



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



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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. 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, 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 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."¹ 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.²

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 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

¹ 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>

² 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=/rpt_WebArrivalsReports/MX - Arrivals by Destination and Nationality

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.

Attachment I: Informational Attachment - CalFresh

Population Overview & Needs Assessment

As of November 2018, there were 149,357 Non-Assistance CalFresh recipients age 18 or older; 55.6% (82,994) are female and 44.4% (66,363) are male. The largest proportion (31.4%, 46,841) is white. This is followed by 26.3% (39,293) who are Hispanic, 14.7% (21,918) whose race/ethnicity is unknown, 13.9% (20,786) who are black or African American, 9.7% (14,459) who are mixed ethnicity, and 2.7% (4,040) who are Asian. Less than 1.0% percent each are American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander, or other. Approximately one in four (25.6%, 38,273) recipients is foreign born, 20.1% (30,073) are non-English speaking, and 4.0% (5,946) are formerly incarcerated.

Key workforce services needed by this population are job search skills, resume writing, and interview skills. Employers at our Stakeholder Engagement meeting desire a better understanding of the program and services available to employees who are receiving assistance, such as CalFresh. To address this need, SBCWDB will conduct outreach through its regular business service visits and design workshops for employers willing to hire those with barriers.

Participants could benefit from a “life coach” who could support them as they move through different programs into employment. This is especially needed since the CalFresh E&T services can only be offered to those who volunteer for participation. While a life coach is untenable given current resources and capacity, SBCWDB will investigate ways to accomplish this goal. One idea is to design a workshop series that provides step-by-step instructions on how to successfully finish the program. A second idea is a support group that meets every two weeks where participants can ask questions and learn strategies for successful program completions.

In addition to coordinating with local partners to provide core services, SBCWDB and its partners will 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. The aforementioned partnership agreement specifies 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.

Barriers to Employment

Food insecurity is a serious barrier for an individual seeking employment. Beyond this, there are other barriers that many CalFresh recipients must address including homelessness, limited English proficiency (LEP), long-term unemployment or long employment gaps, lack of childcare, disabilities, and lack of transportation particularly in rural areas such as the high desert. There is also a stigma associated with the need for and receipt of public assistance.

As mentioned in the narrative section, the San Bernardino County Transitional Assistance Department (TAD) administers the CalFresh program. Currently, applicants are assessed for eligibility and may also be referred to California Work Opportunity and Responsibility to Kids (CalWORKs) and Medi-Cal. SBCWDB is developing an MOU to strengthen the delivery of services to the CalFresh population. Specifically, TAD and SBCWDB will be launching a pilot program to provide Employment and Training (E&T) anticipates serving over 400 individuals in the first program year. The two departments have been meeting since July 2018 to finalize a formal partnership agreement that includes processes and procedures.

The new program will begin with an assessment. Once completed, a CalFresh participant may be referred to workshops, one-on-one coaching, and other appropriate referrals to help them achieve their short/long term goals. Workshops will cover job seeking skills, resume writing, interview skills, office etiquette,

language proficiency, and other employment related subjects. An assigned Workforce Development Specialist (WDS) will continue to work with the participant once they have found employment with ongoing case management, coaching, and mentoring to continually develop and increase skills that will enable participants to obtain a better job that will lead to a family-supporting career. The WDS will also address financial barriers and offer assistance in the form of reimbursement for costs, which include transportation, equipment, tools, and clothing required for the job on an as-needed basis. In short, participant employability will be further 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 undergo an intake assessment, attend life skills workshops, enroll in GED, English language, or vocational training and receive a certificate, credential, diploma, degree and job placement.

Current and Prospective Local Partnerships

As noted, SBCWDB has current partnerships with County Human Services (the Transitional Assistance Department, or TAD) and community-based organizations to provide E&T services, and is in the process of finalizing a comprehensive plan to extend these services to the CalFresh population eligible for workforce services. TAD does extensive outreach which enables them to reach individuals on probation, emancipated youth, seniors, and other special populations. Under the AJCC System MOU, all partners (including TAD) are obligated to, and currently do, provide cross training. Partner agency's services, programs, and capabilities are often presented with "Partner Showcase" events during regular meetings. SBCWDB will ensure that individuals from TAD that attend these meetings also discuss CalFresh E&T services. SBCWDB will also ensure representatives from colleges are included in the events, and have an opportunity to highlight their programs and services.

In addition to the information sharing that results from the AJCC System MOU, and the referral processes already noted, information sharing will be facilitated through collecting mandated state and federal data. These data will be captured via a collaboration between the CalFresh C-IV case management system and the third-party E&T provider's tracking software. Ensuring the security of participants' data through an MOU, information will be gathered through manual follow-up with CalFresh E&T participants.

Attachment II: Informational Attachment – Child Support

Assessment of Need and Population Size

The most recent data compiled is from June 28, 2016. At the time, San Bernardino County had 112,462 cases with available data. Non-custodial parents ranged in age from 14-90. The majority of NCPs had their first child when they were between 18 and 25. Over 25% of San Bernardino NCPs have a history of incarceration. Just 4% of NCPs are currently aided on Medi-Cal or CalWORKs. NCPs are primarily Hispanic or Latino, followed by white, and then black. About half (46%) of NCPs are currently unemployed. In the first three years of the Bridges to Employment program, 1,614 referrals were made (530 in program year 2015-16, 762 in program year 2016-2017, and 322 in program year 2017-2018). Starting December 1, 2018 DCSS is going to resume tracking referrals through the Bridges to Employment program to capture information regarding employment and past incarceration status.

All groups generally have the same immediate needs including income, connection to public assistance benefits, and housing as well as longer term needs including training, employment, and education. Long employment gaps and felony convictions are additional challenges faced by the formerly incarcerated; thus, services and programs to address these are needed. Deportation fears for undocumented English language learners, as well as limited English proficiency even for those with a right to work the U.S. are challenges specific to ELLs and both are areas in which services are needed.

Baseline Services and Modification to Services

As described in the narrative section, NCPs who are eligible are enrolled in AJCC programs where they can receive core employment and education/training services as well as supportive services such as fees for training certificates, uniforms, books, transportation, childcare, interview clothing, and tools, training, and other work supplies. Planned modifications, also noted in the narrative section, include regular meetings between DCSS and AJCC staff, cross-training opportunities, resource fairs, broadening the referral system to include judicial staff, and exploring court mandated involvement in employment services for NCPs.

Barriers to Employment

Program participants face substantial employment barriers including low income, housing instability, homelessness, lack of a vehicle, suspended licenses, lack of proper ID, child care, lack of education, low literacy, prior incarceration, physical and mental health issues, learning disabilities, lack of U.S. citizenship, ineffective job search skills, little or no work history, long employment gaps, intimate partner violence, drug and/or alcohol abuse, and substantial financial debt.

Additionally, if the NCP becomes past due in paying their child, family, or spousal support order, DCSS can use any collection method authorized under state or federal law to collect payments. While these enforcement strategies are needed to ensure compliance with child support orders, they present a barrier to providing services. For instance, DCSS can suspend or revoke any state issued license including driver's licenses and professional or business licenses. This presents an obstacle for NCPs looking for work (including participating in workforce services, such as attending workshops). DCSS can also withhold wages from NCPs earnings as well as from pensions and social security, which can negatively impact the ability to provide a sustaining income.

Overcoming Obstacles to Employment

When eligible, NCPs will receive a range of employment and training services from WIOA's Title I through IV programs. 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 their child support obligations while they are being trained.

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, our non-governmental partners who operate outside our MOU, and other agencies. Support services provided by local partners may include transportation, housing, clothing, food, English language skills training, legal advice, and work readiness training.

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, engagement with the workforce system is mandated by a commissioner as part of a child support court order and this practice could be expanded.

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 their license from being suspended). SBCWDB will continue to build capacity around the services and procedures of DCSS during personnel staff 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.

Attachment III: Informational Attachment – ELL, Foreign Born, And Refugees

Demographics and Barriers to Employment

According to the 2017 American Community Survey, 20.9% of the population in San Bernardino County is foreign born with 93% of these individuals entering the United States prior to 2010. Under half (41.1%) of the county's population over five years of age speak a language other than English at home. Of these individuals, 15.1% self-report speaking English less than "very well."³ 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.⁴

SBCWDB's Stakeholder engagement strategy sessions illuminated a number of barriers faced by English learners, the foreign born, and refugees. A key barrier to employment is that many ELLs do not have legal status to work in the United States. This prevents many people from seeking services due to the fear of "being in the system" and coming to the attention of Immigration and Customs Enforcement (ICE). A key barrier for youth is that legal residence or eligibility under DACA is needed to access some services. Another barrier to employment is that some job seekers need services in languages other than Spanish. Constituents in our Stakeholder Engagement sessions provided several examples of needing to rely on English speaking family members to communicate sometimes complicated eligibility criteria to applicants. Other barriers encountered by these groups are the same as those faced by individuals participating in or eligible for similar programs and services; these include homelessness, long-term unemployment or long employment gaps, lack of childcare, and lack of transportation.

In assessing service gaps for all populations, SBCWDB considers solutions that cut across many different constituent groups as well as those that are population-specific. For example, as mentioned in the narrative section, SBCWDB partners with all five Adult Education Program Consortia in the San Bernardino County to provide services for English language learners (ELL). Each Consortia offers programs for ELLs across the different members at the respective adult education sites to learn the academic and job skills needed to improve their 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.

There are Transitional Counselors at the colleges who work with students in a workshop setting or on a one-on-one basis. As part of the MOU, 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, our key support service providers (within and outside SBCWDB's 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.

Without an English Language Learner Workforce Navigator pilot program, SBCWDB will work with MOU partners to achieve similar goals with our current resources. Our partners are providing such essential

³ 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>

⁴ 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=/rpt_WebArrivalsReports/MX - Arrivals by Destination and Nationality

services as financial planning and FASFA application assistance, tutoring, legal advice and expenses related to education and training, job search and job retention.

Our list of stakeholders (please see Appendix X) includes many organizations and agencies that serve the English Learner community. In our work with these stakeholders, SBCWDB will share aggregated data from customer assessments to identify their service needs and uncover gaps in our service delivery. SBCWDB will also renew its Customer Centered Design efforts whereby users of the workforce system are asked for their feedback and their input is included in service delivery redesigns. In the past, these efforts have identified new approaches for integrated service delivery.

Outreach Strategies

SBCWDB will increase recruitment efforts at libraries, job fairs, resource fairs, public schools, bus stations, grocery stores, attorney offices, medical offices and clinics, and pharmacies. Several partnerships can be explored and expanded, including working with Goodwill Industries, Catholic Charities, the El Sol Neighborhood Educational Center, the Asian American Resource Center, and TODEC (Training Occupational Development Educating Communities) Legal Center, the Family Involvement Centers at local schools, and Consulate offices. Most of these agencies are tied to the AJCC System MOU, and many attended our Stakeholder strategy sessions.

The County and its partners are encouraged to collect sufficient data at intake to allow tracking and follow-up to determine the outcomes associated with participating in workforce services. While data sharing is necessarily limited due to HIPAA and other regulations, the Department of Education has created a data release form that allows information sharing within the AJCC System partnership. This will allow data sharing for those participants who provide such consent.

Outreach, service delivery, and support strategies for the English Learner community will continue to be aggressively pursued by SBCWDB through engagement and collaboration with our stakeholder partners. In the course of conducting business, SBCWDB will periodically seek input from stakeholders about the progress made in outreach and service delivery goals. As we develop future resource fairs and our strategic plans, there will be opportunities to identify service gaps and to recommend improvements in services to the English Learner community.

There are other opportunities to collaborate with the local partners who serve this population. SBCWDB will invite our partners to provide input on issues of general community concern including domestic violence, health and wellness, transportation, childcare, support for people with disabilities, out of school youth, justice-involved individuals, the elderly, and the immigrant populations. In addition, providers that serve the English Learner population can be key partners as SBCWDB develops proposals that leverage funds through competitive grants from state, federal and nonprofit foundation sources.

Attachment IV: Stakeholder Engagement

Local Plan Modification Stakeholder Engagement and Community Outreach Efforts

Outreach efforts for San Bernardino County's Local Plan Modification were made throughout the planning process to stakeholders, Adult Education Block Grant (AEBG) partners, Community-Based Organizations (CBOs), Transitional Assistance Department, community colleges, and businesses. Information about all the planning meetings were provided to the State Board as required by the directive on September 28, 2018.

Flyers announcing the strategy sessions were developed and posted in San Bernardino County Workforce Board website, at all three of the America's Job Centers of California (AJCC), and social media to ensure stakeholders, CBOs, and the community were aware of the planning meetings for the Local Plan Modification.

Invitations were sent to 165 stakeholders, including those required by the State stakeholders, to participate in the plan modification. Workforce Development Department (WDD) Business Services representatives sent personal messages to employers to participate in the focus groups regarding the CalFresh SNAP E&T program, Child Support, and English Language Learners. In addition to the flyers and the invitation, staff continued to do follow-up emails and phone calls to stakeholders who did not respond up until the day of the planning session.

All entities invited to the Local Plan Modification strategy sessions received the draft modification and subsequent notification of the public comment period. Flyer and social media blasts were issued to make sure the community and stakeholders were aware of the review period and what changes or enhancements were being done to the Local plan.

An after-hours listening session was held on February 13, 2019 from 5:00 to 7:00 pm. Stakeholders and members of the community were invited and a flyer was created, along with social media blasts and emails to partners and business. The session was advertised at each of the three AJCCs for over two weeks.

Attachment V: AJCC MOU Partners

WIOA Title I Adult, Dislocated Worker, and Youth

- San Bernardino County Workforce Development Department

WIOA Title II Adult Education and Literacy

- Apple Valley Unified School District
- Asian American Resource Center
- Chaffey Adult School
- Chaffey Community College
- Chino Valley Adult School
- Colton Joint Unified School District
- Community Action Partnership of San Bernardino County
- Copper Mountain College
- Crafton Hills College
- El Sol Neighborhood Education Center
- Fontana Adult School
- Hesperia Adult School
- Inland Career Education Center
- Redlands Unified School District
- San Bernardino Public Library
- Snowline Joint Unified School District
- Victor Valley Community College
- Yucaipa Adult School

WIOA Title III Wagner-Peyser

- State of California Employment Development Department

WIOA Title IV Vocational Rehabilitation

- State of California Department of Rehabilitation

Title V Older Americans Act

- San Bernardino County Department of Aging and Adult Services

Job Corps

- Inland Empire Job Corps

Native American Programs

- California Indian Manpower Consortium, Inc.

Migrant Seasonal Farmworkers

- Center for Employment Training

Veterans

- State of California Employment Development Department

Trade Adjustment Assistance Act

- State of California Employment Development Department

Housing & Urban Development

- Housing Authority of the County of San Bernardino

Temporary Assistance for Needy Families/CalWORKs

- San Bernardino County Transitional Assistance Department

Attachment VI: Stakeholders

Organization	Contact Name
WDB Board Members	
San Bernardino County	Jon Novack
CBO	
Goodwill	Lowell King, Regional Operations Officer
Goodwill	Jessica Rodriguez
AEP Consortiums	
Victor Valley	Martha Mendez
Morongo Basin	Dr. David Norton, Coordinator, Developmental Education
Health and Human Services Programs	
Transitional Assistance Department	MaryBeth Tucker
Transitional Assistance Department	Alma Franco
Child Support	
Child Support Services	Stacy Collins
Child Support Services	Arlene Mendoza-Collins
Immigration/Refugee agencies	
SBDO Community Service Center	Emilio Amaya, Executive Director
Other AJCC Partners	
Inland Empire Job Corps	Suzanne Schaeffer, Director
SB County, Housing Authority	Marcia Waggoner
Adult Education AJCC Partners	
Fontana Adult School	Cindy Gleason, Principal
Hesperia Adult School	Kim Walker
Businesses	
TRL Systems	Dezzarae Henderson, HR Director
Voice Marketing	Ron Stark
K-12	
Baldy View ROP	Andrea Johnston
Rialto Unified School District	Marina Madrid
Rialto Unified School District	Ana Gonzalez
CRY-ROP	Marisa Miley
CRY-ROP	Sandy Mortenson, Director of Student Services
Community Colleges	
Chaffey	Vanessa Thomas
Career Technical Education/Community College	
Chaffey College	Deborah Smith, Community Training Coordinator
Copper Mountain College	Dr. David Norton, Vice President for Academic & Student Success

Others	
JobCorps	Claudia Lopez
JobCorps	Stephani Congdon
JobCorps	Daniela Alvarenga
Pomona Economic Opportunity Center	Fernando Romero
Staff	
WDD	Miguel McQueen
WDD	Rosina Motta
WDD	Stephanie Murillo
WDD	Gus Cisneros
WDD	Ravi Brahmhatt
WDD	Bessine Richard
WDD	Grace Cleveland
WDD	Cheryl Shelby
WDD	Barbara Martinez
WDD	Altricia Henry
Other - Did Not Register	
Goodwill	Dominic Words
EDD	Oscar Amaya
EDD	Denise Napier
EDD	Java Beck
EDD	Isaac Garcia
EDD	Margaret "Debbie" Barcelona
EDD	Tammy Van den Hof

Stakeholders who were interviewed outside of the focus group forum:

Organization	Contact Name
AEP Consortium – San Bernardino	Emma Diaz – AEBG Administrator
Transitional Assistance Department	Alma Franco – District Manager
Department of Child Support	Arlene Mendoza-Collins
San Bernardino County One-Stop Operator	Angela Gardner

Attachment VII: Local Board Assurances

Through Program Year 2017-21, the Local Workforce Development Board (Local Board) assures the following:

- A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act* (WIOA) Section 184(a)(3).
- B. The Local Board assures that no funds received under the WIOA will be used to assist, promote, or deter union organizing (WIOA Section 181[b][7]).
- C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.
- D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.
- E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.
- F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.
- G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for Individualized Career services and training services. (WIOA Section 134[c][3][E], and California Unemployment Insurance Code [CUIC] Section 14230[a][6])
- H. The Local Board certifies that its America's Job Center of CaliforniaSM (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIC Section 14233).
- I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.
- J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.
- K. The Local Board assures that it will select the One-Stop Operator with the agreement of the Chief Elected Official (CEO), through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

LOCAL BOARD ASSURANCES SIGNATURE PAGE

Instructions

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

Local Workforce Development Board Chair


Signature

Tony Myrell
Name

Chair
Title

2/25/19
Date

LOCAL BOARD ASSURANCES SIGNATURE PAGE

Local Chief Elected Official



Signature

Curt Hagman

Name

Chairman Board of Supervisors

Title

MAR 12 2019

Date

SIGNED AND CERTIFIED THAT A COPY OF
THIS DOCUMENT HAS BEEN DELIVERED
TO THE CHAIRMAN OF THE BOARD
LAURA H. WELCH
Clerk of the Board of Supervisors
of the County of San Bernardino

By

Deputy

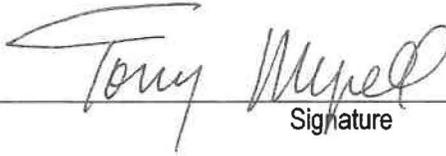


**Attachment VIII: Local Plan Program Administration
Designee and Plan Signatures**

This local plan modification represents the San Bernardino County Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act.

This local plan modification is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of WIOA.

Local Workforce Development Board Chair


Signature

Tony Myrell
Name

Chair
Title

2/27/19
Date

Local Chief Elected Official



Signature

Curt Hagman

Name

Chairman Board of Supervisors

Title

MAR 12 2019

Date

SIGNED AND CERTIFIED THAT A COPY OF
THIS DOCUMENT HAS BEEN DELIVERED
TO THE CHAIRMAN OF THE BOARD
LAURA H. WELCH
Clerk of the Board of Supervisors
of the County of San Bernardino

By

Deputy



Attachment IX: Public Comments

Local Board Record of Comments

Section 108 of the *Workforce Innovation and Opportunity Act* requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan modification submittal, all comments that have been received that disagree with the local plan modification, how the Local Board considered that input and its impact on the narrative in the local plan.

Please provide these comments in the following format:

Local Plan Section	Comment/Response
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response: