Indicators¹:</p> <ul style="list-style-type: none"> • The AJCC is clean with a professional appearance, neat, and equipment is in working order. • Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities. • Adequate safety and security precautions are in place to protect both customers and staff.
<p>Assessment of the AJCC’s Strengths and Continuous Improvement Recommendations:</p> <ul style="list-style-type: none"> • In early 2019, San Francisco’s Office of Economic and Workforce Development (OEWD) completed an EEO compliance Program Monitoring Reviews of VVNAP. During the review, which VVNAP passed, monitors confirmed: <ul style="list-style-type: none"> ○ The general accessibility of both the facility and VVNAP’s programming; ○ that there is adequate space for people with disabilities to access the facility; ○ that VVNAP provides reasonable accommodations based on the participant’s disability; and ○ that there are current, visible, and posted procedures for grievances and complaints. • The SPR/HoE site visitor noted that the space was very clean, professional, spacious and flexible. The greeter and customer flow system was very clear, and staff were welcoming. • The SPR/HoE site visitor did not observe any American Job Center or America’s Job Center of California identification or signage that would meet state branding requirements of Workforce Services Information Notice 12-43. To address this issue, it is recommended that OEWD assess current signage and how to integrate San Francisco and California AJC branding.

¹ Quality indicators listed for each Hallmark of Excellence are those the affiliate demonstrates competence in. Others are listed in [EDD directive WSD18-11](#), attachment 1. The attachment indicates, “The quality indicators included under each of Hallmarks of Excellence category are examples of practices that demonstrate that the AJCC is satisfying the category. The quality indicators are not individual and mandatory check marks as they will depend on who the program partner is and what other programs may or may not also be colocated.” Thus, the rating and continuous improvement recommendations are informed by the indicators but they are not considered “mandatory check marks.”

- Emergency signage is tactile & oriented correctly. SPR/HoE site visitor noted this signage is outside the center, but within the building.

Ranking (1-5): 4

Rationale for this Ranking: VVNAP meeting 3 of the 4 quality elements.

Continuous Improvement Plan and Timeline: (Enter narrative and projected timeframe)

- OEWD and its affiliate AJCCs to assess the need for added AJC signage to be in compliance with branding requirements.
- Timeline: 2020.

Hallmarks of Excellence #2

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

Quality Indicators: (Describe quality indicators or enter not applicable.)

- Staff honor and accommodate diversity and are comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals that do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.
- The AJCC offers access to virtual services to people with disabilities in a manner that is comparable to the access available to others.

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

- VVNAP, as part of the the San Francisco OEWD-funded network of workforce providers (the network), is set up to serve many types of specialized populations including youth, older job seekers, people with disabilities, English language learners (ELL) and job seekers with a range of pre-employment barriers and training needs. The network provides a range of services, delivered across 50 providers that offer everything from basic stability assistance (housing, food, medical, substance abuse abatement) to connecting jobseekers to career pathways that include training and subsidized employment.
- Onsite VVNAP has language capacity to communicate with customers in Cantonese, Mandarin and some Tagalog and Samoan. It also works closely with the Chinatown Access Point to serve customers who speak other languages, including Vietnamese, Tagalog, and Spanish, and that also has relationships with employers open to hiring non-English-

speaking job seekers. VVNAP also works closely with ToolWorks, the disability services contractor to refer and provide services to people with disabilities.

- Available virtual services include links to job applications; the SF Job Portal system where jobseekers can apply, upload resume and access to job openings; assistance with resume writing and review of resumes via email; mock interviews by phone and Skype; and program and service referrals by phone for individuals with barriers to employment, including people with disabilities.
- There is no posted signage for specific populations veterans, older workers, ELL, or youth, but there are brochures and materials located on a bookshelf that target those specific groups. There are also materials for various San Francisco Human Services Agency (HSA) services, including Child Support Services (CSS), CalFRESH (CA Supplemental Nutrition Assistance Program), and counseling and family support services. There are also materials for re-entry populations.
- The HoE/SPR site visitor did not observe special materials or signage aimed at people with disabilities.
- Staff were unfamiliar with assistive technology and there was no dictation software, materials in Braille, or a posted number for accommodation.
- Staff interpret universal design as offering job seekers access to things like computers, telephones, fax/copy machines, information on WIOA mandated partners, a job board, labor market information, access to the eligible training provider list, and a calendar of events and workshops at VVNAP and other affiliates.
- Staff understand Veterans Priority of Service but are missing official signage.

Ranking (1-5): 3

Rationale for this Ranking: VVNAP meets three of the five quality indicators

Continuous Improvement Plan and Timeline:

- Codify the approach to serving English Language Learners in a formal Limited English Proficiency Plan.
- OEWD to assess the need for training on universal and customer-centered design to ensure inclusive space and that materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.
- VVNAP/OEWD to assess how the AJCC can go beyond meeting basic Americans with Disabilities Act (ADA) compliance and make the space more welcoming and flexible to people with disabilities. VVNAP/OEWD to assess the need for assistive technology and training on how staff can help people with disabilities use assistive technology once such technology has been procured.
- OEWD to address the Veterans Priority of Service signage needs.
- Timeline: 2020

Hallmarks of Excellence #3

The AJCC actively supports the one-stop system through effective partnerships

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC has a strong connection to the network of workforce providers in San Francisco, which includes the Comprehensive Access Point (CAP, San Francisco's comprehensive AJCC)
- The AJCC records and has a system in place for follow-through on any referrals made.

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

- To support connection among San Francisco's network of workforce providers, OEWD hosts provider meetings at least quarterly to share resources, information, and best practices. Network partners, including VVNAP, work together on shared tasks like co-enrollment efforts and hiring events.
- VVNAP regularly refers customers to Department of Rehabilitation (DOR), has worked with HSA on hosting SFO hiring events, sends emails of events to recruit San Francisco City College (SFCC) students, and receives referrals from Employment Development Department (EDD) clients. Additionally the site uses Senior Community Service Employment Program (SCSEP) interns. The system for recording referrals and protocol for following up on referrals should be clarified.
- VVNPA works closely with SF Hope's Sunnydale Housing site and with Mercy Housing/SF Hope/City Build for the residents who are qualified to be hired for construction for the rebuild of the existing Sunnydale-Velasco Housing Authority site.
- VVNAP is part of the Visitacion Valley Providers Group that consists of 30-40 CBO's, organizations, and City and County Departments (profit, non-profit, government).
- VVNAP has a well-established referral relationship with the San Francisco International Airport (SFO), an important employer in the region.
- VVNAP works with San Francisco Metro Transit Authority (SFMTA)/OEWD to run the City Drive Permit program.
- VVNAP partners with the San Francisco Department of Health's Workers Connect Program to provide employment opportunities and case management to their job seekers.
- Job seekers who visit VVNAP register for a One Stop Card which allows access to all affiliates in San Francisco. Customers are given a one on one orientation on services and referrals available. Based on an initial assessment and needs, they either are provided universal services or more intensive services provided by a VVNAP career advisor who conducts a more in-depth assessment. Referrals are case by case on the needs of the customer.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators. Has particularly robust partnerships that enable it to provide its customers with access to a rich array of services

Continuous Improvement Plan and Timeline: n/a

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

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC's staff identifies with the local one-stop system and not just their own specific programs.
- The AJCC's staff have received customer service and customer-centered design training.
- The AJCC's staff are versed in referring customers to either partner programs and/or the local Comprehensive AJCC(s).
- The AJCC /OEWD has established protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations:
(Enter narrative or not applicable.)

- See Hallmark 3 – VVNAP identifies as part of a larger system of partners, and has referral processes in place; the protocol for following up on referrals and for co-enrollment processes should be clarified.
- OEWD provides guidance and support to all affiliates in making referrals and providing resources, recommendations, and facilitation of co-enrollment.
- Staff and leadership have received training in the last two years on a number of customer service-oriented topics, including customer-centered design, WIOA partner programs, serving individuals with barriers to employment, and quality customer service.

Ranking (1-5): 5

Rationale for this Ranking: Meetings all quality indicators

Continuous Improvement Plan and Timeline: n/a

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

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC and its broader network of workforce partners provide connections to skill development and/or training opportunities for customers at all skill and experience levels.
- The AJCC's 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.
- The AJCC encourages customers to receive skill development and training services, and the broader network approach of partners allows for multiple points of entry into career pathways – even for those who face significant barriers.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations

- The OEWD workforce provider network (of which VVNAP is a part) addresses training and skill development as a system by connecting customers to Sector Training Programs that provide training and credentials in growing industries in San Francisco. These Sector Training programs focus on San Francisco's four fastest growing sectors: technology, healthcare, hospitality, and construction. They deliver contextualized and sector-specific job readiness training, job search, and employment services that lead participants to career pathways. Participants who complete training receive industry-recognized credentials and certifications.
- VVNAP partners with San Francisco's sector academies by hosting orientations and referring candidates to them.
- VVNAP provides customers engaged in skill development and training with supportive services – mainly work gear, transportation, and union dues.
- Staff are aware of the importance of industry-recognized credentials and refer customers to sector academies, which all lead to industry recognized credentials as well as construction training programs that lead to registered apprenticeships. In addition, they offer connections to the City Drive program which provides customers with Class B driver licenses. VVNAP also connects customers, as needed, to local educational institutions such as SFCC, San Francisco State University (SF State), etc.
- VVNAP staff and leadership are knowledgeable about the specific pathways available in San Francisco and have also received training in sector strategies, career pathways, and connecting individuals to high-demand occupations.
- VVNAP does not implement a "sequence of service," but through network partnerships, does offer preliminary job readiness services to those clients who are interested in training but are not ready logistically or academically.

Ranking (1-5): 5

Rationale for this Ranking: Meets all applicable quality indicators

Continuous Improvement Plan and Timeline: n/a

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

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC is an integral part of the San Francisco workforce provider network that connects workers to high quality jobs or entry level work with clear routes to advancement.
- System partners, including the AJCC, work as a local team to understand any defined strategies in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- OEWD leads its network of providers (including those providing services at affiliate AJCCs) in employer engagement activities, which minimizes redundant employer contacts while maximizing access to system-wide, integrated business services.
- The AJCC offers a range of services for employers such as 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 services and applies knowledge gained for continuous improvement.

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

- Leveraging the resources of its workforce contractors, such as VVNAP, OEWD leads the work of engaging employers to create a comprehensive workforce system through a dual customer (employer and job seeker) approach. OEWD provides assistance to San Francisco employers directly and indirectly by partnering with its affiliates, including VVNAP, to connect employers with the job seekers with programs like First Source that prioritize hiring of local job seekers.
- As a member of OEWD's workforce provider network, VVNAP's engagement with employers occurs via OEWD's sector-based approach to engaging employers, especially around training needs. This approach involves sector training programs, developing and maintaining relationships with industry employers to create sector-based training models that provide job seekers with industry recognized training credentials and prepares them for the respective industry's workforce. It also creates career opportunities for sector training program graduates by connecting them with employers in those industries. In addition, sector training programs work with employers to: validate local labor market projections; identify training needs and create training curriculum; determine career and educational pathways; identify gaps in hard and soft skill requirements.

- VVNAP is the business services lead for SFO.
- Business services provided include: referral of qualified job applicants, assessments and testing of job applicants, space at VVNAP for recruitment activities, skills verification of job applicants, hiring subsidies, training subsidies (OJT, incumbent worker, customized training, etc.)
- Follow-up processes between VVNAP staff and employer partners include both a customer satisfaction survey as well as follow up phone calls and emails. They also include ensuring employers understand their responsibilities to provide employment verification, hours, wages, etc.

Ranking (1-5): 5

Rationale for this Ranking: All quality indicators met

Continuous Improvement Plan and Timeline: n/a

Hallmarks of Excellence #7

The AJCC has high-quality well informed cross-trained staff

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC is a critical part of the San Francisco network of workforce providers. It contributes generally as a location where any individual can access workforce services, as a specific hub for SFO hiring, and as a location that can connect jobseekers to all sector academies.
- AJCC staff have received training on how to effectively assist customers in registering with CalJOBSSM and how to match customers to available jobs.
- AJCC staff have been cross-trained in the types of services provided by other WIOA programs, their eligibility requirements, and in specific referral processes.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations

- To support connections between WIOA and OEWD-funded workforce network partners such as VVNAP, OEWD has created and implemented a quarterly networking series, Coffee and Connections, to foster conversation and peer to peer learning amongst OEWD's workforce development providers. This event gives providers a space to discuss one another's programs, brainstorm solutions to challenges they are facing, and make connections for future collaborations. In addition, it aims to facilitate working partnerships across organizations.
- OEWD Program Staff also convene quarterly meetings of workforce partners, including VVNAP, by program areas, and provide space on the agenda for sharing of best practices and encouraging alignment and coordination to best serve the system's job seekers.

- OEWD has also invested funds in capacity building training sessions for workforce network partners, including VVNAP, to share best practices in workforce development.
- VVNAP staff have received training on how to assist customers with registering in CalJOBSSM. VVNAP staff have also participated in cross-training sessions on the services available from WIOA partners, as well as those partners' eligibility and referral processes.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators

Continuous Improvement Plan and Timeline: n/a

Hallmarks of Excellence #8

The AJCC achieves business results through data driven continuous improvement

Quality Indicators:

- The AJCC operates in a cost-efficient manner and the resources invested are justified by the results.
- The AJCC and OEWD have a system in place to collect satisfaction data from individuals and employers using the AJCC's services.
- The AJCC and OEWD have a system in place to capture and respond to specific customer feedback, complaints, and compliments.
- The AJCC and OEWD analyze and review feedback and performance.
- The AJCC and OEWD identify areas of needed technical assistance and access available resources to provide that technical assistance.

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

- VVNAP uses WIOA's primary indicators of performance 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.
- Working with OEWD contract managers and system supports, VVNAP has developed and implemented operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.
- In PY 2018-2019, VVNAP achieved the following on proxy indicators of performance (i.e. not formal WIOA measures): 100% of their enrollment goal, 115% of their work readiness goal, and place 95% of their target into unsubsidized employment.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators

Continuous Improvement Plan and Timeline: n/a

Affiliate/Specialized AJCC Certification Form

Name of Local Board Workforce Investment Board San Francisco (WISF)

Name of AJCC Mission Neighborhood Access Point (MNAP) – Mission Economic Development Agency (MEDA)

Certification Criteria		
1. Memorandum of Understanding (MOU)	Yes (Check box if yes)	No (Check box if no)
An MOU is in place between the the Local Workforce Development Board (Local Board) and each partner within the America’s Job Center of California SM (AJCC).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Equal Opportunity	Yes (Check box if yes)	No (Check box if no)
The AJCC ensures equal opportunity for individuals with disabilities in accordance with the <i>Americans with Disabilities Act</i> , the <i>Workforce Innovation and Opportunity Act</i> (WIOA) Section 188, and all other applicable federal and state guidance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Local Board Certification Process	Attached (Check box if Attachment 2 is completed and attached)	
The Local Board’s outline of the process used to certify the affiliate/specialized AJCC.	<input checked="" type="checkbox"/>	
4. Hallmarks of Excellence		
Include quality indicators, assessment of the AJCC’s strengths and continuous improvement opportunities, continuous improvement goals and recommendations, and rational for ranking	Attached (Check box if category is explained on Attachment 3)	Ranking (Select from dropdown menu)
Category #1 – The AJCC physical location and facility enhances the customer experience.	<input checked="" type="checkbox"/>	3
Category #2 – The AJCC ensures universal access with an emphasis on individuals with barriers to employment.	<input checked="" type="checkbox"/>	3
Category #3 – The AJCC actively supports the One-Stop system through effective partnerships.	<input checked="" type="checkbox"/>	5
Category #4 – The AJCC provides integrated, customer-centered services.	<input checked="" type="checkbox"/>	5
Category #5 – The AJCC is an on ramp for skill development.	<input checked="" type="checkbox"/>	5
Category #6 – The AJCC actively engages industry and labor.	<input checked="" type="checkbox"/>	5

Category #7 – The AJCC has high-quality, well-informed, and cross trained staff.	<input checked="" type="checkbox"/>	4
Category #8 – The AJCC achieves business results through data driven continuous improvement.	<input checked="" type="checkbox"/>	5

Check one of the options below:

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

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

Signature

Kevin Carroll

Name

Chair, Workforce Investment Board San Francisco (WISF)

Title

MEDA – MNAP: Hallmarks of Excellence Assessment

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

Hallmarks of Excellence #1
The AJCC’s physical location and facility enhances the customer experience
<p>Quality Indicators¹: (Describe quality indicators or enter not applicable.)</p> <ul style="list-style-type: none"> • The AJCC is clean with a professional appearance, neat, and equipment is in working order. • The AJCC has emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities. • The AJCC has adequate safety and security precautions in place to protect both customers and staff.
<p>Assessment of the AJCC’s Strengths and Continuous Improvement Recommendations:</p> <ul style="list-style-type: none"> • In early 2019, San Francisco’s Office of Economic and Workforce Development (OEWD) completed an EEO compliance Program Monitoring Reviews of MNAP. During the review, which MNAP passed, monitors confirmed: <ul style="list-style-type: none"> ○ The general accessibility of both the facility and MNAP’s programming; ○ that there is adequate space for people with disabilities to access the facility; ○ that MNAP provides reasonable accommodations based on the participant’s disability; and ○ that there are current, visible and posted procedures for grievances and complaints. <p>While MEDA passed this compliance review, the SPR/HoE site visitor had concerns about the accessibility of the resource room – namely the availability of assistive technology and the physical space to navigate a wheelchair and access computers.</p> • All computers and technology observed appeared in good working order. • Emergency procedures were clearly marked in large, readable font (but not tactile/braille). • There was no greeter present at the time of visit and the SPR/HoE visitor found orientation and the question of where to start and ask for help unclear.

¹ Quality indicators listed for each Hallmark of Excellence are those the affiliate demonstrates competence in. Others are listed in [EDD directive WSD18-11](#), attachment 1. The attachment indicates, “The quality indicators included under each of Hallmarks of Excellence category are examples of practices that demonstrate that the AJCC is satisfying the category. The quality indicators are not individual and mandatory check marks as they will depend on who the program partner is and what other programs may or may not also be colocated.” Thus, the rating and continuous improvement recommendations are informed by the indicators but they are not considered “mandatory check marks.”

- The SPR/HoE site visitor did not observe any American Job Center or America’s Job Centers of California identification or signage that would meet state branding requirements of Workforce Services Information Notice 12-43.

Ranking (1-5): 3

Rationale for this Ranking: the AJCC meets 3 of the 4 quality indicators but due to concerns about access for people with disabilities and the lack of a greeter and front desk, we recommend further assessment of the physical layout.

Continuous Improvement Plan and Timeline:

- OEWD to work with MEDA to assess accessibility and layout to ensure the AJCC is meeting the needs of the customers it serves.
- OEWD and its affiliate AJCCs to assess the need for added AJCC signage to be in compliance with branding requirements – for both America’s Job Centers of California and Veterans Priority of Service.
- Timeline: 2020

Hallmarks of Excellence #2

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

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC staff honor and accommodate diversity and are comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.
- The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals that do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.
- Within the limitations of the space, the AJCC strives to use the principles of universal and customer-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

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

- MNAP, as part of the San Francisco OEWD-funded network of workforce providers (the network), is set up to serve many types of specialized populations including youth, older job seekers, people with disabilities, English Language Learners (ELL), and job seekers with a range of pre-employment barriers and training needs. The network provides a range of services, delivered across 50 providers that offer everything from basic stability

assistance (housing, food, medical, substance abuse abatement) to connecting jobseekers to career pathways that include training and subsidized employment.

- MNAP, located in the Mission District of San Francisco, targets residents for the 94110 zipcode. Bilingual signage and materials were prevalent. MEDA’s mission is to serve Latinx communities in the Mission District and has been offering these services for over 40 years. The majority of clients are either monolingual in Spanish or have limited English proficiency and staff are well equipped to serve them.
- The SPR/HoE site visitor observed several clients request assistance and receive help and assistance and noted the AJCC has created a welcoming environment and staff are friendly.
- As described in the previous Hallmark, the AJCC space and layout is missing a greeter/front desk. Staff are aware of the concept of Universal Design/customer centered design but also constrained by the physical layout space and the general constraints facing any organization looking for space in San Francisco. Therefore it is recommended that OEWD and MNAP review accessibility and layout but with acknowledgement of practical limitations.
- MNAP did not have visible signage or materials for veterans; however, staff are aware of the Veterans Priority of Service and have specific employers they work with who prioritize hiring veterans. They also make referrals to the Department of Veterans Affairs (VA) and other organizations that specifically serve veterans.
- MNAP did not have visible signage or materials specifically directed at key WIOA priority populations including youth, people with disabilities or older workers.
- There were materials available for connecting to CalFresh (California’s Supplemental Nutrition Assistance Program).

Ranking (1-5): 3

Rationale for this Ranking: Meets 3 of the 5 quality indicators

Continuous Improvement Plan and Timeline: [Click here to enter text.](#)

- Codify the approach to serving English Language Learners in a formal Limited English Proficiency Plan.
- OEWD to work with MEDA to assess accessibility and layout to ensure the AJCC is meeting the needs of the customers it serves.
- OEWD to work with MEDA to assess need for increased signage and materials, especially for veterans and other special populations.
- Timeline: 2020

Hallmarks of Excellence #3

The AJCC actively supports the one-stop system through effective partnerships

Quality Indicators:

- The AJCC has a strong connection to the comprehensive AJCC(s) within their Local Area.
- The AJCC records and has a system in place for follow-through on any referrals made.

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

- To support the connection among San Francisco's network of workforce providers, OEWD hosts meetings at least quarterly to share resources, information, and best practices. Network partners, including MNAP, collaborate on shared tasks like co-enrollment efforts and hiring events.
- MNAP staff report connecting with other workforce providers almost daily by email, internal referral system (Salesforce), and phone calls. Connections are to refer clients to training sessions, job referrals and other service such as immediate housing or legal help.
- MNAP partners closely with the other NAPS and connects with those partners at least weekly.
- Partner organizations include: FacesSF, Success Center, Hospitality House, Goodwill, Self Help for the Elderly, YCD jobs and Hospitality House, connecting with at least one of the providers weekly.
- As part of OEWD's TechSF initiative to break the barrier of people of color in getting into the tech industry, MNAP partners with BAVC, Mission Bit, City College of San Francisco, Dev Mission, Upwardly Global, Code Tenderloin, BayCat and San Francisco Unified School District.
- MEDA has a presence in 9 schools with Mission Promise Neighborhood staff and partners in helping these schools in their hiring needs as well.
- Referrals are done with Salesforce when they are within the NAP network and staff can see the follow up updated on the other NAP's end. If referrals are done over email, staff follow up with the client and the company. Follow up provides information about the outcome of the referral and any feedback needed. Notes are then made in an internal database where clients are tracked.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators with particularly robust partnerships that enable it to provide its customers with access to, and follow-up regarding, a rich array of services..

Continuous Improvement Plan and Timeline: n/a

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

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC identifies with the local one-stop system and not just their own specific programs.
- The AJCC’s staff have received customer service and customer-centered design training.
- The ACJJ’s staff are versed in referring customers to either partner programs and/or the local Comprehensive AJCC(s).
- The AJCC/OEWD have established protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.

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

- See Hallmark 3 – MNAP identifies as part of a larger system of partners, and has referral and co-enrollment processes in place (and revisits these processes regularly).
- Staff and leadership have received training in customer centered design and strive to implement those principles within the MNAP.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators

Continuous Improvement Plan and Timeline: n/a

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

Quality Indicators:

- The AJCC and its broader network of workforce partners provide connections to skill development and/or training opportunities for customers at all skill and experience levels.
- The AJCC’s 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.
- The AJCC strives to increase the number and percentage of its’ customers receiving skill development and training services.

Assessment of the AJCC’s Strengths and Continuous Improvement Recommendations

- The OEWD workforce provider network addresses training and skill development as a system by connecting customers to sector training programs that provide training and credentials in growing industries in the San Francisco. These sector training programs focus on San Francisco’s four fastest growing sectors: technology, healthcare, hospitality, and construction. The sector training programs deliver contextualized and sector-specific job readiness training, job search, and employment services that lead participants to career pathways. Participants who completed training receive industry-recognized credentials and certifications.
- Specifically MNAP is equipped to offer a variety of training options including free computer programming training covering front and back end development; administration training, banking training, and soft skills training; basic computer classes for community members with no computer knowledge; and business classes aimed for entrepreneurs looking to start or enhance a business.
- In addition to training offered through MEDA, MNAP partners with the City’s sector academies, including City Build, Hospitality, Healthcare and TechSF, by hosting the orientations on site every quarter, or whenever is needed. MNAP also provides clients interested in any of the industries with flyers, cards, and information about the programs, and offers navigation and referral if customers need additional support.
- MNAP refers regularly to San Francisco City College (SFCC) to help customers enroll in classes in order to obtain a degree. The goal of many customers is to transfer to a 4-year university.
- MNAP staff and leadership are knowledgeable about the specific pathways available in San Francisco and have also received training in sector strategies, career pathways, and connecting individuals to high-demand occupations.
- MNAP does not implement a “sequence of service,” but through network partnerships does offer preliminary job readiness services to those clients who are interested in training but are not ready logistically or academically.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators

Continuous Improvement Plan and Timeline: n/a

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

Quality Indicators:

- The AJCC is an integral part of the San Francisco workforce provider network that connects workers to high quality jobs or entry level work with clear routes to advancement.
- System partners, including the AJCC, work as a local team to understand any defined strategies in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- OEWD leads its network of providers (including those providing services at affiliate AJCCs) in employer engagement activities, which minimizes redundant employer contacts while maximizing access to system-wide, integrated business services.
- The AJCC offers a range of services for employers such as 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 services and applies knowledge gained for continuous improvement.

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

- Leveraging the resources of its workforce contractors, such as MNAP, OEWD leads the work of engaging employers to create a comprehensive workforce system through a dual customer (employer and job seeker) approach. OEWD provides assistance to San Francisco employers directly and indirectly by partnering with its affiliates, including MNAP, to connect employers with the job seekers with programs like First Source that prioritize hiring of local job seekers.
- As a member of OEWD's workforce provider network, MNAP's engagement with employers occurs via OEWD's sector-based approach to engaging employers, especially around training needs. This approach involves sector training programs developing and maintaining relationships with industry employers to create sector-based training models that provide job seekers with industry recognized training credentials and prepares them for the respective industry's workforce. It also creates career opportunities for sector training program graduates by connecting them with employers in those industries. In addition, sector training programs work with employers to: validate local labor market projections; identify training needs and create training curriculum; determine career and educational pathways; identify gaps in hard and soft skill requirements.
- MNAP works with employers to provide referrals and host job fairs. It also has the ability to offer training to entrepreneurs on creating and building a business.
- Employer feedback is attained through surveys, one on one meetings, and emails. In the case that a new job placement is not working out or the individual is facing difficulty, staff work with the employers to improve the performance of the individual or find alternate candidates. Staff report that current feedback from employers has been largely positive.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators

Continuous Improvement Plan and Timeline: n/a

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

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC is a critical part of the San Francisco network of workforce providers which maximizes the contributions of all affiliates and partners to enhance customer access to services.
- The AJCC staff have received training on how to effectively assist customers in registering with CalJOBSSM and how to match customers to available jobs.
- The AJCC's *leadership* (not staff) has been cross-trained in the types of services provided by other WIOA programs, their eligibility requirements, and in specific referral processes.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations

- To support connections between WIOA and OEWD-funded workforce network partners, such as MNAP, OEWD has created and implemented a quarterly networking series, Coffee and Connections, to foster conversation and peer to peer learning amongst OEWD's workforce development providers. This event gives providers a space to discuss one another's programs, brainstorm solutions to challenges they are facing, and make connections for future collaborations. In addition, it aims to facilitate working partnerships across organizations.
- OEWD program staff also convene quarterly meetings of workforce partners, including MNAP, by program areas provide space on the agenda for sharing of best practices and encouraging alignment and coordination to best serve the system's job seekers.
- OEWD has also invested funds in capacity building training sessions for workforce network partners, including MNAP, to share best practices in workforce development.
- MNAP reports that staff have received training on how to assist customers with registering in CalJOBSSM
- MNAP reports that leadership has been cross-trained in the services, eligibility and referral processes for WIOA partners. It is recommended that front-line staff receive training WIOA partner services, eligibility, and referral processes.

Ranking (1-5): 4

Rationale for this Ranking: Meets almost all quality criteria

Continuous Improvement Plan and Timeline:

OEWD and MEDA to assess need for MNAP frontline staff to receive cross-training in WIOA partner services, eligibility, and referral processes.

Timeline: 2020

Hallmarks of Excellence #8

The AJCC achieves business results through data driven continuous improvement

Quality Indicators:

- The AJCC operates in a cost-efficient manner and the resources invested are justified by the results.
- The AJCC and OEWD have a system in place to collect satisfaction data from individuals and employers using the AJCC’s services.
- The AJCC and OEWD have a system in place to capture and respond to specific customer feedback, complaints, and compliments.
- The AJCC and OEWD analyze and review feedback and performance.
- The AJCC and OEWD identify areas of needed technical assistance and access available resources to provide that technical assistance.

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

- MNAP uses WIOA’s primary indicators of performance 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.
- Working with OEWD contract managers and system supports, MNAP has developed and implemented operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.
- In PY 2018-2019, MNAP achieved the following on proxy indicators of performance (i.e. not formal WIOA measures): 96% of their enrollment goal, 114% of their work readiness goal, and placed 81% of their target into unsubsidized employment.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators

Continuous Improvement Plan and Timeline: n/a

SHE – CNAP: Hallmarks of Excellence Assessment

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

Hallmarks of Excellence #1
The AJCC’s physical location and facility enhances the customer experience
<p>Quality Indicators¹: (Describe quality indicators or enter not applicable.)</p> <ul style="list-style-type: none"> • The AJCC is clean with a professional appearance, neat, and equipment is in working order. • Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities. • Adequate safety and security precautions are in place to protect both customers and staff.
<p>Assessment of the AJCC’s Strengths and Continuous Improvement Recommendations:</p> <ul style="list-style-type: none"> • In early 2019, San Francisco’s Office of Economic and Workforce Development (OEWD) completed an EEO compliance Program Monitoring Review of CNAP. During the review, which CNAP passed, monitors confirmed: <ul style="list-style-type: none"> ○ The general accessibility of both the facility and CNAP’s programming; ○ that there is adequate space for people with disabilities to access the facility; ○ that CNAP provides reasonable accommodations based on the participant’s disability; and ○ that there are current, visible and posted procedures for grievances and complaints. <p>While CNAP passed its compliance review, the SPR/HoE site visitor noted more could be done to make this space more accessible to people with disabilities, including moving signs so that they were readable to those in wheelchairs or having signage that included braille.</p> • The SPR/HoE site visitor did not observe any American Job Center or America’s Job Center of California identification or signage that would meet state branding requirements of Workforce Services Information Notice 12-43 or specific signage stating Veterans priority of service, but noted that there was branding that identified the Access Point as part of

¹ Quality indicators listed for each Hallmark of Excellence are those the affiliate demonstrates competence in. Others are listed in [EDD directive WSD18-11](#), attachment 1. The attachment indicates, “The quality indicators included under each of Hallmarks of Excellence category are examples of practices that demonstrate that the AJCC is satisfying the category. The quality indicators are not individual and mandatory check marks as they will depend on who the program partner is and what other programs may or may not also be colocated.” Thus, the rating and continuous improvement recommendations are informed by the indicators but they are not considered “mandatory check marks.”

the San Francisco's Access Point system of partners and programs. To address this issue, it is recommended that OEWD assess current signage and how to integrate San Francisco and national and/or California AJC(C) branding.

Ranking (1-5): 3

Rationale for this Ranking: meets 3 of 4 quality indicators

Continuous Improvement Plan and Timeline:

- OEWD and its affiliate AJCCs to assess the need for added AJCC signage to be in compliance with branding requirements – for both America's Job Centers of California and Veterans Priority of Service.
- Timeline: 2020.

Hallmarks of Excellence #2

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

Quality Indicators:

- Staff are friendly, comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and barriers to employment.
- The AJCC provides meaningful access for individuals that do not speak English as their primary language and who have limited ability to read, speak, write, or understand English. The AJCC is particularly well suited to serve individuals that do not speak English as their primary language. All career advisors speak at least two languages. Current staff are fluent in Chinese (Cantonese and Mandarin), Vietnamese, Tagalog and Spanish.
- The AJCC staff are familiar with concepts of universal design and strive to make the center convenient and accessible for all job seekers.

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

- CNAP, as part of the San Francisco OEWD-funded network of workforce providers (the network) is set up to serve many types of specialized populations including youth, older job seekers, people with disabilities, English Language Learners (ELL), and job seekers with a range of pre-employment barriers and training needs. The network provides a range of services, delivered across 50 providers that offer everything from basic stability assistance (housing, food, medical, substance abuse abatement) to connecting jobseekers to career pathways that include training and subsidized employment.
- As part of this network the CNAP provides: general job seeker services and specialized services for elderly and non-native English speakers as well as clear linkages to other providers in the network that specialize in other services or populations. So while there are not specialized services for youth or people with disabilities, those people can be

served and will also be referred to other network partners who can provide more specific assistance.

- The CNAP provides a welcoming environment for all customer groups who are served by the AJCC. All AJCC staff are courteous, polite, responsive, and helpful to job seekers, businesses, and others who visit the AJCC. Staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.
- The CNAP is physically accessible to all customers, including customers with disabilities, meets basic programmatic accessibility standards.
- While there is a special sign-in process for veterans that triggers the priority of service, the SPR/HoE site visitor did not observe official veterans priority of service signage.
- SHE does not currently offer virtual services for job seekers.

Ranking (1-5): 3

Rationale for this Ranking: Meets 3 of 5 quality indicators

Continuous Improvement Plan and Timeline: [Click here to enter text.](#)

- Codify the approach to serving English Language Learners in a formal Limited English Proficiency Plan.
- As OEWD addresses workforce needs at the network/system level, OEWD to assess the need for virtual services with their affiliate AJCCs.
- CNAP to procure Veterans Priority of Service signage.
- Timeline: 2020

Hallmarks of Excellence #3

The AJCC actively supports the one-stop system through effective partnerships

Quality Indicators:

- The AJCC has a strong connection to the network of workforce providers in San Francisco, which includes the Comprehensive Access Point (CAP, San Francisco's comprehensive AJCC)
- The AJCC records and has a system in place for follow-through on any referrals made.

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

(Enter narrative or not applicable.)

- To support the connection between San Francisco's network of workforce providers, OEWD hosts provider meetings at least quarterly to share resources, information, best

practices and to facilitate the connection between sites. Network partners, including CNAP, collaborate on shared tasks like co-enrollment efforts and hiring events.

- CNAP specifically connects with staff from WIOA Partners:
 - They have regular contact with Department of Rehabilitation (DOR) and Human Services Agency (HSA)/CalFresh (California’s Supplemental Nutrition Assistance Program) to better strategize referral procedures.
 - City College of San Francisco (SFCC), WIOA Title II, is a significant partner for vocational training classes and outreach events.
 - Monthly language-specific workforce services presentations are offered every month with the Employment Development Department (EDD).
 - Senior Community Service Employment Program (SCSEP), WIOA Title V, services are provided at the CNAP through a contract with San Francisco, San Mateo, Santa Clara, Alameda and Contra Costa counties. SCSEP services link to other services provided by WIOA partners and AJCCs in the local areas.
- Job seekers who visit CNAP register for a One Stop Card which allows access to all affiliates in San Francisco. Job seekers who request to meet with a career advisor are asked to complete an initial assessment related to work experience, English level, computer or internet skills, transportation, etc. If the job seeker or career advisor determines during the assessment process that another service provider may be a better fit for the services requested, then a referral would be made accordingly. Career advisors will follow up with the job seekers until they no longer need services or the provision of services have been fully transitioned to another service provider.

Ranking (1-5): 5

Rationale for this Ranking: Meet all quality indicators

Continuous Improvement Plan and Timeline: n/a

Hallmarks of Excellence #4

The AJCC provides integrated customer-centered services

Quality Indicators

- The AJCC’s staff identifies with the local one-stop system and not just their own specific programs.
- The AJCC’s staff have processes in place to connect customers to other network partners and continually revisit these processes.

- The AJCC’s staff make clear efforts 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.
- Staff have received training on customer centered design.

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

- See Hallmark 3 – CNAP identifies as part of a larger system of partners, and has referral and co-enrollment processes in place (and revisits these processes regularly).
- Staff and leadership have received training in customer centered design and strive to implement principles within the CNAP.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators

Continuous Improvement Plan and Timeline: n/a

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

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC and its broader network of workforce partners provide connections to skill development and/or training opportunities for customers at all skill and experience levels.
- The AJCC’s staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials that fit into the customer’s program.
- The AJCC has not implemented a “sequence of service requirement” for training and does not have cumbersome entry steps that prohibit easy access to education and training.
- The AJCC encourages customers to access skill development and training services, and the broader network approach of partners allows for multiple points of entry into career pathways – even for those who face significant barriers.

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

- The OEWD workforce provider network (of which CNAP is a part) addresses training and skill development as a system by connecting the various access points and customers to sector training programs that provide training and credentials in growing industries in San Francisco. These sector training programs focus on San Francisco’s four fastest growing

sectors: technology, healthcare, hospitality, and construction. Sector training programs deliver contextualized and sector-specific job readiness training, job search, and employment services that will lead participants to career pathways. Participants who completed training receive industry-recognized credentials and certifications.

- The CNAP is an entry point to San Francisco’s workforce development system for job seekers looking for workforce and training services. For anyone interested in sector trainings, career advisors provide the date and time of sector orientation(s) for specific sectors. Staff may also help contact the corresponding providers if the job seeker is unable to do so. CNAP also hosts sector orientations onsite every quarter.
- SHE, the CNAP operator, is also the Hospitality Sector Coordinator and Healthcare Sector Training provider.
- Supportive services, particularly transportation, training-required uniforms, and shoes are the typical kinds of services available to customers. Other supportive services may also be available depending on the requirements of the training.
- Staff and leadership are connected to the specific pathways available in San Francisco and have also received training in sector strategies, career pathways, and connecting individuals to high-demand occupations.
- CNAP does not implement a “sequence of service,” but through network partnerships, does offer preliminary job readiness services to those clients who are interested in training but are not ready logistically or academically.

Ranking (1-5): 5

Rationale for this Ranking: Meets all applicable quality indicators.

Continuous Improvement Plan and Timeline: n/a

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

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC is an integral part of the San Francisco workforce provider network that connects workers to high quality jobs or entry level work with clear routes to advancement.
- System partners, including the AJCC, work as a local team to understand any defined strategies in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.

- OEWD leads its network of providers (including those providing services at affiliate AJCCs) in employer engagement activities, which minimizes redundant employer contacts while maximizing access to system-wide, integrated business services.
- The AJCC offers a range of services for employers such as referral of qualified candidates, on-site recruitment, pre-employment testing, skill-verification, and hiring and training subsidies
- The AJCC has processes in place to consistently seek feedback and satisfaction data from businesses on the delivery of services and applies knowledge gained for continuous improvement.

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

- Leveraging the resources of its workforce contractors, such as CNAP, OEWD leads the work of engaging employers to create a comprehensive workforce system through a dual customer (employer and job seeker) approach. OEWD provides assistance to San Francisco employers directly and indirectly by partnering with its affiliates, including CNAP, to connect employers with the job seekers with programs like First Source that prioritize hiring of local job seekers.
- As a member of OEWD's workforce provider network, CNAP's engagement with employers occurs via OEWD's sector-based approach to engaging employers, especially around training needs. This approach involves sector training programs developing and maintaining relationships with industry employers to create sector-based training models that provide job seekers with industry recognized training credentials and prepares them for the respective industry's workforce. It also creates career opportunities for sector training program graduates by connecting them with those employers in those industries. In addition, sector training programs work with employers to: validate local labor market projections; identify training needs and create training curriculum; determine career and educational pathways; identify gaps in hard and soft skill requirements.
- CNAP hosts monthly department meetings and discusses current labor market information for the local area with all staff. Information discussed includes the unemployment rate, number of jobs, and growth or reduction of jobs in certain industries. Any industry specific updates that leadership receives from emails, mailings, press releases, and so on is also shared.
- CNAP receives daily phone calls from businesses and employers looking for qualified candidates. They meet this demand by providing referrals of individual candidates (if the employer is looking for one or two candidates) as well as offering to host hiring events if an employer is looking to recruit a group of candidates for a massive recruitment.
- In addition to on-site/in-house services, CNAP partners with other NAPs to recruit candidates and makes specific referrals to the CAP if the employer is interested in/eligible for OJT services.
- CNAP regularly surveys businesses about their satisfaction with its services. Businesses have been satisfied with the high number of candidates who are present at the hiring events. They are also impressed by the quick turnaround CNAP staff provide. Career

advisors follow-up on the status of every candidate who attends the events and troubleshoot any questions or concerns that may occur in the hiring process.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators.

Continuous Improvement Plan and Timeline: n/a

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

Quality Indicators: (Describe quality indicators or enter not applicable.)

- The AJCC is a critical part of the San Francisco network of workforce providers. It contributes generally as a location where any individual can access workforce services; it also offers services to English Language Learners (ELL), older adult job seekers, and hosts the Hospitality Sector Training efforts of the system.
- The AJCC staff and leadership have received training on how to effectively assist customers in registering with CalJOBSSM and how to match customers to available jobs.
- AJCC staff have been cross-trained in the types of services provided by other WIOA programs, their eligibility requirements, and in specific referral processes.

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

- To support connections between WIOA and OEWD-funded workforce network partners, such as CNAP, OEWD has created and implemented a quarterly networking series, Coffee and Connections, to foster conversation and peer to peer learning amongst OEWD's workforce development providers. This event gives providers a space to discuss one another's programs, brainstorm solutions to challenges they are facing, and make connections for future collaborations. In addition, it aims to facilitate working partnerships across organizations.
- OEWD Program Staff also convene quarterly meetings of workforce partners by program areas and include on the agenda space for sharing of best practices and encouraging alignment and coordination to best serve the system's job seekers.
- OEWD has also invested funds in capacity building training sessions for workforce network partners, including CNAP, to share best practices in workforce development.

- CNAP staff have received training in CalJOBSSM as well as participated in cross-training sessions on the services available from WIOA partners, as well as those partners' eligibility, and referral processes.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators.

Continuous Improvement Plan and Timeline: n/a

Hallmarks of Excellence #8

The AJCC achieves business results through data driven continuous improvement

Quality Indicators:

- The AJCC operates in a cost-efficient manner and the resources invested are justified by the results.
- The AJCC and OEWD have a system in place to collect satisfaction data from individuals and employers using the AJCC's services.
- The AJCC and OEWD have a system in place to capture and respond to specific customer feedback, complaints, and compliments.
- The AJCC and OEWD analyze and review feedback and performance.
- The AJCC and OEWD identify areas of needed technical assistance and access available resources to provide that technical assistance.

Assessment of the AJCC's Strengths and Continuous Improvement Recommendations

- CNAP uses WIOA's primary indicators of performance 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.
- Working with OEWD contract managers and system supports, CNAP has developed and implemented operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.
- In PY 2018-2019, CNAP achieved the following on proxy indicators of performance (i.e. not formal WIOA measures): 93% of their enrollment goal, 107% of their work readiness goal, and placed 130% of their target into unsubsidized employment.

Ranking (1-5): 5

Rationale for this Ranking: Meets all quality indicators.

Continuous Improvement Plan and Timeline: n/a

Affiliate/Specialized AJCC Certification Form

Name of Local Board Workforce Investment Board San Francisco (WISF)

Name of AJCC Chinatown NAP (CNAP) – Self-Help for the Elderly (SHE)

Certification Criteria		
1. Memorandum of Understanding (MOU)	Yes (Check box if yes)	No (Check box if no)
An MOU is in place between the the Local Workforce Development Board (Local Board) and each partner within the America’s Job Center of California SM (AJCC).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Equal Opportunity	Yes (Check box if yes)	No (Check box if no)
The AJCC ensures equal opportunity for individuals with disabilities in accordance with the <i>Americans with Disabilities Act</i> , the <i>Workforce Innovation and Opportunity Act</i> (WIOA) Section 188, and all other applicable federal and state guidance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Local Board Certification Process	Attached (Check box if Attachment 2 is completed and attached)	
The Local Board’s outline of the process used to certify the affiliate/specialized AJCC.	<input checked="" type="checkbox"/>	
4. Hallmarks of Excellence		
Include quality indicators, assessment of the AJCC’s strengths and continuous improvement opportunities, continuous improvement goals and recommendations, and rational for ranking	Attached (Check box if category is explained on Attachment 3)	Ranking (Select from dropdown menu)
Category #1 – The AJCC physical location and facility enhances the customer experience.	<input checked="" type="checkbox"/>	3
Category #2 – The AJCC ensures universal access with an emphasis on individuals with barriers to employment.	<input checked="" type="checkbox"/>	3
Category #3 – The AJCC actively supports the One-Stop system through effective partnerships.	<input checked="" type="checkbox"/>	5
Category #4 – The AJCC provides integrated, customer-centered services.	<input checked="" type="checkbox"/>	5

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

Check one of the options below:

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

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

Signature

Kevin Carroll

Name

Chair, Workforce Investment Board San Francisco (WISF)

Title