



SAN BERNARDINO COUNTY WORKFORCE DEVELOPMENT BOARD

LOCAL WORKFORCE DEVELOPMENT PLAN

2017-2020

America's **Job** Center
of California™

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Glossary of Acronyms

AD	Adult Services
ADA	Americans with Disabilities Act
AEBG	Adult Education Block Grant
AEFLA	Adult Education and Family Literacy Act
AJCC	America's Job Center of California
BEF	Baldrige Excellence Framework
BSU	Business Services Unit
BSR	Business Services Representative
CBO	Community Based Organizations
CEDS	Comprehensive Economic Development Strategy
CET	The Center for Employment and Training
CSB-WIN	County of San Bernardino Workforce Investment Network
CTE	California Manufacturing Technology Consulting
CNC	Computer Numerical Control
COE	County Office of Education
CSBG	Community Services Block Grant
CTE	Career and Technical Education
CWDB	California Workforce Development Board
DOR	Department of Rehabilitation
DW	Dislocated Workers
EDA	Economic Development Agency
EDD	State of California Employment Development Department
ELL	English Language Learners
ESL	English as a Second Language
ETP	Employment Training Planning
ETPL	Eligible Training Provider List
HPB	High Performance Board
HR	Human Resources
HSEE	High School Equivalency Exam
HSS	Human Services System
IEP	Individual Employment Plan
IERC	Inland Empire Regional Collaborative
IERPU	Inland Empire Regional Planning Unit
InTech	Industrial Technical Learning Center
ISS	Individual Services Strategy
ISY	In-School Youth
ITA	Individual Training Accounts
IWD	Individuals with Disabilities
LMI	Labor Market Information
LMID	Labor Market Information Division
LWDA	Local Workforce Development Area
MOU	Memorandum of Understanding

NCCER	National Center for Construction Education & Research
NFPA 70E	National Fire Protection Association 70E - Standard for Electrical Safety in the Workplace
NIST	National Institute of Standards and Technology
OFI	Opportunity for Improvement
OJT	On-the-Job Training
O'NET	Occupational Information Network
OSHA 10	
OSY	Out-of-School Youth
PJSA	Personalized Job Search Assistance
RCWDB	Riverside County Workforce Development Board
RESEA	Reemployment Services and Eligibility Assessment
RR	Rapid Response
SB	San Bernardino County
SBCBOS	San Bernardino County Board of Services
SBCWDB	San Bernardino County Workforce Development Board
SCDC	Small Business Development Center
SWOT	Strengths, Weaknesses, Opportunities and Threats
TABE	Test of Adult Basic Education
TANF	Temporary Assistance to Needy Families
UI	Unemployment Insurance
VOS	Virtual One-Stop
WARN	Worker Adjustment & Retraining Notification
WEX	Work Experience
WIOA	Workforce Innovation & Opportunity Act
WP	Wagner-Peyser

Executive Summary

The San Bernardino County Workforce Development Board (SBCWDB) is one of two Local Boards that comprise the Inland Empire Regional Planning Unit (IERPU). SBCWDB and its IERPU partner, Riverside County Workforce Development Board (RCWDB), worked together to complete the Regional Workforce Development Plan. The SBCWDB Local Plan is aligned to the Regional Plan as well as California's Unified Strategic Workforce Development Plan released by the California Workforce Development Board (CWDB). While the Regional Plan outlines the implementation of the workforce development system at the regional level, the Local Plan describes the workforce system in San Bernardino County (SBC) and how to achieve the SBCWDB's vision of *Transforming Lives and Strengthening Business*. In accordance with the vision, the SBCWDB has adopted the following goals:

- Create a powerful, well-regarded brand.
- Identify and establish strategic alliances throughout the Inland Empire.
- Identify and pursue alternative funding sources to supplement and expand workforce services.
- Expand support for business growth and entrepreneurship.
- Improve career readiness development and retention for all job seekers.

With the desire to become a magnet region, the SBCWDB's public service levels, outreach, and engagement strategies focus on bringing prosperity to San Bernardino County. Job growth is proportionate to economic diversity and a workforce board's ability to foster innovation in these areas is key to success. As the SBCWDB strategizes and expands connections to valuable resources, leverages assets, and looks at gaps for intentional investment, business and economic development are at the forefront.

The Local Plan was developed with focus on the vision and goals while gathering input from partners and key stakeholders representing education, labor, economic development, community based organizations as well as customers including job seekers, youth, and businesses. Partners, stakeholders and customers participated in a series of Stakeholder Forums held throughout San Bernardino County (SBC) and the IERPU region to provide input and conduct assessment of local workforce activities as well as the workforce development system. Their input was used to develop the local plan and will be used as the framework for reinventing the workforce development system throughout SBC.

The overwhelming participation of partners and stakeholders in the San Bernardino County Stakeholder Forums demonstrated the strong relationships that exist across the County. The passion to provide the services that transform lives drives the collaboration needed to serve the most vulnerable residents including: low income, veterans, people needing basic skills, disconnected youth, foster youth and individuals with disabilities. This collaborative spirit, combined with expertise in serving customers with multiple barriers, is the basis for developing innovative customer-centered approaches that will prepare residents for entering and advancing to middle-skilled and mid-level wages or higher, thus ensuring economic security for individuals and their families.

The SBCWDB oversees one comprehensive America's Job Centers of California (AJCC) and two additional AJCCs, as well as 10 youth providers located throughout SBC including remote areas. AJCC partners and youth service providers work together to serve and co-enroll participants in order to maximize services while leveraging resources. AJCC partners are guided by a comprehensive Phase I Memorandum of Understanding (MOU) that includes common vision, mission, values and goals for providing exceptional customer-centered services. The AJCCs function as training hubs and create the "on ramp" to training services including career pathways.

A leader in innovation, SBCWDB also leads the Inland Empire Job Driven SlingShot Initiative, a sector strategy for the Health Care and Manufacturing industries in the IERPU. Together San Bernardino County and Riverside County

have formed the Inland Empire Regional Collaborative (IERC). Industry Champions joined the effort, providing input on employer needs including skills requirements used to design career pathways. The IERC identified the hiring needs as well as technical skill and educational requirements and workforce characteristics needed for successful employees. The requirements were used to design training curricula and the first career pathway for machine operators launched January 2017.

The SBCWDB is dedicated to creating additional career pathways using SlingShot as a model for engaging business and using their expertise to design training programs that will create the human capital they need with industry-valued credentials that they helped create. With a growing economy and the expected business and job growth in the region as detailed in the Regional Plan, initiatives similar to SlingShot will be needed to address increased demands on the workforce development system.

The SBCWDB's focus on business engagement is also demonstrated through its Business Services Unit (BSU) which provides a full menu of services through a robust process of building and maintaining relationships with businesses. Each Business Services Representative is assigned a specific region in SBC to conduct business visits, assess their needs, and convene partners, such as economic development, to address them. The BSU also conducts surveys to gather input on workforce development needs and uses this information to develop customized services for the employers. All staff have been trained to detect early warning signs of business distress in order to provide the intervention services to avert layoff or retain business. Moreover, the BSU offers a variety of unique services including a free employer hotline that provides technical assistance regarding labor laws and human resource regulations. Workshops on business topics are provided as well as business consulting and training services in Lean (a systematic method for the elimination of waste) and other performance excellence strategies.

The innovative services for adult job seekers, youth and business are the result of the organization's leaders, including the members of the SBCWDB, who maintain focus on serving residents most in need and in serving businesses that contribute to economic growth and vibrant communities. The SBCWDB has established its strategic goals which align to the CWDB's seven priorities and three objectives, demonstrated its commitment to work towards achieving the CWDB's vision in San Bernardino County. The SBCWDB envisions San Bernardino County and the Inland Empire region as a magnet, attracting residents and businesses because of the quality of life, availability of a strong workforce and high quality education that is unmatched across the nation. Efforts are strategically targeted focused on San Bernardino County as a place where people are proud to live, work, and play and where businesses want to locate. We believe this focus will result in transformed lives, stronger businesses and economic prosperity throughout the County and the region as a whole.

1. Local Board Vision

1.1 Strategic Vision

The San Bernardino County Workforce Development Board (SBCWDB) is a 19-member Board dedicated to educating and training the local workforce to build the human capital that can support the business community. Comprised of a majority of business members, the SBCWDB's focus is to ensure that the residents of San Bernardino County (SBC) have the skills, training, and education to achieve their career goals, and the SBC employers are able to hire, develop and retain a competitive workforce.



In alignment with its vision and mission (Figure 1), its main functions include:

- Administration and oversight of local Workforce Innovation and Opportunity Act (WIOA) funding for adults, dislocated workers, and youth;
- Support programs that build employable skills of the SBC workforce;
- Create a strategic plan aligned with the Governor's and California Workforce Development Board's goals and priorities;
- Align WIOA services with the countywide vision of creating a vibrant economy with a skilled workforce;
- Operate the America's Job Centers of California (AJCC) located within SBC;
- Identify and understand the workforce investment needs of local businesses and job seekers;
- Commission independent research studies to identify top industry demand sectors.

Figure 1: SBCWDB Vision & Mission

Vision	<i>Transforming Lives and Strengthening Business</i>
Mission	<i>To promote a workforce development system that supports economic vitality by creating opportunities for business, employees and job seekers.</i>

The SBCWDB participated in an annual strategic planning session and conducted an assessment of strengths, weaknesses, opportunities and threats (SWOT). Using the results, the Board revised its vision and mission and established its strategic goals (Figure 2) for its local workforce development system. The goals are in alignment with the California Workforce Development Board's (CWDB), objectives, priorities and vision of "Skills Attainment for Upward Mobility and Shared Prosperity"¹. The results of the planning session, including the vision, mission and strategic goals, set the foundation for both local and regional planning.

Figure 2: SCBWDB Strategic Goal Alignment

SBCWDB Goals	CWDB Objectives/Priorities Alignment	
	Objectives	Priorities
Create a powerful well-regarded brand	Aligning, coordinating, and integrating programs and services	
Identify and Establish Strategic Alliances	Organizing Regionally, Building Cross System Data Capacity, Integrating Services and Braiding Resources	
Identify and Pursue Alternative Funding Sources to supplement workforce services	Aligning, coordinating, and integrating programs and services	
Expand the support for Business Growth & Entrepreneurship	Organizing Regionally, Building Cross System Data Capacity, Integrating Services and Braiding Resources	
Improve career readiness, development and retention for all job seekers	Sector Strategies, Career Pathways, Utilizing Earn and Learn Strategies	
	Sector Strategies	
	Enabling upward mobility for all Californians	
	Sector Strategies, Career Pathways, Utilizing Earn and Learn Strategies	
	Fostering "demand-driven skills attainment"	

¹ California's Unified Strategic Workforce Development Plan, Skills Attainment for Upward Mobility; Aligned Services for Shared Prosperity: California's Workforce Development Plan Under the Workforce Innovation and Opportunity Act (WIOA) for Program Years 2016-2020. California Workforce Development Board.

The SBCWDB is one of two Local Boards (Boards) that comprises the Inland Empire Regional Planning Unit (IERPU). The two Boards set the direction for regional planning by developing and adopting a vision statement for the regional workforce development system (Figure 3). To develop a plan for the region, multiple Stakeholder Forums were held to gather input from partners; stakeholders; and customers including business, job seekers and youth. More than 150 San Bernardino County partners, stakeholders and customers participated in Stakeholder Forums and Focus Groups to provide input into the plan. An assessment was conducted of workforce development activities and regional planning elements to identify strengths as well as opportunities for improvement (OFIs). The results were used to develop a plan for organizing and implementing a regional strategy to prepare an educated and skilled workforce, and assist the CWDB in meeting its goal to: *“produce a million “middle-skill” industry-valued and recognized postsecondary credentials broadly defined here as sub-baccalaureate credentials with demonstrable labor market value, including industry-recognized certificates, or certifications, or certificates of completion of apprenticeship, or professional licenses, recognized by California or the federal government, as well as industry-valued associate degrees that facilitate movement into either the labor market or longer term educational programs aligned with the state’s workforce needs.”*²

Figure 3: IERPU Vision

The workforce development strategy for the Inland Empire is to reinvent a regional system that engages business in identifying high quality jobs and designing the training programs to create the competitive workforce they need. Regional partners will prepare the workforce by ensuring that services address barriers to employment and promote educational attainment to create the pathways from dependency to prosperity.

1.2 Strategy for Core Program Implementation

The SBCWDB and its AJCC staff have a long-history of partnerships with other workforce agencies, education, training providers, community based organizations, economic development agencies, and business. Historically, SBCWDB has relied on partners to braid funding and maximize services, creating a wide range of options available to customers. These partnerships have been strengthened with the signing and implementation of the Phase I AJCC System Memorandum of Understanding (MOU) which details partner roles, services, referral, information sharing and protocols. Further, the Phase II MOU, currently in negotiation, focuses on sustainability and strength of the workforce development system through resource sharing and joint infrastructure funding. The MOUs provide a framework for implementing core programs within the workforce development system to achieve the three objectives established by the CWDB in its California’s Unified Strategic Workforce Development Plan:

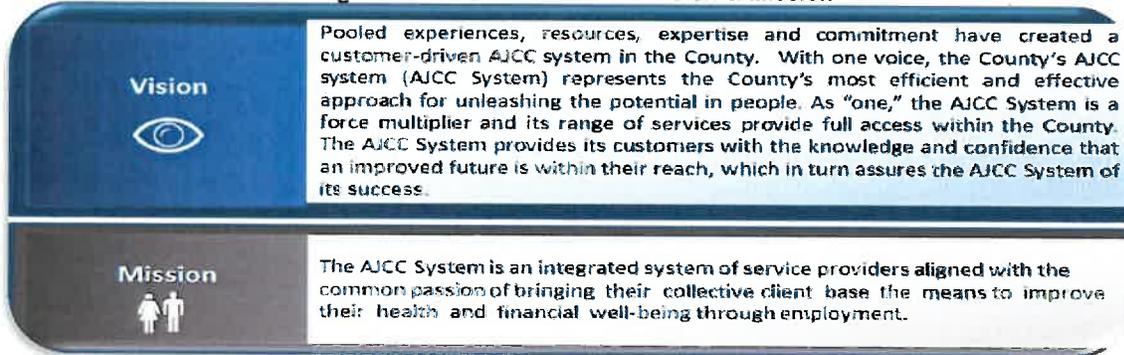
1. Foster demand-driven skills attainment;
2. Enable upward mobility for all Californians; and
3. Align, coordinate, and integrate programs and services.

To achieve the three objectives, the AJCC System partnership is committed to working together to increase access to the AJCCs’ full range of services. These services are available for all customers seeking to find a job, build basic education and/or occupational skills, obtain guidance on how to make career choices, earn a post-secondary certificate or degree, or identify and hire skilled workers.

² Ibid.

To support the collaboration, the AJCC Partners developed a unified vision statement and mission for the AJCC System (Figure 4) and goals (Figure 5) all in alignment with CWDB's vision, goal, objectives and priorities.

Figure 4: AJCC MOU Partners Vision & Mission



	Increase the employment, retention, and earnings of shared customers in high growth industry sectors and in-demand occupations that create county-wide prosperity
	Increase the number of shared customers who receive industry-recognized postsecondary credentials.
	Support AJCC System alignment, service integration, coordination and continuous quality improvement using data to support evidence-based decision-making.
	Ensure multiple access points to the AJCC System particularly for those with barriers to employment.
	Support the continued collaboration between business, industry and the AJCC system to align programs and services with business and industry needs.

Figure 5: AJCC System Goals

To implement the AJCC System using the goals, the partners meet on a quarterly basis, whether they are co-located or not, to coordinate service delivery, co-enrollment, new programs and services available, and review goal achievement. These meetings are also used to review challenges that customers are facing in completing training or securing employment in order to find additional assistance or resources to assist. New programs and services are also discussed and workgroups may be formed to develop the ideas on behalf of the partnership.

The SBCWDB also has established Standing Committees that include partners and stakeholders in addition to Board members including: Youth Committee, Economic Development & Business Resources, and Special Populations. These Standing Committees bring together leaders to explore opportunities to collaborate further, expand partnerships and promote customer-centered services. Members are also involved in projects that support core programs including WIOA Title I Adult, Dislocated Worker and Youth programs; Adult Education and Literacy Act; Wagner-Peyser Act; and Rehabilitation Act programs.

The Local and Regional Plan Stakeholder Forums recently held included an assessment of the regional and local workforce development activities. This feedback was used for developing the strategy in the regional and local plans to accomplish the

Figure 6: Strategy for Core Programs



vision of the workforce development system. Feedback will also be used by the AJCC Partners to improve and carry out their core programs. The local and regional plans will also be used to guide and carry out SBCWDB's core programs.

2. Alignment to State Plan Policy

2.1 Workforce Development System

The SBCWDB recognizes the challenges that unemployed job seekers and youth face in the attempt to gain education and skills, gainful employment and an improved quality of life. The environmental scan conducted for regional planning found barriers in the economic landscape including:

- Low Income: SBC residents living below poverty level total 19.5% of the population;³
- Language: More than 300,000 residents speaking English "less than very well";⁴
- Disconnected youth: "Idle" youth that are neither working nor employed and are ages 16 to 19 total 9,712;⁵
- Limited Educational Attainment: More than 270,000 residents over the age of 25 have no diploma or equivalent;⁶
- Veteran Status: 98,500 are veterans that face the challenges of successfully transitioning to the civilian workforce;⁷ and
- Disabilities: More than 120,000 residents between the ages of 18 to 64 have disabilities⁸.

This demographic profile of our residents provides a basis for developing programs and services that address potential barriers to the most vulnerable populations.

The AJCC programs and services include all the services provided through the SBCWDB's AJCCs including all partner services provided in the centers and throughout the County. Youth Services (Figure 7) includes In-School Youth (ISY) and Out-of-School Youth (OSY) and Business Services are detailed in Figure 9. SBCWDB services for adult job seekers (Figure 8) include those eligible for WIOA Title I Adult Services (AD) and those eligible for Dislocated Worker Services (DW).

Figure 7: Youth Services

³ *Poverty Status in the Past 12 Months, 2011-2015 American Community Survey 5 Year Estimates*. American FactFinder, US Census Bureau.

⁴ *Selected Social Characteristics in the United States*. American FactFinder, US Census Bureau.

⁵ *Characteristics of Teenagers 15 to 19 Years Old 2011-2015 American Community Survey 5 Year Estimates*. American FactFinder, US Census Bureau.

⁶ *Educational Attainment 2011-2015 American Community Survey 5 Year Estimates*. American FactFinder, US Census Bureau.

⁷ *Veteran Status 2011-2015 American Community Survey 5 Year Estimates*. American FactFinder, US Census Bureau.

⁸ *Ibid Selected Social Characteristics in the United States*.

Youth Services		
<ul style="list-style-type: none"> • Initial Assessment • Eligibility for all AJCC Programs • Orientation • Career Assessment • Career Exploration • CSB-WIN (CalJOBS) Registration • Information/ referrals for Diploma/HSEE 	<ul style="list-style-type: none"> • Individual Services Strategy (ISS) development • Mentorship • Work Experience (WEX) • Internships • College tours • Case Management • Counseling 	<ul style="list-style-type: none"> • Work readiness skills • Financial literacy • Tutoring • Labor Market Information • Follow-up Services • College Information & Financial Assistance • English as a second Language
Skills Development		
<ul style="list-style-type: none"> • Leadership Development • Career Pathways • Postsecondary Transition 	<ul style="list-style-type: none"> • Career & Vocational Training • On-the-Job Training 	<ul style="list-style-type: none"> • Entrepreneurial training • Diploma/Equivalency Prep
Job Placement Assistance		
<ul style="list-style-type: none"> • Job Development • Customized Recruitments 	<ul style="list-style-type: none"> • Job fairs • Career fairs 	<ul style="list-style-type: none"> • Job Coaching
Supportive Services		
<ul style="list-style-type: none"> • Fees for training certificates: CPR, food handler, driver's license 	<ul style="list-style-type: none"> • Uniforms • Books, supplies • Transportation 	<ul style="list-style-type: none"> • Childcare • Training and work tools • Interviewing clothes

The SBC has experienced improvements in high school graduation rates from 78.3% in 2014 to 78.6% in 2015; however, this educational attainment rate remains below the state and national rates of 81.8% and 86.7% respectively⁹. At a local level, with a poverty rate of 19.5%, SBC surpasses Los Angeles (LA) County whose recorded poverty level is 18.2% in 2015. Although SBC recorded a higher poverty rate than LA County, SBC surpasses the educational attainment rate of LA County (77.3%). This is an accomplishment for SBC schools considering poverty levels are directly correlated to educational attainment rates by US Census. This outcome provides an insight to the strength of SBC's educational system.

The SBCWDB has maintained a strong partnership with its local school districts and schools. The Superintendent of Schools for the San Bernardino City Unified School District lends his expertise as a member of the SBCWDB. In addition, the SBCWDB has long-standing partnerships with the public and private educational institutions throughout the County, including K-12, and post-secondary. Together, the educational partners and SBCWDB have worked to address the needs of students in order to decrease the dropout rate. Further, the SBCWDB has established and maintains a strong partnership with educational and community leaders to promote school attendance and alleviate barriers for students and families. With the WIOA focus on OSY, SBCWDB youth services strategically targets these young people, fostering support that leads to reconnection with education and/or the labor market.

As demonstrated in the IERPU Regional Plan, Educational Attainment has a direct correlation to median earnings. Even those individuals with some college or Associate's degree make approximately half the salary of those with a graduate or professional degree. With the focus to move residents into middle-skill and mid-level wages towards economic security, educational attainment will continue to be a priority for youth services. Vocational paths and career training is customized to meet the need of the populations we serve; individualized services provide opportunity to direct disconnected youth into a field of study that leads to sustainable employment.

⁹ Educational Attainment 2011-2015 American Community Survey 5 Year Estimates. American FactFinder, US Census Bureau.

Figure 8: Services for Adult

Basic Career Services		
<ul style="list-style-type: none"> • Eligibility for AJCC Services • Outreach • Intake • Orientation • Initial Assessment • Labor Exchange • Labor Market Information • Resume Preparation 	<ul style="list-style-type: none"> • Performance and Cost Information • CSB-WIN (Job Bank and CalJOBS registration) • Career Resource Center for Self-Service • Supportive Services Information • Unemployment Insurance (UI) Information • Financial Aid Information • Referrals to Programs • Interview & Job Search Workshops 	
Individual Career Services		
<ul style="list-style-type: none"> • Comprehensive Assessments • Career Planning & Counseling • Individual Employment Plan development • Case management • One-on-One Resume Assistance 	<ul style="list-style-type: none"> • Workforce Preparation • Short-Term Pre-Vocational Services • Supportive services • Financial Literacy • Mock Interviews 	<ul style="list-style-type: none"> • Out of Area Job Search • Follow-Up Activities • Career exploration • Internships • English Language Acquisition
Training Activities		
<ul style="list-style-type: none"> • Career/Occupational Skills Training • Entrepreneurial training • Career pathways training • OJT Subsidized Employment 	<ul style="list-style-type: none"> • Incumbent Worker Training • Individual Training Accounts • Adult education literacy, numeracy, ESL activities (contextual) 	<ul style="list-style-type: none"> • Customized training • Diploma/High School Equivalency Exam prep • Career and Technical Education • Apprenticeships
Job Placement Assistance		
<ul style="list-style-type: none"> • Job Development • Pre-Screening candidates • Hiring Events 	<ul style="list-style-type: none"> • Job Matching • Career Fairs • Industry Specific Job Fairs 	<ul style="list-style-type: none"> • Job Search Assistance • Job Coaching
Supportive Services		
<ul style="list-style-type: none"> • Transportation • Fees for Training Certificates: CPR, Forklift, 	<ul style="list-style-type: none"> • Driver's License, CA ID • Birth Certificates • Uniforms 	<ul style="list-style-type: none"> • Training and Work Tools • Interviewing Clothes • Books, Supplies

Figure 9: Business Services

Business Services		
<ul style="list-style-type: none"> • Industry Sector Strategies • Business Needs Assessments • Layoff Aversion • Outplacement Services • Hiring Events • Business Workshops 	<ul style="list-style-type: none"> • Labor Market Information • Customized Training • Business Resources & Referrals • Incumbent Worker Training • Mass Recruitments & Job Fairs 	<ul style="list-style-type: none"> • Government Resources • Human Resources Information • Tax Incentives • Human Resources Consulting Services & Hotline

The unemployment rate for youth (civilian, non-institutionalized) ages 16-19 is 39.1% and 20.1% for youth ages 20-24¹⁰ supporting the SBCWDB's commitment to youth services as a priority. Unemployment rates are based on labor

¹⁰ Employment Status 2011-2015 American Community Survey 5 Year Estimates. American FactFinder, US Census Bureau.

participation and therefore, would not include those youths that report they are enrolled in school full-time or not participating for other reasons. In 2013, the SBCWDB (formerly the Workforce Investment Board under the Workforce Investment Act), established three primary goals which remain today:

1. Improving the local area's basic skills deficiency rate and helping youth attain their high- school diploma or GED.
2. Creating pathways to allow participants to gain work experience through On-the-Job Training (OJT), paid and unpaid work-experience placements.
3. Supporting and providing assistance to participants with enrollment into post-secondary education, advanced training opportunities or college.

Based on the SBCWDB's priorities and related goals, Youth Services (Figure 7) have been developed to address this leadership direction as well as to meet the needs of young people. All young adults, ages 18 to 24, are screened for potential co-enrollment into WIOA adult services. Often, young adults need career and occupational training and are prime candidates for enrollment into career pathways training opportunities.

2.2 Supporting the Seven Priorities

The SBCWDB and the AJCC partners aligned their goals with the seven priorities of the CWDB (Figures 2 and 5). The MOU guides the AJCC partnership's implementation of core programs and services in support of the seven priorities. Programs and strategies that demonstrate support of the seven priorities include Sector Strategies, Career Pathways, Organizing Regionally, Earn and Learn, Supportive Services, and Building Cross-System Data Capacity.

1. Sector Strategies: The SBCWDB focuses investments in five target industry sectors: Transportation/Logistics, Manufacturing, Health Care, Construction, and Trade/Transportation/Utilities. Each sector requires innovative solutions and systems such as industry-recognized credentials and career pathways to be effective. Two existing pathways for Manufacturing are in collaboration with San Bernardino Community College District and the Industrial Technical Learning Center (InTech). SBCWDB continuously explores opportunities to expand sector partnerships in each of the five target industry sectors. Regionally, the SBCWDB and RCWDB selected three target industries: Health Care, Manufacturing, and Transportation and Logistics.

The SBCWDB has been an active leader in Inland Empire Job Driven SlingShot Initiative, a sector strategy for the Health Care and Manufacturing industries in the IERPU. In partnership with RCWDB, representatives from the two target industries were recruited and have become Industry Champions, providing input on employer needs including skills requirements used to design career pathways.

Industry Champions include:

- *Health Care:* Desert Valley Medical Center, Loma Linda University Health, Riverside Medical Clinic, and Premier Medical Transportation
- *Manufacturing:* Patton Sales Corp., Central Wire, California Steel, Inc., Mag Instrument, and Phoenix Fire Helmets.

The IERC is dedicated to developing regional sector strategies and career pathways that are designed by employers to ensure their needs are met and that graduates earn credentials that are valued by other employers within the target industries. To accomplish this vision, the IERC is committed to:

- Open exchange of information and ideas;

- Connecting with public and higher education systems to prepare the workforce for career opportunities and skills needed in the industry;
- Identifying workforce, economic, and academic opportunities that can facilitate or hinder the ability of industry to be competitive in the global economy;
- Providing job opportunities;
- Creating innovative solutions to meet the recruitment, training, and retention needs of businesses in Health Care and Manufacturing;
- Building awareness and securing support for the IE Slingshot Initiative with colleagues and industry associations so that the project continues to grow in sustainability and longevity.

Recognizing that dedicated experts are needed to work with industry representatives, the two Boards procured Industry Sector Consultants for two target sectors, Manufacturing and Health Care. The Consultants will be responsible for coordinating employer convenings, facilitate business needs assessments and analysis, coordinate partners and program development of career pathways to meet the needs of employers in the sector, and oversee the implementation of career pathways.

2. Career Pathways: Career pathways will be developed in order to create the pipeline of qualified workers that employers need in each of the five target industry sectors. SBCWDB uses demand-driven, customer-centered methodology to design and deliver the career pathways that assist job seekers and youth in achieving education and career goals that they did not believe were possible. In assisting these customers achieve their goals, the AJCCs also create the talent that employers need. SBCWDB relies on a combination of new and innovative ideas as well as evidence-based practices that have proven record of success. Career pathways are delineated in a participant's Individual Employment Plan (IEP) and Individual Service Strategy (ISS), creating a roadmap for the customer. Career pathways are the most successful services for participants with multiple barriers, including OSY because of their short-term training and greater likelihood for employment upon graduation.

Initiatives have begun and will be explored and expanded through partnerships with the Inland Empire/Desert Regional Consortium of Community Colleges and the Strong Workforce plans. Current pathways that offer opportunities for expansion of referral systems and partnership exist. In healthcare, Certified Nurse Assistants move through a path to Licensed Vocational Nursing, to Registered Nurse or case managers. Individuals who begin a career path as Medical Assistants can move to Medical Records and Health Information Technicians. In manufacturing, career pathways for machinist and electricians lead to certification for commercial and industrial equipment mechanics. In transportation truck driving continues to be a well-paying position, pathways can create opportunities for bus and truck repair and diesel engine specialists.

A model career pathway example is the one created through SlingShot, designed by the IERC, for the machine operator occupation with competitive entry level wage range of \$15 to \$25 per hour. The Industry Champions provided their list of requirements including technical skills, workforce characteristics and educational skills. This list was used by training providers to develop a curriculum and training program for the IERC to consider. The Industry Champions were involved in reviewing proposals, and selecting providers.

The training will include technical skills such as ISO 9000 quality management standards, AutoCAD, basic mechanical skills and safety procedures and soft skills including work ethics, critical thinking skills, problem solving and customer service. Graduates will be instructed and certified through standards of the National Center for Construction Education and Research (NCCER), producing nationally recognized credentials. They will earn certifications in OSHA 10, NCCER, basic machinist, NFPA 70E Arc Flash Safety for electrical safety, and forklift

operations. Industry Champions will continue to be involved in the program and provide input to implement any improvements that may be needed.

- 3. Organizing Regionally:** The SBCWDB has a long history of partnering with neighboring RCWDB to serve customers including business, job seekers and youth. The focus of the seven CWDB priorities for regional approaches has inspired the two Boards to expand their partnership. With similar economic and demographic profiles, the two Boards each have local target industry sectors and will also continue to coordinate sector initiatives regionally. This promotes an integration of services and leverages the WIOA funds that support the strategy. Further, the two Boards have led the development of the IERPU Regional Plan, bringing together their partners and stakeholders to assess the overall regional efforts and workforce development activities. Several partners work with both Boards, making this approach a natural progression as well as a time-saving effort for partners. The IERPU Regional Plan delineates current and future efforts for organizing regionally.
- 4. Earn and Learn:** Earn and learn opportunities will continue to be expanded including paid Work Experience (WEX), OJT and apprenticeships. SBCWDB have labor representatives on the Board to assist in the creation of pre-apprenticeship and apprenticeship opportunities. Further, the SBCWDB is committed to exploring innovative approaches to establishing apprenticeships across its five target industry sectors in conjunction with its AJCC partners as well as RCWDB.

Earn and learn experiences present employers with a constant pipeline of qualified talent and skilled labor to meet an increasingly competitive business environment. Hiring incentives such as OJT and labor force cross-training through WEX, and upskilling through customized training programs provide County workers with a vehicle to close the skills gap and employers the platform to develop talent.

The “earn and learn” experience is a cornerstone of County business attraction, expansion, and retention strategies. Transformative in nature, it presents one polar end of a magnet region: locally available skilled talent. Whether business is scouting San Bernardino County as an employment locale, expanding production, or leveraging other County resources to remain; developing an accessible skilled labor pool is a primary component of County operations.

- 5. Supportive Services:** Supportive services (Figures 7 and 8) are provided by all partners in order to ensure wrap-around services for all participants to fully address barriers. AJCC staff continue to seek new resources and services to provide to participants, ensuring program retention and overall success. The AJCC System MOUs formally align partners, providing access and availability to supportive services throughout the workforce system. The AJCC System MOUs will formally align partners, providing access and availability to supportive services throughout the workforce system. Partner resources will be leveraged in order to maximize availability of support to customers.
- 6. Building Cross-System Data Capacity:** AJCC Partners currently share customer information manually to ensure partners have the information they need when receiving referrals. Partners continuously seek ways to streamline and share information. Protocols have been established and agreed to in the MOU with AJCC System Partners. Current Cross-System capacity is used as follows:
 - a. Labor Market Information (LMI) Systems:** LMI data is available through CSB-WIN and EDD websites. All staff and partners have access to LMI data through the State of California Employment Development Department (EDD) website and monthly reports are shared across partners to keep abreast of current unemployment rates and occupational employment statistics, including median wages, benefit options, and skills necessary. EDD Labor Market Information Division (LMID) partners are available to provide further information regarding local LMI and overall labor intelligence. The SBCWDB is in the process of developing

dashboards and other interactive reports to provide improved tools for the SBCWDB members and staff to make evidence based decisions based on real time data.

- b. *Communication Systems:* Partners rely on the e-mail system for continuous and consistent communication as well as websites for upcoming events and announcements. Meetings are established using Outlook and can be held via conference calls or web conferencing. Overall, partners rely on face to face meetings ranging from staff meetings at the AJCC level, the SBCWDB meetings, as well as the Standing Committee meetings that allow for information exchange, planning and coordination of core programs. Further, quarterly AJCC (MOU) System Partner meetings are held both at the leadership (signatory) level and the line-staff level. The Phase II MOU is underway which will also establish cost-sharing for cross training of staff to ensure complete knowledge of partner services and a solid system understanding for all partners.
 - c. *Job Banks:* The most widely used job bank is CSB-WIN which is connected to EDD's CalJOBS and is available to all participants, whether they are enrolled in an AJCC program or not. Customers can access the CSB-WIN from the convenience of their own home as well as the AJCCs. CSB-WIN is the Virtual One-Stop (VOS) that allows customers to register for services and access job search tools. It is also used for career assessment and exploration tools, researching information on education and training, labor market tools, building a resume and reviewing interview techniques.
 - d. *Data Collection and Reporting Processes for All Programs:* Currently, AJCC Partners rely on self-reporting of outcomes and sharing information during regular partner meetings. Regional efforts for addressing data collection and reporting that will also benefit the local level are as follows:
 - i. Industry Consultants will hold the responsibility for reporting progress to the workforce boards, as well as outcomes for career pathways and industry sector activities in Health Care and Manufacturing. This tracking and reporting will encompass all partner enrollments, credentials earned and placements.
 - ii. Regional efforts are underway to establish a reporting system where partners will be able to report outcomes.
 - iii. SBCWDB will be monitoring system-wide performance and outcomes on a regular basis. With many Partner leaders participating in the Local Boards, this regular reporting approach will allow leaders to address barriers in data collection and reporting.
- 7. Integrating Services and Braiding Resources:** SBCWDB continues to explore innovative ideas for integrating services and braiding resources. AJCC Partners work together to co-enroll and co-case manage mutual customers. Several partners, including EDD, have a long history of co-enrolling participants as a primary method of braiding resources. As regional partners, SBCWDB and RCWDB have also joined to leverage resources including the joint procurement of Industry Sector Consultants to facilitate industry sector strategies and the development of career pathways in response to identified sector needs. Further, the WIOA programs are administered by San Bernardino County; this structure facilitates integration of services with other county programs including Economic Development, Human Services System (HSS), Probation, Child Support Services, Sheriff, Community Development & Housing and Transitional Assistance Departments.

3. Services & Service Delivery

3.1 Expand Access to Services

The AJCC Partners continue to seek methods to expand access to services while targeting special populations, including those living in remote areas. Strategies to increase access are as follows:

1. **Target Populations:** Access to services by shared customers is enhanced with the signed Phase I MOU (Attachment VII). The MOU not only details the referral process but also addresses customers who have priority of service and target populations. While partners each have their own definition of priority customers, most have similar requirements to WIOA which include: veterans, low-income, and those needing ESL or Basic Skills. The AJCC Partners agreed to target customers with multiple barriers including:
 - Displaced homemakers
 - Low-income individuals
 - Native Americans, Alaska Natives, and Native Hawaiians, defined in Section 166 of WIOA
 - Individuals with disabilities, including youth
 - Older individuals
 - Ex-offenders
 - Homeless individuals
 - Youth who are in or have aged out of foster care
 - Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
 - Eligible migrant and seasonal farm workers as defined in Section 167(i) of WIOA
 - Individuals within two years of exhausting lifetime eligibility under Part A of Title IV of the Social Security Act
 - Individuals soon to exhaust assistance under Temporary Assistance to Needy Families (TANF)
 - Individuals identified as Basic Skills Deficient
 - Single parents, including pregnant women
 - Long-term unemployed individuals
 - Other groups as the Governor involved determines to have barriers to employment.
2. **AJCC as "On ramp":** The AJCC partnership envisions coordinated training services using the AJCC as the hub, which will assist in creating access to training services. The AJCC can then be used as the on ramp to career pathways using sector partnerships. With the WDB staff coordinating the pathways, this will help to centralize access to training through the AJCC, ensuring that customers have access to the service regardless of the partner funding or providing the pathway training.
3. **Ensuring Accessibility:** All partners are required to abide by the Americans with Disabilities Act (ADA) which requires reasonable accommodation for Individual with Disabilities (IWD) to access services offered. Compliance is also included in the MOU. The AJCCs are monitored every two years by EDD to ensure compliance. EDD will

discuss any potential OFIs on site so that the AJCC managers can respond to immediately prior to corrective action reports being generated. The SBCWDB Special Populations Standing Committee is tasked with identifying resources to continuously expand access to services. This committee will host employer workshops on disability awareness to successfully incorporate IWD as a labor resource. The AJCC System MOU will solidify the relationship between the AJCCs and the Department of Rehabilitation, allowing for close alignment of services and expanding options for accessibility.

4. **Co-Enrollment:** Continued coordination of services, and integration of AJCC partner services are a priority to ensure that resources are leveraged and that customers have access to all available services they need. Partners discuss co-enrollment issues and strategies at quarterly meetings, identify OFIs and then work to improve and innovate their process.
5. **Access 24/7:** Website services offer 24/7 access for business, youth and adult job seekers. CSB-Win and CalJOBS are available for job search, labor market data, occupational research, career exploration, and skill assessment from any computer with internet access. Employers can post jobs and look for candidates at their convenience. Expansions will be made to AJCC Partner websites, adding links that connect to other partner programs to facilitate continued access for customers.

3.2 Facilitate Development of Career Pathways & Co-Enrollment

The SBCWDB collaborates with industry, education and other partners to explore opportunities to develop career pathways in target industries. One example is SBCWDB and RCWDB have partnered to coordinate a regional approach to industry sector strategies using Industry Consultants for Health Care and Manufacturing that facilitate this process on behalf of the region through the SlingShot Initiative. Their role includes the coordination of industry sector convenings and needs assessment to determine human capital needs. Based on these results, the Consultant can facilitate design of career pathways on behalf of all the partners including training providers who will develop the training curriculum with direction and input from the employers to ensure their skill needs are addressed. Industry Consultants are the industry experts which provide the knowledge to assist in facilitating career pathway development between employers and AJCC partners.

As part of the AJCC System MOU, the AJCC partner staff will be cross-trained to coordinate outreach and recruitment of training candidates, as well as facilitate co-enrollment for participants that are eligible for multiple programs. Staff will also be trained to expand the knowledge of career pathways, both existing and future development. During program enrollment, partners who have customers enrolled will meet regularly to ensure all participants are on target for completing the program and any barriers that emerge are addressed immediately. This process also will allow for partners to identify any co-enrollment opportunities, including with Carl Perkins Career Technical Education partners. Staff will also expand tracking and reporting progress on all participants to ensure success and facilitate solution development should any issues evolve.

Similar coordination will occur with any career pathways that are non-WIOA funded and led by partners throughout the county. For example, the SBCWDB has a long-standing relationship with the Inland Empire/Desert Regional Consortium of Community Colleges and works closely with the Doing What Matters for Jobs and the Economy campaign. Through the Strong Workforce plans, the Consortium is also expanding career pathway opportunities. Pathway coordination may vary depending on the partner with shared management of employer relationship. However, the process for enrollment and co-enrollment will be maintained.

3.3 Improve Access to Post-Secondary and Industry-Recognized Credential

Access to secondary and post-secondary education occurs through AJCC partnerships with adult education available through school districts, community colleges and local universities. The public education system has established

expertise in workforce development and is a prime provider for training including career pathways, stackable credentials and contextual curricula that meet the needs of participants as well as employers. As such, these partners are invited to participate in WDB hosted employer convenings to provide forums for direct-from-business feedback with focus on identifying the best equipped trainer that can meet the industry needs. The curriculum is developed based on employers' input and design which ensures that the credential earned will be recognized and valued by them.

Contextual curricula offer the opportunity for participants who need a refresher in ESL or Basic Skills to receive that education while training for a career and ensures the refresher is directed towards the occupation they will be entering. For those participants who need more instruction, the service is available through adult education partners, Title II funded partners or Adult Education Block Grant (AEBG) funded Consortia partners. These courses are typically open entry/open exit and self-paced allowing participants to quickly enter the training and prepare to enter a career pathway. These courses will be coordinated and attached to career pathway to serve as a motivator for those participants interested in entering the pathway.

The regional and local planning assessments identified opportunities for improving the access to post-secondary education, specifically, ESL, Basic Skills, and diploma/HSEE. Partners will continue to coordinate this service to ensure smooth referral and transition process as well as co-enrollment. At the local level, the Phase I AJCC System MOU details the referral process to partners to ensure that customers are transitioned to the partner. SBC AJCC partners will look for opportunities to improve the referral process to ensure educational attainment for all customers who need the service to achieve their career goal.

3.4 Facilitate Employer Engagement

Employer Engagement continues to be a priority for SBCWDB which provides SBC employers a competitive advantage to navigate the complex systems of a new economy. Methods include: the implementation of Industry Consultants, the business services provided by the AJCC's BSRs, integration of economic development services and gathering input from employers on the workforce development system, programs and services.

1. **SlingShot and Industry Sector Consultants:** The SlingShot Initiative has provided a higher level of employer engagement to the IE Region in two target industries. The Industry Champions have provided key factors for growth in Health Care and Manufacturing, creating a best practice for how to gather feedback directly from industry that can be expanded upon. SBC procured for Industry Sector Consultants for the IE to expand coordination with employers. The Consultants are experts in their industry and will convene and facilitate employer engagement sessions to conduct needs assessments and gather input directly from business. These invaluable Consultants will serve as liaisons between the WDBs, education entities, Deputy Sector Navigators, Economic Development, and business to raise the bar on engagement.
2. **Business Services:** The Business Services Unit (BSU) of SBC interfaces with business on a daily basis. BSRs provide customized services, resources and referrals. They can identify early warning signs of potential decline or distress factors that require Lay-of aversion or Rapid Response, convening partners as needed to assist and provide early intervention services to avert layoffs or maintain business growth.
3. **Integration with Economic Development:** The AJCC's and WIOA funds are administered by SBC and are housed with the County's Economic Development Agency (EDA). This ensures that workforce development services and economic development services are integrated to respond to community and business needs. This also adds additional business interface from EDA to access input on services and needs. The SBCWDB established a Standing Committee, Economic Development and Business Services, to also address business needs and further integrate with economic development efforts. The SBCWDB and AJCC partners can gather input from businesses, identify early warning signs of distress as well as expansions, and attraction and retention.

AJCC services are promoted in this process as tangible offerings that can address the needs of business, regardless of their business direction.

4. **Gathering Employer Input:** SBCWDB hosts several functions throughout the year that engage business and allow for the gathering of employer input regarding these needs. Business also participated in Stakeholder Forums to provide input into the regional and local plan, identifying needs and providing ideas for innovation. Employers voiced their commitment to working with training providers and SBCWDB staff to develop customized trainings and industry sectors. Their primary goal is to have a pool of qualified and trained candidates that they can select, interview and hire to meet immediate needs. The SBCWDB Economic Development & Business Resources Committee is dedicated to increasing opportunities to access employer input.

The BSU uses multiple methods to gather input from employers, including small business. The BSU interfaces with business daily introducing them to AJCC services and gathering input on industry and employer need. The BSU works closely with individual employers, including profiling ideal employees that can be used to create a successful job match. The BSU also gathers input through surveys, conducting workshops and other forums, and scheduling business visits for information gathering and relationship building.

3.5 Meeting the Needs of Business

The BSU was established to focus on meeting the needs of business. Business Services are listed in Figure 9 (Section 2:2.1) and include customized services to meet individual organizational needs. Staff is cross-trained on resources available to business including economic development services and facilitates referrals as well as convening partners to address any immediate needs. SBCWDB also develops and provides customized training and incumbent worker training in order to address potential layoffs and avert them, or address business growth and expansion.

The goal of the BSU is to recruit and create a pipeline of qualified workers that can directly contribute to business results upon hire. BSRs provide support by coordinating hiring events, customized recruitments, pre-screening candidates, and coordinating interviews. These services are particularly important to small business who may not have internal human resource assistance. The BSU can also provide technical assistance and guidance to ensure employers are able to address any personnel issues that may occur after hire. In addition, the BSU will provide the wraparound support system that employers may need when hiring special populations including IWD.

The SBCWDB partners with industry groups such as the Manufacturer's Council of the Inland Empire, which was created to address the competitiveness of a group of manufacturers in the SBC's West Valley Region. Founded in 2005, the Council attributes its success to the "outstanding collaboration between private business, colleges, technical schools, consultants and local government that has resulted in education and training programs directly impacting business outcomes." The Council hosts an annual IE Manufacturers Summit with over 400 participants, supported by the SBCWDB. This event is used to recognize local manufacturers who demonstrate innovative industry approaches to improving efficiency, effectiveness, addressing employment issues with innovative workforce development solutions and is an opportunity for SBCWDB to interface with the Manufacturing industry (a target industry) and keep abreast of needs related to workforce development.

3.6 Coordination of Workforce Development Programs and Economic Development

The coordination of workforce development programs with economic development begins with the organizational structure which houses the WIOA Title I/AJCC staff and SBCWDB administrative staff, under the Economic Development Agency (EDA) which facilitates integration of programs. EDA relies on the services available through the BSU to assist in retaining and averting layoffs and will convene representatives from the AJCC when meeting

with business regarding these needs. Further, the EDA has created a Comprehensive Economic Development Strategy (CEDS), which is accessible to the BSU and can be used when providing services to business.

SBCWDB also commissions external consultants, such as Chmura, to conduct economic development studies and ensure that the region is informed of the current economic landscape as well as economic forecasts. The results of these studies are presented in public forums and seminars, and the business community is invited to attend as well as business organization such as Chambers of Commerce, Small Business Development Center (SBDC), and labor organizations.

3.7 Strengthen Linkage with Unemployment Insurance Programs

Linkage with Unemployment Insurance (UI) is critical to outreaching and serving customers. Job seekers have access to UI in all AJCCs and UI draws unemployed and underemployed job seekers, including dislocated workers into the centers. Even if they do not qualify, all customers drawn in for UI benefits, can use the center and become participants of WIOA as well as other AJCC programs and services. This makes EDD partners integral to outreach and recruitment efforts.

The UI process will randomly select recipients and require them to attend a Personalized Job Search Assistance (PJSA) session or Reemployment Services and Eligibility Assessment (RESEA) appointment at the AJCC, further introducing them to AJCC services and allowing direct outreach to dislocated workers.

Because the linkage with UI is critical, the AJCC partners continuously seek ways to strengthen the partnerships to increase outreach and enrollment of dislocated workers and cross-train staff to enhance services. Customer issues are discussed in AJCC staff and partner meetings to continue coordinating the programs and ensure customer needs are met. In-service trainings also occur during meetings in order to ensure that staff is cross-trained on UI and WIOA requirements.

4. America's Job Centers of CaliforniaSM

4.1 Ensure Continuous Improvement

The SBCWDB is committed to the concepts of continuous improvement and utilization of data for evidence-based decision-making. Working with partners, staff will continue to drive the direction of service delivery through consistent monitoring and evaluation of sub-contractor performance, delivery of technical assistance to improve performance where necessary, documenting, sharing and implementing best practices, and transparently sharing results with stakeholders. Monitoring of sub-contractors has a culture of continuous improvement where technical assistance is provided using a consultative approach, establishing a more open environment to discuss OFIs.

Further, staff will explore performance excellence strategies available through the Malcolm Baldrige National Quality Award Criteria (Baldrige Criteria), administered by the National Institute of Standards and Technology (NIST) under the US Department of Commerce, and recognized as the international hallmark for performance excellence. Adopting the Baldrige Excellence Framework (BEF) including the Baldrige Criteria system-wide may be an option to ensure continuous improvement and identification of best practices.

The BEF is a system that focuses on seven areas for an organization including: Leadership; Strategy; Customers; Measurement, Analysis, and Knowledge Management; Workforce; Operations; and Results. Therefore, this comprehensive assessment evaluates organizations in all key areas of performance that contribute to organizational sustainability and success. Implementing the core values and principles of a system such as the Baldrige Criteria

could serve as a proactive approach to continuous improvement that will be demonstrated through performance results reviewed by the Standing Committees that will validate the levels of excellence achieved.

4.2 Access to AJCC Delivery System

Access to the AJCC Delivery System begins with the one comprehensive AJCC, two additional AJCCs, and the 10 youth providers located throughout SBC, including remote areas such as Needles and Barstow. However, as described in the AJCC System MOU, all partners are committed to providing access to customers to all AJCCs as well as to each other.

AJCC Partners will provide access to the full range of WIOA services through co-location, cross information sharing, direct access through email, and/or identification of single point of contacts at each system partner location.

Business customers can also access information on the website about available services. They can post a job on CSB-WIN and access business resource information including incentives such as: Disabled Access Tax Incentives, Empowerment Zone Employment Credit, Federal Bonding Program, Renewal Community Employment Credit and Work Opportunity Tax Credit Program. Information on other business resources is available under the SBC EDA website. In addition, a free Human Resource (HR) hotline is available for businesses who have questions regarding labor laws and equal opportunity laws in order to address any immediate questions they may have. This is particularly important for small businesses that do not have the financial means to have legal counsel on staff.

4.3 Compliance with ADA

The SBCWDB is committed to serving IWD and continues to implement ideas to increase accessibility and ensure compliance with ADA. A Special Populations WDB Sub-Committee was created and is focused on expanding services to IWD and ensuring accessibility. All AJCCs are ADA compliant and are monitored every two years by EDD to ensure continued compliance. AJCCs are also equipped with assistive technology to provide access to IWDs and other services including American Sign Language translators are available upon request.

AJCC staff received special training on providing services to IWD and will continue to learn from partners such as Department of Rehabilitation (DOR) serving customers with special needs as well as the resources available to assist.

4.4 Roles and Resources Contributions of AJCC Partners

The roles and non-financial resource contributions of AJCC partners are outlined in the Phase I AJCC System MOU signed by all System partners. The goal of the Phase I MOU is to have a common understanding of key information including: the role that each partner has, the services they bring to the table, how customers will be referred to the different partners, and how customer information will be shared. As noted in Section 2, the AJCC partners established a unified vision, mission, and value statements as well as common goals to serve as a guide for a seamless, customer-centered delivery of services.

The SBCWDB is now in the process of completing the AJCC System MOU Phase II which includes cost sharing agreements with all partners. This MOU will be in effect July 1, 2017, through June 30, 2020, will serve as financial agreements and delineate share of costs for each partner for infrastructure and other system costs.

The complete Phase I MOU is included as Attachment VII to this Local Plan.

4.5 Local Board MOUs

Local Board MOUs are included as Attachment VII to this Local Plan.

4.6 Indian and Native American Equal Access to Services

The SBCWDB is committed to ensuring equal access to Native Americans and building upon partnerships established during the MOU negotiations through Phase I and Phase II AJCC System MOUs. SBCWDB partners with California Indian Manpower which provides a full array of services including: work readiness preparation service, training, job search assistance, supportive services and career guidance and planning.

4.7 Migrant Seasonal Farmworker Equal Access to Services

The SBCWDB has established partnerships that assist in reaching out to Migrant Seasonal Farmworkers. The Center for Employment and Training (CET) specializes in serving these customers and is a longtime partner of the AJCCs. CET provides work readiness preparation service, training, job search assistance, and career guidance as well as other workforce development services. The AJCCs also rely on EDD, Migrant and Seasonal Farm Worker Programs (29 USC 2912.29 US 2919), to refer customers for WIOA Title I enrollment.

CET is included in the AJCC System MOUs and has been involved in the development of the AJCC vision, mission, values and goals in order to ensure access to this special population. In addition, CET was involved in Stakeholder Forums providing input into the regional and local plans.

4.8 On ramp to Regional Sector Pathways

As described in Section 3.1, the AJCC can serve as an "on ramp" to career pathways using sector partnerships at the local level with centralizing training services and using the AJCC as the hub. This assists in creating access to training services and facilitating enrollment by centralizing referrals to the "hub" for training and career pathways. The AJCC can then be used as the on ramp to sector pathways in this manner. With the AJCC coordinating the pathways, this helps to centralize access to training through the AJCC, ensuring that customers have access to the service regardless of the partner funding or providing the pathway training. The AJCC can also serve as the on ramp to skills attainment including ESL and literacy, transitioning adults and youth to adult education services prior to transitioning them to career pathways.

This same process will be used for regional sector pathways and not just those developed locally. As the "on ramp", the AJCC can direct access to the regional sector pathways coordinated by the Consultant at the regional level and transition participants to these pathway opportunities as appropriate. The IERC will continue to develop career pathways in the target industry sectors and AJCC staff will be trained on the employer requirements, training curricula including competencies and skill acquisition, credentials to be earned and any other details that will assist the staff in identifying candidates for the pathway. The referral process will also be delineated to facilitate transitioning customers from the AJCC to the regional training. Staff will be invited to visit the training and meet the instructors for further understanding of the training. This will assist AJCC staff in identifying candidates from the point of initial assessment and provide the individual services needed to prepare them for training entry including: comprehensive assessment and career exploration, development of the IEP, assistance in accessing supportive services, and any other career guidance needed for customers to make informed choices about training and their future career.

5. Programs, Populations and Partners

5.1 Regional Economic Development Coordination

The WIOA Title I staff are managed by SBC EDA. Similarly, Riverside County EDA is the administrative entity for the funds and workforce development system in that County as well. With both workforce development systems integrated into their respective County's EDA, this facilitates coordination with economic development activities. As IERPU partners, staff of both Boards coordinate economic development activities that require regional coordination.

Regional coordination is not new to the IERPU community partners who have worked together for many years to serve mutual customers. Businesses who need mass hiring services are served by the two Local Boards to ensure their needs are met. The AJCC staff also work together when mass layoffs occur because residents from both counties are affected. The two Local Boards' staff will work together to assist the employer and transition the employees to new employment opportunities or services at the AJCCs nearest their homes.

To further coordinate at the regional level, the two Boards are coordinating services to businesses in three target industries (Manufacturing, Health Care, and Transportation/Logistics) on behalf of the region. For businesses experiencing change or growth, requiring training of incumbent workers or new hires, services will be coordinated with the staff from each Board. The BSU will also convene other partners and resources that the business may need including economic development resources.

The two Local Boards' Staff will also work with staff from the two EDAs to support efforts to assist business. The EDAs will contact AJCC staff to meet with business and other partners to assess business needs and coordinate services. Whether it is business retention or expansion, BSU/AJCC services can be customized to meet the needs of the business and complete the overall economic development service package.

The two Local Boards will explore a process for overseeing the outcomes of regional activities. Both Boards are committed to a regional approach to serving customers including coordinating with economic development at the regional level to serve the business community and contribute to the improvement and vitality of the region.

Entrepreneurial and MicroEnterprise Training: The SBCWDB relies on the entrepreneurial and microenterprise training available through its partners including local colleges as well as the SBDC. The trainings are promoted based on the needs of participants as identified in their IEPs. While most individuals need the security of a typical job, some individuals benefit from this training as an increasing number of employers are relying on a contingent workforce to bring needed talent to their firms. The SBCWDB's connections to the Inland Southern California MicroEnterprise Collaborative will be expanded and options for collaborations will be explored.

5.2 Assessment of Local Workforce Development Activities

1. **Services:** The SBCWDB has established a local workforce development system that provides a continuum of services (Figure 8) that assists adults and dislocated workers in achieving their employment and career goals and enter middle-skill jobs and mid-level wages or higher. Whether participants enter these higher skilled jobs or have the opportunity to advance to these levels with continued training, the overall goal is for participants to attain economic security thus increasing the potential for economic equity.
 - a. **Basic Career Services:** Basic Career Services include, but are not limited to eligibility information, outreach, intake, orientation, initial assessment, job search, labor market information and determinations for all services available at the AJCC. Staff who welcome customers to the AJCC have been cross-trained to be able to provide program eligibility information, determine potential eligibility and possible referral to and

coordination with various programs and services offered. Triage service allows staff to conduct initial assessment of customers' needs to direct them to appropriate services. Access to CSB-WIN is provided for customers to begin registration and self-services are accessible immediately. Customers are welcomed in for Orientation, where they learn about the wide range of services provided through the AJCC. Upon enrollment and initial assessment of abilities, interests, job readiness and self-sufficiency, participants are flagged for priority of service designation for fast-tracking to the appropriate service.

- b. **Individual Career Services:** Individualized career services are made available when determined to be appropriate in order for an individual to obtain or retain employment. Individual Career Services include assessments of skills, aptitudes, work values available through CSB-WIN, group and individual counseling, internships and financial literacy. The Test of Adult Basic Education (TABE) is used for assessing Basic Skill levels. Career exploration is available using tools such as O*Net to identify occupations that match customers' assessment results.

Assessment and career exploration results are used to identify barriers, career goals, and develop Individual Employment Plans (IEP). The IEP identifies the employment goals, appropriate achievement objectives, combination of services to achieve employment, and providing information regarding eligible training providers. All customers receive work readiness workshops (as needed) to develop their resume, learn or update interviewing techniques and maximize job search efforts. Often, these services are provided on an individual basis to prepare customers for interviews or job fairs. Individual services are also provided to special populations including ELL, IWD, and veteran.

- c. **Training Activities:** Training services provide career and occupational training to participants who need to acquire skills or upgrade obsolete skills in order to qualify for employment or enter middle-skill level occupations. The goal of Training Services is to support development of worker skills and workplace competencies as well as the development and use of career pathways. This provides job seekers with the necessary skills to obtain, retain, and advance in high wage, high growth or high demand occupations and careers. In compliance with SB734 [UI Code Section 14211] the SBCWDB invests more than 30 percent of its formula funding allocation to training. Training funds, including ITAs, are invested in the SBCWDB's five targeted industries, other growing industries, and/or in training for current employment opportunities.

SBCWDB partnerships with training providers including private, public and non-profit, have been in place for many years. The new funding that has been awarded through initiatives such as the Strong Workforce Program funded by the California Community Colleges, offers new opportunities to work together on projects such as career pathways. These new resources also offer opportunities to leverage resources through co-enrollments in WIOA, Career and Technical Education (CTE) and adult education for ESL and Basic Skills, further strengthening the partnership with community colleges in developing incumbent worker training and career pathways.

In addition to classroom training, SBCWDB also offers Earn and Learn opportunities including OJT and paid WEX. The OJT program allows a business to hire and train an individual in the skills required for the job. Employers benefit from training a new hire according to their own standards while the employee is also working and producing for the company. During this training period, the OJT program reimburses a portion of the trainee's wages, up to 75%, depending on the needs and skill acquisition required to perform the work independently. The duration of the training period also depends on the needs of the trainee.

- d. **Job Placement Assistance:** AJCC services include job placement assistance to participants who complete training or are ready for intensive job search assistance. Services include hiring events for specific employers to interview and hire from a pool of candidates.

Upon request of employers, all participants are screened and prepared prior to the event held at the AJCC. Customized hiring events not only provide convenience for the businesses to access the best candidates for their job openings, but also provide a comfortable familiar place for job seekers to have successful interviews. These hiring events allow for on-the-spot hiring as well as feedback to the BSRs on how candidates can improve interviewing skills.

Other job placement services include job fairs, customized job development for participants who have multiple barriers to employment, job coaching services for IWD (provided by partners), and pre-hire testing. Job placement assistance is provided by Job Placement Specialists whose role it is to match candidates enrolled with AJCC to positions posted by BSRs. The BSRs often visit classrooms during training to discuss job placement with candidates and begin the job matching process.

2. **Assessment:** The SBCWDB conducted an analysis of the workforce development system to identify its Strengths, Weaknesses, Opportunities and Threats (SWOT). This assessment (Figure 11) was conducted following a session with a presentation on an environmental scan of the local economic landscape including labor force and demographics. These data provided the foundation for a fact-based analysis of the workforce development system.

Results of the SWOT were used in the development of the strategic goals. Furthermore, feedback was also obtained through the assessment conducted at the Regional level which will also be used to adjust goals and strategies accordingly and ensure continued alignment to the Regional Plan.

Figure 11: Workforce Development System SWOT Analysis

Strengths	
<ul style="list-style-type: none"> • Y4 youth yearly conference • Board membership reflects business diversity, key community partners, and multiple industry sectors • Partnerships • Talents, skills and dedication of board and committee members • Quality of board and program • Great staffing at regional and local level • Passionate about serving customers • Delivery of services • Highly trained, expert staff • Board is represented at the National and state levels 	<ul style="list-style-type: none"> • Voice of business represented • Understanding of community served • Business, partner, and community engagement • Cross-training of staff and community partners • Board is visionary; focused on real results for the communities it serves • Diversity and experience of members • Nationally recognized programs and WDB • Board includes members who are business owners • Dedicated and quality Board with a broad base of information and expertise • Dedicated resources are available
Weaknesses	
<ul style="list-style-type: none"> • Partner silos • Duplication and gaps across the system • Serving residents in remote areas; lack of transportation for them to get to services • Minimal funding for youth programs • Lack of awareness of available programs • No unified business voice representing a common voice • Disconnect between educational programs and workforce to meet business needs • Board/committee members lack of exposure to unique needs • Lack of parent and youth participation on youth council 	<ul style="list-style-type: none"> • Making changes timely • Single source funding • Cross training to community partnership staff • Unable to reach all areas of community with such a large Local Area • Limited success for special populations with current resources – stagnation • Serving needs of special population: disability, re-entry, adjudicated/ex-offender; having representatives of these groups • Marketing strategy

Opportunities	
<ul style="list-style-type: none"> • Unique services for special population customers • Continually involving business at a higher level • Joining with business organizations throughout the region (i.e. chambers) • Working with economic development • Real data tracking system that follows students K-12 to employment • Greater outreach and marketing • Partnership with other agencies to leverage resources • Expanding partnerships • Hearing/listening to others • Regional planning • Riverside WDB partnership • Alignment, integration, regionalization • New WDB structure 	<ul style="list-style-type: none"> • Partner identification as part of the System • Development of talent pipeline • Collaboration of providers: public/private • Technology as resource to engage workforce • Increase business partnership • Quarterly offsite meeting with high demand sector employer on their site • Secure additional/new funding • Continue to hear from outside entities to train and inform committee members to know how to serve • Alignment with community colleges to enroll job seekers in CTE courses • K-12 student leadership representation on youth committee (the future employed) • SlingShot processes
Threats	
<ul style="list-style-type: none"> • Low social economic growth • Limited funding • Possible funding cuts • Political climate at the national level • Wage legislation endangers youth employment • Underemployment; including youth • Out of school youth 	<ul style="list-style-type: none"> • Federal funding initiatives and changes • Lack of community involvement in WDB meetings • Legislation and changes in regulations from state and federal government • Fluctuations in regional economic conditions; influences trends in development

5.3 Rapid Response

The SBCWDB uses a multi-faceted approach to providing Rapid Response (RR) services. A RR Team is established and includes representatives from AJCC, partners, and EDD to provide resources to help workers and businesses at risk of layoff or affected by layoff. Notifications filed by employers under the Worker Adjustment and Retraining Notification (WARN) Act, are received by EDD at the State level and provided to SBCWDB. This allows SBCWDB to mobilize staff and partners to provide services. All staff are trained to identify early warning signs of distress and mobilize intervention services for both, WARN and non-WARN layoffs. The approach and services begin with the traditional response to WARN or other means of notification as follows:

Layoff Assistance: Whether a company is relocating, closing or downsizing, the BSU works with the Senior Leaders and/or Human Resources within the company to facilitate the layoff process and transition of the workforce. The BSR organizes an on-site team which includes the employer, any labor union representative (if appropriate), a BSR, a case manager, an EDD/Wagner-Peyser staff member, and any other resource partner identified to meet the needs of the affected employees. The team provides an on-site orientation and discussion with employees facing the lay-off, preparing them for next steps and offering AJCC System services. The goal of the RR Team is to provide as many services as possible while employees are still working, so that the connection can be made and transition will be easier. BSRs use connections to find employers who can hire affected workers so they can start work immediately once they separate from the company. Layoff assistance is provided when the reduction is inevitable regardless of whether attempts to avert have occurred or not.

Business Services: BSRs proactively outreach to employers through partner referrals, participation in Chamber of Commerce meetings, and business events. The BSR introduces the business to resources available through the AJCC as well as EDA and other county programs, and coordinates the services to be provided. Service design is

based on an initial needs assessment conducted to identify challenges that need to be addressed. Services include technical assistance in change management, employee engagement, and strategic planning. These services help to establish the long-term relationship that results in hires when the business is expanding or early intervention to address any downturns. BSRs also provide assistance with developing job descriptions, identifying career ladders within organizations; providing Labor Market Information, implementing customized recruitments, and assistance with hiring vulnerable populations including veterans, IWD and ex-offenders. BSRs visit businesses daily to establish and maintain customer relationships. Each BSR is assigned to a region within the county, facilitating stronger personal connections

Layoff Aversion: Once the potential for a reduction in workforce is identified, even if briefly discussed, the BSR responds with a needs assessment and information on tax incentives, access to capital and other resources available. Partners are contacted to provide other services and resources to assist the company in avoiding layoffs. Often, the company is faced with a growth in technology and a workforce that is not prepared for the new technology. This is an opportunity for BSRs to connect the business with ETP partners or discuss options for customized or incumbent worker training. SBCWDB also use Business Consultants to provide training and technical assistance that can assist in business turnaround including the principles of Lean and other process management and performance excellence strategies.

Through its many years' experience, SBCWDB has found that increasing the number of people who can identify early warning signs, can assist in early intervention which results in layoff aversion. Early warning signs can be identified by BSRs in daily interactions with businesses which may be a cancellation of job orders or the acquisition of new technology that requires skills that the current workforce does not have. Business surveys and other inquiries as well as information provided by EDA, also assist in identifying potential early warning signs.

5.4 Youth Workforce Development Activities

The SBCWDB has historically prioritized services to youth to intervene and continuously improve educational attainment and employment of young people. Youth providers are competitively procured on behalf of the SBCWDB, following a stringent SBC procurement process that meets all requirements under Office of Management and Budget and its Uniform Guidance. Services are selected based on this rigorous process to ensure service excellence to this vulnerable population.

SBCWDB ensures that providers use a demand-driven, customer-centered methodology to design and deliver services that assist youth in achieving education and career goals that they did not believe were possible. In assisting these customers achieve their goals, the youth program also creates the talent that employers need. It relies on a combination of new and innovative ideas as well as evidence-based practices that have proven record of success. In accordance with WIOA and AB 1270, SBCWDB developed services specifically for youth (Figure 7). Services are provided to a youth participant, based on each participant's objective assessment and Individual Service Strategy (ISS).

Specific steps and information are provided to potential youth program candidates to ensure the barriers to enrollment are addressed and enrollment is successful. The youth provider staff begin with career assessment and career exploration including diagnostic and objective assessments. Most youth have little exposure to the many occupations available; therefore, a comprehensive career assessment begins to introduce the student to potential careers by revealing parallels skills, aptitudes, interests and values. Results of the assessments are used by staff to assist the youth in developing an ISS.

Preparation services, as deemed appropriate and necessary, begin prior to training or WEX. Preparation services may include financial literacy, workplace readiness, credit recovery, tutoring, entrepreneurial skills training, leadership development, and support services. If a student is in school or summer school during enrollment, services are

coordinated along with school attendance. WEX opportunities are coordinated in alignment with the student's career goals to allow him/her to explore the career of interest.

Many youth have little to no work experience; therefore, WEX is coordinated based on the learning experience, the supervision and mentoring available and the work/culture environment as opposed to a direct relation to the career of choice. ISY and OSY are case managed with continuous coaching and guidance.

The overall goal for serving youth is to support the student in earning a diploma and graduating from high school. Following WEX enrollment, the staff will work with the student to achieve the ISS goals delineated in the plan, whether it is supporting the young person to finish high school, college exploration, career training or employment. When the student returns to school, the student will be exited and receive follow up services. The youth can return for further services until their final career goal is met. For graduating students, services may continue providing support to the transition to higher education, career training or employment. Case management continues until the employment is attained.

Outreach efforts are focused on recruiting OSY customers, including conducting orientations and presentations to homeless shelters and food pantries. Career fairs and hiring events also attract OSY who are immediately identified and recruited for services. Staff is trained to identify OSY and expedite them through triage to connect them to the appropriate service. The most effective methods of recruitment for OSY is through established partnerships with schools, County Probation, HSS, and Community Based Organizations (CBOs).

OSY also require strategic transition into the program so the referral and enrollment process is completed. It must occur immediately upon first meeting the youth. Any lapses in time between first meeting and enrollment may demotivate the young adult, increasing the chances that the enrollment will not be completed. Staff also completes the triage and eligibility process in the first meeting to immediately connect the OSY with the appropriate service and referral. Most OSYs require career education and training, including basic skills and diploma or HSEE preparation.

A career pathway is delineated in the ISS, creating a roadmap for the customer. Career pathways are the most successful services for OSY because of their short-term training and immediate employment upon graduation. Many veterans are young adults who also qualify as OSY. Many of these young veterans are also IWD. Career pathways are an effective method of serving these special populations along with supportive services, tutoring and coaching. Combining career training in the classroom with Work Based Learning or OJT are also the most effective means of ensuring skill acquisition, employment attainment and retention. OSY's are closely case managed to ensure barriers that emerge are immediately addressed. Case management continues through job placement and retention.

Co-Enrollment: Young adults, between the ages of 18 and 24 are immediately flagged in the initial assessment process, to identify the potential for co-enrollment into WIOA AD. Once referred to a youth services provider and career assessment is completed, co-enrollment is further assessed and incorporated as appropriate into the ISS. Most young adults will benefit from the AD services as offered in the AJCCs. The ISS will delineate steps and services needed for customer to reach his/her goal.

Youth who are co-enrolled will be co-case managed by the Youth Services provider and adult services to determine which resources best meet the needs of the youth. For example, WIOA AD funds may be used to provide career pathway training, but youth funds may be used for Work Based Learning and supportive services. The two Case Managers will work as a team to ensure job placement success.

5.5 Coordinate Secondary and Post-Secondary Activities with Education

With recent investments by the State of California in Adult Education and Career Technical Education (CTE), SBCWDB looks forward to new opportunities for integrating services with education partners. The priority for all

customers is to ensure that literacy and numeracy skills are addressed to a level that they can qualify for their occupation of choice. In addition, for those without a diploma or equivalent, the focus is on assisting customers address this gap and prepare for their diploma or HSEE. Once these barriers are addressed, they are prime candidates for career pathways and other CTE opportunities.

The most effective coordination with secondary and post-secondary programs is in providing CTE and career pathways for adults and youth. Career pathways train participants for specific occupations and are tied to employers so they can graduate and begin employment immediately. Career pathways also promote continuing education for employees to be able to qualify for advancement opportunities. Colleges and Universities in the area can continue to develop stackable credentials to assist employees in their continuing education and achieve their overall career goals.

Because career pathways are developed for industry sectors involving multiple employers, the number of employees needed can fill a classroom size, making it financially feasible for the partners to leverage funding. This partnership is also ideal for incumbent worker training requiring classroom size (20-25) or employees that need upskilling.

Youth services focus on skill attainment including diploma or equivalent. For those youths without a diploma, this is the priority service and often, Work Based Learning is used as an incentive to motivate them to complete their HSEE or diploma. Next in priority is transitioning participants to college or training in post-secondary activities. Services such as Work Based Learning are all geared towards introducing and exploring colleges and post-secondary studies in order to prepare them for a career that can move them into middle-skill and mid-level wages or higher. As described in Section 2.2, IERPU data show that educational attainment has a direct correlation to median earnings. Those with less than a high school diploma, earn less than half of those with Bachelor's degree. Therefore, in order to ensure that participants are able to attain economic security, education attainment is essential.

5.6 Coordination of Supportive Services

SBCWDB and partners provide a variety of supportive services. However, the amount of funding for the services that each partner has available for supportive service is limited and the demands far exceed the resources. Partners rely on each other to co-enroll and braid available resources to ensure participants receive wrap-around services needed to successfully complete training and enter employment.

Partners meet regularly to coordinate co-enrollments and discuss the needs of participants, including supportive services. Resources can be identified throughout the community and are not limited to AJCC partners. Referrals are coordinated on behalf of the participant to ensure access and connection to the external agency. Meetings are also used for cross-training between partners to maximize understanding of resources available.

5.7 Coordination with Wagner-Peyser

Co-located AJCC Partners, including Wagner-Peyser (29 USC 49 et. seq), meet regularly to discuss services, co-enrollments and coordination to ensure integration of services and braiding of resources. This also allows all co-located partners to coordinate and schedule services and identify any duplicative service that can be streamlined. Often, services such as job fairs are coordinated jointly to maximize employer and customer participation. Computers are made available on site to allow participants to pre-register and print resumes prior to entry into the fair.

Particularly, Wagner-Peyser (WP) and SBCWDB management meet monthly to explore challenges and opportunities that may arise in each AJCC. The cooperative relationship between WP and SBCWDB management paves the way for frontline staff to coordinate services. WIOA Title I staff can also review the history and information available on CalJOBS for their co-enrolled customers to determine which Wagner-Peyser services have been provided to avoid duplication.

5.8 Coordination with Adult Education & Literacy

The Phase I AJCC System MOU (see Exhibit A of Attachment VII) demonstrates the coordination with several providers of Adult Education & Literacy under WIOA Title II, including 6 school districts, Copper Mountain College, El Sol Neighborhood Educational Center and the San Bernardino Public Library. Through the AEBG, expanded access to adult education and literacy continues through the Regional Consortia. Using the current system for access to Title II and all adult education and literacy avoids duplication of services and supports integration of partners. Representatives from Consortia were present in Local Plan Forums and SBCWDB staff have attended and presented at Consortium meetings to expand collaboration efforts. AJCC Partners meet quarterly to discuss co-enrollments customer needs and the AJCC system as a whole. A universal referral form can be used to refer participants to all partner services, including adult education. Most ESL/Basic Skills courses are available on an open entry/exit process allowing participants to begin and complete at any time. Moreover, classes are available in the evening as well as daytime hours to allow for more accessibility and co-enrollments with other programs.

The SBCWDB will follow EDD Workforce Services Information Notice WSIN16-26, to review each eligible provider's Title II Adult Education and Family Literacy Act (AEFLA) application. Specifically, SBCWDB will review the following areas that are the most relevant to local plan alignment:

- Consideration 1 – Needs Assessment
- Consideration 4 – Alignment with One-stop Partners
- Consideration 8 – Facilitate Learning in Context
- Consideration 10 – Partnerships and Support Services for Development of Career Pathways
- Consideration 14 – Alignment with the Local Workforce Development Board Plan

The SBCWDB will complete and submit recommendations for promoting alignment with the local plan through the online system as identified in the Information Notice, beginning on May 17, 2017, and ending on May 31, 2017, unless otherwise stipulated or directed.

5.9 Services for English Language Learners

Customers that are English Language Learners (ELL) are provided meaningful access to AJCC programs and services. In the IERPU, 629,409 residents over the age of five, reported that they speak English "less than very well" and a total of 514,327 (82%) of them are Spanish speaking.¹¹ Therefore, not only does the AJCCs need to be prepared to serve ELL customers, there must be sufficient number of bilingual, Spanish speaking employees. Customers identified as being ELL, are assigned to case managers who speak the language to facilitate services.

SBCWDB relies on its partnership with adult education to provide ESL to participants. Moreover, ESL funded through AEBG allows for the opportunity to braid resources through co-enrollments. Key to success is contextual ESL that is directed to the occupation or industry of choice. The goal of career pathways is to include contextual curricula within the training in order to address the need of ELL customers. As needed, ELL customers will be enrolled into ESL prior to career pathway or other training program order to ensure their success once they enter training.

¹¹ *Selected Social Characteristics in the United States*. American FactFinder, US Census Bureau.

6. Grants and Grant Administration

6.1 Administrative Entity

The Chair of the San Bernardino County Board of Supervisors (SBCBOS), is the chief local elected official. Per their determination under WIOA Section 107(d)(12)(B)(i), the administrative entity is the Economic Development Agency responsible for the dispersal of funds described in WIOA Section 107(d)(12)(B)(i)(III). The SBCWDB oversees the workforce development system, including the AJCCs and oversees the WIOA funds used to administer and operate the system.

6.2 Competitive Process for Awarding Sub-Grants and Contracts

The SBCWDB follows a stringent procurement policy set forth by the County. As the administrative entity, SBC requires that all staff, sub-recipients and sub-contractors follow the same policy for purchasing and procurement activities. This requirement is included in all contract assurance for subrecipients and subcontractors as required by WIOA, OMB, and Uniform Guidance regulations (UG: Appendix II to Part 200).

The procurement activities of the agency are governed by federal, state, and county ordinances, regulations, rules and/or directives. It is the intent of the local policy to ensure that all procurement activities provide for free and open competition, secure the best possible value, and are consistent with all applicable authority. In addition, a cost or price analysis must be conducted in connection with every procurement action including contract modifications.

7. Local Performance Goals

7.1 Performance Goals

Levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 11(c) will be used to measure performance of the SBC Local Workforce Development Area (LWDA) and by the SBCWDB for measuring performance of the fiscal agent and eligible providers under WIOA title I subtitle B, and the AJCC delivery system are listed below:

PY 2016-17 Proposed Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	57.5%	59.0%	62.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	56.5%	57.5%	61.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	4,600	5,650	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	52.9	60%	54.7%	Credential Attainment within 4 Quarters After Exit

PY 2017-18 Proposed Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	59.5%	60.0%	65.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	57.5%	58.5%	64.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	4,750	5,850	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	55.9%	63.0%	57.7%	Credential Attainment within 4 Quarters After Exit

8. High Performance Board

8.1 Local Planning Efforts with Required Entities

SBCWDB was certified in 2012 as a High Performance Board (HPB). SBCWDB provides leadership along with analytics to the system to move SBC forward. In an effort to remain designated as such, SBCWDB's Local Plan demonstrates both comprehensive planning efforts with education partners and alignment with regional labor market needs. The SBCWDB local planning Stakeholder Forums and local planning efforts involved all High Performing Board required entities as noted in State guidance, Workforce Services Directive WSD16-07, including but not limited to: key stakeholders, major employers and industry groups from the relevant regional economy and organized labor; partners in K-12 education, career technical education, the community college system, other post-secondary institutions and other Local Areas operating in the relevant regional economy; and partners with DOL programs, including Youth Build and Job Corps programs. Strategic partnerships operate synergistically to achieve the vision as evidenced by the active engagement of businesses and community stakeholders at Stakeholder Forums.

8.2 Compliance with State Issued AJCC Policies

SBCWDB is fully compliant with all state issued AJCC priorities as follows:

WSD 15-14: WIOA Adult Program Priority of Service: SBCWDB issued a Priority of Service Internal Instruction Notice recognizing the following priority of service groups in alignment with WIOA requirements: 1) Receiving public assistance or low income; 2) Basic Skills Deficient; and 3) Veterans and their spouses. In alignment with CWDB's State Plan, we also target ELL, ex-offenders, IWD, OSY, and foster youth.

WSD 15-12: WIOA Memorandum of Understanding Phase I: The San Bernardino County Phase I AJCC System MOU has been signed and executed by all mandated partners and is included in this plan (Attachment VII).

WSD 16-09: WIOA Phase II Memorandum of Understanding: The Phase II MOU is due September 30, 2017. Meetings with partners began in October of 2016 and have included negotiations for cost sharing agreements. SBCWDB is on target to meet the deadline as required.

9. Training Activities

SBCWDB policy (10 R-1) stipulates the use of Individual Training Accounts (ITA) coordinated with other sources such as Federal Pell Grants, financial aid available to military veterans, Temporary Assistance to Needy Families (TANF), etc. ITAs can be issued only for WIOA eligible and enrolled participants and the need for training must be included in the customer's IEP. Training providers must be listed in the Eligible Training Provider List (ETPL). Training must be in a SBCWDB approved industry or justification is needed. ITAs cannot exceed 24 months or the amount of \$7,500 per participant. Exceptions to the amount and extensions to the timeframe can be approved on a case-by-case basis with justification and approval by the Deputy Director or Director of Workforce Development. Participants are required to conduct the research, along with their case manager, on training providers, occupational outlook, job requirements, credentials needed and other relevant information to ensure customers make an informed choice for entering training and the use of their ITA. Trainings may be coordinated through an executed contract with a training provider. Participant costs will be paid through the contract and not through an ITA in this case.

10. Public Transparency, Accessibility and Inclusivity Information

The SBCWDB conducts its business in an open, public manner and is fully compliant with the Brown Act. The draft plan will be posted for 30 days on the SBCWDB Web site for review and comment. Hard copies will also be available at all AJCCs and will be electronically available at partner sites for easy access by residents including those in remote areas and priority of service customers and will be encouraged to provide comments. All partners will be reminded about the plan at all SBCWDB and Subcommittee meetings. Outreach efforts have been made throughout the planning process to stakeholders and CBOs representing the individuals from target populations' characteristic of the demography in the Inland Empire Region. All entities invited to the Regional and Local Planning Stakeholder Forums will receive notification of the public comment period. Notifications will be included for requests to have the document translated in another language so it can be made available as well as the ADA accommodation notification. Relevant comments will be incorporated in the final version of the local plan. Public comments received that disagree with the local plan will be included as Attachment IX.

11. Common Intake and Case Management Efforts

The SBCWDB uses a triage process with cross-trained staff and support staff who can conduct an initial assessment of customers and determine their needs. This information is used to direct customers to the appropriate program(s), set appointments with staff, and provide referrals to outside partners as needed. The triage process is also used to flag special populations and priority of service customers in order to "fast-track" them to their program. For example, veterans are identified in the triage process and are immediately referred to the veteran services representative. AJCC staff identify potentials for co-enrollment during daily interface or through AJCC partner meetings. Partners meet to coordinate the co-enrollments to ensure that services are not duplicated and resources are leveraged. Partners work closely together to share information and participant progress throughout the program to ensure needs and barriers that may emerge are addressed.

12. Other Requirements

12.1 Title II Access to Plan

Title II partners will be notified of availability of the plan on the SBCWDB website. Announcements of the plan's availability will be made in all SBCWDB meetings, Sub-Committee meetings and AJCC meetings. Copies will be available at the AJCC sites and SBCWDB administrative offices. Executive Summaries of the plan will be made available in Spanish and in any other languages upon request. ADA accommodations will also be available upon request. Notifications for accommodations will also be made to ensure the public is informed of their availability.

12.2 Priority of Service Requirements

The SBCWDB implemented its Priority of Service policy in order to meet the requirements as described in Section 8.1(1).

12.3 Portions Handled in the Regional Plan

Further details on the Regional Industry Sector Consultant and development of career pathways are detailed in the Regional Plan. Listing of Stakeholder Forums and the complete assessment results are available in the Regional Plan. Results of the environmental scan are also available in the Regional Plan. All elements, as required, are addressed in the Local Plan.