



WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY

PROGRAMS COMMITTEE MEETING

Tuesday, April 17, 2018

2:30 p.m. - 4:30 p.m.

NEW LOCATION

America's Job Center of California at Riverpark (Ventura Room)
2901 N. Ventura Road, Oxnard, CA

REVISED AGENDA

2:30 p.m.	1.0 Call to Order, Introductions, and Agenda Review	Tony Skinner
2:32 p.m.	2.0 Public Comments <i>Procedure: The public is welcome to comment. All comments not related to items on the agenda may be made at the beginning of the meeting only.</i>	Tony Skinner
2:35 p.m.	3.0 Approval of Minutes: February 7, 2018	Tony Skinner
2:40 p.m.	4.0 WIOA Performance Reports: <ul style="list-style-type: none">Boys & Girls Clubs of Greater Oxnard and Port HuenemePathPoint, Inc.Human Services Agency: Adults & Dislocated Workers	Vivian Pettit
3:05 p.m.	5.0 AJCC Certification Evaluation: <u>Hallmarks of Excellence</u> <ul style="list-style-type: none">Process OverviewHallmarks Matrix Evaluation & Criteria ReviewNext Steps: Ratings and Continuous Improvement	Patrick Newburn, Vivian Pettit, Nancy Ambriz
4:25 p.m.	6.0 Committee Member Comments	Tony Skinner
4:30 p.m.	7.0 Adjournment <u>Next Meeting:</u> May 2, 2018 (2:30 p.m. – 4:30 p.m.) Human Services Agency (Peppertree Room) 855 Partridge Drive, Ventura, CA 93003	Tony Skinner

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WDB Programs Committee Meeting
February 7, 2018

MINUTES

Meeting Attendees

Committee Members

Tony Skinner (Chair)*
Connie Chan *
Kathy Harner*
Mary Navarro Aldana
Jerry Beckerman
Linda Fisher-Helton

**WDB Members*

WDB Staff

Patrick Newburn

Guests

Sheri Long (Vista Real Charter School)
Rebecca Evans (Human Services
Agency)
Marianna Cazares (BGCOP)
Omar Zapata (BGCOP)

1.0 Call to Order, Introductions, and Agenda Review

Tony Skinner called the meeting to order at 3:05 p.m.

2.0 Public Comments

No Public Comments

3.0 Approval of Minutes: January 10, 2018

Motion to Approve: Connie Chan
Second: Tony Skinner
Motion approved

4.0 Presentation:

WIOA Adult and Dislocated Worker Career Services, and Rapid Response Overview
Christy Norton, WIOA Program Coordinator – Business Services

Christy Norton, WIOA Program Coordinator – Business Services gave a presentation about WIOA Adult and Dislocated Worker Career Services, and Rapid Response services, Ms. Norton provided an overview of the wide variety of employment services offered at the America's Job Center of California in Oxnard and Simi Valley California. Some of the topics covered included Labor Market Information, emphasis on Customer Choice is selecting services, online job matching tools available for job seekers (including CalJOBS software), Veteran Preference, and WIOA eligibility orientations. Christy explained that the AJCC was a system of 20 partners providing services and referrals, more than just a brick and mortar location. Norton provided members with a large packet of brochures and information about available services. Members asked several questions about the volume of people seeking services, WIOA eligibility, and individuals with barriers to employment. Committee Chair Tony Skinner thanked Ms. Norton for her many years of service in employment services and for a robust presentation.

5.0 WIOA Implementation & Development:

a. On-Site Program Monitoring:

Patrick Newburn provided the committee with an update regarding the January EDD monitoring of Youth Career Service Programs. This was the first EDD monitoring of Youth Career Services

in a few years. The EDD representative conducted case reviews of 30 random client files selected from both PathPoint, Inc. and the Boys & Girls Clubs of Greater Oxnard and Port Hueneme (BGCOP). The detailed comments, observations, and findings (if any) following the monitor's weeklong review will be mailed to the WDB and ultimately shared with the committee in coming weeks. The monitor conducted an exit meeting with WDB and WIOA managers and shared suggestions for continuous improvement in several WIOA process and program services.

b. WIOA Program Providers Enrollments Report:

Patrick Newburn presented the committee with a Second Quarter Report of enrollments and Expenses for all enrolled WIOA clients including Adults, Dislocated Workers, STEPS2Work and Bridges2Work (Justice Involved clients), as well as Youth Service Providers (PathPoint, Inc. and BGCOP). The committee was informed that the State reporting mechanism (CalJOBS) remains unable to produce reports for the four WIOA Performance measures following client's exit from WIOA services. The State has been working of the software programming issues and expect this issue to be resolved sometime in 2018. Meanwhile Committee members expressed the need to review outcomes of the Youth contracted service providers in order to provide oversight and recommendations to the WDB. Member comments were noted and WDB staff will work to deliver more detailed reports at the next committee meeting.

c. AJCC Certification – Hallmarks Of Excellence:

Patrick Newburn provided committee members electronic files prior to the meeting for the upcoming Hallmarks of Excellence April evaluation. Those files over 30 pages, are details about the Hallmarks Matrix and require advance review prior to the April evaluation. At the meeting, members reviewed additional overview of responsibilities, the matrix of eight topics for evaluation, and the ranking criteria. The responsibility of the Ad Hoc. Evaluations Committee (Program Committee) is to evaluate and make recommendations for continuous improvement and to share their report to the WDB so that the WDB may consider certifying the AJCC and submit its Hallmarks of Excellence certification and continuous improvement plan to the State by June 30, 2018.

6.0 Member Comments

CWA Youth Conference Update

Linda Fisher-Helton attended the California Workforce Association (CWA) Youth Conference in Sacramento, as a guest of the WDB. Ms. Fisher-Helton spoke to committee members about her observations at the statewide gathering of youth career service providers. She commented how impressed she was with how Ventura WDB compares to the rest of the state workforce boards. Linda observed that our WDB has collaborations with programs and partners unlike other career service providers. In short, she said that we should be very proud of our programs, that the work we do sets the stage for the career path for you youth. Chair Tony Skinner thanked Ms. Fisher-Helton for her worthwhile attendance and positive comments.

7.0 Adjournment

Tony Skinner adjourned the meeting at 4:55 p.m.

Next Meeting

April 17, 2018 (2:30 p.m. – 4:30 p.m.)

America's Job Center of California at Riverpark (Ventura Room)
2901 N. Ventura Road, Oxnard, Ca.



Workforce Development Board of Ventura County

WIOA Enrollments - Program Year 2017 – 2018

Third Quarter Report: July 1, 2017 to March 31, 2018

All Providers	WIOA Adult Enrollments	WIOA Dislocated Worker Enrollments	WIOA Youth Enrollments	CWDB Steps2Work Enrollments	DOL Bridges2Work Enrollments	Total Enrollments PY 17-18 (New) and PY 16-17 (Carry-in)
	104	166	257	26	44	597

Human Services Agency / Adult and Family Services Department

Enrollments	Plan	Actual	Success Rate (Plan to Actual)	Total Enrollments PY 17-18 Actual and PY 16-17 Carry-in*	Self Service (Universal Customers)
Adult	79	64	81%	64 (Actual) + 40 (Carry-in) = 104	8042 (as of 3/31/18)
Dislocated Workers	112	82	73%	82 (Actual) + 84 (Carry-in) = 166	
Steps2Work	15	14	87%	14 (Actual) + 12 (Carry-in) = 26	
Bridges2Work	15	17	107%	17 (Actual) + 27 (Carry-in) = 44	

Boys and Girls Clubs of Greater Oxnard and Port Hueneme

Enrollments	Plan	Actual	Success Rate (Plan to Actual)	WIOA Youth Services Contract (PY 17-18)	Actual Accrued Expenses thru 2/28/18	In-Kind Contribution
Youth	92	89	97%	\$604,000	\$326,762 (54%)	Plan: \$613,206
Total Enrollments 89 ('17-'18 Actual) + 33 ('16-'17 Carry-in) = 122 (Total)				Plan - Cost Per Participant ¹ \$5,162	Actual - Cost Per Participant ² \$2,678	Actual: \$72,849 (12%)

PathPoint, Inc.

Enrollments	Plan	Actual	Success Rate (Plan to Actual)	WIOA Youth Services Contract (PY 17-18)	Actual Accrued Expenses thru 2/28/18	In-Kind Contribution
Youth	80	81	101%	\$604,000	\$370,984 (61%)	Plan: \$103,252
Total Enrollments 81 ('17-'18 Actual) + 54 ('16-'17 Carry-in) = 135 (Total)				Plan Cost Per Participant ¹ \$5,252	Actual - Cost Per Participant ² \$2,748	Actual: \$76,618 (74%)

¹ Plan Participant Cost: WIOA Core Funding divided by Total Enrollments (PY 16-17 Actual plus PY 15-16 carry-in)

² Actual Participant Cost: Actual Accrued Expenses divided by Total Enrollments (PY 16-17 Actual plus PY 15-16 carry-in)

* Actual Carry-in: PY 17-18 provider carry-in plus cases received from VACE



Workforce Development Board of Ventura County
WIOA Services Summary - Program Year 2017 – 2018
Third Quarter Report: July 1, 2017 to March 31, 2018

Executive - Program Management - WIOA Services Summary			
Workforce Development Board of Ventura County			
Path Point, Inc.			
Date Range: 7/1/2017 - 3/31/2018			
I.	Participation Summary	Enrolled	Exited
A.	Total Participants	110	18
B.	Program Activities / Services Summary		
	Basic Career Services	11	0
	Individualized Career Services	110	18
	Financial Literacy	7	0
	English as Second Language Services	0	0
	Pre-Vocational Activities	0	0
	Work Experience	39	8
	Summer Employment/Internship during the Summer (WIOA Youth)	18	6
	Employment opportunities, including internships, not limited to summer months	25	4
	Pre-apprenticeship programs	0	0
	Job shadowing	0	0
	On-the-Job Training (WIOA Youth)	0	0
	Transitional Job (WIOA Adult, Dislocated Worker, and Dislocated Worker Grants)	0	0
	Other work experience activities	25	4
	Training Services	31	1
	Other Occupational Skills Training	31	1
	Customized Training	0	0
	Skills Upgrade Training	0	0
	Entrepreneurial Training	0	0
	Registered Apprenticeship Training	0	0
	ABE / ESL with Occupational Skills Training	0	0
	On the Job Training	0	0
	Pre-Requisite Training	31	1
	Youth Occupational Skills Training	0	0
	Other Non-Occupational Skills Training	0	0
	Youth Services	0	0
	Secondary Education	29	6
	Alternative Secondary Education	0	0
	Received Other Basic Skill Training	0	0
	Educational Achievement Services	0	0
	Education Offered Concurrently with Workforce Preparation	0	0
	Leadership Development	0	0
	Adult Mentoring Services	3	0
	Comprehensive Guidance/Counseling Services	0	0
	Labor Market and Employment Information	64	8
	Postsecondary Transition and Preparatory Activities	0	0



Workforce Development Board of Ventura County
WIOA Services Summary - Program Year 2017 – 2018
Third Quarter Report: July 1, 2017 to March 31, 2018

	Established Individual Training Account (ITA)	31	1
	Support Services	99	13
	Needs - Related Payments	0	0
	Youth with Goals Set	0	0
II.	Co-Enrollment Summary	Enrolled	Exited
	Multiple WIOA Funding	0	0
	Wagner Peyser	59	15
	Trade Adjustment Assistance (TAA)	0	0
	Generic Programs	0	0
	NFJP Program	0	0
	Adult Education Program	0	0



Workforce Development Board of Ventura County
WIOA Services Summary - Program Year 2017 – 2018
Third Quarter Report: July 1, 2017 to March 31, 2018

Executive - Program Management - WIOA Services Summary			
Workforce Development Board of Ventura County Boys & Girls Club of Greater Oxnard and Port Hueneme Date Range: 7/1/2017 - 3/31/2018			
I.	Participation Summary	Enrolled	Exited
A.	Total Participants	103	8
B.	Program Activities / Services Summary		
	Basic Career Services	14	2
	Individualized Career Services	103	8
	Financial Literacy	82	1
	English as Second Language Services	0	0
	Pre-Vocational Activities	0	0
	Work Experience	26	3
	Summer Employment/Internship during the Summer (WIOA Youth)	26	3
	Employment opportunities, including internships, not limited to summer months	0	0
	Pre-apprenticeship programs	0	0
	Job shadowing	0	0
	On-the-Job Training (WIOA Youth)	0	0
	Transitional Job (WIOA Adult, Dislocated Worker, and Dislocated Worker Grants)	0	0
	Other work experience activities	0	0
	Training Services	31	4
	Other Occupational Skills Training	31	4
	Customized Training	0	0
	Skills Upgrade Training	0	0
	Entrepreneurial Training	0	0
	Registered Apprenticeship Training	0	0
	ABE / ESL with Occupational Skills Training	0	0
	On the Job Training	0	0
	Pre-Requisite Training	31	4
	Youth Occupational Skills Training	0	0
	Other Non-Occupational Skills Training	0	0
	Youth Services	0	0
	Secondary Education	1	1
	Alternative Secondary Education	0	0
	Received Other Basic Skill Training	50	1
	Educational Achievement Services	89	7
	Education Offered Concurrently with Workforce Preparation	0	0
	Leadership Development	51	7
	Adult Mentoring Services	1	1
	Comprehensive Guidance/Counseling Services	0	0
	Labor Market and Employment Information	63	1
	Postsecondary Transition and Preparatory Activities	0	0



Workforce Development Board of Ventura County
WIOA Services Summary - Program Year 2017 – 2018
Third Quarter Report: July 1, 2017 to March 31, 2018

	Established Individual Training Account (ITA)	31	4
	Support Services	97	8
	Needs - Related Payments	0	0
	Youth with Goals Set	0	0
II.	Co-Enrollment Summary	Enrolled	Exited
	Multiple WIOA Funding	0	0
	Wagner Peyser	42	5
	Trade Adjustment Assistance (TAA)	0	0
	Generic Programs	0	0
	NFJP Program	0	0
	Adult Education Program	0	0

Comprehensive AJCC Certification Matrix

Hallmarks of Excellence

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

Hallmarks of Excellence Ranking

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

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

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

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

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

Name of Local Board _____

Name of AJCC _____

Hallmark of Excellence #1

The AJCC physical location and facility enhances the customer experience

Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<p>a. The physical layout of the AJCC must inform and engage customers in staff-supported activities and allow for workshops, group meetings and a robust basic career services, rather than moving all customers to the AJCC resource room computers to conduct a job search.</p>	<p>a. The vision for the AJCC system in California, is to provide seamless customer-centered services focused on demand driven skills attainment and upward mobility for all Californians. The services should be delivered by aligning, coordinating, and integrating the programs and services of required and optional partners.</p> <p>b. AJCCs must be a professional and clean, environment where customers are greeted as they enter the AJCC. Information should be readily available about all partner program services, including how to access them.</p>
<p><u>Quality Indicators</u></p> <p>a. The location of the AJCC is convenient for customers (including those with barriers to employment). It has adequate parking and is accessible by public transportation (where available).</p> <p>b. External signage clearly identifies the location as an AJCC and meets the branding requirements of Workforce Services Information Notice 12-43.</p> <p>c. The AJCC is clean with a professional appearance.</p> <p>d. The AJCC is designed so that it is easy for customers to access services, resources, and staff assistance.</p> <p>e. The AJCC's resource area is neat, has adequate workstations to meet customer demand, and the equipment is in working order.</p> <p>f. The AJCC has adequate space available for customer reception, workshops, on-site employer recruitment events, itinerate partners, and job center staff.</p> <p>g. The AJCC has internal signage to help customers easily navigate the AJCC.</p> <p>h. Emergency evacuation procedures are in place and those procedures address the needs of individuals with disabilities.</p> <p>i. Adequate safety and security precautions are in place to protect both customers and staff.</p>	

Hallmark of Excellence #1

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

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

Rationale for This Ranking:

Hallmark of Excellence #1**Continuous Improvement Goals and Recommendations:**

Hallmark of Excellence #2

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

US DOL Characteristics of a High Quality AJCC

- a. Reflect a welcoming environment to all customer groups who are served by the AJCC. All AJCC staff are courteous, polite, responsive, and helpful to job seekers, businesses, and others who visit the AJCC. Staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.
- b. Ensure meaningful access to all customers. AJCCs must be physically and programmatically accessible to all customers, including individuals with disabilities. In so doing, AJCCs use principles of universal design and human-centered design, such as flexibility in space usage, the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. AJCCs use assistive technology and flexible business hours to meet the range of customer needs.
- c. Include both virtual and center-based service delivery for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any given time. The system can expand its reach by delivering robust virtual services; and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations, and other partners.

California State Plan Vision and Strategies

- a. Enabling upward mobility for all Californians including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and is able to access the level of education necessary to ensure economic self-sufficiency and security.

Hallmark of Excellence #2

Quality Indicators

- a. All AJCC staff honor and accommodate diversity and are comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.
- b. The local Equal Opportunity Officer periodically reviews the AJCC's policies, procedures, and facility for accessibility and equal opportunity and then provides recommendations and staff training, where needed.
- c. The AJCC has a Limited English Proficiency Plan to provide meaningful access for individuals that do not speak English as their primary language and who have limited ability to read, speak, write, or understand English.
- d. The AJCC uses the principles of universal and customer-centered design to ensure inclusive space and materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.
- e. The AJCC implements the veteran's preference and priority of service requirements.
- f. The AJCC provides services outside of regular business hours where there is a workforce need as defined by the Local Board.
- g. The AJCC delivers both AJCC-based and virtual services.
- h. The AJCC ensures that individuals with disabilities are able to access virtual services in a manner that is comparable to the access available to others.

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

Hallmark of Excellence #2

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

Rationale for This Ranking:

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #3	
The AJCC actively supports the One-Stop system through effective partnerships	
US DOL Characteristics of a High Quality AJCC	California State Plan Vision and Strategies
<p>a. Reflect the establishment of robust partnerships among partners. The AJCC operator facilitates an integrated, colocated partnership that seamlessly incorporates the services of all the AJCC partners.</p>	<p>a. Aligning, coordinating, and integrating programs and services to economize limited resources while also providing the right services to clients, based on each client's particular and potentially unique needs so as to facilitate skills-attainment.</p>
<u>Quality Indicators</u>	
<p>a. A system is in place to assess the satisfaction of both colocated and non-colocated partners with the AJCC and its services.</p> <p>b. Both colocated and non-colocated partners believe that the AJCC adds value to their program and their customers.</p> <p>c. The required AJCC partners meet on a regular basis to discuss the One-Stop system and the AJCC's contribution to the system and make recommendations for continuous improvement.</p> <p>d. The AJCC actively outreaches and provides access to non-colocated partner customers to participate in AJCC-based services, such as workshops and recruitment events.</p> <p>e. An inventory and overview of all partner services is available to all AJCC staff and all AJCC staff has received an orientation to all partner programs and services.</p> <p>f. One-Stop system marketing materials have been developed that overview all partner services for distribution to customers at the AJCC and at all non-colocated partner locations.</p> <p>g. The AJCC's partner referral process (as outlined in the Memorandum of Understanding) is being implemented with a focus on quality referrals that are likely to convert to service.</p> <p>h. Referrals are recorded and a system is in place for partners to follow-through and report progress on referrals made.</p> <p>i. The AJCC connects to the community through multiple community partnerships and community access points.</p>	

Hallmark of Excellence #3

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

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

Rationale for This Ranking:

Hallmark of Excellence #3

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #4	
The AJCC provides integrated, customer-centered services	
<p>US DOL Characteristics of a High Quality AJCC</p> <ul style="list-style-type: none"> a. Organize and integrate services by function (rather than by program); when permitted by a program’s authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJCC staff who perform similar tasks serve on relevant functional teams, e.g. skills development team. Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program. b. Use an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program. c. Develop and maintain integrated case management systems that inform customer service throughout the customer’s interaction with the integrated system and allows information collected from customers at intake to be captured. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary MOU or other forms of confidentiality and data sharing agreements. Data, however, would be shared with other programs, within the One-Stop system only after the informed written consent of the individual has been obtained, where required. 	<p>California State Plan Vision and Strategies</p> <ul style="list-style-type: none"> a. Integrated Service Delivery: braiding resources and coordinating services at the local level to meet client needs. b. Customer-Centered Service Design: use of customer centered design to involve frontline staff and customers in the development, prototyping and evaluation of AJCC services, resources, tools, and systems.

Hallmark of Excellence #4

Quality Indicators

- a. AJCC staff identifies with the AJCC system (and not just their specific program), believes that all AJCC customers are shared customers, and contributes to providing a positive AJCC experience for every AJCC customer.
- b. AJCC staff have received customer service and customer-centered design training
- c. AJCC staff is cross-trained in program partner eligibility and services, so they have the capacity to functionally serve customers well.
- d. The AJCC has clearly identified the roles, responsibilities, and authorities of both functional leaders and the supervisors of program partners and the AJCC has an integrated functional organizational chart.
- e. The AJCC has a system in place to promptly greet all AJCC customers, identify the reason for their visit and their needs, and connect them to appropriate services as quickly as possible
- f. The AJCC has developed integrated customer flow procedures that respond to customer need and moves customers seamlessly between AJCC entry and service delivery with as few hand-offs as possible.
- g. All AJCC colocated partners have identified the Career Services that are applicable to their program and the AJCC has developed methods to align/integrate the delivery of those services.
- h. The AJCC has establish protocols to co-enroll customers in more than one partner program when there is value to customers and has a strategy for effectively sharing case management when customers are co-enrolled.

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

Hallmark of Excellence #4

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

Rationale for This Ranking:

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #5

The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.

US DOL Characteristics of a High Quality AJCC

- a. Improve the skills of job seeker and worker customers. AJCCs offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, and other strategies that enable customers to compete successfully in today's global economy.
- b. Value skill development by assessing and improving each individual's basic, occupational, and employability skills.
- c. Balance traditional labor exchange services with strategic talent development within a regional economy.
- d. Create opportunities for individuals at all skill levels and levels of experience by providing customers as much timely, labor market, job-driven information and, choice as possible related to education and training, careers, and service delivery options, while offering customers the opportunity to receive both skill-development and job placement services.

California State Plan Vision and Strategies

- a. Career Pathways: enabling of progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with a labor market payoff for those being trained or educated and results in industry-recognized credentials.
- b. Earn and Learn: using training and education best practices that combine applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation.
- c. Supportive Services: providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.
- d. AJCCs as an access point for programs that provide for "demand-driven skills attainment." From this perspective, AJCCs will be operated as an "on ramp" or "gateway" to the "Regional Sector Pathways" programs either built-out or identified through the regional planning process described above.
- e. AJCCs will continue to provide the full array of Career Services and function as labor exchanges but there will be much greater emphasis on treating AJCCs as an access point for education and training services for those who want and need it.

Hallmark of Excellence #5

Quality Indicators

- a. All AJCC staff (i.e., the staff of all colocated partners regardless of staff position or program) value both skill development and employment outcomes and know how they can promote and contribute to both.
- b. All AJCC staff knows the regional target sectors, can identify regional sector career pathways, and can understand what those mean in terms of providing services to customers.
- c. The AJCC has skill development and training opportunities for customers at all skill and experience levels.
- d. The AJCC has robust training services and staff assists customers in accessing and enrolling in these services, including career pathways, integrated education and training, workforce preparation, work-based learning, and apprenticeship.
- e. AJCC staff are committed to and competent in helping customers navigate career pathways that result in industry-recognized credentials.
- f. The AJCC does not implement a “sequence of service requirement” for training and does not have cumbersome entry steps that prohibit easy access to education and training that leads to industry-recognized credentials.
- g. The AJCC ensures that supportive services are available to customers, as appropriate, to facilitate participation in training services.
- h. The AJCC strives to increase the number and percentage of all AJCC customers receiving skill development and training services resulting in industry recognized credentials.

Hallmark of Excellence #5

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

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

Rationale for This Ranking:

Hallmark of Excellence #5**Continuous Improvement Goals and Recommendations:**

Hallmark of Excellence #6 The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	
US DOL Characteristics of a High Quality AJCC a. Design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, registered apprenticeships, and competency models to help drive skill-based initiatives. b. Develop, offer, and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy. To support area employers and industry sectors most effectively, AJCC staff identify and have a clear understanding of industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across AJCC partner programs, as appropriate. This includes the incorporation of an integrated and aligned business services strategy among AJCC partners to present a unified voice for the AJCC in its communications with employers. Additionally, AJCCs use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.	California State Plan Vision and Strategies a. Regional partnerships: building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that increase job quality and support regional economic growth. b. Sector strategies: aligning workforce and education programs with leading and emergent industry sectors' skills needs. c. Fostering demand-driven skills attainment: workforce and education programs need to align program content with the state's industry sector needs so as to provide California's high road employers and businesses with the skilled workforce it needs to compete in the global economy.

Hallmark of Excellence #6

Quality Indicators

- a. All AJCC staff has high-knowledge of the regional economy, labor market conditions, business talent supply chains, and the needs of high-growth sectors and high road employers.
- b. The AJCC focuses on quality jobs by actively promoting targeted sector opportunities and high-demand occupations to all AJCC customers
- c. The AJCC promotes systems and partnerships that connect workers to high-quality jobs or entry-level work with clear routes to advancement.
- d. The AJCC has a defined strategy in place to regularly seek and capture employer advice in the design and delivery of demand-driven services for job seekers.
- e. The AJCC is an integral partner in the implementation of the Local Board's integrated business services strategy and seeks to minimize redundant employer contacts while maximizing access to system-wide, integrated business services.
- f. The AJCC offers a wide range of AJCC-based services for employers including referral of qualified candidates, on-site recruitment, pre-employment testing, skill verification, and hiring and training subsidies.
- g. The AJCC consistently seeks feedback and satisfaction data from businesses on the delivery of business services and applies the learning for continuous improvement.

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

Hallmark of Excellence #6

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

Rationale for This Ranking:

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence #7	
The AJCC has high-quality, well-informed, and cross-trained staffing	
<p>US DOL Characteristics of a High Quality AJCC</p> <p>a. Train and equip AJCC staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Center staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers. Center staff are routinely trained and are keenly aware as to how their particular function supports and contributes to the overall vision of the local board.</p> <p>b. Staff the center with highly trained career counselors, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the AJCC.</p>	<p>California State Plan Vision and Strategies</p> <p>a. Certification criteria will include an assessment of professional development and staff capacity building.</p>

Hallmark of Excellence 7

Quality Indicators

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

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

Hallmark of Excellence #7

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

Rationale for This Ranking:

Continuous Improvement Goals and Recommendations:

Hallmark of Excellence 8	
The AJCC achieves business results through data-driven continuous improvement	
<p>US DOL Characteristics of a High Quality AJCC</p> <ul style="list-style-type: none"> a. Use common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers. Center performance is transparent and accountable to the communities and regions served; data entry staff are trained and understand the importance of data validation, data collection processes, and the importance of accurate reporting. b. Develop and implement operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings. 	<p>California State Plan Vision and Strategies</p> <ul style="list-style-type: none"> a. Certification criteria will include an assessment of the way the AJCC will use data for continuous improvement.
<p><u>Quality Indicators</u></p> <ul style="list-style-type: none"> a. The AJCC contributes to the achievement of WIOA performance indicators for all core program partners. b. The AJCC reports to the Local Board on an ongoing basis the number of customers served, the types of services provided, and the outcomes of those services. c. The AJCC operates in a cost-efficient manner and the resources invested are justified by the results. d. The AJCC has a system in place to collect satisfaction data from individuals and employers using the AJCC's services. e. The AJCC has a system in place to capture and respond to specific customer feedback, complaints, and compliments. f. The AJCC regularly reviews and analyzes performance, customer satisfaction, and service data and develops specific plans for AJCC service improvements. g. The AJCC regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance. 	

Hallmark of Excellence #8

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

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

Rationale for This Ranking:

Hallmark of Excellence 8

Continuous Improvement Goals and Recommendations:

Summary of Rankings Hallmarks of Excellence AJCC Certification	
The Hallmarks of Excellence	Ranking
1. The AJCC Physical Location and Facility Enhances the Customer Experience	
2. The AJCC Ensures Universal Access, With An Emphasis of Individuals with Barriers to Employment	
3. The AJCC Actively Supports the One-Stop System Through Effective Partnerships	
4. The AJCC Provides Integrated, Customer-Centered Services	
5. The AJCC is an on-ramp for skill development and the attainment of industry-recognized credentials which meet the needs of targeted regional sectors and pathways.	
6. The AJCC actively engages industry and labor and supports regional sector strategies through an integrated business service strategy that focuses on quality jobs.	
7. The AJCC Has High-Quality, Well-Informed, Cross-Trained Staffing	
8. The AJCC Achieves Business Results Through Data-Driven Continuous Improvement	
Total Ranking for Hallmarks of Excellence:	

	Yes	No
Did the AJCC meet all Baseline Criteria requirements?		
Did the AJCC receive a “3” ranking or better on each Hallmark of Excellence?		

_____ Hallmark AJCC Certification

_____ Baseline AJCC Certification

_____ Not Yet Able to Certify

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

Signature

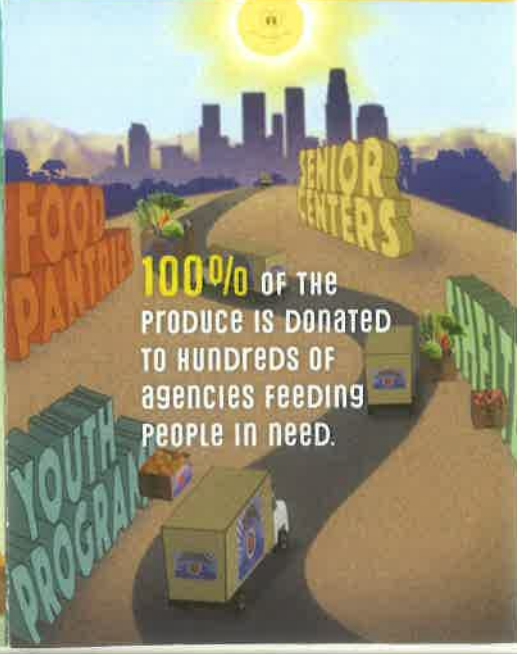
Name

Title



FOOD FORWARD

IS A VOLUNTEER-POWERED ORGANIZATION THAT FIGHTS HUNGER AND FOOD WASTE BY RECOVERING FRESH PRODUCE THAT WOULD OTHERWISE GO TO WASTE.



Southern California's
largest farmers market
gleaning program!



A FARMER DONATES PRODUCE
AT A PARTICIPATING
FARMERS MARKET



FOOD FORWARD VOLUNTEERS
COLLECT THE DONATIONS AT THE
FARMERS MARKET

100% donated
to those in need

"It's a wonderful thing to know
there's a place for this food
and that Food Forward has the
capacity to take it all!"

-Debby Takikawa, The Garden Of



Photo: John Vande Weg and Taya Kendall

PRODUCE IS DISTRIBUTED
AT A RECEIVING AGENCY

Harvest Food

More than **250 farmers** donate a
weekly average of **10,000 pounds**
of produce through our market
gleaning events!

Fight Hunger

We're fighting for the people in our
community who don't have access to
healthy food by donating everything we
glean to hunger relief organizations.

Build Community

Our **150 monthly volunteer
opportunities** give individuals
or groups the chance to play an
important role in their community.

Food Forward's Farmers Market Recovery Program is Southern California's largest market gleaning program. The goal of this program is to connect the abundance of fresh produce often left at the end of the farmers market with local food pantries and hunger-relief agencies. Produce donations are collected by volunteer glean teams and donated to local receiving agencies.

To volunteer
visit foodforward.org/volunteer
or email volunteer@foodforward.org

To become a receiving agency or bring
the program to your farmers market email
fmrecovery@foodforward.org

Food Forward is vital to helping us meet our mission of serving the most nutritious meal possible 365 days a year to the people most in need in our community.

- Sherry Bonanno, Greater West Hollywood Coalition

Join the Glean Team!
foodforward.org/volunteer



Los Angeles: 818-764-1022

Ventura: 805-630-2728

fmrecovery@foodforward.org

foodforward.org

**What happens
to the excess
produce at
the end of each
farmers market?**



**Farmers Market
Recovery Program**



7412 Fulton Ave, Suite #3, North Hollywood, CA 91605
818.764.1022 • info@foodforward.org



HARVEST FOOD • FIGHT HUNGER • BUILD COMMUNITY

FOODFORWARD.ORG



2017 ANNUAL REPORT



HARVEST FOOD • FIGHT HUNGER • BUILD COMMUNITY

FOODFORWARD.ORG

DEAR FOOD FORWARD FAMILY,

Picture 30 elephants walking down Wilshire Boulevard. Hold that image...can you believe that in 2017 Food Forward recovered an average of more than 350,000 pounds of fresh produce every week—the weight of 30 elephants! Every week! That works out to 18.4 million pounds of delicious fruits and vegetables going into the hands of our neighbors in need. More than ever before!

2017 was a year when our food recovery efforts didn't just increase, but when awareness of our work grew on a local, regional, and national level. This was also a year of intentional listening. We listened to what partners and communities needed and learned how to best support them. With a dedicated volunteer base, institutionalized logistics, and the highest level of accountability, Food Forward now possesses the competence and the passion to augment the capacity of our partners.

Working alongside some of L.A.'s most respected social justice organizations, our team has worked tirelessly to architect and pilot Food Forward's first hands-on distributions. Rescued wholesale produce is delivered straight into communities in need and distributed within a matter of hours by volunteers. For the first time, we're taking the food we recover the "last mile."

The initial response to these collaborations has been very positive. Through this model, we increased access to healthy food by distributing over 300,000 pounds to students, families, individuals, and hunger relief agencies last year. The potential for further collaboration is extremely promising. This pilot year is only the beginning.

We hope you'll see this report as a reflection of some of the highlights and stepping stones that represent a new level of engagement and impact across Southern California.

With Gratitude,
Rick Nahmias
Founder/Executive Director



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Treasurer

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Henry Tarmy • David Thorne



**FOOD FORWARD FIGHTS HUNGER AND
PREVENTS FOOD WASTE BY RESCUING FRESH
SURPLUS PRODUCE, CONNECTING THIS
ABUNDANCE WITH PEOPLE IN NEED
AND INSPIRING OTHERS TO DO THE SAME.**



2017 IMPACT



18.4 MILLION pounds rescued
and **1.5 MILLION** people fed



134,860 pounds of celery
recovered from Duda Farm
Fresh Foods in Ventura County



Partnered with Salt & Straw to
create the Rescued Food series
of ice cream flavors



Won a National Food Recovery
Challenge Award from the
U.S. EPA



Recovered fruits and
vegetables reached all eight
Southern California counties



Donated to 225 unique hunger
relief agencies—a 35% increase
over 2016



289 farms donated surplus fruits
and vegetables to the Farmers
Market Recovery Program



1,600 bags of fresh produce
provided to students and
families in Inglewood



Organizational cost to recover
and donate one pound
of produce: 9¢



Wholesale Recovery Program
rescued 464,000 pounds of
apples in two months



23,000 hours of volunteer
labor



19,015 pounds of oranges
harvested at
The Huntington Gardens

BUILDING COMMUNITY



Sheila Thomas, Director of Family Services at Watts Labor
Community Action Committee - Family Source Center

2017 was a year of building partnerships that went above and beyond Food Forward's standard donation model. One catalyst was a collaboration with the Watts Labor Community Action Committee (WLCAC), who, for the last 40 years, has been improving the quality of life for residents of Watts and neighboring communities.

In May, the Wholesale Recovery Program began dropping off a truckload of mixed produce two Wednesdays a month to create a free farmers market at WLCAC's colorful and airy community center. In September, volunteers were invited to join the efforts, which, for the first time, provided an opportunity to experience our work from recovery to distribution. This innovative model allowed Food Forward and WLCAC to distribute 240,000 pounds of healthy, fresh produce to South Los Angeles community members and local social service organizations last year.



"Food Recovery Challenge (FRC) participants, like Food Forward, make a positive difference in their communities by reducing wholesome food from landfills and incinerators. In 2017, Food Forward increased its donation of fresh, surplus produce to people in need in eight counties by 25% over the previous year."

-André Villaseñor, Southern California FRC Coordinator, U.S. EPA

REDUCING FOOD WASTE

Food waste is responsible for over 9% of global greenhouse gas emissions, a significant contributor to climate change. 15.5% of California's landfills are filled with food, making it the single largest source of waste in the state. Food Forward's work to curb the waste of edible produce reduces the presence of harmful greenhouse gases, decreases our carbon footprint, and works to slow climate change.

In 2017, Food Forward diverted 18.4 million pounds of viable food from landfills to win a third U.S. EPA Food Recovery Challenge award in a row. We prevented 7,000 metric tons of carbon equivalent, which is like removing 1,473 passenger vehicles from the road!

INCREASING FOOD SECURITY



A New Directions for Veterans client enjoying Food Forward produce

In 2017, produce recovered by Food Forward was donated to over 225 hunger relief agencies, some of whom distribute to an additional 350+ organizations across Southern California.

These fresh fruits and vegetables helped to feed 1.5 million food insecure people in our region from virtually all social service sectors: homeless outreach, domestic violence shelters, street youth homes, LGBT teen/adult/senior services, after-school programs, mental health services, low-income college programs, and veteran services. One such agency is New Directions for Veterans. They not only provide food assistance, but also help veterans struggling with PTSD, substance abuse, mental illness, and homelessness.

“NDVets’ partnership with Food Forward has given our participants access to the freshest foods for healthier diets, after going without the proper nutrition for so long. Being homeless means you are at the mercy of donations or whatever can be scavenged—fresh fruit and vegetables are an extreme rarity. Food Forward has helped NDVets provide participants with a balanced meal and essential nutrients from fresh foods.”

*-Molly Ann Mroczynski, Chief Development Officer,
New Directions For Veterans*

HOW CAN YOU HELP?



DONATE

It only costs Food Forward 9¢ to recover and donate one pound of fresh produce. That means a gift of any size goes a long way! Your financial support helps Food Forward make a positive change to people's health and the health of our planet every single day. Join us to become a part of the solution to hunger and food waste across Southern California. Visit foodforward.org/donate to make an impact.



VOLUNTEER

Food Forward hosts an average of 175 volunteer-powered events across Los Angeles and Ventura Counties every month. Join us to pick oranges in an orchard, glean local veggies from a farmers market, or train as an Event Leader. Giving just a few hours of your time can make a big difference. Learn more at foodforward.org/volunteer or by emailing volunteer@foodforward.org.



SHARE

Do you have more fruits or vegetables than you can use? Contact Food Forward! 100% of what we collect is donated, free of charge, to hundreds of hunger relief agencies across our region. Plus, produce donors get a tax-deductible receipt. Go to foodforward.org/fruittrees or email harvest@foodforward.org for more information.



FOLLOW

Get the latest news from Food Forward by following us on social media or signing up for our bi-monthly newsletter, *Fresh Juice*.

Find us:

f: [foodforwardla](https://www.facebook.com/foodforwardla)
t: [foodforwardla](https://twitter.com/foodforwardla)
@: [foodforward](https://www.instagram.com/foodforward)

To receive our newsletter, email freshjuice@foodforward.org.

2017 FINANCIAL SUPPORTERS

\$250,000 and Above

New Argosy Foundation

\$100,000 and Above

Roy & Patricia Disney Family Foundation •
Draper Richards Kaplan Foundation •
Whole Foods Market

\$75,000 and Above

The Ralph M. Parsons Foundation •
Rosenthal Family Foundation

\$50,000 and Above

The California Endowment • Bob
& Dolores Hope Foundation • The
Smidt Foundation • Flora L. Thornton
Foundation • Anonymous

\$25,000 and Above

The Philip & Muriel Berman Foundation
• David Bohnett Foundation • The
Bruery • Flora Family Foundation • The
Green Foundation • Marisla Fund of the
Orange County Community Foundation
• The Plum Foundation • The Rose
Hills Foundation • Yahoo Employee
Foundation

\$10,000 and Above

Adams-Mastrovich Family Foundation •
Albert & Elaine Borchard Foundation •
The Louis L. Borick Foundation •
California Wellness Foundation • Carrie
Estelle Doheny Foundation • The David
Geffen Foundation • Alan J. Heinrich
• Laemmle Charitable Foundation •
Scott Litt • The Los Angeles Times • Los
Angeles Times Family Fund, a McCormick
Foundation Fund • Max Factor Family
Foundation • Julia Meltzer & David Thorne
• Patagonia • Ralphs/Food 4 Less

\$5,000 and Above

Caring Community Foundation • Clif Bar
Family Foundation • Ava Jane Downing •
Esther and Steven Feder & Family •
Haltrecht Family • John Randolph Haynes
& Dora Haynes Foundation • Carla &
Thomas Heer • Jaguar Land Rover •
Scott & Rebecca Jarus • LA Weekly • Salt
& Straw • Smog City Brewing Co. • Sony
Pictures Entertainment • SourceCell,
Michael Kelley Harris, Owner • Ware
Disposal, Inc. • World Wildlife Fund

\$1,000 and Above

Sean Aron • Margaret & Danilo Bach • Bad
Robot • Michael & Randy Jane Bayard •
Diane & Jim Berliner • Karl & Emily Beutner
• Steve & Melissa Bidermann • Stevie Blacke
& Jenna Snow • Laurie Blasko • Corinne
Bourdeau/360 Degree Communications
• Julie & Steve Bram • Bruce R. Brodie &
Janet Farrell Brodie • Dave & Jennifer
Broering • Dena Brummer • Robert &
Marilyn Buckley • Carl & Kathy Buratti
• Anne & Paul Burmeister • California
United Bank • Michaela (Mikki) Catlin •
Challah for Hunger at Occidental College
• The Charitable Foundation - Berkshire
Hathaway HomeServices California
Properties • Christ Lutheran Church • City
National Bank • Clementine Cafe and
Catering • Lisa Cooper • Creative Artists
Agency • Keri & Andrew Crowell • Daphne
Dennis & John Given • Joan Egrie • Julie
Eizenberg & Hank Koning • Ernst & Young
LLP • Judy Fiskin • Food and Nutrition
Resources Foundation • Christopher &
Margaret Forman • Friedman Family •
James W. Gibson & Diana S. Lowe • Sam &
Rena Given Foundation • Carol Goldstein &
Bernie Nadel • In loving memory of Edgar F.
Gross: Gross Family • Dr. & Mrs. Ewald Heer
• Eric & Samantha Heer • Karen Hermelin &
Mark Borman • Chris A. Hollinger • Boltran
& Lila Hu • Stan Jeong & Ruth Kwan • Pam
& Evan Kaizer • Alan Kaye Family • David
& Janet Kline Family Foundation • Robin
& Neil Kramer • John & Maria Laffin Trust
• Lionsgate • Tzvia & David Mayman •
Jamie Melas, Gabe Kramer, Debbie Peters
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Bend • Nate & Joyce Nahmias • Traci & Alan
Nahmias • Rick Nahmias & Steve Kadel •
The Original Farmers Market • Samuel &
Ruby Patterson • Premier America Credit
Union • Pyken/Chae Family • Bill Resnick &
Michael J. Stubbs • Jack & Susan Reynolds •
Nike Irvin, Trustee, The Riordan Foundation
• Anne & Robert • The Schoenberg Family •
Sidney Stern Memorial Trust • Studio City
Chamber of Commerce • Susan Taylor •
Umpqua Bank • Unitarian Universalist
Church of Studio City • Jennifer Thornton
Wieland • Windward School • Cari Wolk &
Athena Parking • YH Advisors • Zimmerman
Foundation • Anonymous (16)

FINANCIALS

2017 INCOME

\$1,774,049

64%

Foundation

16%

Individual

12%

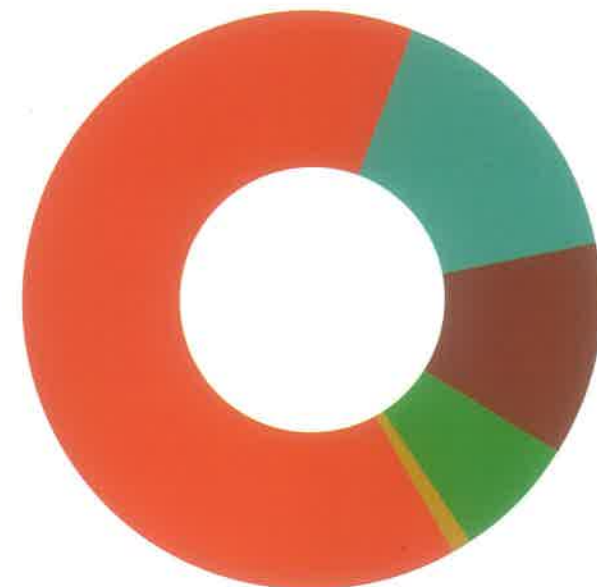
Corporate

7%

Special Events

1%

Merchandise/Other



**In 2017, Food Forward collected and donated
produce with an in-kind value of \$31,765,914.**



2017 EXPENSES

\$1,706,234

70%

Program

21%

Fundraising

9%

Administrative