

**WORKFORCE DEVELOPMENT BOARD  
EXECUTIVE BOARD MEETING**  
Workforce Development Department Administration Office  
Executive Conference Room  
290 North D Street, 6<sup>th</sup> Floor, San Bernardino, California

**WEDNESDAY, FEBRUARY 13, 2019 AT 8:00 A.M.**

This agenda contains a brief description of each item of business to be considered at today's meeting. In accordance with the Brown Act, this meeting agenda is posted at least 72 hours prior to the regularly scheduled meeting on the Workforce Development Board website and on the official Workforce Development Board Bulletin Board outside of the Workforce Development Department Administration Office at 290 North D Street, 6<sup>th</sup> Floor, San Bernardino, CA 92415. The agenda, its supporting documents and all writings received by the Board related to these items are public records and available for review during regular business hours at the WDD Administration Office at 290 North D Street, 6<sup>th</sup> Floor, San Bernardino, CA, 92415. The agenda and its supporting documents can be viewed online at [www.sbcounty.gov/workforce](http://www.sbcounty.gov/workforce). However, the online agenda may not include all available supporting documents nor the most current version of documents. Items listed on the Consent Calendar are expected to be routine and non-controversial and, unless the Board directs that an item be held for further discussion, the entire Consent Calendar will be acted upon as the first item of business on the Discussion Calendar.

Members of the public may address the Board on any item on the agenda and on any matter that is within the Board's jurisdiction. To address the Board regarding an item that is on the agenda, complete and submit the purple form entitled "Public Comment". These requests must be submitted to the Executive Secretary to the Board prior to the time the item is called for consideration or prior to the public comments section on the agenda. The Chair will call speakers forward to present their comments at the appropriate time.

**Conflict of Interest Advisement**

WDB members please be advised: If an item on the Agenda relates to the provision of services by you, your immediate family, the entity you represent, or any person who has made \$250 in campaign contributions to you during the last twelve months, or if approval or disapproval of an Agenda item would have a foreseeable material effect on an economic interest of you, your immediate family, or the entity you represent, **then please follow these procedures:**

*"When the Agenda item is first introduced, please immediately announce that you are recusing yourself from participating in the agenda item, and then refrain from discussing, voting on, or otherwise influencing the Board's consideration of the Agenda item."*

**AGENDA**

**8:00 A.M. CONVENE MEETING OF THE WORKFORCE DEVELOPMENT EXECUTIVE BOARD**

**OPENING**

- 1) Call Meeting to Order
- 2) Adoption of Agenda
- 3) Introductions

**REVIEW AND APPROVAL OF MEETING MINUTES**

- 4) Approval of Minutes from January 9, 2019 Executive Board Meeting

**PUBLIC COMMENT**

- 5) Comments from the General Public in Attendance

**PRESENTATION**

- 6) Local and Regional Plan Modification

**DISCUSSION**

- 7) Approve the Submission of the Local and Regional Plan Modification
- 8) Approve the Release of a Request for Qualification for Training Providers
- 9) GenerationGo! Business Outreach

**REPORTS AND INFORMATION**

- 10) One Stop Operator Report
- 11) Hallmarks of Excellence – Quarterly Report
- 12) Public Relations/Media Report
- 13) Training Report
- 14) Workforce Development Board Initiatives – Program Year 2018-2019
- 15) County Report

**ADJOURNMENT**

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In conformity with Government Code section 54957.5, any writing that is a public record, that relates to an item listed on the Agenda, and that will be distributed to all or a majority of the Board less than 72-hours prior to this meeting (or is distributed at this meeting), will be available for public inspection at the time the writing is distributed. This inspection may be made at the office of the Workforce Development Department, 290 North D Street, 6<sup>th</sup> Floor, San Bernardino, California 92415, or during this meeting.

The Workforce Development Board meeting facility is accessible to persons with disabilities. If assistive listening devices or other auxiliary aids or services are needed in order to participate in the public meeting, requests should be made through the Board Secretary at least three (3) business days prior to the Board meeting. The Board Secretary's telephone number is (909) 387-9862 and the office is located at 290 North D Street, 6<sup>th</sup> Floor, San Bernardino, California 92415. California Relay Service 711.

This WIOA Title –I financially assisted program or activity is an equal opportunity employer/program. Auxiliary aides and services are available upon request to individuals with disabilities.

**San Bernardino County  
Workforce Development Board  
Executive Board  
Agenda Item**

**MEETING DATE:** February 13, 2019

**ITEM:** (4)

**SUBJECT:** Approve Minutes from January 9, 2019 Executive Board Meeting

**PRESENTED BY:** Miguel McQueen, Deputy Director  
Workforce Development Department (WDD)

**CONSENT**  **DISCUSSION**  **INFORMATION**

**RECOMMENDATION:** Approve Minutes from January 9, 2019 Executive Board Meeting

**BACKGROUND:** See attached minutes

**Workforce Development Board  
EXECUTIVE BOARD MEETING**

Workforce Development Board Conference Room  
Workforce Development Department Administration Office  
290 North D Street, 6<sup>th</sup> Floor, San Bernardino, California

**WEDNESDAY, JANUARY 9, 2019, 8:30 A.M.**

**MINUTES**

**ATTENDANCE:**

<b>Members</b>	<b>Present</b>
Tony Myrell (Chair)	X
Phil Cothran (Vice Chair)	X
William Sterling (Second Vice Chair)	X
B.J. Patterson	X
Jon Novack	X
Anita Tuckerman	X
<b>Staff to WDB</b>	<b>Present</b>
Devra Bell	X
Sandy Harmsen	X
Reg Javier	X
Molly Wiltshire	X

<b>WDD Staff</b>	<b>Present</b>
Fred Burks	X
Curtis Compton	X
Mariann Johnson	X
Miguel McQueen	X
Stephanie Murillo	X

**OPENING**

- 1) **Chair called meeting to order** at 8:29 A.M.
- 2) **Adoption of Agenda** – The Chair announced that Item #10 (Public Relations/Media Report) would be moved to the position following Public Comment. With this change noted, the Chair called for a motion to adopt the agenda. Will Sterling motioned; Jon Novack seconded the motion. None opposed, motion carried.
- 3) **Introductions** were made around the room.

**REVIEW AND APPROVAL OF MEETING MINUTES**

- 4) **Approval of Minutes from December 5, 2018 Executive Board Meeting**  
The Chair called for a motion to approve the Minutes from the December 5, 2018 Executive Board (Exec) meeting. Will Sterling motioned; B.J. Patterson seconded. None opposed. Motion carried.

**PUBLIC COMMENT**

- 5) **Comments from the General Public in Attendance**  
No public comment cards presented.

**REPORTS AND INFORMATION**

- 10) **Public Relations/Media Report** - This item was moved up in the agenda  
Steve Lambert from 20/20 provided a handout to the Board members, which outlined three areas he has focused on over the past year: Communications Strategy/Development, Media Relationships/Access and Social Media Development. Mr. Lambert first discussed Communications Strategy/Development and noted that effective communication isn't necessarily tactical, but strategic. Their goal is to position the department as an indispensable resource for workers and businesses and leverage contacts with members.

Mr. Lambert then discussed media relationships and access. They have been unable to discuss the roadmap with the media or press, until more information is provided at the January 17, 2019 meeting to further discuss the roadmap. He noted that it has become more difficult to get reporters to do stories, as it has been in the past. In addition, he discussed the regional work that is done and how well the two boards work together (San Bernardino and Riverside).

Lastly, Mr. Lambert noted that the social media development has been very strong and we have seen a 50% increase in our following over the past year. B.J. Patterson stated that some of the GenGo! students may not be using Facebook as much as in the past, as they are trending towards Snapchat and Instagram. Mr. Patterson suggested that we get more creative with our outreach to Youth, to ensure we are reaching them via social media.

Jessica Spaulding provided an update on Strategies/Development and a discussion ensued about the Communications Committee and their strategies in working with the Workforce Development Board (WDB). In an effort to increase the data sharing between the Communications team and the Executive Board members, Tony Myrell suggested we increase the Executive Board meetings to two hours, to allow sufficient time for the Public Relations/Media teams to provide enhanced reporting to the members. Effective February, 2019, the Executive Board meetings will now be held from 8:00 am – 10:00 am.

## **DISCUSSION**

### **6) Approve the Release of a Request for Proposal for Professional Communications and Media Relations Services**

Reg Javier provided an overview of the previous proposal and noted that the strategies in this proposal have changed since it was last presented to the Board. He noted that we need metrics in this procurement and a dashboard, so we can monitor our progress/successes. Molly Wiltshire presented the new proposal and noted that the dollar amount had been modified since the item was posted. This amount changed from \$585,000 to \$360,000, paid over a 3 year period. A discussion ensued about how we monitor our return on investment and the metrics required to provide that information. With the dollar amount modified in the item, the Chair requested a motion to approve the release of the RFP. Will Sterling made a motion; B.J. Patterson seconded the motion. All in favor, none opposed. Motion carried.

### **7) Discuss 2019 Goals for the Youth, EDBR and Special Populations Committees**

The Executive members discussed the current format and agenda items presented at each of the Committee meetings. A discussion ensued about having each Chair review their respective agenda format, to determine if any changes need to be made, which may include removing certain reports or allowing more time for discussion topics. Each Chair will review their respective agendas and make adjustments as needed, to ensure their goals for their committees can be reached.

## **REPORTS AND INFORMATION**

### **8) Workforce Development Board Initiatives – Program Year 2018-2019**

Molly Wiltshire provided an update on the High Desert Training Center and noted that a meeting had occurred with Joe Brady on January 8, 2019 and information will go before the trustees at the Victor Valley College (VVC) subsequent to that meeting. Fred Burks will follow up regarding a meeting with the new President of VVC. Additional topics discussed include the importance of the WDB to drive support for the businesses in the High Desert and to ensure that roles are defined for this project going forward.

**9) One Stop Operator Report**

The report was provided to the Board members in their binders.

**10) Public Relations/Media Report**

This information was moved up in the agenda and provided after Public Comments

**11) County Report**

No updates were provided

**ADJOURNMENT**

Chair called for a motion to adjourn. Will Sterling motioned and Anita Tuckerman seconded the motion. None opposed; motion carried.

Meeting adjourned 10:52 A.M.

The next WDB Executive Board Committee meeting is scheduled for February 13, 2019 at 8:00 a.m. to be held at WDD Admin, 290 North D Street, 6th Floor, San Bernardino, CA 92415.

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Devra Bell – WDB Secretary

**San Bernardino County  
Workforce Development Board  
Executive Board  
Agenda Item**

**MEETING DATE:** February 13, 2019

**ITEM:** (7)

**SUBJECT:** Workforce Innovation and Opportunity Act Program Years 2017 - 2021  
San Bernardino County Local Plan and Inland Empire Regional Plan two  
year Modifications

**PRESENTED BY:** Molly Wiltshire, Assistant Director  
Workforce Development Department (WDD)

**CONSENT**  **DISCUSSION** \_\_\_\_\_ **INFORMATION** \_\_\_\_\_

**RECOMMENDATION:** Recommend the approval and authorize the submittal of the Workforce Innovation and Opportunity Act (WIOA) Program Years 2017-2021 San Bernardino County Local Plan and Inland Empire Regional Plan Two Year Modifications to the Workforce Development Board.

**BACKGROUND:** On March 7, 2017, the Board of Supervisors approved the WIOA San Bernardino County Local Plan and Inland Empire Regional Plan for Program Years 2017-2020. WIOA requires local workforce development boards to submit biennial update of the Regional and Local Plan in order to ensure plans remain current and account for changes in labor market and economic conditions or in other factors affecting the implementation of the plans. The San Bernardino County Workforce Development Board's (WDB) Local and Regional Plan 2-year Modifications are due March 15, 2019 to the California WDB.

The Regional Plan Modification requirement is to improve employment outcomes for the justice involved/re-entry population, multi-craft core curriculum pre-apprenticeship, and a regional self-assessment to determine the progress made to date in the workforce regional planning. In leading the development of the Regional Plan Modification, the Inland Empire Regional Planning Unit (IERPU) included key stakeholders and customers across the region to participate in strategy sessions to develop the modification with this focus.

While the Regional Plan outlines the changes of the workforce development system at the regional level, the Local Plan describes the workforce system in the County and how to achieve the WDB's vision of transforming lives and strengthening business. The Local Plan Modification was developed with continued focus for individuals who pay child support, receive CalFresh Employment and Training services, are English language learners, or are disabled to allow for more opportunities for competitive integrated employment. Partners, stakeholders, and employers participated in a series of stakeholder forums to provide feedback and assessment of the local workforce development system focused on aligning efforts to improve outcomes to these special populations.

IERPU boards will continue to oversee the Regional Plan while the WDB will oversee the Local Plan. The IERPU will work with partners across the region to ensure services are effectively meeting the needs of employers while transitioning justice-involved/re-entry participants to gainful employment, breaking the cycles of poverty or long lasting prosperity.

Consistent with State requirements, the Local and Regional Plan Modifications will be available for public review and comment for a 14-day period beginning February 13, 2019. A public

notice on how to access the modifications for review and comments will be posted on the WDB's website and web blasts to be sent to stakeholders across the region announcing the availability of the modifications. Public comments received within the 14-day period that express disagreement with the modifications will be submitted to the California Workforce Development Board along with the modifications.

The Regional and Local Plans demonstrate the WDB's commitment to the expansion of a comprehensive, coordinated system for providing workforce services to residents. The WDB 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.

With approval, this item will be submitted to the WDB on February 27, 2019 and subsequently, the Local and Regional Plan Modifications submitted to Board of Supervisor on March 12, 2019.

**Attachments:**

WIOA Local Plan 2-Year Modification Narratives

WIOA Inland Empire Regional Plan 2-Year Modification Narratives



**SAN BERNARDINO COUNTY WORKFORCE DEVELOPMENT BOARD**  
**LOCAL WORKFORCE DEVELOPMENT PLAN PROGRAM YEARS 2017-2021**  
**TWO-YEAR MODIFICATION**

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

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## Introduction

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).

The 2017 – 2020 Local Plan described the workforce system in San Bernardino County (SBC) and how to achieve the SBCWDB's vision of Transforming Lives and Strengthening Business.

In this modification of the plan, SBCWDB adheres to that vision and oversees strong labor exchange services at a single point of access for persons seeking employment and businesses looking for world-class talent. Key goals and desired outcomes include:

- Serving individuals with serious barriers to employment including CalFresh recipients, non-custodial Parents responsible for child support, and English learners
- Strengthening and expanding strategic alliances
- Blending and braiding resources to build capacity, save taxpayer money and eliminate duplication of services
- Delivering integrated services for the job seeker, student and business owner

The level of collaboration among partners and stakeholders in SBC demonstrates the collective commitment to provide services that transform the lives of the most vulnerable residents including: low income, veterans, people needing basic skills, disconnected youth, foster youth, individuals with disabilities and justice-involved citizens returning to the community after incarceration.

The SBCWDB oversees one comprehensive America's Job Centers of California (AJCC), two additional AJCCs, as well as other access points that provide services throughout SBC, including remote areas. The career centers have become gateways, to employment, education and training services through the development of MOUs, strategic partnerships, system alignment efforts, and service integration among agencies and local stakeholders. AJCC System partners are guided by a comprehensive Memorandum of Understanding (MOU) the AJCC System MOU, which includes common vision, mission, values and goals for providing exceptional customer-centered services by the 29 signatory partners.

In the 2017 – 2020 Local Plan, SBCWDB identified five target industry sectors: Transportation/Logistics, Manufacturing, Health Care, Construction, and Trade/Transportation/Utilities. In this modification, there is a shift of focus from Trade/Transportation/Utilities to Professional, Scientific, and Technical Services.

The results of a recent workforce and labor market analysis, included in The State of the San Bernardino County Economy - 2017 Annual Report, indicated "while the County's employment growth is forecast to be widespread, it's likely to be led by a handful of sectors, notably healthcare, logistics, professional, scientific and technical services, and construction." Furthermore, the report goes on to add "Professional, scientific, and technical services is another expanding sector in San Bernardino County and that the growth planned is greater than in Trade/Transportation/Utilities."

This document provides information responsive to the two-year modification of San Bernardino County's Local Plan required by the Workforce Innovation and Opportunity Act (WIOA), as established in Directive WSD18-01 (hereafter the "Directive"). America's Job Center of California (AJCC) Partners (please see Appendix A) currently work together to co-case manage mutual customers and to co-enroll them where possible. Since WIOA programs are administered by the County, SBCWDB integrates its services with other County programs including Economic Development, Human Services, Probation, Child Support Services, Sheriff, Community Development & Housing, and the Transitional Assistance Department.

There are a number of opportunities for SBCWDB to lead, coordinate and collaborate with strategic partners. The board meets bi-monthly and the Executive Board meets monthly. There are three WDB standing committees that meet bi-monthly: The Economic Development & Business Resources Committee, the Youth Committee, and the

Special Populations Committee. Throughout the year, SBCWDB and its AJCC partners meet at least quarterly to discuss coordination, integration, service delivery, service gaps, and challenges for the populations they serve.

SBCWDB's Special Populations Committee is comprised of members with expertise in providing services to individuals with barriers to employment including CalFresh recipients, non-custodial parents responsible for child support, English learners, and individuals with disabilities. The committee is also continuously improving collaboration among the County's agencies and programs for veterans, justice-involved individuals, migrant/seasonal farm-workers, older workers, and low income populations. The committee's work helps sustain the momentum gained during the Local Plan modification process and ensures a continual focus on the needs of these individuals with serious barriers to employment.

The twenty-nine AJCC MOU partners (or System Partners) have established five work groups to address specific issues affecting the populations served at all locations. A list of AJCC MOU partners is included in Attachment IV. These work groups have:

- 1) Created a Desk Reference Guide for front line and business services staff. The Guide serves as a cross-training and reference tool informing staff about resources available through partner agencies.
- 2) Created a universal referral process followed by all System Partners using an associated universal referral form.
- 3) Begun organizing and planning the San Bernardino County Workforce summit. This is a one-day convening, scheduled for June, 2019 which will include staff from all System partner agencies for professional development, capacity building and resource sharing.
- 4) Organized a Business Services workgroup which meets monthly and is comprised of all collocated AJCC partners. The group is responsible for coordinating and integrating multi-agency service delivery to meet the needs of the business community. SBCWDB holds recruitments throughout the year and hosts three major annual job fairs with key employers offering well-paying, sustainable wage jobs.
- 5) Examined front line staff operations and how they are integrated to provide seamless and streamlined service to business and job-seeking customers. This group also looks at how technology can be used to improve and expand service delivery at the AJCC and through our Web-based portal.

SBCWDB is focused on communications, outreach materials and branding of the AJCC and workforce system. Currently under development is a 10-minute Orientation Video that is geared toward the customer and can be accessed online or at the offices of any of the partners. Social media and other technology will continually be used to expand outreach to new customers while sharing pertinent information among AJCC partners and other stakeholders. Customers will continue to be met where they are located: in libraries, in the courts, at job fairs, at resource fairs, in public schools, shelters, food distribution centers, et. al.

During the Local Plan modification process, SBCWDB identified opportunities to build capacity and recruit new community-based and faith-based partners. SBCWDB and these partners will continue to educate agencies by planning and managing resource fairs, which have proven to be an effective strategy to invite, meet, and collaborate with new service providers. Education and training providers, representatives from parole and probation, faith-based and community-based organizations that provide support services, and the local and regional workforce systems have shown to be essential representatives at these resource fairs.

SBCWDB will continue to use the Human-Centered Design method to foster customer engagement and to guide the AJCC responses to special populations including CalFresh recipients, non-custodial parents, English learners and individuals with disabilities. The Human-Centered or Customer-Centered Design process begins with input from the customers themselves (job seekers, trainees, employers, etc.) and ends with solutions that are tailored to their needs.

Specific to the Local Plan modification process, SBCWDB convened three, two-hour strategy sessions to discuss ways to improve outreach efforts to engage more customers, streamline services to reduce duplication, increase capacity, and address specific challenges and barriers faced by job seekers and incumbent workers from these and other target groups including justice-involved individuals. Invited partner agencies and attendees are provided

in Attachment V. Findings and suggestions from these meetings have been included in this Local Plan modification.

Through collaborative efforts by standing committees, task forces, and regular board meetings, the agencies and organizations partnering with SBCWDB will contribute to the work of sector pathways programs, reentry programs and other workforce and economic development initiatives in the County and in the Region.

SBCWDB's Local Plan Modification describes actions already taken and future plans to provide vocational training, basic skills training, occupational training, job and career search assistance and supportive services to populations with serious barriers to employment such as CalFresh participants, non-custodial parents, English learners and individuals with disabilities. Additional information about each population can be found in Attachment I, Attachment II, and Attachment III.

## CalFresh Participants

### Available and Planned Workforce Services

The San Bernardino County Transitional Assistance Department (TAD) administers the CalFresh program. Current applicants for CalFresh are assessed for eligibility in an average of three days. TAD gives priority to individuals who lack income or are experiencing homelessness by processing these in-person applications immediately, so the applicants can leave with a CalFresh benefits card. For applicants with some income, eligibility is determined based on the amount of income and household size. During the in-person application process, individuals are assessed for and referred to California Work Opportunity and Responsibility to Kids (CalWORKs) and Medi-Cal.

Applicants can also use the County's self-service online tool, [www.C4yourself.com](http://www.C4yourself.com), to apply and recertify for CalWORKs, CalFresh, and Medi-Cal benefits. While workforce services can be provided through referrals, historically, the priority for TAD has been addressing an individual's immediate need for food.

TAD is currently an AJCC System Memorandum of Understanding (MOU) partner and is working with SBCWDB on a new MOU for a pilot program to provide Employment and Training (E&T) services to CalFresh participants. The two departments have been meeting since July 2018 to finalize a formal partnership agreement that includes processes and procedures. Beginning in 2019, through the pending agreement, SBCWDB anticipates serving over 400 individuals in the first program year.

CalFresh E&T services will include job search, job retention, and education/training designed to help participants attain their education and employment goals, and ultimately achieve family self-sufficiency. The process includes an assessment to identify barriers to employment and the development of an employment plan outlining recommendations for workshops, appropriate referrals, one-on-one coaching, and short/long term goals.

Job retention services will be provided for 90 days after the participant secures employment. The assigned Workforce Development Specialist (WDS) will contact the participant regularly to identify and address any financial or other barriers they encounter. Participant employability is improved through education and training services designed to enhance basic skills. While job search and job retention services will be provided by SBCWDB's network of AJCCs, education and training will be provided by a selected third-party. Participants may take part in an educational program where they attend life skills workshops, enroll in GED, English language, or vocational training and receive a certificate, credential, diploma, degree and job placement.

Through their work with the AJCC, job seekers will also be connected to sector pathways programs in the local area and the region. The SBCWDB's strategy to serve CalFresh participants blends and braids resources to provide the customers with streamlined, integrated service delivery.

### Regional Alignment, Coordination, and Integration

TAD administers several programs that allow for easy service integration including CalWORKs, CalFresh, Medi-Cal, General Relief, Child Care, and Welfare to Work. Current partnerships allow for referrals of qualified CalFresh E&T participants to AJCC partners, where they are assessed to determine whether they qualify for the full menu of WIOA services (Titles I thru IV).

Referrals will work in both directions depending upon where the participant encounters the CalFresh program. Existing WIOA participants who are food insecure will be referred to the TAD staff member collocated at the AJCC. If the TAD staff member is not available, the universal referral form will be sent to a designated staff member at the TAD office to determine eligibility and service provisions. At the other end, a participant visiting the TAD office can be referred to the AJCC by a staff member sending the universal referral form via email to the designated TAD staff member located at the AJCC.

SBCWDB and AJCC staff engage with local partners who serve specific types of CalFresh populations—such as non-custodial parents, English learners, and the formerly incarcerated through leveraging existing resources in the County and region. One way this is done is through existing outreach efforts by TAD, which enables them to engage with and enroll the special populations mentioned, as well as emancipated youth and seniors.

### Facilitating Program Completion

In addition to coordinating with local partners to provide core services, SBCWDB and its partners work together to provide supportive and retention services to CalFresh participants. Such supportive services help clients stay in programs, with the ultimate goals of program completion and movement into higher wage jobs and careers. Supportive services, which are eligible for 50% federal costs paid using non-federal funding to provide allowable CalFresh E&T services to participants receiving CalFresh. The aforementioned partnership agreement will specify the supportive services that will be available to CalFresh E&T participants including training cost assistance, transportation (e.g., bus passes, gas cards or gas reimbursements), minor car repairs, work or interview attire, work/training materials, funds for credentialing/licensure, pre-hire requirements (e.g., background check), and eyeglasses. Specific caps have been established for each category, and additional reimbursements will be considered on a case-by-case basis.

## Local Child Support Services Agencies

### Available and Planned Workforce Services

The SBCWDB currently collaborates with the County's Department of Child Support Services (DCSS) to provide employment services to non-custodial parents (NCPs) through its Bridges to Employment Program, an integrated referral and service delivery system with AJCCs. The AJCCs address unemployment and underemployment of participants who have barriers preventing them from obtaining long-term employment. Barriers include low income, housing instability, lack of a vehicle, suspended licenses, lack of proper ID, etc. A more complete description of these barriers can be found in Attachment II.

Referrals are made when a Child Support Officer (CSO), working with a NCP, completes a Bridges to Employment form that the client then brings to one of the three county AJCCs (West Valley, East Valley, and the High Desert). AJCC staff determine if the client is eligible, complete the form, and return it to the CSO. The client, if eligible, is enrolled in WIOA and can begin to receive job search assistance, supportive services, and when needed, training assistance. Through working with the AJCC, job seekers are also connected to sector pathways programs in the local area and the region.

### Regional Alignment, Coordination, and Integration

DCSS collaborated with the SBCWDB to design and implement the Bridges to Employment Program referral system by participating in strategy sessions to develop the referral forms, evaluate the effectiveness of the referrals, and adjust the program to ensure customers maximized their use of services. In the initial phases, (2016 and 2017), partners met regularly to coordinate co-enrollments and discuss the supportive services needed by participants. Beginning in March, 2019, DCSS and AJCC staff will meet at least quarterly to ensure that services are coordinated and the program is successful.

Partner meetings are already used to cross-train agency staff to maximize understanding of resources available in the AJCC System. These cross-training opportunities and other strategies (resource fairs, staff presentations, job shadowing, the enhancement of front line staff resource guides, the use of social media and data sharing technology), are parts of the Local Plan to expand the reach to new clients and to coordinate activities that support and serve all our participants. To ensure services are delivered to NCPs, SBCWDB will set up group orientations

(either small or large groups) at Child Support offices or at the AJCCs and develop video orientations that can be played at remote locations.

SBCWDB, through its AJCC System MOU, already has strong partnerships with many WIOA Title II Adult Education and Literacy providers including Asian American Resource Center, Chaffey Joint Union High School District Adult School, El Sol Neighborhood Education Center, the Adult Schools at Fontana, Hesperia, Redlands, and Yucaipa Calimesa Unified School Districts, San Bernardino City Unified School District – Inland Career Education Center, and the Jack L. Hill Lifelong Learning Center – San Bernardino Public Library. SBCWDB meets quarterly with these partners and uses labor market information and the Eligible Training Provider List to help identify career paths and training that will lead to employment and self-sufficiency. Some local partners assist SBCWDB by offering outreach, support and job retention services including Inland Empire Father Involvement Coalition, the county library system, the Children's Network of San Bernardino, the Center for Employment Training, and United Way 211 San Bernardino and those connections will continue to be strengthened.

### Facilitating Program Completion

NCPs referred through the Bridges to Employment Program work with a Workforce Development Specialist (WDS) to create an Individualized Education Plan (IEP) which includes assessments, case management services, employment workshops, placement assistance, or vocational training through the AJCCs, and referrals to other partner agencies as needed for additional programs and services. WDSs are available for one-on-one assistance, as needed, for resume writing, interview skills, and to explore vocational training opportunities. They also connect individuals to support groups, parenting classes, and mentoring programs that are useful to the parent's personal, educational and employment goals.

In a collaborative effort, SBCWDB and our AJCC partners and stakeholders will work together to identify sources of other support services such as housing, food, transportation, a reduction of criminal charges, or a reduction of financial burdens. These services are in place to support the individual's efforts in job search assistance, training and retention in employment.

### Overcoming Legal or Regulatory Obstacles to Providing Services

A challenge in providing employment services to a non-custodial parent is the lack of communication between the NCP and DCSS (e.g., they do not return calls or visit an office). The underlying causes of disengagement may be a fear of arrest because of an individual's legal status or the stigma associated with owing child support. The voluntary nature of DCSS's program may also result in a lower engagement level between the agency and NCPs. Non-custodial parents may have a tenuous relationship with their child, leading to an unwillingness to pay child support, which in turn lessens the motivation to seek out education, training, or employment services. When a NCP is out of compliance with a child support order, DCSS can suspend or revoke a driver's license or a state-issued vocational credential or license. Though this may be a necessary enforcement strategy, it affects an NCP's ability to travel or practice their profession.

SBCWDB will seek ways to broaden the referral system to allow more judges, attorneys, and mediators to refer individuals for AJCC services. This will increase the number of individuals who receive services and extend SBCWDB's reach to NCPs that may not come to the attention of the child support office. These new partnerships would strengthen the connection between the justice system, the local child support agency, and SBCWDB. In some cases in the County, a commissioner as part of a child support court order mandates engagement with the workforce system and this practice could be expanded.

SBCWDB will continue to explore how to connect NCPs with workforce services under WIOA Titles I through IV. When NCPs are not eligible under WIOA, other support services (e.g., CalFresh and healthcare benefits, housing, transportation, childcare, and counseling services) will be explored through private foundations, non-governmental partners, and other agencies.

NCPs working with a WDS at the AJCC have access to programs and services that can foster continued participation in local workforce programs including on-the-job training and employment workshops. An effort is made to connect individuals to registered apprenticeships, which provide an earn and learn option that will help the NCP meet child support obligations while being trained.

As noted, some enforcement strategies present obstacles for NCPs who are seeking or retaining employment. These strategies can motivate NCPs to engage with DCSS so the enforcement order can be stopped. For instance, if a NCP with unpaid child support enters a workforce development program, or provides partial payment to show good faith, the NCP can have their license reinstated (or can preemptively stop the suspension). SBCWDB will continue to build capacity around the services and procedures of DCSS during personnel cross-training and this will ensure AJCC staff can help individuals understand these aspects and make them more likely to take advantage of services available.

The planned orientations at the child support offices will help facilitate successful referrals, and ultimately program participation and completion, by strengthening agency knowledge of direct and supportive services that are available.

### Overcoming Challenges for Local Partnerships

There are a number of challenges that hinder effective local partnership. Eligibility requirements differ from agency to agency and across CBOs. While AJCC System MOU partners use a universal referral form, many CBOs and new partners could benefit from creating service agreements and referral forms. Confidentiality issues may prevent the sharing of an individual's personal, health, or financial information.

While some solutions will be more difficult to find than others, SBCWDB has identified several solutions it will pursue. Partner agencies under the AJCC System MOU are currently using a universal referral form and this could be adapted for use by other local partners and stakeholders that are not part of the AJCC MOU.

As noted, SBCWDB will encourage cross-training and regular team meetings of front line workers to promote collaboration on integrated service delivery.

DCSS draws from a list of local employers who recently employed NCPs and periodically invites the employers to orientation and information sharing meetings. Even though these meetings are meant to inform businesses about employing NCPs, SBCWDB will use this and other opportunities for all local collaborative partners to inform and support local businesses.

## Provision of Services to the ID/DD Population

### Provision of Services to the Intellectual Disability (ID)/Developmental Disability (DD) population

Competitive Integrated Employment (CIE) is work performed by a person with a disability (including those with intellectual disabilities and developmental disabilities) within an integrated setting that includes both individuals with and without disabilities. CIE is full or part-time work that:

- Compensates individuals at no less than the legal minimum wage and at the same rate as non-disabled employees with the same skills, performing the same work
- Yields an income comparable to that of similarly situated non-disabled individuals
- Provides the same benefits available to other employees
- Is at a location where employees interact with other persons who are not individuals with disabilities
- Presents opportunities for advancement

SBCWDB will engage with local partners to promote CIE by assigning staff to continue to attend Local Partnership Agreement (LPA) meetings, cross training and identifying resources and partner for business engagement for the paid work experience program. Staff of the San Bernardino County Office of the California Department of Rehabilitation (DOR) are co-located at the three AJCCs to help better serve the Intellectual Disability (ID)/Developmental Disability (DD) population by linking to available resources.

SBCWDB works with these and other agencies, groups, and organizations to implement partnership plans:

- San Bernardino County Office of the Department of Rehabilitation (DOR)
- Inland Regional Center (IRC)
- Local Educational Agency (LEA)

- Special Populations Committee
- Special Education Local Plan Area (SELPA) offices
- Workability programs at school districts within the area associated with the DOR

SBCWDB staff is participating in the regional Local Partnership Agreement (LPA) and branch office LPA meetings and committees to strategize how to partner and collaborate to serve individuals with disabilities. The SBCWDB is a named partner of the East Valley Transitional Advisory Committee's LPA with 8 school districts from the east side of the county, DOR, Inland Regional Center. The board is also named in the current draft of the High Desert district's LPA. The West Valley District's LPA is not yet in draft form, but plans include a connection to the WDB. This will assist in leveraging resources to better serve the ID/DD population.

Staff at AJCCs are expected to understand the needs of jobseekers with ID/DD and be knowledgeable about programs and resources that can aid in their success. To assist this effort there is continued training for front line staff about disability awareness, cross training for all staff on the use of assistive technology, and participation in Windmills training by DOR. In February of 2018 as part of the Regional Training Coordination initiative with Riverside County Workforce Development Board, two training sessions were offered to front line staff on the needs of people with disabilities. Staff attended a session called "Coordination in Serving Target Populations" conducted by Robbin and Associates and later, another session called "One System for All and All for One" conducted by the California Employment Development Department capacity building unit.

Collocated staff at the AJCCs assist in serving ID/DD customers. SBCWDB will continue to meet with DOR, IRC, and LEA regularly to ensure ongoing collaboration and SBCWDB staff will attend outreach events for all partners to ensure customers are aware of available services.

In order to connect CIE efforts with local businesses and employers, SBCWDB is developing paid work experiences and internships through DOR such as GenerationGo! and other WIOA youth programs. DOR and IRC will support the job coaching function as part of this collaboration to serve ID/DD customers. DOR has also established a CIE Business Services team that the SBCWDB is part of, that is responsible for recruiting, referral and employment engagement strategies to serve the ID/DD population.

### Provision of Services to ELL, Foreign Born, and Refugees

According to the 2017 American Community Survey, 20.9 percent of the population in San Bernardino County is foreign born with 93 percent of these individuals entering the United States prior to 2010. Under half, 41.1 percent, of the county's population over five years of age speak a language other than English at home. Of these individuals, 15.1 percent self-report speaking English less than "very well."<sup>1</sup> According to Refugee Processing Center data from 2017, 3,101 refugees were placed in the state of California of which five settled in cities in San Bernardino County.<sup>2</sup>

### Regional Alignment, Coordination, and Integration

Individuals who are English learners (ELLs), individuals who have low levels of literacy, and individuals facing substantial cultural barriers (e.g., foreign born and refugees) are a target population for AJCC System Partners, who provide case managers and services in Spanish. SBCWDB relies on its partnership with adult education to provide English as a second language (ESL) classes to participants. ESL funded through the Adult Education Program allows for the opportunity to blend or braid resources through co-enrollments and support services. In an effort to streamline operations and build capacity, SBCWDB will work closely with existing and new partners to improve the coordination of service delivery.

SBCWDB partners with all five Adult Education Program Consortia in the San Bernardino County to provide services for English learners (ELL). The five Consortia are the Inland Adult Education Consortium (San

<sup>1</sup> U.S. Census Bureau. (2017). *American Community Survey, 5-Year Estimates (2013-2017)* [Data File]. Retrieved from <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

<sup>2</sup> U.S. Department of State. (2017). *Refugee Processing Center, Refugee Arrivals (January 1, 2017-December 31, 2017)* [Data File]. Retrieved from [http://ireports.wrapsnet.org/Interactive-Reporting/EnumType/Report?ItemPath=/tot\\_WebArrivalsReports/MX - Arrivals by Destination and Nationality](http://ireports.wrapsnet.org/Interactive-Reporting/EnumType/Report?ItemPath=/tot_WebArrivalsReports/MX - Arrivals by Destination and Nationality)

Bernardino), West End Corridor (Chaffey), Victor Valley Adult Education Regional Consortium, Barstow Area Consortium for Adult Education and Morongo Basin AEBG Consortium (Copper Mountain). Each Consortium offers programs for ELLs across the different members at the respective adult education sites to learn the academic and job skills needed to improve employment prospects and financial standing. This partnership has created a network of community colleges, school districts, adult schools, and workforce development and human services partners. The network connects adults to educational programs that empower participants to overcome past challenges, and find a career pathway where they can grow and contribute to the overall economic health of our region. It is through these efforts that ELLs would be connected to sector pathways programs in the County and the region including initiatives funded by California's Strong Workforce Program for career and technical education. The programs are marketed through libraries, churches, mass-mailings in the County, by radio commercial and through the school system when children bring brochures home.

There are Transitional Counselors at the colleges who work with students in a workshop setting or on a one-on-one basis. Counselors will be trained to connect students to the AJCCs for workforce services if they are not already enrolled. Supporting these programs are faith-based and community-based organizations that provide legal and financial advice and life skills resources. Aside from the colleges and adult education centers, key support service providers (within and outside the AJCC System MOU) are TODEC (Training Occupational Development Educating Communities), Catholic Charities, El Sol Neighborhood Education, Goodwill, Job Corps, The Dreamer Center and United Way 211 San Bernardino. In other areas, California's English Language Learner Workforce Navigator programs are bringing local partners together to provide wrap-around services to English learners to help ensure their employment, training and education goals. Although San Bernardino County does not have a pilot site, SBCWDB will investigate this program and others to replicate its promising practices while working with MOU partners to achieve similar goals with current resources. Partners are providing such essential services as financial planning, assistance with the Free Application for Federal Student Aid (FASFA) process, tutoring, legal advice and expenses related to education and training, job search and job retention.

Through the Inland Empire's SlingShot Initiative, the healthcare industry has been a major area of focus. In partnership with the Riverside Workforce Development Board, the SBCWDB has worked with employers and education providers to develop the training courses needed to fill positions at healthcare facilities around the region. The SlingShot project has focused on three hard-to-fill, in-demand occupations: Certified Nursing Assistants, Community Health Workers, and Personal Care Assistants. These positions range in salary from entry level to self-sufficient and put individuals with limited English speaking ability on strong career pathways with opportunity for growth. Efforts will expand these and other areas to train the ELL population and to respond to the needs of employers.

### Facilitating Program Completion

When English classes are contextualized or tailored to a specific occupation or industry the ELL student or job seeker or incumbent worker has a better chance of achieving their career pathway goals. As needed, ELL customers will be enrolled into ESL prior to career pathway, or another training program, to ensure their success once they enter training. Workforce participants' English classes progress through Levels 1, 2, and 3. Level 3 equates to conversational skills in English and Spanish, and is a prerequisite for other program goals like workforce integration. This blend of skills training combined with English language proficiency will lead to more successful applicants who can not only perform job duties, but can talk to employers and customers, and read safety manuals and industry materials.

Retention goals can also be achieved by offering participants a menu of effective support services to ensure their completion and success in training and employment. Working with community stakeholders and support service providers, SBCWDB will refer participants to available transportation, housing, childcare, CalFresh, financial planning seminars, counseling to address substance abuse and mental health issues, and other supports deemed necessary. The English Learner community will also need customized supports that are population-specific. Individuals may require counseling on legal status, school enrollment for children, health services, driver's licenses, voter registration, etc. The more support SBCWDB can offer, the better the chance students, job seekers, and workers will remain focused on training and employment goals.

During the Local Plan modification process, SBCWDB identified new partners that support the affected populations including the San Bernardino Community Service Center. A complete list of partners that attended our strategy sessions is including in Attachment V.

## Conclusion

This plan modification reflects the collective vision of SBCWDB and its partners and the commitment to provide workforce, education, and supportive services for the unique and overlapping clients in the county and the region.

As detailed in the local plan and this subsequent modification, San Bernardino County has developed a strong and effective network among workforce, education, economic development and social service partners providing comprehensive, customer-focused and performance-based services. The Board and its stakeholders, including the business community in the Inland Empire region, have identified sector pathways and career pathways programs using the latest labor market information and workforce analysis. Together the SBCWDB, its local partners and stakeholders are serving the most vulnerable individuals in the county including CalFresh recipients, non-custodial parents, English learners, individuals with disabilities and the justice-involved. These efforts are dedicated to educating and training a world-class talent pool that supports local businesses and promotes economic development in the region.



# INLAND EMPIRE REGIONAL PLANNING UNIT

RIVERSIDE  
•  
SAN BERNARDINO



**WORKFORCE INNOVATION AND  
OPPORTUNITY ACT  
INLAND EMPIRE REGIONAL PLAN  
PROGRAM YEARS 2017-2021  
TWO-YEAR MODIFICATION**

**INLAND EMPIRE REGIONAL PLANNING  
UNIT**

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## Background

The Inland Empire Regional Planning Unit (IERPU) is comprised of Riverside and San Bernardino Counties. The workforce development system within the IERPU is led by the Riverside County Workforce Development Board (RCWDB) and the San Bernardino County Workforce Development Board (SBCWDB). These two WDBs led the initial regional planning process to develop the IERPU Regional Workforce Development Plan by engaging more than 200 partners and customers to participate in forums and focus groups to provide input and guide the strategy of the plan. IERPU and these stakeholders discussed ways to improve outreach efforts, streamline services to reduce duplication, increase capacity, and address specific challenges and barriers faced by justice involved individuals.

The IERPU's Regional Plan 2017-2020 includes a vision statement that sets the strategic direction for planning and implementation of the regional plan:

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

The IERPU oversees the implementation of the regional plan, providing guidance and leadership for the regional workforce development system to ensure that services are effectively meeting the needs of employers while transitioning residents to gainful employment, breaking the cycle of poverty, and increasing economic equity for long lasting prosperity.

While the IERPU's Regional Plan 2017-2020 addressed workforce, education and training, and support services for all job seekers in the region, this plan modification focuses on Workforce-Corrections partnerships to serve the formerly incarcerated and other justice involved individuals, Multi-Craft Core Curriculum Pre-Apprenticeship partnerships and Regional Coordination and Alignment indicators. As a regional entity, the Inland Empire Counties have promoted in-prison job training rehabilitative services and have participated in programs designed to secure employment after release. Although there has been coordination between the two counties, these efforts will be enhanced and expanded so that the regional approach will facilitate long-term outcomes to reduce recidivism and enhance employment opportunities for the justice involved.

## Introduction

To reduce recidivism, California has supported programs for the formerly-incarcerated and justice involved populations. With the state's support, communities are asked to serve the reentry population by creatively and effectively aligning training, education, employment, and support services with the industries and employers driving regional employment. The IERPU's goal is to maximize employment opportunities for the formerly incarcerated or justice involved population by addressing barriers and creating career pathways that lead to long-term employment with family-sustaining wages.

This updated regional plan, now reflecting dates through 2021, describes how IERPU currently works, and how it plans to partner with its traditional workforce and education partners as well as community based organizations (CBOs), reentry service providers, State Parole, and County Probation Departments to provide integrated services to justice involved individuals. While this work will be led by the IERPU, other partners support and enrich the collaborative efforts. For example, the San Bernardino County Reentry Collaborative has been a key partner for a number of years. Comprised of over 15 county agencies, organizations, CBOs and correctional institutions, the Reentry Collaborative is committed to making the region's communities safer through the successful reentry and long-term success of the formerly incarcerated.

IERPU is committed to ensuring services and programs for the reentry population are based on best practices. IERPU will stay abreast of the publications and

studies posted to the Corrections-Workforce Research Library available through the California Workforce Development Board. It is important IERPU prepare the reentry population for entry-level with long-term career employment opportunity in industry sectors that are driving regional employment and high demand occupations within the high growth industry sectors. As the IERPU, Riverside and San Bernardino Counties are fully committed to eliminating critical gaps in the current reentry system by collaborating and restructuring partnerships among WDBs, corrections systems, CBOs and local business owners.

### Customer Centered Design

IERPU will conduct a Customer Centered Design (CCD) project specific to the reentry population. The project will involve feedback from stakeholders including justice involved individuals, employers, CBOs, faith-based organizations, workforce development, corrections and justice partners, as well as education providers. Centering this effort on business engagement and on the needs of the formerly incarcerated will ensure the project's success. The employer outreach will include a survey to identify any reasons behind a reluctance to hire formerly incarcerated individuals. Separately, a survey will focus on feedback from the formerly incarcerated to identify needs, desires, and responses so that programs and solutions can be designed to address the issues and hone in on what has worked in past experience. Findings from the research phase of CCD will help identify strategies for increasing the number of employers who feel comfortable employing justice involved individuals and on targeting the needs of this population. IERPU has successfully used a Customer Centered Design approach to incorporate feedback from workforce system users into its service delivery redesigns.

### Partnerships for Regional Alignment

Using partnerships to better link job training, work experience, education, and additional services prior to release and after incarceration will enable the justice involved population to successfully integrate into society as quickly as possible. Incorporating collaboration and innovation to invoke systemic change will not only benefit those recently released from prison, but will provide long-term benefits to the region. To address the region's excitement and commitment for positive change, IERPU began meeting in the Fall of 2018 with 18 agencies and CBOs: Riverside County Probation Department, San Bernardino County Probation Department, California Department of Corrections and Rehabilitation, Riverside County Sheriff Department, San Bernardino County Sheriff Department, San Bernardino County Reentry Collaborative, United Way's 2-1-1, Building Industry Association, Desert Valley Builders Association, Adult Education Programs, California State San Bernardino Reentry Initiative, Operation New Hope, Riverside/San Bernardino Departments of Public Health, Riverside/San Bernardino Community College Districts, and the Building Industry Association's Baldy View and Riverside Chapters. Additional information about these agencies and others is provided in Attachment II.

IERPU has existing or budding relationships with numerous agencies and organizations that provide social services in the region. Some have worked directly with justice involved individuals and others stand ready to serve them. Examples include the Inland Empire Father Involvement Coalition, which works with non-custodial parents, and Housing and Employment Rights Advocates (HERA), which serves citizens by providing legal and financial advice. Goodwill, the Salvation Army, Team Challenge, Soldier for Life, and Inland Empire Teen Challenge are also partners serving the Inland Empire's most vulnerable population. IERPU will work with these organizations in a leadership role, to ensure their services are coordinated and focused on building regional capacity. This will be done through outreach, educational workshops, cross-trainings, inclusion in resource guides for employment staff, and existing/planned meetings. Toward mutually beneficial outcomes, it may be in the interest of the region for IERPU to execute partnership agreements or Memoranda of Understanding (MOU) to formalize some of these relationships and partnerships.

## Service Delivery

### Serving Justice Involved Individuals with Serious Barriers

The first step to serve justice involved individuals with serious barriers to employment is to identify their challenges while they are still incarcerated. The Inland Empire has effective models, described below, from which best practices can be identified and replicated. While some programs may be intended for individuals with a serious mental illness or a substance abuse disorder, fundamental elements of each program can be applied to the larger justice involved population. The central goals are to assess needs, identify resources and connect the individual to support, both during incarceration and after release.

The San Bernardino Sheriff's Transitional Assistance Reentry Team (START) uses a community policing philosophy to help veterans, homeless individuals, medically fragile persons, or those with behavioral health problems to re-enter the communities. START helps incarcerated individuals create a discharge and reentry plan connecting them with community resources and service providers throughout the county. A referral process began in July 2018 with START and the San Bernardino County AJCCs.

The Riverside County Sheriff's Department and the Riverside University Health System's Behavioral Health Department partnered to create the Core Team to serve incarcerated individuals with mental health needs. This team is comprised of deputies specifically trained to work alongside behavioral health specialists embedded in their mental health units. Their goal is to assess the individual's needs and provide the necessary treatment during incarceration.

San Bernardino County's Department of Behavioral Health and the Sheriff's Department established another effective model called Corrections to a Safer Community (CTASC) program. The program is embedded in the jails and is designed to reduce recidivism by assisting individuals with a serious mental illness and/or a substance use disorder. Working closely with county partners, justice professionals, and CBOs, services begin with a needs assessment to identify critical resources including food, shelter, and clothing that will promote successful integration back into the community upon the individual's release. After release, the CTASC team provides a warm case management hand-off to community service providers.

The Sheriff's office and San Bernardino Workforce Development Board currently have a program with Inmate Services that houses workforce development staff to provide services to incarcerated individuals at the four county rehabilitation centers. In this case, justice involved individuals can create an action plan, with the help of case managers, that addresses their training, employment, and support service needs after their release. In addition to this coaching, job fairs and workshops are held at the facilities. In partnership with the California Department of Corrections and Rehabilitation (CDCR), some of these services are offered at other detention centers in the Inland Empire.

The IEPRU will enhance some of these components and expand them into other sites. As an example, the creation of a discharge and reentry plan of action could address immediate needs (e.g., income, connection to public assistance benefits such as CalFresh, and housing) as well as longer term needs such as training, employment, and education. Additionally, case managers can ensure released individuals can document any vocational training they completed while incarcerated. When appropriate, authorities can recruit, encourage, and provide training to family members so they can support returning citizens with their reentry goals. Family members, as part of the case management team, can help navigate the bureaucratic process and provide emotional support and encouragement.

It is important to provide these assessments and services as early as possible and some programs in the Inland Empire begin the process a few weeks, (and others a few months), prior to an individual's release from incarceration. The IERPU will work with the California Department of Corrections and Rehabilitation, the Sheriff's Department, AJCCs, CBOs, education partners, mental health professionals and other stakeholders to identify promising practices and to standardize, expand, coordinate and streamline these crucial services (e.g., obtaining right to work documentation, social security card, etc.). Those goals already represent an integral part of IEPRU's Prison to Employment (P2E) Initiative.

### A Comparison of Current and Anticipated (Expanded) Services

As described, Inland Empire agencies and service providers assist justice involved individuals at locations where they are incarcerated. After release from incarceration, justice involved individuals in the Inland Empire are served by a network of Day Reporting Centers (DRCs), AJCCs, colleges, agencies, and non-profit organizations that specialize in reentry services. In San Bernardino County, citizens returning after incarceration through the AB108 program are served at High Desert (Victorville), San Bernardino City, and Rancho Cucamonga. In Riverside County, there are DRCs providing services in Riverside, Indio and Temecula.

The DRCs offer combined services from probation, behavior health, public health, workforce development, education, and social services. Individuals are assessed for their counseling needs and are offered mental health and substance abuse treatment services. Case managers help determine an individual's eligibility for Cal-Fresh, Medi-Cal or other support programs. Employment and training needs are also assessed and a participant may be placed in a work experience program through a network of employers willing to hire justice involved individuals.

Nurses are available at the DRCs to answer health related questions confidentially. They also make referrals to appropriate clinics, and help locate low-cost health care and prescriptions as well as free HIV testing. Homeless individuals can connect with services offering food, emergency shelter, short-term housing, and clothing. Customers are also offered business suits and appropriate work attire for job interviews as well as bus passes, limited Metrolink passes, and gas cards. There are workshops that offer cognitive behavioral therapy such as Thinking for a Change and Changing Your Life for the Better. Parenting classes, GED classes, Child Support Workshops, Public Health Education and a clinic to clear traffic records are also available.

Non-profit organizations such as the Center for Employment Opportunities (CEO), Operation New Hope (ONH), and Greybar Printing are also contributing to the Inland Empire's reentry service efforts. CEO is a Forward Focus grant recipient that serves both counties, providing job-readiness training, immediate paid work experience, job coaching and placement, as well as workplace counseling, crisis management, and career planning to help participants maintain a long-term connection to the labor force. They offer monthly bonuses (Rapid Rewards) that incentivize individuals who meet employment retention milestones. ONH serves at-risk youth and those on probation and parole throughout the region by providing job training, work experience, case management, educational opportunities, and leadership development. Greybar Printing is one of Riverside County Sheriff Department's Inmate Programs and Alternatives to Incarceration. As part of a work experience program, inmates print forms for the Sheriff's department, Riverside County, and other local nonprofit agencies.

United Way's 2-1-1 provides toll free, confidential referrals to community and health information 24 hours a day, 7-days a week and in many languages. This service has listed prison reentry as a priority concern and has assigned two reentry specialists to assist callers and connect them to focused resources.

In the education sector, the California State University San Bernardino (CSUSB) Reentry Initiative is a comprehensive program offering services to parolees returning to the Inland Empire. Through locations in Victorville, San Bernardino, Moreno Valley and Indio, clients receive batterer's intervention counseling, anger management, substance abuse counseling, GED, employment services, transitional housing, and parenting services. The Riverside and San Bernardino Community College Districts currently partner with the CSUSB Reentry Initiative and Urban Conservation Corps to provide transitional work crews for parolees. Participants receive daily cash wages, work experience, job readiness training and job placement.

### Expanded Services

Through planning efforts thus far with the Prison to Employment (P2E) Initiative, the IERPU has begun to identify a variety of current best practices throughout the region. In workshops held on January 10, 2019 with over 50 attendees from 22 agencies, IERPU Regional Organizers led a discussion and reached a consensus on how to fill service gaps between pre-release and post-release to promote the success of justice involved individuals. Utilizing P2E, the IERPU plans to create or expand services that:

- Improve awareness and access to existing services through marketing, information kiosks, and resource sharing
- Develop training and employment strategies through business engagement, focusing on training that leads to permanent employment in high-demand occupations
- Create pre-release education linkages, career exploration and life skills training
- Develop transitional jobs that lead to sustainable employment
- Provide Personal Connection (including mentorship), Pre-release thru employment success

Together with partners, the IERPU will design services based on the need of the individual, allowing for multiple paths to success. Pre-release services will connect to customized paths that start with GED, immediate job placement, job readiness programs, or transitional jobs.

Essential employment and job-readiness skills typically taught to the populations served by the IERPU include subjects such as teamwork, ethical behavior, professionalism, and reliability and punctuality. In addition, other basic life skills will be taught to ensure a more successful reentry and transition for justice involved individuals. IERPU will work toward sharing lesson plans and other information among agencies and organizations to standardize the curricula and ensure everyone is receiving effective training, especially those related to life skills and technology.

The District Attorney's office in Riverside County is currently working on a program to offer Certificates of Rehabilitation for formerly incarcerated individuals who are eligible. The DA's office and Legal Aid are also working together on an expungement service to remove certain offenses from an individual's record, if they are eligible. When possible, the money to pay for expungement can be provided as part of the supportive services offered. IERPU is currently in discussions with the DA's office and hopes to expand these and other legal services throughout the region.

Connecting to industries and occupations that accept individuals with a justice involved background is of key importance. As skills and needs are identified, short term vocational training will be an option for some participants. One critical partner of the IERPU is the Building Industry Association (BIA); the Riverside County and Baldy View Chapters in the Inland Empire represent over 1,000 construction businesses. These associations are willing to help train and employ formerly incarcerated individuals within the construction industry. BIA is currently helping develop curriculum to meet the need of the industry, creating a pipeline for employment for this population. The curriculum may be shared with multiple agencies to help more participants throughout the region.

### Overcoming Barriers to Successful Completion of Workforce Education and Training

The reentry population faces many of the same challenges as the region's other vulnerable populations. These include food insecurity, low or no income, low educational attainment, unemployment, housing instability or homelessness, limited English proficiency (LEP), low literacy, long employment gaps, lack of childcare, disabilities, lack of transportation, suspended licenses, lack of proper ID, physical and mental health issues, drug and/or alcohol abuse, and substantial financial debt. There is also the stigma associated with prior incarceration and a criminal record which limits employment opportunities.

Services to address these barriers are provided through the vast network of collaborative Inland Empire partners, including the CBOs, DRCs, AJCC System Partners, and county departments. Adult Education Programs, some at the table during the Regional Planning Sessions, others connected through each County's AJCC System MOU, provide HiSET/GED. The counties have formalized agreements in place for referrals and connections to these organizations and will expand efforts specifically for the re-entry population.

Supportive services for this population include assistance obtaining, and in some cases paying for, right to work documents (e.g., Social Security, state ID, driver's license, birth certificate, I-9 forms, and Selective Service registration), tattoo removal, and financial education related to child support and personal money management. While incarcerated, an individual may have been receiving counseling to address issues such as stress and anger management.

It is important to offer this support after their release so returning citizens can achieve their reentry goals and avoid recidivism. With resources from the Prison to Employment Initiative, the IERPU will expand the availability of these services and has begun to map out where each service is offered in order to identify gaps.

### Working with Probation and Parole

IERPU plans to expand programs such as San Bernardino County's START program and Riverside County's Core Team, described above. These programs combine resources and evaluate individuals, determining a protocol to assist them based on their needs. A multi-disciplinary team specific for justice involved individuals can be developed at institutions throughout the region, comprised of reentry transition partners including, but not limited to, corrections counselors, the Sheriff's office, probation and parole, representatives from the California Department of Corrections and Rehabilitation (CDCR), WIOA leaders, social services, and behavioral health specialists. Assessing individuals while they are incarcerated, perhaps as much as three to six months prior to their release, should provide sufficient time to identify and plan for supportive services individuals need to overcome challenges to employment. This would include an individual employment plan, documenting education level, job skills, vocational trainings completed, grades earned (if applicable), and whether the individual was an exemplary or model prisoner.

Through the Prison to Employment Initiative, the IERPU will expand the practice of having AJCC staff visit the detention centers, jails, and prisons throughout the region to provide job search workshops that help support a successful transition into the community. Efforts will be made to strengthen the relationship between front line staff members and the justice involved individuals so that they seek out services and follow-through with employment and education goals after their release. Improved awareness and access to resources is crucial to their successful reintegration into the community and the IERPU will work with Probation and Parole to improve the marketing and retention strategies designed to serve the reentry population.

### Data Collection and Reporting

IERPU currently uses CalJOBS to measure outcomes for enrolled individuals. CalJOBS allows IERPU to track and report Placement in Employment and Wages at closure (exit from the program), and during the 1st, 2nd, and 4th quarters after exit through staff-entered real time follow-ups and, longer term, through base wage comparison (with a 12+ month delay.) CalJOBS allows for tracking and reporting of Measurable Skill Gains competencies during training and Credentials at the successful conclusion of training. IERPU is exploring how CalJOBS or another system, such as SmartSheets, could be used to ensure justice involved individuals are tracked in accordance with the performance reporting requirements outlined in AB 1111 and the Prison to Employment Program Trailer Bill, SB 866. The final tracking and reporting system will ensure that education and training obtained prior to release are measured, and that activities and assessments that show competencies related to the certification are quantified.

## Multi-Craft Core Curriculum Pre-Apprenticeship Partnerships

The Inland Empire Building Consortium Trades Council (IE BCTC) has started seven different Multi-Craft Core Curriculum (MC3) courses in the region. Starting in 2015, through a partnership with the California Department of Education's California Partnership Academies (CPAs), seven high schools in California now use, in partnership with local building trades, the MC3 curriculum. Two of the seven high schools, Arroyo Valley High School and Norte Vista High School are in the Inland Empire. YouthBuild Inland Empire, a partner in the AJCC System MOUs for both counties, offers MC3 training to high school seniors that have 150 credits and are 18 or older. It consists of learning basic hand tools and power tools. Members receive their OSHA Card and CPR certification. While taking the program, the member is in the classroom for two weeks and out in the field working on construction sites for two weeks.

In 2016, IE BCTC and San Bernardino Community College District (SBCCD) partnered to provide local residents with career training opportunities. One of the ways the students come into contact with these career training opportunities is through the Building Trades Pre-Apprenticeship Programs, such as the MC3.

SBCCD just completed its third cohort. The success of the program has led to Victor Valley College (2018) and San Jacinto College (spring, 2019) offering the curriculum.

A new partnership has formed between the City of Perris and Life Lifters International to offer the MC3 curriculum for City of Perris residents starting in the spring of 2019. The Inland Empire has enough providers to meet its current pre-apprenticeship needs, but will be working with regional WDBs to market courses to interested participants. Graduation rates in the MC3 program is low because many participants get a job while completing the course. The Inland Empire WDBs will work to identify times to ensure participants see the opportunity as a path to a career and not just a job.

When pursuing pre-apprenticeship training in the construction industry, the WDBs will connect with the IE BCTC and will ensure that WIOA funds be spent only on construction trade pre-apprenticeships that have approved MC3 programs.

### Labor Market Needs, Sector Pathway Programs, and Partnerships

In addition to the local WDBs, the regional partners noted in the existing WIOA Regional Plan are the Department of Rehabilitation, the Inland Empire/Desert Regional Consortium of Community Colleges, Adult Education Block Grant Regional Consortia, the Economic Development Corporations/Agencies, Small Business Development Centers, K-12 Continuing Technical Education (CTE) Region 7, and the County Office of Education (COE). And as stated previously, IERPU has already met with 18 organizations, including CBOs and other government agencies to promote collaboration for the reentry population. One of these partners is the Center for Employment Opportunities in the City of San Bernardino, which is a Forward Focus grant recipient. The plan for these existing and new partners is to provide adequate services, education, and training to promote the effective transition of justice involved individuals into communities. This in turn will connect the individuals to family sustaining employment while reducing the rate of recidivism.

IERPU shares labor market information (LMI), at monthly local WDB meetings and at quarterly WDB regional committee meetings attended by board members and community partners. The analysis and data sharing of LMI among AJCC Operators, mandatory partners, counselors and case managers is a valuable means to connect employment and training efforts with regional sector strategies and career pathway initiatives.

IERPU has identified and engaged with employers and businesses willing to hire formerly incarcerated and justice involved individuals, including those with felony convictions and those under state or county supervision. To engage with new employers willing to hire formerly incarcerated and justice involved individuals, IERPU will study prison and jail-based employer-linked training. One option is to partner with employers willing to train individuals during their incarceration with the understanding that they would be employed after their release. This would lead to immediate income from employment, in addition to establishing a work history and helping to develop a professional resume. Another option, using labor market information, identifies high-growth occupations and then connects vocational training and career pathways initiatives with industries and sectors experiencing growth in the Inland Empire such as construction and manufacturing, both generally open to the justice involved population.

IERPU will continue to fund or expand employer-based training programs in welding, culinary arts, and other fields considered promising and successful. The IERPU will also seek to connect individuals with firefighting experience to those same public safety jobs after incarceration. Some individuals have not been allowed to pursue those occupations upon reentry because of restrictions on their certification. With the increase in fires in California,<sup>1</sup> it will be worth investigating how policy changes can be implemented to allow individuals to pursue demand driven firefighting careers.

<sup>1</sup> Three of the top 20 largest wildfires in California occurred in 2018 [https://www.fire.ca.gov/communications/downloads/fact\\_sheets/Top20\\_Acres.pdf](https://www.fire.ca.gov/communications/downloads/fact_sheets/Top20_Acres.pdf)

There are other opportunities to connect training and work experience during incarceration with employment after an individual's release, that the IERPU will explore. Together with partners, the IERPU will design services based on demand-driven economic data and the needs of the individual, allowing for multiple paths to success. Pre-release services will connect to customized paths that start with GED, immediate job placement, job readiness programs, or transitional jobs.

### Current and Intended Partnerships

Utilizing partnerships to better link job training, work experience, education and additional services, both prior to and after release from incarceration, will enable the justice involved population to be successfully integrated into society as quickly as possible. Incorporating collaboration and innovation to invoke systemic change will not only benefit those recently released from prison, but will also serve to benefit communities in a long-term and meaningful way. Because of this, and the excitement within the region for positive change, the WDBs have already met with state agencies and local CBOs to promote collaboration. When appropriate, IERPU will execute formal MOUs and other agreements with willing partners if one does not currently exist.

As part of the Prison to Employment Initiative, the IERPU plans to expand the partnership or create new linkages with local organizations that serve the justice involved and other vulnerable populations. These include the Inland Empire Father Involvement Coalition, Housing and Employment Rights Advocates (HERA), Goodwill, the Salvation Army, Team Challenge, Soldier for Life, and Inland Empire Teen Challenge. As noted throughout this Plan modification, there are many other key partners in this collaborative process and it will be the IERPU's responsibility to lead, to coordinate service delivery and to foster capacity building within the region. IERPU anticipates engaging and reaching out to organizations currently serving the target population that have yet to be connected to the entire regional workforce system. These organizations will further expand service delivery, as well as bringing additional ideas and strategies to the table.

Many front-line staff members have desk guides containing information about local government agencies and workforce system mandatory partners to whom they can refer customers for support services. IERPU will expand these desk guides to include more non-governmental, community-based, and faith-based organizations that serve the justice involved community. The revised guide will include forms and/or a referral process to enable staff to quickly and efficiently connect the customer to their desired support services, thereby improving service delivery and streamlining the assessment and referral process. A similar initiative will be undertaken to customize and localize the State of California's Roadmap to Reentry Guide produced by the Oakland, California based nonprofit, Root and Rebound. This guide<sup>2</sup> is a comprehensive "roadmap" of services covering nine areas of law and civic life: housing, employment, parole and probation, education, cleaning up criminal records, ID, voting, family and children, public benefits, and court-ordered debt. With the help of our key partner, United Way's 2-1-1, IERPU will regionalize the guide by adding information on where to find services in the local community and what local agency or organization can help with these efforts.

<sup>2</sup> Please see <http://www.rootandrebound.org/roadmap-to-reentry-guide/>

## Conclusion

This plan modification reflects the collective vision of the extraordinary partners and stakeholders who are the foundation of the IERPU. The IERPU's commitment to provide accessible workforce, education, and supportive services for its most vulnerable citizens, including the justice involved population, requires steadfast attention and collaborative partnership.

The communities within IERPU already have the infrastructure, operational systems, and experience of key partners from corrections and justice, workforce development, training and education, community and faith based organizations, local businesses, and labor management organizations to promote economic development in the region. Together these partners will continue efforts to educate and train a world-class talent pool that includes the formerly incarcerated and justice involved populations. The IERPU partnership is continuing to flourish and remains customer-focused, while keeping attention on evaluating and improving operations, processes, and systems.

With those efforts and goals in mind, each returning citizen will have the opportunity to earn a family sustaining wage through evidence-based sector pathways, apprenticeships, and other educational opportunities. The regional stakeholders in the IERPU will continue to focus on ways to lead the formerly incarcerated or justice involved individual on a path toward education, social health, meaningful employment, and a welcoming re-integration into the community.

**San Bernardino County  
Workforce Development Board  
Executive Board  
Agenda Item**

**MEETING DATE:** February 13, 2019  
**ITEM:** (8)  
**SUBJECT:** Training Providers Request for Qualifications (RFQ)  
**PRESENTED BY:** Molly Wiltshire, Assistant Director  
Workforce Development Board

**CONSENT** \_\_\_\_\_ **DISCUSSION**  X  **INFORMATION** \_\_\_\_\_

**RECOMMENDATION:** Approve the release of a regional Request for Qualifications to solicit vendors to provide for Vocational/Occupational Skills Training Providers who can provide responsive customized training for the Healthcare, Manufacturing, and/or Logistics/Transportation industries.

**BACKGROUND:** The San Bernardino County Workforce Development Board (WDB) and the Riverside County Workforce Development Board (RCWDB) created the Job-Driven SlingShot Initiative in 2014 in order to effectively engage the business community and direct training resources based on employer feedback and regional demand. In 2016, an RFQ was released seeking training providers with the ability to provide timely development of training courses that meet the needs of the healthcare and manufacturing industry sectors, based on feedback provided directly from industry employers, WDB Industry Sector Coordinators, and other WDB experts. The WDBs approved a list of 19 SlingShot Occupational/Vocational Training Providers with the ability to develop curriculum when the need was determined by industry and the WDB.

The WDB and RCWDB now comprise the Inland Empire Regional Planning Unit (IERPU) for regional planning and activities, including the SlingShot Initiative. The IERPU's focus industries are Healthcare, Manufacturing, and Logistics/Transportation. The RFQ for SlingShot training providers has reached its time limit and there is need to expand to Logistics/Transportation, therefore staff recommends the release of a new, regional RFQ.

The RFQ will seek training providers who have:

- Demonstrated expertise in vocational/occupational skills training in regional selected priority sectors (Logistics & Transportation, Manufacturing, and/or Healthcare) that lead to industry-recognized post-secondary credentials/certificates, and/or competencies and skills recognized by employers in the Inland Empire.
- The ability to provide timely, customizable training so as to meet the needs of selected in-demand industry sectors upon request.

In collaboration with employers, the IERPU will continue to develop vocational and incumbent worker training opportunities to meet the specific need of regional industries. Business engagement in each step of the training process will result in more successful employment outcomes for training participants. Aligning business needs with workforce training ensures employers have qualified pools of candidates.

The RFQ will allow the IERPU to create a pool of qualified training providers that can develop curriculum on-demand based on industry need. With approval, this item will be presented to the WDB on February 27, 2019, with a subsequent release of the RFP in the spring. The recommendation for the approval of the selected vendors will be presented to the Executive Board and WDB.