



San Bernardino County
Workforce Development Board
2021-2024
Local Workforce Development Plan
Two-Year Modification

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I. Introduction and Overview

Since the writing of the original workforce development plan for San Bernardino County, the COVID-19 pandemic has largely subsided, but its impacts are still apparent in the local economy. As with much of the rest of the country, the local area is experiencing inflation and possible signs of a forthcoming recession. Research conducted for the regional plan modification revealed that employers are still finding it hard to fill open positions and smaller businesses are having difficulty keeping up with wage increases offered by larger business and national chains. Some of these impacts have provided opportunities, such as discussing job quality with employers and finding opportunities for job seekers with barriers such as disabilities or justice-involved. It has also brought about new challenges when many people left or changed jobs, creating an entirely different labor market than when the pandemic began.

This situation was taken into account as this two-year modification was written in order to leverage the opportunities in the local economy and overcome the challenges. The analysis from the regional plan has pointed to adding new target sectors in San Bernardino County where new jobs may become available. The San Bernardino County Workforce Development Board (SBCWDB) and its partners also intend to leverage the new regional definitions of job quality and equity to build better career pathways for the community.

Background on the San Bernardino County Workforce Development Board 2021-2024 Local Workforce Development Plan

In 2021, the San Bernardino County Workforce Development Board (SBCWDB) completed a thorough process to develop the SBCWDB 2021-2024 Local Workforce Development Plan, which was approved by the California Workforce Development Board (CWDB) in August 2021. This plan operationalizes the Inland Empire Regional Planning Unit's (IERPU) Regional Workforce Development Plan, aligned with the California Unified Strategic Workforce Development Plan. It contains the details for how the SBCWDB coordinates WIOA core and required partners, state agency partners and the operations of its local America's Job Centers of California (AJCC) system. Both the original local and regional plans [can be found here](#).

This two-year plan modification was written to update the SBCWDB's strategies for July 1, 2023 – June 30, 2025 (Program Years 2023 and 2024). It aligns with the Inland Empire Regional Planning Unit (IERPU)'s 2021-2024 Regional Workforce Development Plan Two-Year Modification. The IERPU's two-year modification includes new definitions for job quality and equity, along with strategies aligned with all four Regional Indicators. This local two-year modification will address the operationalization of those adjusted strategies where applicable. It also contains details about new partnerships, programs and progress made since the original plan. Some strategies remain the same as the original plan and are noted as such throughout.

II. Local Context

The San Bernardino County Workforce Development Board and Local AJCC System

The SBCWDB, consisting of 19 members, is supported by the Workforce Development Department (WDD) of San Bernardino County (SBC). As in the original four-year plan, the WDD operates workforce programs under the guidance of the SBCWDB, funded by the Department of Labor's Workforce Innovation and Opportunity Act (WIOA). The SBCWDB is partnered with the Riverside County Workforce Development Board (RCWDB) to make up the Inland Empire Regional Planning Unit (IERPU). The America's Job Centers of California (AJCCs), administered by WDD, are strategically located in the East Valley (San Bernardino), West Valley (Rancho Cucamonga), and High Desert (Victorville) areas of the County. WDD implements comprehensive strategies to meet the needs of local businesses for a skilled workforce, while creating opportunities for workers to prepare for and enter into well-paid careers.

The primary functions of the SBCWDB, supported by the WDD include administration and oversight of local WIOA funding for adults, dislocated workers, and youth; supporting programs that build employable skills of the SBC workforce; creating and operationalizing a strategic plan aligned with the California Workforce Development Board (CWDB)'s goals and priorities; aligning WIOA services with the countywide vision of creating a vibrant economy with a skilled workforce; operating the AJCCs located within SBC; identifying and understanding the workforce investment needs of local businesses and job seekers; and commissioning independent research studies to identify top industry demand sectors.

Strategic Vision

This two-year plan modification and the process to develop it was guided by the regional vision of the IERPU, aligned with SBCWDB's own vision and mission as described in Figure 1. These are consistent with the original four-year workforce plan.

Figure 1: Regional and Local Workforce Development Strategic Vision



Local Workforce Goals

SBCWDB and its partners have made significant progress on the original five goals of the four-year work plan, which is noted below. Each goal and its associated tactics were modified to reflect the results of the regional analysis and current situation of the local workforce system. These modified goals are now also aligned with particular goals in the IERPU Regional Workforce Development Plan Two-Year Modification. Please see Appendix B.

1. **Sector-Based Career Pathways:** Continue to develop and measure participant success in career pathways for both youth and adults, with a focus on the following sectors (two new sectors added **in bold**):
 - Transportation and Logistics
 - Manufacturing
 - Healthcare and Social Assistance
 - Construction
 - Professional Services
 - **Mining**
 - **Public Administration**

New Sectors

The regional labor market analysis revealed opportunities for local jobs in the Public Administration and Mining industries. Public Administration is also a new regional target sector for both local workforce areas in the IERPU. Riverside and San Bernardino Counties have begun developing career pathway programs for public sector jobs within county employment. In San Bernardino, the Career Path Builder Program offers training in essential skills to prepare for entry-level careers at the County. The program combined technical and crucial soft skills: communication, emotional intelligence, customer service, contextualized math, Microsoft Office applications, and business writing. Completers of the program receive San Bernardino County's Entry-Level Workplace Certification and are qualified to apply for positions such as Office Assistant III, Eligibility Worker Trainee, and Child Support Assistant.

The Mining industry is adding jobs in the county as well, with employment growing in the industry at a pace of 1.7% regionally. In particular, lithium mining has expanded in the region as a material used for electric car batteries. MP Materials is a rare earth element mining and processing company based in Mountain Pass, which has opportunities at multiple skill levels from Mechanics to Engineers.

Progress in Sector-Based Career Pathways

There are several notable achievements for SBCWDB and its partners since the original workforce plan. In Transportation and Logistics, a series of three informative videos that highlight careers in the industry were developed. They discuss the variety of opportunities available in the industry, aimed at encouraging participants to train for an exciting career path. Manufacturing saw the continued expansion of the Industrial Maintenance Electrician (IME) and Industrial Mechanic and Mechatronics Technicians (IMT) occupations in a new apprenticeship from Chaffey College to Victor Valley College's High Desert Training Center. Finally, in Healthcare, SBCWDB is working both locally and regionally to build career pathways for Emergency Medical Technicians (EMTs) to qualify for Paramedic jobs.

Cybersecurity also remains a priority occupational area within the Professional Services industry and across sectors. California State University San Bernardino, San Bernardino Valley College and the San Bernardino County Superintendent of Schools have been working to develop career pathways for cyber jobs. Starting in high school, students are exposed to cybersecurity skills through a game called Cyber Watchdog that teaches them basic concepts. At the regional level, there is also an apprenticeship being developed for Information Security Professional.

Sector-based strategies for youth have been expanded with new work-based learning opportunities, including apprenticeships. SBCWDB has added requirements for its youth providers to place an increasing percentage of youth they serve into apprenticeships. Starting in PY 2022-23, providers have been asked to place 1%, then 3% in PY 2023-24, and 5% in PY 2024-25.

Modified Tactics and Alignment with Regional Goals

As with the original plan, the region will continue to develop sector-based pathways in the five original sectors with the addition of Mining and Public Administration. The SBCWDB will continue to look for opportunities to expand cybersecurity skill development and jobs for participants. The remaining tactics are unchanged from the original four-year local plan. This goal and tactics align with goals #1-3 and #11-12 in the IERPU regional plan modification.

2. **High Road Workforce System:** Utilize outcome of annual Joint AJCC Partnership meeting to facilitate the necessary partnerships and organizational development among the workforce development boards, AJCCs, and other key partners to support high road employment

Progress in High-Road Workforce System

The SBCWDB worked closely with the RCWDB and regional stakeholders to develop the IERPU Job Quality Definition below. In addition, it entered into contracts with the Chino Valley Chamber of Commerce, Fontana Chamber of Commerce, Greater High Desert Chamber of Commerce, Greater Ontario Business Council, IE CEEM, and the Redlands Chamber of Commerce as planned in the original local goals. The chambers of commerce provide business outreach support, employer relationship development and management, and workforce system research services. The formal relationship with local chambers led to a significant increase in employers who were engaged with SBCWDB, creating new opportunities in all of the target sectors.

IERPU Job Quality Definition

A measurable, high-quality job...

- will lead to a livable wage and benefits within a specified period.
- has a clear career pathway for advancement that leads to a long-term career.
- allows the worker to be fulfilled, self-sufficient, and meets their financial and essential needs for their current stage in life.
- empowers the worker to live, thrive, and stay in the region.
- is vital to the economy, both now and in the future.

Modified Tactics and Alignment with Regional Goals

The Business Services Team at WDD and the contracted Chambers will be operationalizing the IERPU Job Quality definition by having discussions with employers about job quality and identifying

jobs for participants that align with the definition. SBCWDB continues to expand its business outreach efforts through local Chambers, recently entering into an additional contract with the Black Chamber of Commerce Inland Empire. The Chambers and Business Services Team will also be engaging small businesses as part of a regional strategy that includes signing bonuses for job seekers who are hired with local small businesses in the manufacturing field who are trained as part of the Regional Equity and Recovery Partnerships (RERP) grant. This goal and tactics align with goals #4-6 in the IERPU regional plan modification.

3. **Access and Inclusion for All:** Work with Core Partners and AJCCs to improve access to technology, build digital literacy skills, develop population-specific programs and support organizational development that drives equity and job quality.

Progress in Access and Inclusion for All

The IEPRU collaboratively developed a definition for equity, as shown below. The SBCWDB began working on strengthening access and inclusion in the past two years in several ways as well. In the most recent cycle of contracting WIOA Youth Providers, funding was allocated proportionally to the number of disconnected youth in each geographic area – distributing higher amounts where there was greater need. The Workforce Compass platform is being implemented at the AJCCs, which will make services more accessible and robust. It leverages advanced labor market data and AI to offer career recommendations and training opportunities that SBCWDB staff can help participants access, including conducting intakes through the system. Finally, SBCWDB is developing strategies to better serve people with disabilities (PWD) through a dedicated team of a Workforce Development Specialist (WDS) and a Business Services Representative (BSR) who are dedicated to finding employment opportunities for this population.

IERPU Equity Definition

Everyone has value and can contribute to our regional economy. Ensuring equity in workforce development means intentionally targeting accessible resources to individuals who have traditionally experienced systemic barriers in the labor force, allowing them to obtain or retain a high-quality job that enables them to thrive.

Every employer in the region, large and small, contributes to our economy. Ensuring equity in the workplace means supporting employer awareness and expertise in understanding how a diverse labor force can help businesses flourish.

Modified Tactics and Alignment with Regional Goals

The SBCWDB has implemented the Unite Us platform for referrals between agencies and it is being explored as a regional option as well. A key priority is operationalizing the equity definition by improving employment outcomes for populations with barriers to employment as described in the regional plan modification. The SBCWDB's connection sites will be leveraged to improve access to services in libraries and adult education schools throughout the county. In addition, WDD staff will be trained in job quality, digital fluency and distance learning. . This goal and tactics align with goals #7-10 in the IERPU regional plan modification.

4. **Future of Work:** Review training programs for possible changes or updates in response to automation and feedback shared by local employers

Progress in Future of Work

There has been a marked increase in the demand for Industrial Maintenance Technicians in the Transportation and Logistics sector. This is largely due to the automation and new machines that are being used in warehousing. The SBCWDB has been monitoring changes such as these as work evolves in the county. The Workforce Compass platform being implemented currently will provide opportunities to track these changes as they happen in real time in job postings and the advanced labor market data the tool provides.

Modified Tactics and Alignment with Regional Goals

This goal was modified to remove tactics for gig and remote work. During the pandemic, it was anticipated that these types of working arrangements may significantly increase, which hasn't been the case in the target sectors and occupations in the local area. Instead, the SBCWDB will focus on monitoring the impacts of automation such as self-driving vehicles in transportation and robotics in manufacturing. Other tactics from the original plan remain unchanged. This goal and tactics align with goals #11-12 in the IERPU regional plan modification.

5. **Response to COVID-19:** Respond to long-term impacts of COVID on the local economy as part of a county culture of adaptiveness, flexibility and acceptance of change

Progress in Response to COVID-19

The local workforce area's response to COVID-19 included engaging both employers and job seekers to understand how their needs had changed. As noted earlier, the increase in remote working situations, for instance, ended up being mostly temporary in target sectors. The pandemic led to a surge in the Transportation and Logistics industry as online shopping increased. As a result, employers currently and throughout the pandemic are reporting difficulty in filling a number of open positions. This has opened up opportunities to help them tap into traditionally underserved populations, such as justice-involved individuals. Job seekers overall are looking for better quality jobs and higher pay and the SBCWDB has responded with increased employer engagement through the chambers of commerce and developing definition of job quality.

Modified Tactics and Alignment with Regional Goals

The goal itself has been modified to respond to ongoing impacts of COVID on the local economy and to foster a county culture of adaptiveness to similar economic shocks in the future. Managing the new economy will take regular engagement with partners, job seekers and employers to address new needs as they arise. One such need was for more access points for services and the AJCC Connection Sites will be leveraged to provide additional ways for job seekers to engage with the local workforce system. This goal and tactics align with goals #8-9 and 11 in the IERPU regional plan modification.

III. WIOA Core and Required Partner Coordination

The SBCWDB and its One Stop Operator (OSO) coordinate WIOA Core and Required Partners in a few key ways. Together, the programs in Exhibit A of Appendix E (to be added) make up the SBC AJCC MOU Partners and are at the forefront of service delivery to job seekers in SBC. Throughout this document, this group is also referred to as the “AJCC System” or “AJCC Partners.” Exhibit A of Appendix E (to be added) states the vision, mission, values and goals of the AJCC System, which are the same as in the original plan. SBCWDB has a streamlined MOU process using an AJCC MOU template (Exhibit E) for partners to individually sign with the SBCWDB.

Coordination of WIOA Core and Required Partners

SBCWDB coordinates its WIOA core and required partners (AJCC MOU Partners) primarily through the contracted OSO, Goodwill Industries of Southern California, which was selected in 2021 through a competitive process as outlined below. The OSO reports to the SBCWDB to coordinate the service delivery of required one-stop partners and service providers, and ensures the implementation of partner responsibilities per the AJCC System MOU (Appendix E, to be added).

In the first year of operation, the OSO facilitated quarterly meetings with the AJCC MOU Partners, coordinated 17 site visits with mandated partners for continuous quality improvements and assisted in the implementation of the new referral system through the Unite Us platform, among other accomplishments. The OSO also facilitates the Integrated Service Delivery Working Group.

Integrated Service Delivery (ISD) Workgroup

With the Business Services working group no longer active under this MOU, the ISD is currently the only working group of the AJCC MOU Partners related to general service delivery. The ISD Workgroup is a number of agencies working together to collaborate and coordinate support and services to shared customers. The ISD Workgroup encourages a customer centric service delivery system across all co-located and non-located locations throughout San Bernardino County. A key focus of the workgroup is to orient and support MOU Partners onboarding to the Unite Us platform for information and referral between partner agencies.

Co-Enrollment and Common Case Management

The SBCWDB and its AJCC Partners work toward co-enrollment and common case management by leveraging the Unite Us platform. The platform allows partners to track the needs of participants and to follow their engagement with services at other providers. Unite Us also allows for the implementation of “network standards” to be put into place such as the maximum length of time partners should take to respond to a referral, which can help standardize quality.

As part of the Continuous Improvement Plans for all three AJCCs, they plan to increase co-enrollments through reviewing the protocols and tracking of co-enrollments. They also have a goal to increase the number of partners, including adding the contracted youth providers, using the Unite Us platform, making it easier to track co-enrollments.

Facilitating Access to the One-Stop (AJCC) Delivery System, Including in Remote Areas, Through the Use of Technology and Other Means

As noted above, SBCWDB is facilitating increased access to its AJCC system in several ways, including through new technology and establishing Connection Sites. The Workforce Compass platform gives job seekers access to an end-to-end career navigation journey, including personalized career path recommendations, presenting relevant learning programs and career support resources and connections to relevant job openings and resources. It also enables SBCWDB staff to facilitate intake and support, send resources and action items, and monitor job seeker progress. As noted earlier in this plan, the new referral platform, Unite Us, is being used to facilitate referrals between service providers.

In addition, the SBCWDB has established Connection Sites within County libraries and adult education providers to expand access to the AJCC system. Connection Sites allow customers to access the programs, services and activities of the AJCC partners, providing direct access to WDD services and the CalJOBS system. The Connection Sites were established to help customers in remote areas access the local AJCC system and to increase the number of access points overall.

Coordination of Workforce and Education Activities with the Provision of Appropriate Support Services

The coordination of workforce and education activities, as well as support services are managed by the OSO as noted above. The AJCC MOU Partners' ISD Working Group is tasked with coordinating services across the system, including the workforce and education activities described in Appendix E, Exhibit B (to be added). Workforce, education and supportive services will all be coordinated through the Unite Us platform. Additionally, the Workforce Compass platform assesses participants for their education, workforce and support service needs, then offers customized recommendations. SBCWDB staff are able to facilitate intakes and manage their access to services in this system.

Physical and Programmatic Accessibility of Facilities, Programs and Services, Technology, and Materials for Individuals with Disabilities (Compliance with WIOA Section 188, Americans with Disabilities Act of 1990)

The SBCWDB and AJCC MOU Partners ensure that the policies and procedures as well as the programs and services provided at the AJCC are in compliance with all applicable laws. AJCC MOU Partners have agreed to this in the AJCC System MOU (Appendix E, Sections XII, XIV, to be added). During the AJCC Indicator Assessment, all three AJCCs were confirmed to be wheelchair-accessible and equipped with assistive technology such as screen magnification, screen reading software, speech-to-text software, and TTY/TDD equipment.

SBCWDB staff also regularly receive training to better improve access for and services to people with disabilities (PWD). Staff were recently trained for reviewing the accessibility of public documents and making necessary changes. As part of the continuous improvement plan of the three AJCCs, all staff will receive ongoing training in assistive technology which is available in all three AJCCs. Finally, as noted above under Local Goals, #3 Access and Inclusion for All, the local area is planning to implement a strategy pairing a WDS staff with a BSR staff to specifically serve PWD.

IV. State Strategic Partner Coordination

Strategic Coordination

At a strategic level, 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, PWD, English language learners, homeless, reentry, foreign born, and/or refugees. The committee's work helps implement and sustain the goals developed in this Local Plan and ensures a continual focus on the needs of these individuals with barriers to employment.

In 2022, the committee prioritized 1) identifying and applying for collaborative funding opportunities; 2) developing strategies to pursue changes for barriers that impact special populations and; 3) developing a business services model that encourages and supports employers in the hiring of special populations.

The operational detail for each state strategic partner and their associated population is provided below.

Coordination with County Health and Human Services to Serve CalFresh Employment & Training (E&T) Job Seekers

As noted in the original four-year local plan, SBCWDB works closely with the San Bernardino County Transitional Assistance Department (TAD), which 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 application process, individuals are assessed for and referred to California Work Opportunity and Responsibility to Kids (CalWORKs) and Medi-Cal as needed. Applicants can also use the state's self-service online tool, www.benefitscal.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.

The County has a MOU with TAD to provide Employment and Training (E&T) services to CalFresh job seekers. Since 2019, CalFresh E&T services have included job search, job retention, and education/training designed to help job seekers 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, job retention services and follow-up from County workforce staff. Job seekers may also take part in an educational program where they attend life skills workshops, enroll in GED, English language, or vocational training and receive either a certificate, credential, diploma or 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 job seekers blends and braids resources to provide the job seekers with streamlined, integrated service delivery.

Coordination with Local Child Support Agencies to Serve Non-Custodial Parents

In July 2022, the SBCWDB entered into a MOU with the County's Department of Child Support Services (DCSS) to provide employment services to non-custodial parents (NCPs) through an integrated referral and service delivery system with WDD and its AJCCs. This formalized the decade-long partnership between the two departments. The AJCCs address unemployment and underemployment of job seekers 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.

Referrals are made when a Child Support Officer (CSO), working with a NCP, completes a referral to one of the three SBC AJCCs (West Valley, East Valley, and/or the High Desert). AJCC staff then determine if the job seeker referred is eligible. The job seeker, 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. Data is shared back to the CSO through a data matching process done monthly.

NCPs are referred to 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, AJCC partners and stakeholders 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. SBCWDB and DCSS have quarterly meetings to discuss referrals, share data and coordinate for job fairs.

Coordination with Local Partnership Agreement Partners to Serve Individuals with Developmental and Intellectual Disabilities

As in the original four-year local plan, SBCWDB partners with the Inland Empire Local Partner Collaborative (IELPC) for Competitive Integrated Employment (CIE), which has a mission to enhance collaborative partnerships leading to improvements in the level and quality of services which ultimately promotes the preparation and achievement of CIE for youth and adults with intellectual and developmental disabilities (ID/DD).

SBCWDB is part of a Local Partnership Agreement (LPA) for the Inland Empire region developed and implemented by the California Department of Rehabilitation (DOR) Inland Empire District Office. This LPA is consistent with the AJCC System MOU and includes the RCWDB, SBCWDB, and the DOR, along with their respective partners. This Regional LPA has a primary focus on the promotion of collaboration, and engagement efforts leading to employment outcomes for individuals with ID/DD. In line with these efforts, the WDBs serve as a resource in effectively engaging and collaborating with current AJCC MOU partners and local businesses. Another key

responsibility of the WDBs in this partnership are to provide workforce trends in the local communities to the IELPC core partners.

SBCWDB engages with local partners to promote CIE by assigning staff to continue to attend LPA meetings, cross training and identifying resources and partners for business engagement for the paid work experience program. Staff of the San Bernardino County Office of DOR are co-located at the three AJCCs to help better serve the ID/DD population by linking to available resources. Key partners include the Inland Regional Center (IRC), Local Educational Agency (LEA), SBCWDB Special Populations Committee, Special Education Local Plan Area (SELPA) offices and Workability programs at school districts within San Bernardino County.

In order to connect CIE efforts with local businesses and employers, SBCWDB has developed paid work experiences and internships through DOR such as WIOA Out of School youth programs. DOR and IRC support the job coaching function as part of this collaboration to serve ID/DD job seekers. DOR's 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.

Coordination with Community-Based Organizations and Other Local Organizations Who Serve English Language Learners, Foreign Born Individuals and Refugees

Individuals who are English language learners (ELLs), individuals who have low levels of literacy, and individuals facing substantial cultural barriers, including those who are foreign born and refugees, are a target population for the SBC AJCC System Partners. Exhibit C in Appendix E (to be added) lists the partners who offer II Adult Education and Family Literacy (AEFL) programs. There are Transitional Counselors who work with students in a workshop setting or on a one-on-one basis. Counselors are trained to connect students to the AJCCs for workforce services if they are not already enrolled. SBCWDB also plans to continue partnership discussions with its ELL partners to initiate discussions toward development of a plan to serve the refugee population within the County. However, the refugee population in SBC is relatively small.

The consortia and community-based organizations noted above each offer programs for ELLs across the different members at the respective adult education sites. These partnerships have 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 job seekers 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. The consortia and partners provide 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.

The SBCWDB also offers a pay differential for bilingual staff in order to recruit staff members that can support ELL and refugee populations in their native language. An assessment of the language skills of current staff was conducted to identify staff already working for the county who are bilingual, who then received a pay increase if they qualified. This information is stored with the county so bilingual staff can be requested for services, as needed.

V. WIOA Title I Coordination

As noted in Exhibit “B” of Appendix E (to be added), WIOA Title I programs are offered through WDD. Services provided to adults, dislocated workers and youth (ages 16-24) include, but are not limited to, orientation, WIOA eligibility and intake, individualized assessment, counseling, supportive services, internships, work experience, vocational training, and on the job training. Business services include, but are not limited to recruitments, job fairs, on the job training, lay-off aversion, and Rapid Response. Please see Tables A and B below.

Staff Training

Digital Fluency and Distance Learning

As noted above, Goal #3 articulates a tactic of the SBCWDB to provide training on digital fluency and distance learning to 90% of staff providing youth services in the County. SBCWDB works with its IERPU partner, RCWDB on regional staff training in this area. SBCWDB staff receive monthly technology trainings from their Diversity Team on various technologies. In 2022, these included:

- Google Drive
- PowerPoint, Outlook and Excel (3 separate trainings)
- EMACS
- Using “PosterMyWall.com” for Flyers

Cultural Competency and Understanding the Experiences of Trauma-Exposed Populations

SBCWDB and its partners regularly provide training to its staff on cultural competency and understanding trauma-exposed populations, continuing to work toward the goal of 90% trained in these areas. Multiple regional trainings conducted for staff in 2022 included these topics, including “Adult Development Theory, Diversity, Equity and Inclusion” by Arel Moodie and “Empowered Equity and Diversity in the Workplace” by Natasha Palumbo.

In 2023, staff trainings for diversity, equity and inclusion have also been scheduled.

Coordination of Workforce Investment Activities with Statewide Rapid Response

The SBCWDB has a Rapid Response (RR) team, which includes representatives from the AJCC MOU Partners and EDD to provide resources to help workers and businesses at risk of layoffs or otherwise affected by layoffs. Notifications filed by employers under the Worker Adjustment and Retraining Notification (WARN) Act, are received by EDD at the State level and provided to SBCWDB. This allows SBCWDB to mobilize staff and partners to provide services. All staff are trained to identify early warning signs of distress and mobilize intervention services for both, WARN and non-WARN layoffs. The RR team coordinates appropriate services, which may include on-site assessment of needed employment and training and coordination of community access to state and economic assistance.

To coordinate the RR team services with SBCWDB’s workforce services, the RR team provides an on-site orientation, which can also be conducted virtually, depending on the need. The RR team works with the employees facing a layoff, preparing them for next steps and offering the SBC AJCC System services. The RR Team aims to provide as many services as possible while employees are still working, so facilitate a smooth transition to the next phase of their career. Business Services

Representatives (BSRs) use their connections to find employers who can hire affected workers so they can start work immediately, once they separate from the company. Depending on the size of the layoff, the RR team can also arrange jobs fairs for the displaced workers. Layoff assistance is provided when the reduction is inevitable regardless of whether attempts to avert have occurred or not. Job seekers are provided information about Unemployment Insurance (UI), COBRA, Child Support, and employment services offered by the AJCCs, among multiple other supports.

Adult Training Services

Priority for Adult Career and Training Services for Recipients of Public Assistance, Low-Income and Basic Skills Deficient Individuals

As required by WIOA Title I, priority of service is provided to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. All AJCC MOU Partners have agreed to this as outlined in Appendix E: San Bernardino County AJCC MOU (to be added).

Table A below outlines the adult and dislocated worker employment and training services provided by the SBC AJCC System. The SBCWDB regularly assesses these services to ensure they are meeting the requirements for job seekers.

Table A: SBC AJCC System Adult and Dislocated Worker Services

Basic Career Services	
<ul style="list-style-type: none"> • Eligibility for AJCC Services • Outreach • Intake • Orientation • Initial Assessment • Labor Exchange • Labor Market Information • Resume Preparation 	<ul style="list-style-type: none"> • Performance and Cost Information • CalJOBS Registration • Career Resource Center for Self-Service • Supportive Services Information • Unemployment Insurance (UI) Information • Financial Aid Information • Referrals to Programs • Interview & Job Search Workshops
Individual Career Services	
<ul style="list-style-type: none"> • Comprehensive Assessments • Career Planning & Counseling • Individual Employment Plan Development • Case management • One-on-One Resume Assistance • Workforce Preparation • Short-Term Pre-Vocational Services 	<ul style="list-style-type: none"> • Supportive services • Financial Literacy • Mock Interviews • Out of Area Job Search • Follow-Up Activities • Career exploration • Internships • English Language Acquisition
Training Activities	
<ul style="list-style-type: none"> • Career/Occupational Skills Training • Entrepreneurial Training • Career Pathways Training • OJT Subsidized Employment • Incumbent Worker Training • Individual Training Accounts 	<ul style="list-style-type: none"> • Adult education: literacy, numeracy, ESL activities (contextual) • Customized training • Diploma/High School Equivalency Exam Prep • Career and Technical Education • Apprenticeships

Job Placement Assistance	
<ul style="list-style-type: none"> • Job Development • Pre-Screening candidates • Hiring Events • Job Matching 	<ul style="list-style-type: none"> • Career Fairs • Industry Specific Job Fairs • Job Search Assistance • Job Coaching
Supportive Services	
<ul style="list-style-type: none"> • Transportation • Fees for Training Certificates: CPR, Forklift, • Driver's License, CA ID • Birth Certificates 	<ul style="list-style-type: none"> • Uniforms • Training and Work Tools • Interviewing Clothes • Books and Supplies

Youth Services

Plan to Increase the Digital Literacy and Fluency of Youth Job seekers, Including Youth with Disabilities

Young people will be preparing for a changing economic landscape post-COVID. A key to ensuring youth are prepared for this future is enhancing their employability skills, particularly in digital literacy and fluency. SBCWDB along with its partner will address this need in a few key ways:

- As a tactic for Goal #3 in Appendix B (Access and Inclusion for All), the SBCWDB intends to provide training on digital fluency and distance learning to staff providing youth services in SBC
- A second tactic for Goal #3 is to develop programs for youth with disabilities through the CIE partnership, which will include digital fluency and literacy training
- Another tactic for Goal #4 in Appendix B (Future of Work) is to increase access to digital literacy training through AJCC workshops and programs or through partner collaboration, which includes youth programming

An additional focus for youth services in the next two years is providing pre-apprenticeship and apprenticeship opportunities. Providers have been asked to place a percentage of youth they serve into apprenticeship programs – 1% for PY2023-24, then 3% in PY 2023-24, and 5% in PY 2024-25. All services available to youth through contracted youth providers are outlined in Table B:

Table B: SBC Youth Services

Career Pathway Development Services	
<ul style="list-style-type: none"> • Initial Assessment • Eligibility for all AJCC Programs • Orientation • Career Assessment • Career Exploration • CalJOBS Registration • Information/ referrals for Diploma/HSEE • Individual Services Strategy • (ISS) development 	<ul style="list-style-type: none"> • Internships • College tours • Case Management • Counseling • Work readiness skills • Financial literacy • Tutoring • Labor Market Information • Follow-up Services • College Information & Financial

<ul style="list-style-type: none"> • Mentorship • Work Experience (WEX) 	<ul style="list-style-type: none"> • Assistance • English as a Second Language
Skills Development	
<ul style="list-style-type: none"> • Leadership Development • Career Pathways • Postsecondary Transition • Career & Vocational Training 	<ul style="list-style-type: none"> • On-the-Job Training • Entrepreneurial training • Diploma/Equivalency Prep • Pre-apprenticeship • Youth apprenticeship
Job Placement Assistance	
<ul style="list-style-type: none"> • Job Development • Customized Recruitments 	<ul style="list-style-type: none"> • Job/Career Fairs • Job Coaching
Supportive Services	
<ul style="list-style-type: none"> • Fees for training certificates: CPR, Food Handling, CADL • Uniforms • Books and Supplies 	<ul style="list-style-type: none"> • Transportation • Childcare • Training and Work Tools • Interview Clothing

Entity Responsible for the Disbursal of Grant Funds and Competitive Process for Awarding WIOA Title I Sub-Grants and Contracts

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

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

How the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider

San Bernardino County competitively procured for the One Stop Operator (OSO) in early 2021. In October 2021, the SBCWDB and the San Bernardino County Board of Supervisors approved the selection of Goodwill Industries of Southern California as the One Stop Operator, currently under contract until September 30, 2023.

On February 9, 2021, the SBC Board of Supervisors approved the submission of the SBCWDB application to the CWDB to continue as the Career Services Provider for the period of July 1, 2021 through June 30, 2025. CWDB approved SBCWDB to act as the Career Services Provider for this period.

Appendix A: Stakeholder and Community Engagement Summary

As part of the two-year plan modification process, the IERPU held a series of interactive input sessions to engage its stakeholders and gain valuable insight for community needs and resources to develop proposed goals.

Sessions and Attendance

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
In-person meeting	San Bernardino County Workforce Development Board	15 board members	9/15/22 - Discussion held during SBCWDB retreat
Virtual meeting	Riverside County Workforce Development Board	6 board members	10/18/22 - breakout session for RCWDB A.M. stakeholder meeting
Virtual meeting	Stakeholders - employers, colleges, school districts, CBOs, workforce development agencies	Approximately 80	10/18/22 - A.M. session
Virtual meeting	Stakeholders - employers, colleges, school districts, CBOs, workforce development agencies	Approximately 50	10/18/22 - P.M. session
Virtual meeting	IERPU Steering Committee Meeting	4 steering committee members from both boards	10/24/22 - reviewed draft IERPU job quality and equity definitions

Feedback, Analysis and Inclusion in the Two-Year Modification

The in-person retreat with SBCWDB was an in-person discussion to develop the draft IERPU Job Quality and Equity definitions. On October 18, 2022, two stakeholder feedback sessions were held via Zoom, one in the morning and one in the afternoon. The RCWDB had a dedicated breakout session during the morning session of the stakeholder feedback sessions for their input. The draft definitions and input on workforce plan goals was reviewed by IERPU staff and adjustments were made to the draft regional and local plans accordingly. Finally, after the stakeholder input sessions, the IERPU Steering Committee reviewed the draft job quality and equity definitions for additional feedback to arrive at the final versions presented in the two-year local and regional modifications.

Stakeholder Feedback Sessions Format

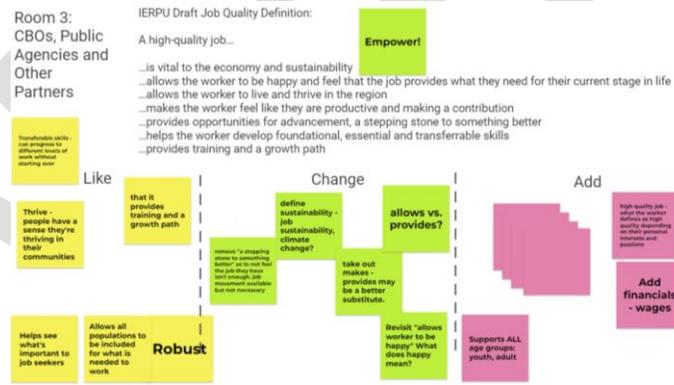
The October 18 stakeholder feedback sessions were held on Zoom and Google Jamboard with the following agenda:

- I. State Workforce Plans and the Modification Process
 - a. An overview of the local and regional workforce plan two-year modification process
- II. Defining Job Quality and Equity
 - a. Presented draft definitions from SBCWDB retreat

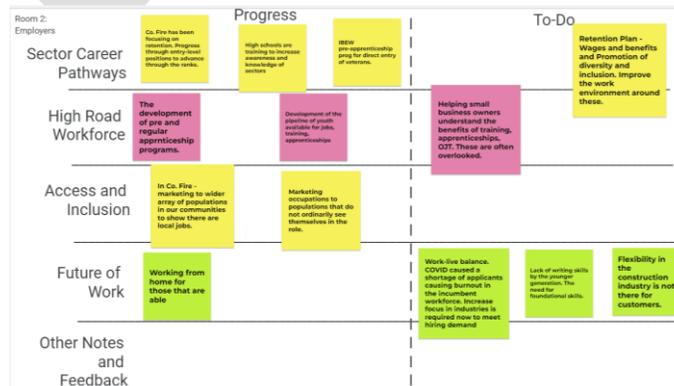
- b. Breakout groups were facilitated based on organization type (employers, colleges, CBOs/public agencies/other). Each breakout group discussed what they liked, what they would change and what they would add to each definition. Sticky notes on Google Jamboard were captured by the facilitator in each room (see below for sample Jamboard slides from the event)
- III. Regional Goal Progress and Updates
 - a. Progress on the original four-year plan regional plan goals was shared by IERPU staff
 - b. Breakout groups (same as above) reviewed each category of goals, sent out in advance, and discussed any additional progress to be noted and how they could be updated for the plan modification (see below for sample Jamboard slides from the event)
- IV. What Did We Miss?
 - a. Additional feedback was requested from the group
- V. Closing and Next Steps

The feedback provided by stakeholders was discussed during a debrief session of IERPU the next day and updates to both the job quality and equity definitions were made. In addition, the suggestions for goal progress and updates were incorporated into the regional and local goal review.

Sample Jamboard Slide for Draft Job Quality Review



Sample Jamboard Slide for Regional Goal Review



Appendix B: San Bernardino County Local Workforce Goals

The local workforce plans goals have been modified from the original four-year workforce plan and aligned with the IERPU Regional Plan Two-Year Modification goals. Additions and changes to the goals and tactics below are noted with bolded text.

Goal	Tactics	Alignment with Regional Goals
<p>1. Sector-Based Career Pathways:</p> <p>Continue to develop and measure job seeker success in career pathways for both youth and adults, with a focus on the following sectors:</p> <ul style="list-style-type: none"> • Transportation and Logistics • Manufacturing • Healthcare and Social Assistance • Construction • Professional Services • Mining • Public Administration 	<ul style="list-style-type: none"> • Coordinate with regional partners on Transportation/Logistics, Manufacturing and Healthcare, and Public Administration • Implement cybersecurity programming across sectors • Implement Regional Goals as part of the IERPU • Leverage work-based learning and earn and learn strategies such as apprenticeships and OJT • Provide training and services to at-risk youth that inspires interest in an in-demand sector or occupation, including apprenticeship <ul style="list-style-type: none"> • Increase in the # of job seekers in existing apprenticeship programs • Develop at least one new apprenticeship or earn-and-learn program in target sectors 	<ul style="list-style-type: none"> • Goals #1-3, 11-12
<p>2. High Road Workforce System:</p> <p>Utilize outcome of annual Joint AJCC Partnership meeting to facilitate the necessary partnerships and organizational development among the workforce</p>	<ul style="list-style-type: none"> • Leverage IERPU Job Quality Definition to develop high-road employment opportunities with local employers 	<ul style="list-style-type: none"> • Goals #4-6

development boards, AJCCs, and other key partners to support high road employment

- **Localize small business engagement strategy from IERPU Regional Plan (Regional Goal #5)**
- **Continue to work with local Chambers of Commerce and Industry Associations**
- Track # of businesses and served and # of jobs retained through layoff aversion services
- Gather feedback from employers to ensure system is meeting their talent needs
- Implement new and/or enhanced services and practices that support high-road employment

3. Access and Inclusion for All:

Work with Core Partners and AJCCs to improve access to technology, build digital literacy skills, develop population-specific programs and support organizational development that drives equity **and job quality**

- **Explore regional shared technology solution for information and referral**
- **Train 90% of staff in job quality, digital fluency, distance learning, cultural competency, and understanding the experiences of trauma-exposed populations**
- **Leverage connection sites for increased access to services**
- **Leverage IERPU Equity Definition**
- Maintain diversity of partner organizations to serve remote areas and special populations
- Incorporate digital literacy into training and service offerings
- Continue to develop programs for PWD through the CIE local partnership and increase # of PWD obtaining employment
- Continue partnership with P2E program for justice system-involved

- Goals # 7-10

	<p>individuals and increase # of justice-involved individuals who obtain employment</p>	
<p>4. Future of Work:</p> <p>Review training programs for possible changes or updates in response to automation and feedback shared by local employers</p>	<ul style="list-style-type: none"> • Continue to address impacts by population - older workers, youth, PWD, system-involved, etc. • Continue to work with employers to better understand skills and qualifications for future jobs, compile list of skills • Continue to advocate with employers for development of new jobs that are high road • Train the future workforce for high road employment, including developing employability skills • Align AJCC services and training with FOW skills and qualifications • Offer at least one new professional development opportunity to staff related to automation and new technologies • Increase access to digital literacy training through AJCC workshops and programs or through partner collaboration 	<ul style="list-style-type: none"> • Goals 11-12
<p>5. Response to COVID-19:</p> <p>Respond to long-term impacts of COVID on the local economy as part of a county culture of adaptiveness, flexibility and acceptance of change</p>	<ul style="list-style-type: none"> • Conduct regular engagement with partners, job seekers and employers to understand the changing economic environment and how to respond • Develop new strategies to address issues, both short- and long-term • Provide more accessible and safer in-person services through co- 	<ul style="list-style-type: none"> • Goals 8-9, 11

location of staff in partner agencies and **leveraging connection sites**

- Support for surge occupation recruitment efforts from Business Services staff
 - Coordinated local strategy to address layoffs through Rapid Response and other services
 - Adjusted job seeker service delivery strategies
 - Gather feedback from employers to ensure system is meeting their talent needs
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