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**San Bernardino County**  
**Workforce Development Board**  
**Local Workforce Development Plan**  
**Program Years 2025-2029**

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Primary Contact:

Bradley Gates  
Director  
Workforce Development Department  
909-387-9862  
[Brad.Gates@wdd.sbcounty.gov](mailto:Brad.Gates@wdd.sbcounty.gov)

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## I. Introduction and Overview

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This four-year local workforce development plan for the San Bernardino County Workforce Development Board (SBCWDB) has been developed to guide the SBCWDB's workforce programs and services at the local level. The Inland Empire Regional Workforce Development Plan Program Years 2025-28 is the strategic roadmap, and this local plan provides the details of its operational implementation in San Bernardino County (SBC). The SBCWDB relies on its America's Job Center of California (AJCC) System to deliver effective and impactful programs and services, guided by the SBCWDB.

This plan provides specific details about how the SBCWDB manages its local AJCC System in alignment with Workforce Innovation and Opportunity Act (WIOA) requirements, the California Workforce Development Board's 2024-2027 Unified Strategic Workforce Development Plan, and the IERPU regional plan as noted earlier. It was written in accordance with Directive WSD24-09 from the CWDB and the Employment Development Department (EDD). The plan covers Program Years 2025-28: PY 25-26, PY 26-27, PY 27-28, and PY 28-29.

After a description of the planning process to develop this plan below, this plan is organized in the following manner:

**II. Local Context:** A description of the SBCWDB, its guiding principles and local goals

**III. WIOA Core and Required Partner Collaboration:** A discussion of how the SBCWDB coordinates its AJCC Partners, integrates education, support services, and complies with applicable laws

**IV. State Strategic Partner Collaboration:** An overview of how the SBCWDB coordinates programs and services with state agency partners for specific populations

**V. WIOA Title I Coordination:** A summary of how the SBCWDB equips its staff with appropriate training, manages its Rapid Response program, provides services for youth and adults, and fulfills the roles of One Stop Operator and Career Services Provider

### Local Workforce Development Plan Process

The staff team of the SBCWDB, the San Bernardino County Workforce Development Department (SBCWDD), met weekly to develop this plan, supported by MAP Advising and Growing Big Ideas. The Inland Empire Regional Planning Unit team held regional stakeholder feedback sessions and job seeker listening sessions for feedback, as described in Appendix A.

## II. Local Context

### The San Bernardino County Workforce Development Board and Local AJCC System

The SBCWDB, consisting of 19 members, is staffed by the San Bernardino County Workforce Development Department (SBCWDD). As in the original four-year plan, the SBCWDD operates workforce programs under the guidance of the SBCWDB, funded by the Department of Labor's WIOA program. 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 SBCWDD, are strategically located in the East Valley (San Bernardino), West Valley (Rancho Cucamonga), and High Desert (Victorville). SBCWDD 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 SBCWDD includes 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 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 four-year plan 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. The SBCWDB recently updated its mission to reflect a focus on equity, access and advancement.

Figure 1: Regional and Local Workforce Development Strategic Vision



## Local Workforce Goals

As part of the planning process for the next four years, the SBCWDB's discussions and feedback led to the creation of Goals #1-5 below, in alignment with the IERPU Regional Plans Goals #1-5:

1. **To ensure the San Bernardino County AJCC System works toward achieving equity by prioritizing the shared target populations of emphasis to advance Regional Indicators #1 and #2.**

### Tactics:

- Supporting existing programs tailored for the target populations such as Prison 2 Employment and Uniquely Able
- Developing new programs for the target populations such as the SBC Pathbuilder Certificate Program for jobs with the county
- Researching and implementing new approaches for serving all shared target populations of emphasis

2. **To provide an increased level of services to foster youth.**

### Tactics:

- Ensure foster youth receive wraparound support that allows them to complete their education
- Provide work-based learning opportunities to foster youth
- Develop foster youth focused workforce programming such as the internship program at SBC offices with the Independent Living Program

3. **To locally advocate for job quality among the county's employers.**

### Tactics:

- Gather research about the return-on-investment for improving job quality
- Offer employers research, training, and consultation on job quality
- Prioritize OJT and other incentives for employers with higher job quality

4. **To research and pilot new programs and services for industries and occupations that support climate and environmental sustainability.**

### Tactics:

- Gather LMI and other research about industries, occupations, and required skills for "clean and green" career pathways
- Leverage new project with I-REN to learn about opportunities in this area
- Share learning and include AJCC System partners in the design and implementation of new related projects

**5. To enhance the coordination of Business Services across the AJCC System.**

Tactics:

- Launch and facilitate the Business Services Work Group to share resources and strategies for serving the County's employers
- Build on the strong job fair and career-oriented event system with 25+ events per year along with AJCC System Partners
- Continue to gather feedback from the business community on the best ways the AJCC System can coordinate to serve them

### III. WIOA Core and Required Partner Coordination

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The SBCWDB coordinates WIOA Core and Required Partners in several key ways as described in the following section. The SBCWDB and its AJCC MOU Partners listed in Appendix D, Exhibit A constitute the San Bernardino County AJCC System (noted simply as “AJCC System” throughout this document). MOU is reviewed annually for any necessary changes and the current MOU expires June 30, 2025. SBCWDB is currently working on the next version to be executed July 1, 2025.

#### San Bernardino County (SBC) AJCC One-Stop Delivery System Vision and Mission

The vision of the AJCC System is:

Pooled experiences, resources, expertise and commitment have created a customer-driven AJCC system in the County. With one voice, the County’s AJCC system (AJCC System) represents the County’s most efficient and effective approach for unleashing the potential in people. As “one,” the AJCC System is a force multiplier and its range of services provide full access within the County. The AJCC System provides its customers with the knowledge and confidence that an improved future is within their reach, which in turn assures the AJCC System of its success.

The mission of the AJCC System is:

The AJCC System is an integrated system of service providers aligned with the common passion of bringing their collective client base the means to improve their health and financial well-being through employment.

Finally, the AJCC System delivers on its vision and mission through goals to:

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

To accomplish these goals, the AJCC System requires the leadership, coordination, and support of the SBCWDB. The SBCWDB hosts regular meetings with AJCC Partners, coordinates the Integrated Service Delivery (ISD) and Business Services work groups, and sets up processes for communication and collaboration among partners.

## Coordination of WIOA Core and Required Partners

### Regular Meetings

The AJCC System Partners meet quarterly, with other periodic meetings scheduled as needed. There are two different types of meetings – leadership meetings, which are focused on high-level strategy and planning; and staff-level meetings, which focus on service delivery discussions. The One Stop Operator (OSO) is responsible for coordinating and facilitating these meetings, which often include tours of the hosting organization.

### Integrated Service Delivery (ISD) and Business Services Work Groups

A subset of representatives from the AJCC Partners make up the ISD Work Group. The ISD Work Group works together to collaborate and coordinate support and services to shared customers. The ISD model aims to incorporate a customer-centric service delivery system across all co-located and non-located locations throughout San Bernardino County. This work group is currently working on the interorganizational referral system.

In early 2025, SBCWDB will be coordinating a new Business Services Work Group. Made up of Business Services Representatives (BSRs) from a subset of AJCC Partners, this work group will share resources and strategies for serving the County's employers.

### Processes for Communication and Collaboration

The SBCWDB also develops special processes and procedures to enhance communication and collaboration. For instance, there are dedicated county email addresses that have been set up at each AJCC office. These emails are routed to a specific Workforce Development Specialist (WDS) for follow-up. The SBCWDB also has set up an online Desk Reference guide that has information about all 32 AJCC MOU Partners for referral processes and collaboration.

### Co-Enrollment and Common Case Management

There are several ways that the SBCWDB works toward co-enrollment and common case management across its AJCC Partners. As mentioned above, the ISD Work Group continues to improve integrated services across the system and is currently working on enhancing the interorganizational referral system. Both co-enrollment and common case management are also facilitated by the co-location of partners at AJCCs in the county. For instance, the East Valley AJCC has been recognized for its co-enrollment in the Trade Adjustment Assistance and the Uniquely Able programs. AJCC staff are also trained in Customer-Centered Design, a model with a similar purpose to ISD.

As part of the Continuous Improvement Plans for all three AJCCs, the SBCWDB plans to increase co-enrollments and common case management through regular cross-training on partner programs, and integrated customer flow procedures. Finally, the implementation of SmartSheet has provided a technology tool for tracking referrals to enhance co-enrollment and common case management.



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

The AJCC System is equipped to ensure participants in remote areas have access to services. A WDS travels to an office in Barstow, which has a resource room with computer access to serve participants. The SBCWDB also utilizes an office of the SBC Transitional Assistance Department (TAD), an AJCC MOU Partner, located in Yucca Valley. There is a separate MOU with TAD outlining the agreement for TAD to host a specialized WDS in that office to provide services to both participants and businesses. This WDS also travels to another remote location of the county, in Needles, once per month. Finally, there is an annual job fair in the mountain areas of Big Bear and Running Springs. The SBCWDB stays regularly informed about needs in rural areas by TAD and the Certified Providers of Adult Education (CPAE) Consortium.

Technology solutions are also leveraged to better serve participants in remote areas who have access to the internet at home or at a public library using tools such as Zoom, Teams, and DocuSign. Participants in remote areas with internet access can also access the SBC Career Navigator tool, which can guide users to resources, training, and support for a number of industries and occupations. Career Navigator begins with an assessment to determine existing skills and recommends possible career options to pursue.

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

SBCWDB coordinates workforce and education activities in several ways. One way is through individual meetings with education providers in relation to training initiatives that involve an educational component, such as Truck Driver Training with Victor Valley College. Secondly, various committees and coalitions have been formed to coordinate workforce and education activities such as the Economic and Workforce Development work group of the Inland Empire Desert Regional Consortium (IEDRC). The IEDRC is connected to the California Community College Chancellor's Office's Strong Workforce Program. The SBCWDB is an active participant on this workgroup, which supports the strategic goals of the IERDC such as "Goal 4: Expand and enrich stakeholder relationships to support students' transition into and progression within the local labor market."<sup>1</sup>

The Regional Equity and Recovery Partnerships (RERP) project is also a key example of coordinating workforce and education. The RERP project includes opportunities for training and support to enter into paid work experience and jobs in Healthcare, Transportation and Construction, partnering with local colleges for the training portion.

Finally, the SBC Superintendent of Schools offers training in a number of occupations, and participants of the AJCC System are often referred to them. These include pre-apprenticeship programs, paraeducator training and Community Health Worker training. Also, under the county's K-12 education system are the

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<sup>1</sup> IERDC Strategic Plan 2023-2026: <https://desertcolleges.org/iedrc-strategic-plan/>

Adult Education and Literacy programs, AJCC system partners who provide training in phlebotomy and other subjects.

### 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 D, Sections XII, XIV). During the AJCC Assessment process, 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. In addition, the Department of Rehabilitation (DOR) is a co-located partner in all three AJCCs.

Going above and beyond to ensure accessible programs and services for people with disabilities, the Disability Navigator program was launched in January 2023 and runs through January 2026. The overall goal of this project is to increase employment of people with disabilities with dedicated staff and through collaboration with local partners. These partners include the Inland Regional Center, The Autism Society, and DOR. A dedicated WDS and BSR have been assigned to this project leveraging WIOA resources to address the particular employment, training, supportive service and supplemental needs of people with disabilities.

## IV. State Strategic Partner Coordination

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### Strategic Coordination

As a standing committee of the SBCWDB, the Special Populations Committee (SPC) is tasked with ensuring the AJCC System's programs and strategies serve all special populations effectively. This includes all special populations addressed in this section: CalFresh recipients, non-custodial parents, Individuals With Disabilities, English language learners, homeless, reentry, foreign born, refugees, and veterans. While the SPC sets the strategic-level approach, staff of the SBWDB and its AJCC MOU Partners ensure the tactical service delivery is coordinated with the appropriate state agency partners.

The SPC's 2024-25 Special Populations Committee Workplan has the following goals:

1. Increase & Continue Justice Involved Services by 10%
2. Increase number of individuals served that are experiencing Homelessness by 30%
  - a. This includes providing support for homeless and foster youth
3. Continue to serve Veterans and increase participation in career pathway programming by 30%
4. Continue to serve Individuals with Disabilities and increase participation in career pathway programming by 30%

The sections below address how the SBCWDB and its AJCC Partners coordinate with various state agencies locally to serve specific populations.

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

The county TAD department has a third MOU with the SBCWDB in addition to the AJCC Partner MOU and the MOU described above regarding its Yucca Valley office. This MOU outlines a partnership for the SBCWDB to provide CalFresh Employment and Training (E&T) services to CalFresh recipients. TAD is co-located at AJCCs and the SBCWDB has committed to coordinating all AJCC MOU Partner services for CalFresh E&T participants through referral from TAD for those who are interested and qualify. Another specialized service they are eligible for is the CalWORKs Subsidized Employment Program (CSEP). CSEP matches CalWORKs customers with employers to perform job duties, enhance job skills, and maintain current work history while earning a wage subsidy.

The intake process for CalFresh E&T participants 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, CalFresh E&T job seekers will also be connected to sector pathways programs in the local area and the region. The SBCWDB strategy to serve CalFresh participants 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

The SCBWDB coordinates and maintains an MOU with the Department of Child Support Services (DCSS) to provide workforce services to Non-Custodial Parents (NCPs). The partnership includes regular quarterly meetings, sharing of information with one another, and workforce staff participation in events together such as “Seek Work” days on the court calendar. 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 an 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.

The SBCWDB and DCSS regularly look for new opportunities to improve coordination together. A recent example of this is jointly using SmartSheet, which allows better tracking and follow-through on individual referrals between the departments. SmartSheet is a cloud-based project management application that can be used as a spreadsheet online input forms for efficient data tracking.

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

Individuals with Disabilities are the focus of the SBCWDB’s collaboration with The California Department of Rehabilitation (DOR), along with other Local Partnership Agreement Partners as the Inland Empire Local Partner Collaborative (IELPC) for Competitive Integrated Employment (CIE). The IELPC has a purpose 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 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 DOR’s San Bernardino county region 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. Coordination continues to be aided by quarterly meetings of the AJCC managers with DOR team members to discuss coordination, challenges, and solutions.

As noted in Section III, the Disability Navigator program was established in 2023 to increase employment of people with disabilities with dedicated WDS staff available for people with ID and DD. Coordination with the DOR helps make this program more successful, along with the Autism Society, another key

partner in the Disability Navigator program. Both of these partners bring resources and expertise in serving people with ID and DD such as how to coordinate with employers to provide reasonable accommodations, when necessary.

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

There are multiple ways in which the SBCWDB coordinates with Community-Based Organizations (CBOs), and other organizations who serve English Language Learners (ELL), Foreign Born Individuals, and Refugees. English as a Second Language (ESL) services are provided by Adult Education and Literacy providers listed in the AJCC MOU (Appendix D, Exhibit “A”).

A signature initiative for these populations is Emprendedoras, a Spanish Entrepreneurship Workshop Series that empowers monolingual Spanish-speaking micro business owners in SBC with the tools and knowledge to grow their business and prevent layoffs. The Asociación de Emprendedores partners with the SBCWDB to offer this six-part program covers essential topics such as business planning, marketing, financial management, leadership, and access to capital. Attendees who complete the series receive a certificate of completion and are honored at a graduation ceremony, culminating in a Small Business Expo where they present their business elevator speech and showcase their products or services. The workshop series has been offered annually for the last three years and attendance has more than doubled since inception, with the last cohort having twenty-five entrepreneurs receiving certificates. Another resource for Spanish-speaking business owners is the regional Human Resources Hotline, which is available in Spanish.

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 receive a pay increase if they qualify. This information is stored with the county so bilingual staff can be requested for services, as needed.

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.

### **Coordination with Local Veteran Affairs, Community-Based Organizations, and Other Local Partners Who Serve Veterans**

Veterans are a shared target population of the Inland Empire Regional Planning Unit and the SBCWDB is making every effort to improve outcomes for this population regionally. The SBCWDB has begun by establishing a closer working relationship with SBC’s Veterans Affairs (SBCVA) Department, and hosting veteran-focused job fairs.

The SBCWDB is working toward implementing the SBCWDB Special Populations Committee goal related to veterans noted above. The activities for this goal include:

1. Identify and secure partners to identify and refer Veterans
2. Increase partnerships with all Military locations in San Bernardino County for transition to civilian job search
3. Identify leveraging opportunities including grants and resources

In relation to the first activity, the SBCWDB has engaged Frontsight Military Outreach, a local nonprofit organization that provides multiple services to veterans and their families. SBCWDB partners with Frontsight on job fairs for veterans and supporting referrals for employment services.

Finally, veterans are given priority of service throughout the AJCC System. Local Veteran Employment Representatives (LVERs) from the AJCC Partner Employment Development Department provide services specifically to veterans. For veterans who also have a disability, LVERs enroll them in the Disabled Veterans Opportunity Program (DVOP), and help coordinate connections to services and resources at the DOR, who are co-located at all AJCCs.

### Collaboration with the Strategic Planning Partners to Address Environmental Sustainability

The SBCWDB is currently exploring workforce opportunities in climate and environmental sustainability in several ways. First, a partnership is being finalized with the Inland Regional Energy Network (I-REN). I-REN is a coalition of the Coachella Valley Association of Governments, San Bernardino Council of Governments, and Western Riverside Council of Governments, that develops energy efficiency resources, education and funding for the Inland Empire region. An MOU between SBCWDB and I-REN is currently under development to formalize a partnership to:

- **Identify Workforce Needs:** Assessing the specific skills and training required for clean energy jobs.
- **Develop Targeted Training Programs:** Design customized programs to equip individuals with the tools and knowledge needed to excel in the clean energy workforce.
- **Expand Access to Training:** Engaging historically marginalized communities through focused outreach and recruitment efforts.
- **Foster Industry Partnerships:** Building strong relationships with local employers to create a seamless pipeline from training to employment.
- **Provide Comprehensive Support Services:** Offering support services, such as job coaching and resume writing, to help individuals secure employment.

Secondly, SBCWDB continues to explore opportunities in the climate and environmental sustainability sector such as working with Community Action Partnership of San Bernardino County on home weatherization training and employment. The SBCWDB is a named partner in a recent application to the Environmental Protection Agency for the Climate Justice Community Change Grant Program. Finally, SBCWED is working with the Inland Empire Labor Institute (IELI), which co-convenes the THRIVE Inland SoCal initiative along with the Inland Empire Growth and Opportunity (IEGO). THRIVE received

funding from the State of California to create quality jobs and bolster California's resilience to climate and global challenges. The SBCWDB is exploring with IELI and THRIVE what jobs within the region are “clean and green”.

Overall, there is research and learning process underway for SBCWDB in relation to jobs in climate and environmental sustainability. As more information is gathered and concepts are developed, the SBCWDB will coordinate with state strategic partners and AJCC MOU Partners to identify the skills, training, support and local employment opportunities for occupations in this field.

## V. WIOA Title I Coordination

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The coordination of WIOA Title I services requires ongoing professional development of SBCWDB staff, namely in the areas of digital fluency, distance learning, cultural competency, and the experience of trauma-exposed populations. This section begins with a description of the ongoing training provided to staff in these areas. The services provided by SBCWDB and the AJCC MOU Partners are outlined below, along with how priority is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

Finally, this section also discusses the entity responsible for the dispersal of grant funds, the competitive grant process to award sub-grants, and how the SBCWDB fulfills the duties of the AJCC Operator and Career Services Provider.

### Staff Training

#### *Digital Fluency and Distance Learning*

SBCWDB staff are regularly trained in the areas of digital fluency and distance learning. Many of the services provided to the community are facilitated with technology, which can change often, therefore it is important for staff to have strong digital literacy skills. Remote services to participants has also increased, necessitating skills in distance learning as well. Trainings in this area are held on topics such as:

- DocuSign
- AI Resume Building
- Commonly Used Apps: Google Drive, PowerPoint, Word, Excel
- Using Assistive Technology
- CalJOBS Referral Process
- EDD Next System
- Distance Learning Tools

#### *Cultural Competency and Understanding the Experiences of Trauma-Exposed Populations*

Cultural competency and understanding the needs of trauma-exposed populations are also priority skills for SBCWDB staff. Topics for training during the period of this plan will include, but are not limited to:

- Equal Employment Opportunity and Limited English Proficiency Plans
- Windmill Training (for working with people with disabilities)
- Adult Developmental Theory
- Mental Health Awareness
- De-escalation Training
- Diversity Trainings (e.g. Native American Heritage, Autism Awareness, etc.)

The SBCWDD also has a Diversity Committee, which hosts cultural events each month such as the diversity trainings noted above or celebrations such as Juneteenth and Mexican Independence Day.



## Coordination of Workforce Investment Activities with Statewide Rapid Response

The SBCWDB Rapid Response (RR) Team provides vital support to businesses and workers impacted by or at risk of layoffs, ensuring access to resources and guidance during challenging times. The team includes Business Services Representatives, Career Advisors from America's Job Centers of California, EDD, Covered California, C.O.B.R.A., and business analysts.

Business Services staff identify signs of organizational distress, offer tailored support for WARN and non-WARN layoffs, and provide Business Process Improvement analysis to help avert layoffs. When employers' WARN notifications are submitted to EDD and shared with SBCWDB, the RR Team is quickly mobilized.

The RR Team connects affected workers to employment and training services, state and community resources, and economic assistance. Orientations—offered on-site or virtually—prepare workers for the transition and introduces SBC AJCC System services. The team's goal is to inform workers about available resources, such as Unemployment and Disability Insurance, C.O.B.R.A, Child Support, financial guidance, and AJCC job readiness and training support services, guide them in accessing support, and provide reemployment opportunities, instilling hope during difficult times.

Business Services Representatives also leverage employer networks to connect displaced workers with new employers and may organize Rapid Reemployment initiatives, such as on-site hiring events, to help workers secure new roles quickly.

## Adult and Dislocated Worker 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 (Appendix D).

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 meet the requirements for job seekers.

**Table A: SBC AJCC System Adult and Dislocated Worker Services**

Basic Career Services	
<ul style="list-style-type: none"><li>• Eligibility for AJCC Services</li><li>• Outreach</li><li>• Intake</li><li>• Orientation</li><li>• Initial Assessment</li><li>• Labor Exchange</li><li>• Labor Market Information</li></ul>	<ul style="list-style-type: none"><li>• Performance and Cost Information</li><li>• CalJOBS Registration</li><li>• Career Resource Center for Self-Service</li><li>• Supportive Services Information</li><li>• Unemployment Insurance (UI) Information</li><li>• Financial Aid Information</li></ul>

<ul style="list-style-type: none"> <li>• Resume Preparation</li> </ul>	<ul style="list-style-type: none"> <li>• Referrals to Programs</li> <li>• Interview &amp; Job Search Workshops</li> </ul>
<b>Individual Career Services</b>	
<ul style="list-style-type: none"> <li>• Comprehensive Assessments</li> <li>• Career Planning &amp; Counseling</li> <li>• Individual Employment Plan Development</li> <li>• Case management</li> <li>• One-on-One Resume Assistance</li> <li>• Workforce Preparation</li> <li>• Short-Term Pre-Vocational Services</li> </ul>	<ul style="list-style-type: none"> <li>• Supportive services</li> <li>• Financial Literacy</li> <li>• Mock Interviews</li> <li>• Out of Area Job Search</li> <li>• Follow-Up Activities</li> <li>• Career exploration</li> <li>• Internships</li> <li>• English Language Acquisition</li> </ul>
<b>Training Activities</b>	
<ul style="list-style-type: none"> <li>• Career/Occupational Skills Training</li> <li>• Entrepreneurial Training</li> <li>• Career Pathways Training</li> <li>• OJT Subsidized Employment</li> <li>• Incumbent Worker Training</li> <li>• Individual Training Accounts</li> </ul>	<ul style="list-style-type: none"> <li>• Adult education: literacy, numeracy, ESL activities (contextual)</li> <li>• Customized training</li> <li>• Diploma/High School Equivalency Exam Prep</li> <li>• Career and Technical Education</li> <li>• Apprenticeships</li> </ul>
<b>Job Placement Assistance</b>	
<ul style="list-style-type: none"> <li>• Job Development</li> <li>• Pre-Screening candidates</li> <li>• Hiring Events</li> <li>• Job Matching</li> </ul>	<ul style="list-style-type: none"> <li>• Career Fairs</li> <li>• Industry Specific Job Fairs</li> <li>• Job Search Assistance</li> <li>• Job Coaching</li> </ul>
<b>Supportive Services</b>	
<ul style="list-style-type: none"> <li>• Transportation</li> <li>• Fees for Training Certificates: CPR, Forklift,</li> <li>• Driver's License, CA ID</li> <li>• Birth Certificates</li> </ul>	<ul style="list-style-type: none"> <li>• Uniforms</li> <li>• Training and Work Tools</li> <li>• Interviewing Clothes</li> <li>• Books and Supplies</li> </ul>

The availability of the service categories listed above – Basic Career Services, Individual Career Services, Training Activities, Job Placement Assistance, and Supportive Services – are noted in Exhibit “C” of the AJCC MOU (Appendix D).

## Youth Services

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

Youth are facing a unique challenge as they complete high school and look for postsecondary options – both further education or employment – an increased demand for digital literacy. The SBCWDB

coordinates with AJCC MOU Partners to address this through training provided by its youth service providers to youth ages 16-24, that covers topics such as:

- LinkedIn Learning’s “Digital Literacy and Productivity Learning Pathway”
- Metrix Learning: Digital Literacy (Gamified Learning Opportunity)
- Google: Applied Digital Skills

Youth service providers, collectively known as SBC Youth Forward, also provide these services to youth with disabilities, and can leverage assistive technology in the AJCCs, when necessary. The SBCWDB has worked with its youth service providers to put a greater focus on homeless youth and foster youth.

Table B below outlines the youth services provided by the SBC AJCC System. The SBCWDB regularly assesses these services to ensure they meet the requirements for youth.

**Table B: SBC Youth Services**

Career Pathway Development Services	
<ul style="list-style-type: none"> <li>• Initial Assessment</li> <li>• Eligibility for all AJCC Programs</li> <li>• Orientation</li> <li>• Career Assessment</li> <li>• Career Exploration</li> <li>• CalJOBS Registration</li> <li>• Information/ referrals for Diploma/HSEE</li> <li>• Individual Services Strategy (ISS) development</li> <li>• Mentorship</li> <li>• Work Experience (WEX)</li> </ul>	<ul style="list-style-type: none"> <li>• Internships</li> <li>• College tours</li> <li>• Case Management</li> <li>• Counseling</li> <li>• Work readiness skills</li> <li>• Financial literacy</li> <li>• Tutoring</li> <li>• Labor Market Information</li> <li>• Follow-up Services</li> <li>• College Information &amp; Financial Assistance</li> <li>• English as a Second Language</li> </ul>
Skills Development	
<ul style="list-style-type: none"> <li>• Leadership Development</li> <li>• Career Pathways</li> <li>• Postsecondary Transition</li> <li>• Career &amp; Vocational Training</li> <li>• Digital literacy</li> </ul>	<ul style="list-style-type: none"> <li>• On-the-Job Training</li> <li>• Entrepreneurial training</li> <li>• Diploma/Equivalency Prep</li> <li>• Pre-apprenticeship</li> <li>• Youth apprenticeship</li> </ul>
Job Placement Assistance	
<ul style="list-style-type: none"> <li>• Job Development</li> <li>• Customized Recruitments</li> </ul>	<ul style="list-style-type: none"> <li>• Job/Career Fairs</li> <li>• Job Coaching</li> </ul>
Supportive Services	
<ul style="list-style-type: none"> <li>• Fees for training certificates: CPR, Food Handling, CADL</li> <li>• Uniforms</li> <li>• Books and Supplies</li> </ul>	<ul style="list-style-type: none"> <li>• Transportation</li> <li>• Childcare</li> <li>• Training and Work Tools</li> <li>• Interview Clothing</li> </ul>

## Employer Services

Businesses and employers in the county are important customers for SBCWBD as well. The Business Services team offers the following services listed in Table C:

Table B: SBC Employer Services

Employer Services	
<ul style="list-style-type: none"><li>• Industry Sector Strategies</li><li>• Layoff Aversion Services</li><li>• Rapid Response</li><li>• Labor Market Information</li><li>• On-the-Job Training</li><li>• Customized Training</li><li>• Business Resources &amp; Referrals</li><li>• Human Resources Workshops</li></ul>	<ul style="list-style-type: none"><li>• Community Job Fairs</li><li>• Customized Recruitments</li><li>• Incumbent Worker Training</li><li>• Prison 2 Employment Placement</li><li>• Uniquely Abled Placement</li><li>• Human Resources Hotline</li><li>• Government Resources</li></ul>

## AJCC Assessments

The SBCWDB assesses the quality of the services in the tables above provided at AJCCs every three years. These assessments were conducted in August 2024 and found all AJCCs to be meeting baseline certification requirements. Further, each AJCC had noted strengths in areas such as use of technology to deliver services, strong connections to local business partners, and using a data-driven approach to deliver services.

The SBCWDB is currently drafting a Continuous Improvement Plan to address suggestions made during the evaluation process, such as adding additional trainings for staff about MOU Partners, exploring flexibility with OJT processes for employers, and exploring hybrid partner meetings.

## 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

The SBCWDB 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 June 30, 2025. A new competitive process for the OSO will be conducted in spring 2025.

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. The SBCWDB expects to renew its application to act as the Career Services Provider in 2025.

## Appendix A: Stakeholder and Community Engagement Summary

Understanding the needs, experiences, and aspirations of the communities directly impacted by its outcomes is foundational to creating a successful regional workforce development plan. This summary outlines and highlights the process, insights, and recommendations gathered through a series of interactive engagement sessions conducted by the Inland Empire Regional Planning Unit (IERPU).

These sessions were held with key stakeholders in Inland Empire (including employers, workforce development agencies, colleges and universities, school districts, community-based organizations, and workforce board members), as well as job seekers navigating the employment landscape. Designed to create space and amplify their voices, these listening sessions provided a platform for candid discussions about what is working, existing barriers, and opportunities for growth within the workforce and economic development systems. The voices of stakeholders and job seekers were central to developing a collaborative and human-centered four-year plan that reflects a commitment to inclusion, shared ownership, and innovative solutions, driving sustainable prosperity for individuals, businesses, and the region as a whole.

### Sessions and Attendance

Mode of Outreach	Date of Meeting	Target of Outreach	Summary of Attendance		Data Gathered
			Virtual	In-Person	
Virtual Meeting	12/2/2024	Inland Empire Stakeholders*	90	0	480
Hybrid Meeting	12/9/2024	Riverside County Job Seekers	8	2	75
Virtual Meeting	12/10/2024	Inland Empire Stakeholders*	72	0	397
Hybrid Meeting	12/10/2024	San Bernardino County Job Seeker	2	6	61
Total			172	8	1013

\*Stakeholders include (but are not limited to) employers, workforce development agencies, school districts, colleges and universities, community-based organizations

### Feedback, Analysis, and Inclusion in the Four-Year Regional Plan

The stakeholder listening sessions yielded 877 pieces of feedback, and the job seeker listening sessions yielded 136 pieces of feedback that were aggregated, summarized, and reviewed by the Inland Empire

Regional Planning Unit Members to draw out important themes across the four categories to inform the strategies and planning of the new regional four-year workforce development plan.

### Stakeholder Listening Sessions Format

The stakeholder listening sessions were held virtually (via Zoom), and stakeholders from Riverside and San Bernardino Counties attended together. After a brief introduction, ground-setting, and presentation on achievements, attendees were invited to participate in facilitated conversations on any two of the following four topics of their choice:

1. People and Employers
  - a. Current and future needs of employers and job seekers
  - b. Impact of recent events (COVID-19, inflation, technology, automation)
  - c. Aligning, coordinating, and integrating programs and services
2. Californian's Moving On Up
  - a. Ensuring equitable access to pathways and services
  - b. Enabling upward mobility
  - c. Improving job access
  - d. Removing barriers to employment
  - e. Economic justice
  - f. Middle-class pathways
  - g. Supporting high road principles
  - h. Future of work
3. Climate & Environmental Sustainability
  - a. Supporting climate-neutral transitions
  - b. Addressing impacts on frontline industry sectors
  - c. Access to the sector by underrepresented workers
4. High Roads to High Outcomes.
  - a. Aligning programs with industry needs
  - b. Developing career pathways leading to recognized credentials
  - c. Enhancing employer engagement
  - d. Aligning, coordinating, and integrating programs and services

All participants were invited to share, discuss, and record their feedback in a series of Google Slides (See Figures A.1 - A3) either directly or with the support of a facilitator and/or notetaker. Breakout room facilitators were trained and provided sample scripts, workspace links and access, and time for Q&A prior to and after facilitated sessions.

The feedback shared by stakeholders from both sessions was combined and shared with session participants. The IERPU for reviewed the feedback and incorporated it in the development of the new four-year Regional and Local Plans.

Key themes identified by the IERPU were:

- Employers needing HR support for people problems vs. compliance
- The expanded Digital Divide, rapidly changing technology, and lack of access to technology
- The cultural divide with younger workforce - work ethic, language, motivation
- Declining interest in target sectors
- A desire for connection across partners and coordination of services,
- A need for a centralized resource guide or database that provides info about employers, jobs available, etc.
- Increasing access via satellite AJCCs to provide services, resources, and staff with knowledge
- Increasing connection with CTE with community colleges, secondary education, and employers with opportunities for internships, pre-apprenticeships, apprenticeships, and work experience

What are the most pressing workforce challenges your industry (or the primary industry you work with) is facing?			What can workforce programs do to help address these issues and align with your focus industry's evolving needs?		
Finding Classified Employees for Adult School	Finding Application	HR/Onboarding process is lengthy. Candidates rescind due to this.	Conduct internal job fairs. Quick interviews and offers. 3 times a year in Redlands	Incumbent working trainings	Possible cover cost for trainings
Decrease in candidates interested healthcare careers	People are moving from Career to Career very quickly		Would it be helpful to assist with Regional Job Fairs?	Banning in need of regional job fairs for bus drivers	Assisting the continuation students with Logistics trainings
Transportation	Seeking Telework or Perks		Paraprofessional Training	Banning School District has a current training currently working with AJCCs	District is working with Tomorrow's Talent to create apprenticeship opportunities
	Retention of employees due to minimum wage standards		Look at how to organize hiring event	Referral process for training for Bus Drivers	Hemet works with CFLC great, need services for youth

Figure A.1



If you could wave a magic wand and change anything in the workforce system, what would you...?		
Start	Stop	Continue
Increased childcare and transportation – high cost may be a barrier to employment	Same currently in place procedures are not working/effective	Pay tuition for education training
Focus on lifeline learning to adapt in evolving job markets	Reduce barriers for underrepresented groups-disabilities/older workers	OJT opportunities
Networking with educational institutions and other agencies to better prepare future employees		
A centralized database for all applications for grant funded programs (enrollment)		

Figure A.2

What are the Biggest Barriers to Upward Mobility for:					
<b>BIPOC</b>	Transportation	Acceptance	Lack of Representation	Uncertainty with regard to health insurance or routine medical services	
<b>LGBTQIA2S+</b>	Transportation	Acceptance	Lack of access to mental health resources		
<b>Immigrant/ Refugee</b>	Transportation	Lack of Support Services Education	Fear of Government	In situations, lack of fluency in dominant language	Uncertainty with regard to health insurance or routine medical services
<b>Disabilities/ Neurodiverse</b>	Physical and mental health challenges	Limited training programs for “upwardly mobile” job training	Lack of access to medical care Limited access to accommodations	Inaccessible workplaces	Bias or misconceptions
<b>Low-Income/ Parenting</b>	Childcare Flexible programming Convenient access to information	Food insecurities Housing insecurities Education	Child Development Knowledge & Generational Inheritance	Lack of adequate transportation	Uncertainty with regard to health insurance or routine medical services
<b>Veterans</b>	Transportation	Housing	Lack of understanding of systems of support available	Crossroads to Civilian life	Lack of individual support services

Figure A.3

### Job Seeker Listening Sessions Format

The job seeker listening sessions were held in a hybrid format (in-person with a Zoom option), and job seekers from Riverside and San Bernardino Counties attended separately. After a brief introduction, ground setting, and presentation on achievements, attendees were invited to participate in facilitated conversations on the same four topics described above for the Stakeholder Feedback sessions.

All participants were invited to share, discuss, and record their feedback in a series of Google Slides (See Figures A.4 - A6) either directly or with the support of a facilitator and/or notetaker. Due to attendance, all participants participated in a combined breakout session.

The feedback from job seekers in both sessions was segmented, combined, and shared with session participants and the Inland Empire Regional Planning Unit for review, discussion, and utilization in the development of the new four-year Regional and Local Plans.

Key themes identified by the IERPU were:

- High focus on “intangibles” as part of job quality (e.g. clear expectations, training, communication, quality leadership, respect and recognition, clear and lived mission and values)
- A desire for employers to be more skill-focused (over education)
- Barriers to learning new technology (classes not offered, classes full, unaffordable, too far away)
- More professional development for youth (e.g. Internships, apprenticeships, workshops, professional dress, communication training)
- Access to services outside of 9 am - 5 pm Monday through Friday (especially for those who are under-employed or in school)
- Experienced workers unaware of entry points to specific job segments
- Getting the word out about what the workforce development system offers
- More specific information about career pathways (e.g. green careers, specific entry points, specific training and certifications required, where to get the training, employers who are hiring within those career pathways)

In preparing for the future of work (e.g. automation, AI, remote work) what resources or support do you need?	
Access to fast internet for remote jobs	Access to resources for tech skills such as data mining and data analysis
Access to programs that businesses are using currently to receive training	Classes offered (e.g. typing) are obsolete and would like access to tech skills that are actually useful.
Using AI to write a resume	Learning how to use multiple platforms at the same time
Employers have interviews via teams or zoom and you aren't proficient in the platform	

What tools or services (e.g. job matching, resume writing, training) would help make your job search easier?
Someone to follow up with you once you are employed. Having a support guide for issues that arise once you are employed.
When you reach out with colleges, they are full and/or no one gets back to you so having external support to connect would be helpful
Classes that are full are computer and writing classes so having an alternative place to access courses.
A tool that would see if your resume even got past the initial screening would help with future builds
Job matching and learning how to market yourself once you feel you fall out of the target demographics
Networking opportunities that are free and reach a variety of employers
Having someone to practice the interviews with

Figure A.4

What is important to have in a quality job?			What barriers do you need to overcome in order to be successful?		
Feel like you are supported	Everyone works together, feels like family	Benefits	Ageism	Childcare	Transportation
Health Insurance, too expensive when adding children	Commute	Phone	Elder care	Employers are looking for recent experience	Resources to get through the first 2 weeks of work until first pay comes
Hybrid Schedule	Support, are they going to support me	Family-friendly	Not being strong in interviews, nervousness		
Pay	Location	Retirement			
Hire within, moving up over town	Values continuous learning	Values work/life balance			

Figure A.5

In searching for jobs you want in your desired field(s), what challenges are you finding?			What challenges do you face when transitioning between careers or industries?		
Need more skills	Difficult with resumes	Upgrades with technology	Becoming a subject matter expert in a new field takes time	Having to learn a new skill set	The pressure of now
Work/life balance: Jobs that prioritize this	I can't find a job in medical coding because they require experience and I'm to the field. An on the job training would be very helpful		Also, I applied for WIOA for help with training and was approved but was told there was no funds	Lack of support from some colleges	I try to contact colleges to ask about classes and aid and got no response. Just ignored How can I improve a skill or update without being able to ask questions or talk to someone

Figure A.6

## Appendix B: Public Comments Received That Disagree with the Local Plan

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There were no comments received during the public comment period that disagreed with the local plan.

## Appendix C: Plan Signatures

### PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This Local Plan 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 (WIOA)*.

The WIOA four-year San Bernardino County Local Workforce Development Plan is submitted for the period of July 1, 2025 through June 30, 2029 in accordance with the provisions of WIOA.

#### San Bernardino County

##### Workforce Development Board



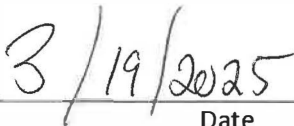
Signature

William Sterling

Name

Chair

Title



Date

#### Chief Elected Official



Signature

Dawn Rowe

Name

Chair, Board of Supervisors

Title

MAR 11 2025

Date

SIGNED AND CERTIFIED THAT A COPY OF  
THIS DOCUMENT HAS BEEN DELIVERED  
TO THE CHAIRMAN OF THE BOARD.

LYNNA MONELL  
Clerk of the Board of Supervisors  
of San Bernardino County

By

Deputy



## Appendix D: San Bernardino County AJCC System MOU

**Memorandum of Understanding  
Between  
San Bernardino County Workforce Development Board  
And  
Workforce Innovation & Opportunity Act One-Stop Partners  
For  
San Bernardino County America's Job Center of California System**

**July 1, 2022 – June 30, 2025**

This Memorandum of Understanding (MOU) is entered into on July 1, 2022 by and between \_\_\_\_\_, a Workforce Innovation & Opportunity Act One-Stop America's Job Center of California Partner (AJCC Partner) and the San Bernardino County Workforce Development Board (WDB), organized under the laws of the State of California, with its principal place of business at 290 North D Street, Suite 600, San Bernardino, CA 92415.

Select AJCC Partner status: ☐ Non-co-located Partner ☐ Co-located Partner

**RECITALS**

WHEREAS, the WDB administers employment and training programs in San Bernardino County (County) in accordance with Workforce Innovation and Opportunity Act of 2014, Public Law 113-128 (WIOA); and

WHEREAS, WIOA requires the WDB to ensure the creation and maintenance of a One-Stop delivery system that enhances the range and quality of education and workforce development services that business and individual customers can access; and

WHEREAS, the One-Stop delivery system must include at least one comprehensive physical center in each local area and a network of partners to make program services and activities available; and

WHEREAS, the design and operation of the One-Stop delivery system under WIOA must be developed and agreed upon by and between the WDB and required local One-Stop partners; and

WHEREAS, WIOA mandates 13 One-Stop partner programs, to be provided by multiple entities in the County; and

WHEREAS, on June 30, 2016, the WDB entered into a Phase I MOU with 26 entities under which the Parties agreed to share customers and services; and

WHEREAS, on January 1, 2018, the WDB entered into a Phase II MOU with these same entities under which the Parties agreed to share costs; and

WHEREAS, on January 1, 2021, the WDB entered into a comprehensive MOU with these same entities addressing the service coordination and collaboration among all AJCC partners, and how to sustain the unified system through the use of resource sharing and joint cost funding; and

WHEREAS, the Parties desire to enter into this MOU, in accordance with the Workforce Services Directive 18-12 (WSD 18-12) issued by the State of California Employment Development Department, to establish

a cooperative working relationship between the WDB and the AJCC Partner, in accordance with WIOA and to define their respective roles and responsibilities in achieving the policy objectives established by the State in the California Workforce Development Board Strategic Plan as well as the sharing of infrastructure and other system costs.

NOW, THEREFORE, IT IS MUTUALLY AGREED AS FOLLOWS:

## **AGREEMENT**

### **I. Purpose of MOU**

#### **A. Preamble/Overall Purpose**

WIOA requires that a memorandum of understanding be developed and executed between Workforce Development Boards and required local one-stop partners to establish an agreement relating to the operation of the one-stop system.

California's one-stop delivery system, the AJCC, is a locally driven system which develops partnerships and provides programs and services to achieve three main policy objectives established by the California Workforce Development Board Strategic Plan:

- Foster demand-driven skills attainment
- Enable upward mobility for all Californians
- Align, coordinate, and integrate programs and services

These objectives are accomplished by ensuring access to high-quality AJCCs that provide the full range of services available in the community for all customers seeking to:

- Find a job
- Build basic educational or occupational skills
- Earn a postsecondary certificate or degree
- Obtain guidance on how to make career choices
- Identify and hire skilled workers

To that end, the purpose of this MOU is to establish a cooperative working relationship between the WDB and the required AJCC Partners and to define their respective roles and responsibilities in achieving the policy objectives. This MOU also serves to establish the framework for providing a unified service delivery system to employers, employees, job seekers, and others needing workforce services.

#### **B. Local Vision Statement, Mission Statement, and Goals**

The WDB is charged with addressing major workforce issues in the County. The WDB's role is to convene appropriate parties around these issues, create dialogue among relevant parties, generate creative, innovative solutions through consensus, and to enlist community commitments to action in order to achieve a competitive advantage. Acting to facilitate this approach, the WDB is engaging other community leaders in carefully constructing strategies to identify and build these competitive advantages throughout the County.



## **1. Vision Statement**

Pooled experiences, resources, expertise and commitment have created a customer-driven AJCC system in the County. With one voice, the County's AJCC system (AJCC System) represents the County's most efficient and effective approach for unleashing the potential in people. As "one," the AJCC System is a force multiplier and its range of services provide full access within the County. The AJCC System provides its customers with the knowledge and confidence that an improved future is within their reach, which in turn assures the AJCC System of its success.

## **2. Mission Statement**

The AJCC System is an integrated system of service providers aligned with the common passion of bringing their collective client base the means to improve their health and financial well-being through employment.

## **3. AJCC System Goals**

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

## **4. AJCC System Values**

**Accessibility:** The AJCC Partners are committed to increasing access to and opportunities for the employment, education, training and support services for all customers.

**Accountability:** The AJCC Partners accept individual responsibility for the quality of service provided and the overall success of the AJCC system.

**Customer-Centered:** The AJCC Partners are dedicated to providing services that are specifically tailored to individual customer needs.

**Collaboration:** The AJCC Partners are committed to work together to align, integrate, and coordinate the delivery of AJCC system services.

**Excellence:** The AJCC Partners are committed to providing high quality, excellent service to all customers through continuous quality improvement.

**Innovation:** The AJCC Partners are committed to developing innovative and promising practices to facilitate the alignment, integration and coordination of AJCC System services.

**Integrity:** The AJCC Partners are committed to uphold the values of honesty, trust and transparency, while remaining fair and ethical in all situations.

**Respect:** The AJCC Partners are committed to treating all customers with care, understanding and courtesy.

**Responsiveness:** The AJCC Partners are committed to creating a flexible and responsive environment by consistently seeking feedback from customers and stakeholders to deliver high-quality services.

## **II. One-Stop System Services**

The AJCC System design is comprised of partners who are committed to providing integrated services by connecting job seekers and businesses to the other centers through quality referrals. The AJCC Partners provide a vast array of services to improve the health and financial well-being of County residents as set forth in Exhibit “B,” attached hereto and incorporated herein. AJCC System career services will be provided by AJCC Partners as described below and per the attached AJCC Partner services chart (Exhibit “C”).

Strategically located throughout the County, the three America’s Job Centers of California are in the East Valley, West Valley and High Desert Regions. They provide a comprehensive array of services, helping job seekers build careers and helping businesses maintain employment.

East Valley AJCC  
500 Inland Center Drive, Sp. 508  
San Bernardino, CA 92408

West Valley AJCC  
9650 Ninth Street  
Rancho Cucamonga, CA 91730

High Desert AJCC  
17310 Bear Valley Rd  
Victorville, CA 92395

While the West Valley AJCC is the comprehensive center, the AJCC Partners are committed to connecting AJCC Partners to all centers. AJCC Partners will provide access to the full range of WIOA services at the West Valley AJCC through the following methods:

- Co-location: Program staff physically present at the AJCC.
- Cross information sharing: Staff physically present at the AJCC are properly trained to provide information about all programs, services, and activities that may be available to the customer through other AJCC Partners.
- Direct access through real-time technology: Access through two-way communication and interaction between customers and AJCC Partners that result in services being provided using various methods, including but not limited to:
  - Email or instant messaging;
  - Identification of a single point of contact for service delivery at each system partner location; and
  - Establishment of an internet portal linking all of the AJCC Partners.

The AJCC System customers include, but are not limited to, businesses and employers as well as individuals who are low income, unemployed, dislocated, ex-offenders, veterans, older adults, youth, Native American Indians, people with disabilities, homeless, recipients of public assistance, monolingual, English language learners, and underemployed.

Shared customers include, but are not limited to, businesses, employers, adult and youth job seekers, and underrepresented groups, such as: dislocated workers; Veterans; low-income and public assistance

recipients; homeless people; Native American Indians; foster youth; disconnected youth; mature workers; people with disabilities; and re-entry individuals.

### **III. Responsibilities of AJCC Partners**

It is understood through the development and implementation of this MOU that the AJCC System is stronger together. It is further acknowledged that the AJCC System, because it is driven by local needs, will evolve over time, as employer and individual customer needs change. In consideration of the mutual aims and desires of the WDB and AJCC Partners participating in this MOU, and in recognition of the public benefit to be derived from the effective implementation of the programs involved, the AJCC Partners agree that their respective responsibilities under this MOU will be as follows:

- Engage in joint planning, plan development, and modification, that results in:
  - Continuous partnership building between all parties to this MOU;
  - Continuous planning responsive to regional, State, and Federal requirements;
  - Responsiveness to specific Statewide and regional economic conditions including employer needs; and
  - Adherence to common data collection and reporting needs as agency capacity/resources allow.
- Make services applicable to each system partner program available to customers through the one-stop delivery system.
- Participation in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws.
- Participation in capacity building and staff development activities in order to ensure that all AJCC Partners and staff are adequately cross-trained.

### **IV. Funding of Services & Operating Costs**

In compliance with WIOA Sec. 121(b)(1)(A)(ii), the Parties agree to share, as applicable, in the operating costs of the AJCC System, either in cash or through in-kind services. The cost of services, operating costs and infrastructure costs of the AJCC System will be funded by all AJCC Partners, as applicable under WIOA, through separately negotiated cost sharing agreements (Cost Sharing Agreements) based on a mutually agreed upon formula or plan.

### **V. Methods of Referring Customers**

The AJCC Partners are committed to high quality customer service with a customer-centered design. Job seekers will be referred for appropriate services based on Exhibit “D”.

The AJCC Partners are committed to future planning and development of various methods of referral using real-time technology which may include, but are not limited to, instant messaging, shared online portal, live chat, and a mobile application.

The AJCC Partners plan to develop a web-based system for referrals on which both on-site and off-site referrals will be tracked to and from any of the AJCC Partners recognized by the MOU. The AJCC Partners will manage referrals through cross-training of appropriate staff. The AJCC Partners will also provide access to each required AJCC Partner’s program through cross-referrals, such as: physically co-locating at

the center, being available for appointments to job seekers, and having appropriate technologies at the AJCC.

## **VI. Access for Individuals with Barriers to Employment**

The AJCC System is committed to providing needed services to all job seekers, including individuals with barriers to employment.

WIOA defines an “individual with a barrier to employment” as a member of one or more of the following populations:

- Displaced homemakers
- Low-income individuals
- Indians, Alaska Natives, and Native Hawaiians, defined in Section 166 of WIOA
- Individuals with disabilities, including youth
- Older individuals
- Ex-offenders
- Homeless individuals
- Youth who are in or have aged out of foster care
- Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- Eligible migrant and seasonal farm workers as defined in Section 167(i) of WIOA
- Individuals within two years of exhausting lifetime eligibility under Part A of Title IV of the Social Security Act
- Single parents, including pregnant women
- Long-term unemployed individuals
- Other groups as the Governor involved determines to have barriers to employment

AJCC Partners shall ensure their policies, procedures, programs, and services are in compliance with the *Americans with Disabilities Act of 1990* and its amendments, in order to provide equal access to all customers with disabilities. The AJCC Partners agree to promote capacity building and professional development for staff in order to increase awareness and understanding of serving individuals with barriers to employment and individuals with disabilities.

WIOA requires the Title I Adult program to provide priority of service to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. Veterans and eligible spouses shall also be provided priority of service among all eligible individuals, as long as they meet the WIOA Adult program eligibility criteria.

## **VII. Shared Technology, System Security, and Confidentiality**

The AJCC Partners agree to comply with the applicable provisions of WIOA, California Welfare and Institutions Code, California Education Code, Federal Rehabilitation Act, Federal Family Educational Rights and Privacy Act, the Protection of Pupil Rights Amendment, and any other applicable statutes, regulations and requirements.

The AJCC Partners shall share information necessary for the administration of the program as allowed under confidentiality law and regulation. The AJCC Partners, therefore, agree to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection.

To support the use of these tools, each AJCC Partner agrees to the following:

- The principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or AJCC Partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate.
- Understand that system security provisions shall be agreed upon by all AJCC Partners.

AJCC Partners agree to assure that:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.
- AJCC Partners agree to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC Partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. AJCC Partners, therefore, agree to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose, use, or permit, cause to be published, disclosed, or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.

## **VIII. Process and Development**

### **A. Effective Date and Term of the MOU**

This MOU is effective as of the Effective Date, defined above. The term of this MOU shall be from July 1, 2022 through June 30, 2025. This MOU will be reviewed not less than once prior to the expiration of the Term to identify any substantial changes that have occurred. The budget set forth in this MOU will be reviewed not less than once every year to identify any substantial changes that have occurred and which could require amendment of the budget, such as, but not limited to, to ensure that the AJCC Partner's proportionate share remains current and consistent with the cost methodology set forth in this MOU.

### **B. Process Used to Reach Consensus**

The WDB convened a series of participatory meetings with the AJCC partners listed in Exhibit "A," attached hereto (AJCC Partners), to collaboratively develop the MOU to reach consensus on how the San Bernardino County America's Job Center of California System (System) will be sustained through joint infrastructure cost funding and resource sharing.

### **C. Process Used to Resolve Issues During the MOU Term When Consensus Cannot Be Reached.**

The AJCC Partner will participate in regular meetings with a consensus decision making process. When consensus cannot be reached, the AJCC Partner agrees to use a majority rule voting process with the other AJCC Partners to resolve issues of non-agreement for the duration of this MOU.

AJCC Partners will meet on a quarterly basis, at a minimum. Meetings may occur face-to-face, via video conference and/or conference call. The AJCC Partner agrees to participate in these meetings. Meeting agendas will include discussion of action items prior to voting. All action items appearing on a meeting agenda shall be decided by a majority vote of those AJCC Partners present at the meeting when consensus cannot be reached.

The AJCC Partner shall have one vote; if the AJCC Partner is unable to participate in a meeting, it may designate a proxy via a completed proxy form signed by an authorized person and submitted to the WDB prior to or at the meeting. There must be a quorum of the AJCC Partners, including any proxies, which shall be a majority of the AJCC Partners, present at a meeting in order for a meeting to proceed and any vote to be taken. The AJCC Partner or WDB may call for a vote by email, with no less than 3 business days' notice. In the event of an email vote, balloting instructions will include: how to fill out the ballot, due date of the ballot, and ballot recipient. Video conference and/or conference call may be used to facilitate discussion of action items prior to email voting. A majority vote for the purpose of an email vote shall be a majority of AJCC Partners, regardless of how many email ballots are actually returned and received by the WDB.

### **D. Process for Periodic Modification and Review**

The WDB is responsible for ensuring that all of the AJCC infrastructure costs are paid according to the provisions of this MOU and shall undertake the reconciliations contemplated herein. The One-Stop Operator may act as liaison between the WDB and the AJCC Partner to periodically review and evaluate the MOU budgets as to the need for modifications or amendments. Such review shall occur

no less than annually, as required by WIOA and/or as requested by the AJCC Partner, whichever is earlier.

AJCC Partner contributions, regardless of the type, will be reconciled by the WDB at least semi-annually, comparing expenses incurred to relative benefits received. The reconciliation process is necessary in order to ensure that the proportionate share each partner program is contributing remains consistent with the cost methodology, up to date, and in compliance with the terms of the MOU.

The AJCC Partner shall take such action as is necessary to amend this MOU from time to time to comply with the requirements of WIOA to ensure that it continues to contribute its fair and equitable share of infrastructure and other System costs. Such amendments shall not be binding unless they are in writing and signed by MOU authorized signatories.

## **IX. Sharing Infrastructure Costs**

### **A. Partners Agree to Cost Allocation Methodology**

By signing this MOU, the AJCC Partner agrees to the cost allocation methodology for infrastructure cost sharing as set forth in Section IX. C-E herein. While both co-located and non-co-located partners agree to the cost allocation methodology, the requirement to contribute to infrastructure costs at this time only applies to those partners, such as the AJCC Partner, who are physically co-located in the comprehensive AJCC and/or the affiliate AJCCs.

WDB may increase the infrastructure costs upon written notice to AJCC Partner based upon the actual increase in utility costs, rental cost etc.

AJCC Partner agrees that when sufficient data is available to determine the AJCC relative benefit to all parties, this MOU and each agreement with the AJCC Partners, co-located and non-co-located, will be renegotiated to ensure proportionate share of contributions from all Parties.

### **B. Comprehensive AJCC and Affiliate AJCCs**

- i. There is one comprehensive AJCC for the System, therefore, the Parties have developed an infrastructure cost budget for the comprehensive center, set forth in Exhibit "E".

The West Valley AJCC is the comprehensive AJCC. If the AJCC Partner is co-located at the West Valley AJCC, it shall check the box below.

☐ West Valley AJCC  
9650 Ninth Street  
Rancho Cucamonga, CA 91730

- ii. There are two affiliate AJCCs for the System, therefore, the Parties have developed infrastructure cost budgets for each affiliate center, set forth in Exhibit "E".

The East Valley AJCC and High Desert AJCC are the affiliate AJCCs. If the AJCC Partner is co-located at the East Valley AJCC, and/or the High Desert AJCC, it shall check one or both of the boxes below.

☐ East Valley AJCC  
500 Inland Center Drive, Sp. 508  
San Bernardino, CA 92408

☐ High Desert AJCC  
17310 Bear Valley Road  
Victorville, CA 92395

In compliance with the Joint WIOA Final Rule Section 678.700, the AJCC Partner, because it carries out a program or activities at the West Valley AJCC, East Valley AJCC and/or High Desert AJCC will use a portion of the funds available for its program and activities to help maintain the AJCC System, including proportional payment of the infrastructure costs of the West Valley AJCC, East Valley AJCC and/or High Desert AJCC as set forth herein.

AJCC Partners co-located at the West Valley AJCC, East Valley AJCC and/or High Desert AJCC are identified in Exhibit A.

### **C. Infrastructure Cost Allocation Methodology**

The purpose of this infrastructure cost sharing methodology is to summarize, in writing, the methods and procedures that the WDB will use to share costs with the AJCC Partner. The AJCC Partner agrees that it will be charged on a quarterly basis according to the following cost sharing methodology:

*Rent Costs:* Rent costs, which shall be based on the total of base rent, security and access card charges. The base rent is derived from the total square footage used by the AJCC Partner multiplied by the cost per square foot. The cost per square foot is calculated from the total AJCC monthly rent divided by the total AJCC leased square footage. Space rental and security charges are calculated according to actual costs.

*Utilities & Maintenance:* This section includes only telephone services, which includes the costs of dial-up telephone service and voice mail. Such costs shall be based on the County Information Services Department's charges for the specific phone lines the AJCC Partner uses.

*Equipment & Furniture:* Equipment costs include the costs of purchasing and installing a telephone and a computer for each cubicle utilized by the AJCC Partner. The costs of those purchases are charged at actual retail purchase price. Other cost sharing items include multifunctional printers and fax machines. The equipment charges are based on actual lease costs divided by total number of staff in the center, then multiplied by the number of AJCC Partner staff. Monthly furniture charges are based on a cost estimation of the cubicle workstation and chair divided by the five-year useful life of the item.

*Technology and Access Costs:* Such costs shall be based upon the usage charges billed by the County Information Services Department and then divided by the total number of AJCC staff to derive the cost per person. The AJCC Partner shall be charged in proportion to the number of its staff in relation to the overall number of staff at the respective AJCC or AJCCs as identified in Section IX.B.

Notwithstanding the preceding, in the event that the AJCC Partner has specific utility, technology, equipment and/or furniture needs, the AJCC Partner shall be wholly responsible for the additional retail, actual cost of such items/services. In the event that more than one AJCC Partner has a specific request for additional items/services, the cost of the additional items/services shall be



allocated between the requesting AJCC Partners in proportion to the number of each AJCC Partner's staff.

Based on the need of the AJCC Partner, cost options within the Utilities & Maintenance, Equipment & Furniture (with the exception of cubicle furniture and assistive technology for Individuals with Disabilities), and Technology and Access categories may be adjusted according to demonstrated need.

By executing this MOU, the AJCC Partner agrees to the quarterly charges, based on actual costs and increases, so long as annual cost increases do not exceed ten percent (10%) of the preceding year. Cost increases shall be memorialized in a written notice to the AJCC Partner.

#### **D. Initial Proportionate Share (Applies to Co-located Partners only)**

The initial proportionate share of infrastructure costs allocated to the AJCC Partner for the first year of this MOU is based on the agreed upon cost allocation methodology as set forth in Section IX. C above, the AJCC Partner's estimated total contribution amount, and whether the AJCC Partner will provide such funding in direct payment (cash), non-cash (in-kind), and/or third-party in-kind contributions is set forth in Exhibit "E". This initial determination will be periodically reconciled by the Parties against actual costs incurred by the respective AJCC or AJCCs as identified in Section IX.B and adjusted accordingly, not to exceed the 10% of the preceding year.

#### **E. Infrastructure Contributions (Applies to Co-located Partners only)**

If contributing to infrastructure costs, the AJCC Partner may provide cash, non-cash (in-kind), and third-party in-kind contributions to cover its share of infrastructure costs. In-kind contributions cannot be used to fund non-infrastructure costs (such as personnel), and must be valued consistent with 2 C.F.R. Section 200.306 to ensure such contributions are fairly evaluated and qualify for the AJCC Partner's proportionate share.

If third-party in-kind contributions are made to support the AJCC as a whole (such as facility space), that contribution will not count toward the AJCC Partner's proportionate share of the infrastructure. Rather, the value of the contribution will be applied to the overall infrastructure budget prior to determining proportionate amounts and thereby reduce the contribution required for all AJCC Partners.

### **X. Sharing Other One-Stop System Costs**

#### **A. AJCC Partners Sharing Other One-Stop System Costs**

In compliance with the Joint WIOA Final Rule Section 678.760, the AJCC Partners will use a portion of funds made available under their authorizing federal statute (or fairly evaluated in-kind contributions) to share the additional costs relating to the operation of the One-Stop delivery system. These costs may be shared through cash, non-cash, or third-party in-kind contributions.

As required by WSD 18-12, the amount of funds that the AJCC Partner has budgeted to expend on applicable career services and other shared services (which cumulatively with the other AJCC Partners budgeted amounts shall form the "San Bernardino County AJCC Other One-Stop System Costs Budget

(Career Services Budget)), set forth in Exhibit "F." The AJCC Partner's amount may be unilaterally revised by the AJCC Partner on an annual basis and, as such, the Career Services Budget may be revised, as needed, to reflect the real amount(s) actually budgeted by the AJCC Partner.

AJCC Partners understand that while only co-located partners share infrastructure costs, at this time, all AJCC Partners must share in other System costs through non-cash (in-kind) contributions as set forth herein.

#### **B. Career Services Applicable to the AJCC Partner**

The AJCC Partner shall provide a vast array of applicable career services to County residents as set forth in Exhibit "C", attached and hereto incorporated herein.

#### **C. Required Consolidated Budget for the Delivery of Applicable Career Services**

The agreed upon consolidated budget, the Career Services Budget, for other System costs is set forth in Exhibit "F". This budget consists of the AJCC Partner's costs for the service delivery of each applicable career service and a consolidated system budget for career services applicable to the AJCC Partner.

#### **D. Local Agreement to Share Other System Costs**

The AJCC Partner shall include cross training of partner staff, a workforce summit/conference and the One-Stop Operator in the other System costs budget as set forth herein.

Shared other System costs will be provided through non-cash (in-kind) contributions. The AJCC Partner, by its signature hereunder, agrees to the other system cost allocation methodology as set forth herein.

##### **i. Local Agreement to Share AJCC Partner Staff Cross Training**

Through non-cash (in-kind) contributions, the AJCC Partner will provide subject matter experts to conduct AJCC Partner Staff Cross Training on programs and services. Cross training costs will be based on the fair market value of professional training of \$1,500 per day, not to exceed \$50,000.

##### **ii. Local Agreement to Share AJCC Partner Workforce Summit/Conference**

The AJCC Partner agrees to share costs of workforce summit/conference for partner staff through registration fees in the event the partnership decides to pursue this during the term of the MOU. It is anticipated these costs shall not exceed \$100,000 and will be shared proportionate to the number of AJCC Partner staff who register to attend the workforce summit in relation to the overall number of attendees from the AJCC Partners and WDB staff. The partnership, should it decide to hold a summit during the term of this MOU, may be required to hold a virtual summit due to public health concerns, which should significantly reduce or largely eliminate partnership financial contributions.

##### **iii. Local Agreement to Share AJCC Operator Costs**

In accordance with Joint WIOA Final Rule 678.620(a), the duties of the One-Stop Operator must

include the coordination of service delivery by required One-Stop partners. The AJCC Partner acknowledges the shared service provided by the One-Stop Operator as defined by the WDB in the procurement process. The AJCC Partner shall not be required to contribute to the cost of the AJCC operators. The AJCC Partner agrees the WDB shall fund the One-Stop Operator for the Term of this MOU, however, with the understanding the One-Stop Operator costs may have to be funded by the partnership after the Term of this MOU.

#### **XI. Confidentiality**

The AJCC Partner shall comply with any and all applicable laws, including but not limited to the provisions of WIOA as well as the applicable sections of the California Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other applicable statute, regulation and requirement to assure the following:

- The AJCC Partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC Partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC Partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.
- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.

#### **XII. Non-Discrimination and Equal Opportunity**

The AJCC Partner shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. The AJCC Partner agrees to comply with the provisions of the Fair Employment and Housing Act (California Government Code Section 12990) and related, applicable regulations.

The AJCC Partner will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

### **XIII. Grievances and Complaints Procedure**

The AJCC Partner agrees to establish and maintain a procedure for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to customers and partners. These procedures will allow the customer or entity filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. The AJCC Partner further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

### **XIV. American's with Disabilities Act and Amendments Compliance**

The AJCC Partner shall ensure that the policies and procedures as well as the programs and services provided at the AJCC are in compliance with the Americans with Disabilities Act and its amendments. Additionally, the AJCC Partner agrees to fully comply with the provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37 and all other regulations implementing the aforementioned laws.

### **XV. Modifications and Revisions**

This MOU constitutes the entire agreement between the Parties and no oral understanding not incorporated herein shall be binding on any of the Parties hereto. Except for those specific provisions which allow for the unilateral amendment of this MOU, the MOU may not be modified, altered, or revised, as necessary, without the mutual consent of the Parties, by the issuance of a written amendment, signed and dated by the Parties.

### **XVI. Termination**

In the event that it becomes necessary for the AJCC Partner to withdraw from this MOU, it shall provide the WDB with thirty (30) days advance written notice, addressed to the WDB to the address set forth in the introductory paragraph above.

### **XVII. Signatures**

The signatures of the Parties affixed to this MOU affirm that they are duly authorized to commit and bind their respective departments and organizations to the terms and conditions set forth in this MOU.

### **XVIII. Assignment**

Except as otherwise provided in this MOU, the rights and duties of the AJCC Partner may not be assigned or delegated without the advance written consent of the WDB, and any attempt to assign or delegate such rights or duties in contravention of this section shall be null and void. This MOU shall inure to the benefit of and be binding upon the successors and assigns of the Parties hereto.

### **XIX. Execution in Parts or Counterparts**

The Parties agree that this MOU may be executed in counterparts, each of which shall be deemed to be an original, but both of which together shall constitute one and the same instrument, and that a photocopy or facsimile may serve as an original. If this MOU is executed in counterparts, no signatory

hereto shall be bound until both the parties have fully executed a counterpart of this MOU. The Parties shall be entitled to sign and transmit an electronic signature of this MOU (whether by facsimile, PDF, or other email transmission), which signature shall be binding on the party whose name is contained therein. Each Party providing an electronic signature agrees to promptly execute and deliver to the other party an original signed MOU upon request.

**XX. Notices**

Notices authorized or required to be given pursuant to this MOU shall be in writing and shall be deemed to have been given when mailed, postage prepaid, or delivered during working hours to the following addresses set forth for each of the Parties, or to such other changed addresses communicated to the Parties in writing:

San Bernardino County Workforce Development Board  
ATTN: Executive Director  
290 North D Street, Suite 600  
San Bernardino, CA 92415

AJCC Partner:  
ATTN:  
Address:  
City, CA Zip:

**XXI. Severability and Validity of MOU**

Should the participation of any Party to this MOU, or any part, term or provision of this MOU be decided by the courts or the legislature to be illegal, in excess of that Party's authority, in conflict with any law of the State of California, or otherwise rendered unenforceable or ineffectual, the validity of the remaining portions, terms or provisions of this MOU shall not be affected thereby and each Party hereby agrees it would have entered into this MOU upon the same remaining terms as provided herein.

## **XXII. License for Use**

During the term of this MOU, all co-located partners to this MOU shall have a license to use all of the space of the AJCCs for the sole purpose of conducting acceptable AJCC services as outlined herein.

## **XXIII. Supervision/Day to Day Operations**

The day-to-day supervision of staff assigned to the AJCCs will be the responsibility of the site supervisor(s) or designated staff. The original employer of staff assigned to the AJCCs will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s) and/or the management or designated staff of the original employer.

The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary employer and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the AJCCs and each party will take appropriate action.

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

## **XXIV. Dispute Resolution**

The parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

## **XXV. Press Releases and Communications**

All parties shall be included when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

The parties agree to utilize the AJCC logo developed by the State of California and the WDB on buildings identified for AJCC usage on letterhead, envelopes, business cards, any written correspondence and fax transmittals related to performance under this MOU. Should the partnership create its own logo, the parties similarly agree to use the partnership logos on includes letterhead, envelopes, business cards, any written correspondence and fax transmittals related to performance under this MOU.

**XXVI. Hold Harmless/Indemnification/Liability**

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs, excluding attorney's fees, arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

**XXVII. Integration Clause**

The foregoing constitutes the full and complete agreement of the Parties. This MOU supersedes all prior agreements and understandings, whether in writing or oral, related to the subject matter of this MOU that are not set forth in writing herein. Notwithstanding the preceding, the AJCC Partner, as signatory to this MOU agrees to be bound by all the terms and conditions set forth herein.

IN WITNESS WHEREOF, the Parties hereto, have caused their names to be affixed by their proper and respective officers as of the Effective Date.

[Signatures on Following Pages]

**AJCC PARTNER**

\_\_\_\_\_  
Signature

**Name:**

**Title:**

**Address:**

**Date:**

**SAN BERNARDINO COUNTY,  
Workforce Development Department**

\_\_\_\_\_  
Signature

**Name:**

**Title:**

**Address:** *290 N. D Street, Suite 600  
San Bernardino, CA 92415*

**Date:**\_\_\_\_\_



## **EXHIBIT “A” | AJCC Partners**

- WIOA Title I Adult, Dislocated Worker, and Youth
  - San Bernardino County Workforce Development Department
- WIOA Title II Adult Education and Literacy
  - Asian American Resource Center
  - Chaffey Joint Union High School District – Chaffey Adult School
  - El Sol Neighborhood Education Center
  - Chino Valley Unified School District – Chino Valley Adult School
  - Fontana Unified School District – Fontana Adult School
  - Hesperia Unified School District – Hesperia Adult School
  - Redlands Unified School District – Redlands Adult School
  - San Bernardino City Unified School District - Inland Career Education Center
  - Jack L. Hill Lifelong Learning Center - San Bernardino Public Library
  - Yucaipa Calimesa Joint Unified School District – Yucaipa Adult School
  - Snowline Joint Unified School District
  - Apple Valley Unified School District
  - Victor Valley College
  - Colton Joint Unified School District
- WIOA Title III Wagner-Peyser
  - State of California Employment Development Department
- WIOA Title IV Vocational Rehabilitation
  - State of California Department of Rehabilitation
- Carl Perkins Career and Technical Education
  - Chaffey College
  - San Bernardino Community College District (on behalf of Economic Development and Corporate Training, San Bernardino Valley College, and Crafton Hills College)
  - San Bernardino County Superintendent of Schools
  - Victor Valley College
- 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
- Community Services Block Grant
  - Community Action Partnership of San Bernardino County
- Housing & Urban Development
  - Housing Authority of the County of San Bernardino
  - LightHouse Social Service Centers
- Unemployment Insurance
  - State of California Employment Development Department
- Temporary Assistance for Needy Families/CalWORKs
  - San Bernardino County Transitional Assistance Department
- YouthBuild
  - Provisional Educational Services, Inc. (PESI)

## EXHIBIT “B” | AJCC Partner Services Summary

Below is a brief description of the services each partner of the AJCC System provides.

- The **WIOA Title I** programs are offered through the San Bernardino County Workforce Development Department (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.
- The **WIOA Title II** Adult Education and Literacy programs are offered through a number of organizations in San Bernardino County. Services provided to individuals over the age of 18 include, but are not limited to, High School Equivalency (HSE/GED) Test Preparation, English as a Second Language (ESL), High School Diploma, After School Program, Citizenship, Career and Technical Education, Digital Literacy, Financial Aid Assistance, and Tutoring.
- The **WIOA Title III** Wagner-Peyser Act programs are offered through the State of California Employment Development Department. Services to individuals with the legal right to work in the United States include, but are not limited to, orientation, intake, Unemployment Insurance filing assistance, initial assessment, partner referrals, labor exchange/CalJOBS, workshops, typing certificates, California Training Benefits information, bonding assistance and networking clubs.
- The **WIOA Title IV** Vocational Rehabilitation programs are offered through the State of California Department of Rehabilitation. Services provided to individuals with disabilities include, but are not limited to, career assessment, counseling, pre-employment, employment preparation, training, transportation, job placement, and assistive technology.
- **Carl Perkins Career & Technical Education** (CPCTE) is offered through the community colleges and San Bernardino County Superintendent of Schools. Services include, but are not limited to, CTE programs (credit, non-credit, and not-for credit), Regional Occupation Program (ROP), customized not-for-credit training, and course articulation services and training.
- **Title V** Older Americans program is offered through San Bernardino County Department of Aging and Adult Services. Services provided to individuals age 55 and older include, but are not limited to, subsidized work experience/paid training, cash/material aid, community education, housing assistance, legal assistance, transportation, adult day care and senior center activities.
- **Job Corps** is the nation’s largest residential vocational training and education program which is funded by the United States Department of Labor. It is offered through the Inland Empire Job Corps Center. It is of no cost to participants who are between the ages of 16-24 upon entry. Services include, but are not limited to, vocational training, high school diploma attainment, job readiness classes, social skills training, tutoring, recreational activities and peer mentoring.
- **Native American Programs** are offered through the California Indian Manpower Consortium, Inc. Services include, but are not limited to, assessment, job search and placement assistance, dropout prevention, work experience and youth services.

- **Migrant and Seasonal Farmworker** services are offered through the Center for Employment Training to individuals who have worked in the field and meet WIOA 167(i) eligibility requirements. Services include, but are not limited to, training in automotive specialist, green building construction, HVAC technology, welding fabrication, and Electrician (General and Residential).
- **Veterans** program is offered through the State of California Employment Development Department to veterans, eligible spouses and transitional service members. Services include, but are not limited to, outreach, veteran's service navigator assessments, veteran screening, referral to partners and supportive services.
- **Trade Adjustment Assistance Act (TAA)** is offered through the State of California Employment Development Department. Services include, but are not limited to, TAA petitions, TAA orientations, and TAA Rapid Response presentations.
- **Community Services Block Grant** is offered through the Community Action Partnership of San Bernardino.
- **Housing & Urban Development** is offered through LightHouse Social Service Centers and the San Bernardino Housing Authority. Services include, but are not limited to, subsidized rental housing, affordable housing and the housing choice voucher program.
- **Unemployment Insurance** is offered through the State of California Employment Development Department. Services include, but are not limited to, claim information, claim filing assistance and website navigation.
- **Temporary Assistance for Needy Families/CalWORKs** is offered through San Bernardino County Transitional Assistance Department. Services include, but are not limited to, CalWORKs, Welfare to Work, child-care assistance, CalFRESH, Medi-Cal and General Relief.
- **YouthBuild** is offered through PESI. The YouthBuild program is a community-based pre-apprenticeship program that provides job training and educational opportunities for at-risk youth ages 16-24 who have dropped out of high school. PESI will provide construction trades training, job sector orientations about jobs throughout the region, re-entry secondary education, case management services, and support services.

### EXHIBIT “C” | AJCC Partners Services Chart

Career Services	Examples	WIOA	Other Programs
<b>Basic Career Services</b>			
Eligibility for Services	Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs	SBCWDD; WP; VETS; DOR;	NAP; OAA; MSFW; TANF; HUD; JC;
Outreach	Website, social media, brochures, presentations	SBCWDD; EDD; VETS; DOR; AEFL	All partners
Intake	Complete eligibility paperwork	SBCWDD EDD	All partners
Orientation	Orientation to information and other services available through the one-stop delivery system	SBCWDD EDD	EDD; TAA; NAP; JC; AEFL
Initial Assessment	Assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities, skills gaps, and supportive service needs	SBCWDD	EDD; AEFL; CPCTE; NAP; DOR; JC; TANF; OAA; MSFW
Labor Exchange	Job search, job placement, and career counseling	SBCWDD; EDD; VETS; DOR; AEFL;	CPCTE; NAP; AEFL
Referrals to programs	Provision of referrals to and coordination of activities with other programs and services	All Partners	All partners
Labor Market information	Information relating to local, regional, and national labor market areas, including— job vacancy listings; information on job skills necessary to obtain vacant jobs; and info relating to local occupations in demand and requirements, and opportunities for advancement	EDD; SBCWDD	AEFL; TANF; YB
Performance and Cost Information	Local area performance, training provider performance and cost information.	SBCWDD	AEFL

Supportive Services Information	Assistance and referrals for child care, transportation, health care, CalFresh, HUD, TANF, etc.	All partners	All partners
<b>Career Services</b>	<b>Examples</b>	<b>WIOA</b>	<b>Other Programs</b>
<b>Basic Career Services</b>			
Information on UI	UI claim filing assistance; phones Direct to UI; RESEA, PJSA, IAW	EDD; UI	AEFL; MSFW
Financial Aid Information	Assistance in establishing eligibility for programs of financial aid assistance	AEFL; SBCWDD	CPCTE; AEFL; MSFW
<b>Individualized Career Services</b>		<b>Partner</b>	
Comprehensive assessment	Test for Adult Basic Education; Comprehensive Adult Student Assessment System in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.	SBCWDD; VETS; AEFL; NAP; DOR; JC; EDD; MSFW	
Individual employment plan	Identify the employment goals, achievement objectives, and combination of services for the participant to achieve employment goals	SBCWDD; EDD; DOR; NAP; JC; TANF; MSFW; OAA; YB	
Career planning, counseling	Coaching and counseling	SBCWDD; EDD; VETS; OAA; NAP; DOR; JC; CPCTE; AEFL; TANF; MSFW; YB	
Short-term prevocational services	Job readiness; communication skills, interviewing skills, punctuality, personal maintenance skills, professional conduct	SBCWDD; EDD; VETS; NAP; DOR; JC; AEFL; CPCTE; MSFW	
Internships and work experience	Internships and work experience linked to careers.	SBCWDD; OAA; NAP; JC; TANF; DOR; AEFL; YB	
Workforce preparation activities	Basic academic skills, critical thinking skills, digital literacy skills, and self-management skills.	SBCWDD; EDD; VETS; DOR; AEFL; CPCTE; JC; NAP; MSFW; YB	
Financial Literacy	The ability to understand how money works.	SBCWDD; AEFL; HUD; MSFW; CSBG	
Out of area job search	Assist with out of area job search and relocation.	SBCWDD; JC; DOR; EDD	

English language acquisition	English language proficiency and integrated instruction and training programs.	AEFL
Follow-up Activities	Provide continued career counseling as needed for up to 12 months following the first day of employment.	SBCWDD; AEFL; JC; MSFW

Training Activities		Partner
Occupational skills / Vocational Training		SBCWDD; AEFL; CPCTE; JC; NAP; TANF; MSFW; DOR; YB
OJT/Subsidized Employment		SBCWDD; OAA; NAP; JC; TANF; DOR; AEFL
Transitional Jobs		DOR; TANF
Business Services	Examples	Partner
Customized recruitments/job fairs		SBCWDD; EDD; CPCTE; AEFL; DOR
HR Consultant Services	Business consultants	SBCWDD; EDD
Labor Market Information	Information relating to local, regional, and national labor market areas	SBCWDD; EDD; AEFL
Lay off Aversion	The strategies and activities that are designed to prevent, or minimize the duration of, unemployment.	SBCWDD; EDD; CPCTE
Incumbent Worker Training	Training employees to upgrade skill levels to prevent layoff or create promotional opportunities	SBCWDD; CPCTE; AEFL; DOR

### **Key**

AEFL – Title II Adult Education and Literacy

CPCTE – Carl Perkins Career and Technical Education

CSBG – Community Services Block Grant

DOR – Department of Rehabilitation (Title IV Vocational Rehabilitation)

EDD – Employment Development Department (Title III Wagner-Peyser)

HUD – Housing & Urban Development

JC – Job Corps

MSFW – Migrant Seasonal Farmworkers

NAP – Native Americans Programs

OAA – Title V Older Americans Act

SBCWDD – San Bernardino County Workforce Development Department (Title I Adult, Dislocated Worker & Youth)

SC – Second Chance

TAAA – Trade Adjustment Assistance Act

TANF – Temporary Assistance for Needy Families/CalWORKs

UI – Unemployment Insurance

VETS – Veterans

YB – Youth Build

## **EXHIBIT “D” | AJCC System Methods of Referral**

The San Bernardino County AJCC Partners are committed to high quality customer service with a customer-centered design. The AJCC Partners recognize referrals may be indicated at any point or stage of service during a customer’s use of the AJCC system and have therefore agreed to the following processes to ensure referrals are made promptly between system partners. The partners are committed to creating a universal referral form. In the coming months, the partners agree to further develop, maintain and modify these processes including documentation/record keeping procedures as necessary.

### **AJCC Partner Program Information**

Each AJCC Partner agrees to prepare a summary of services provided by their agency. This will be prepared in a desk reference format to be agreed to by partners to include, but not limited to, each service followed by a brief description of the service and eligibility requirements.

### **Staff Cross-Training between AJCC Partners**

AJCC Partner staff will be provided desk references and cross-trained in the programs and services as outlined therein and the AJCC system referral process. Staff will further be trained with the foremost indicators of need that would cause a referral.

### **Referral Process**

The AJCC Partners will use various methods of referral, including, but not limited to the following:

1. **Drop-In Referrals** - To ensure high quality customer service, AJCC Partners agree to accept drop-in referrals as able. Each AJCC Partner agrees to designate specific staff member(s) as contact(s) for referrals.
  - Referring partner will complete universal referral form or, if/when technology allows, will complete an online referral.
  - Referring partner will give customer information on services offered by receiving partner and, when it’s available, encourage customer to watch brief video of receiving partner orientation.
  - Referring partner will email the universal referral form to the receiving partner as well as give a copy of the referral form to the customer.
  - When the customer arrives for a drop-in visit, during the designated drop-in time, the receiving partner will meet with the customer briefly to welcome them, provide services, and/or schedule a follow-up appointment.
  - Receiving partner will contact the customer within one week of receiving the referral if the customer has not yet visited.
  - Where possible, the referring partner will document in an online system that a referral was made noting to what agency and method of referral.
  - Referring partner and the partner receiving the referral will maintain an electronic file and/or log of open referrals to be reviewed regularly to ensure timely follow-up and resolution. Open referrals are dependent on customer choice.



- Referring partner will close the referral once the customer is engaged in services with the receiving partner agency or if the customer has declined services or has not responded to the referred service within a reasonable amount of time.
  - Where possible, referring partner will document closed referral in an online system noting the outcome of the referral.
2. **By Appointment** - AJCC Partners agree to develop a shared web-based calendar to schedule referral appointments.
- Referring partner will schedule customer for appointment with receiving partner using online centralized calendar and the universal referral form.
  - Referring partner will enter customer name, contact information, and brief summary of the reason for the referral.
  - Referring partner will give customer information on services offered by receiving partner and, when it's available, encourage customer to watch brief video of receiving partner orientation.
  - Referring partner will give customer an appointment card with the date, time, location, receiving partner contact name, and telephone number.
  - Referring partner will email the appointment information and the universal referral form to the receiving partner, as well as give a copy of the referral form to the customer.
  - Where possible, the referring partner staff will document in an online system that a referral was made noting to what agency and method of referral.
  - Referring partner and the partner receiving the referral will maintain an electronic file and/or log of open referrals to be reviewed regularly to ensure timely follow-up and resolution. Open referrals are dependent on customer choice.
  - Referring partner will close the referral once the customer is engaged in services with the receiving partner agency or if the customer has declined services or has not responded to the referred service within a reasonable amount of time.
  - Where possible, referring partner will document closed referral in an online system noting the outcome of the referral.
3. **By Email or Instant Message** - When it is not possible to schedule appointments, referrals will be made via email or instant messaging.
- Referring partner will send an email or instant message to inform the receiving partner of the customer referral.
    - The email will include the reason for referral and the universal referral form.
    - Instant message will include the reason for referral, customer name, telephone number and/or email address.
    - The email or instant message will never contain personal identifying information such as Social Security Number, date of birth, home address, medical information or other information protected by the Health Insurance Portability and Accountability Act (HIPAA).
  - Where possible, the referring partner staff will document in an online system that a referral was made noting to what agency and method of referral.

- Referring partner and the partner receiving the referral will maintain an electronic file and/or log of open referrals to be reviewed regularly to ensure timely follow-up and resolution. Open referrals are dependent on customer choice.
- Referring partner will close the referral once the customer is engaged in services with the receiving partner agency or if the customer has declined services or has not responded to the referred service within a reasonable amount of time.
- Where possible, referring partner will document closed referral in an online system noting the outcome of the referral.

## EXHIBIT “E” | Infrastructure Budget (applies to co-located partners only)

### County of San Bernardino Workforce Development Board

#### Infrastructure Budget for West Valley AJCC

(If applicable as denoted in Section IX.B)

Cost Category/ Line Item	Cost Details	Unit Cost	One -Time Cost Per Cubicle (64 sq. ft.)	Monthly Cost Per Cubicle (64 sq.-.)	Monthly Cost Per Co-located Staff Member from Partner	Remarks
<b>Rent</b>						
Base Rent Per 64 sq. ft. Cubicle	Incl. Janitorial, Maintenance and Utilities					Example Monthly Rent @ \$41,416/24,162 sq. = 1.71 per sq. ft.; Share spaces 203.57 sq. ft., ((203.57*64)=267.57*1.71 =457.54))
Security per sq. ft.	Monthly Security Guard @ \$3,171					Example \$3,171/24,162sq. Ft.= \$0.131, 267.57 * \$0.131 = \$35.12 per workstation
	Alarm Service @ \$94					Based on Actual Amount \$94/24162*267.57=\$1.041
One Access Card						One-time cost based on Current ISD charges
<b>Utilities/Maintenance</b>						
Telephone Services Per Person	Monthly costs of Dial Tone and Voice Mail					Based on Current ISD charges
<b>Equipment &amp; Furniture</b>						
One Telephone						One-Time Cost
Copier and Fax Machine Per Month	Monthly Lease incl. maintenance for 2 Color and 1 Black & White Copier					Example Monthly cost of \$1,192.03/42 staff = \$28.38 per collocated staff from partners
One Computer	Desktop Computer set with one monitor and basic accessories					Example New or replacement costs will be billed at the time of purchase @ actual costs
Assistive Technology for Individuals with Disabilities	Equipment Access and Accommodation					Example Anticipated facility enhancement cost is about \$10,593.36 It's useful life is estimated @ 5 years. \$10,593.36 / 60 = \$176.56 per Month, \$176.56/4 partners = \$44.14 per partner. All collocated partners have equal access.
Furniture per cubicle	Incl. workstation and chairs					Example Unit cost \$4,602.27/60 months = \$76.70 per cubicle
	<b>Total Equipment &amp; Furniture</b>					
<b>Technology and Access Costs</b>						
Information Technology Cost Per Month	Network Maintenance, Labor Charges					Example \$571.44/42/12 = \$1.11 per partner staff. Charges will be based on actual ISD bills.
	<b>Total Technology &amp; Access Cost</b>					
<b>Shared Staff - Office Assistant II</b>						
Shared Office Assistant						Pending additional information.
	<b>Total Shared Staff</b>					
	<b>TOTALS</b>					

WDB may increase the infrastructure costs upon written notice to AJCC Partner based upon the actual increase in utility costs, rent cost etc.

#### Summary of Total Infrastructure Costs to be Shared By Co-located Partner:

	One-Time Cost Per Cubicle	Monthly Cost Per Cubicle Per Staff
Rent Costs	\$ -	\$ -
Utilities/Maintenance	\$ -	\$ -
Equipment & Furniture	\$ -	\$ -
Technology and Access Costs	\$ -	\$ -
Shared Staff Cost	\$ -	\$ -
<b>Total:</b>	\$ -	\$ -

## EXHIBIT “E” | Infrastructure Budget (applies to co-located partners only)

### County of San Bernardino Workforce Development Board

#### Infrastructure Budget for East Valley AJCC

(If applicable as denoted in Section IX.B)

Cost Category/ Line Item	Cost Details	Unit Cost	One -Time Cost Per Cubicle (64 sq. ft.)	Monthly Cost Per Cubicle (64 sq.-.)	Monthly Cost Per Co-located Staff Member from Partner	Remarks
<b>Rent</b>						
Base Rent Per 64 sq. ft. Cubicle	Incl. Janitorial, Maintenance and Utilities					Example Monthly Rent @ \$53,395/24,000sq. = 2.22 per sq. ft.; Share/Common spaces 9,218.40 sq. ft., Exclusive space 1,131.5 sq. ft., ((9,218.40+1131.5) = 10,350*2.22 = 22,977.00)) monthly cost
Security per sq. ft.	Monthly Security Guard @ \$3,400					Example \$4,762/24,000 sq. Ft.= \$0.198,416,666.666,670 * \$0.142 = \$42.11 per workstation
	Alarm Service @ \$195					Example Amount \$94/24162*267.57=\$1.041
One Access Card						One-time cost based on Current ISD charges
<b>Utilities/Maintenance</b>						
Telephone Services Per Person	Monthly costs of Dial Tone and Voice Mail					Based on Current ISD charges
<b>Equipment &amp; Furniture</b>						
One Telephone						One-Time Cost
Copier and Fax Machine Per Month	Monthly Lease incl. maintenance for 2 Color and 1 Black & White Copier					Example Monthly cost of \$1,192.03/42 staff = \$28.38 per collocated staff from partners
One Computer	Desktop Computer set with one monitor and basic accessories					Example New or replacement costs will be billed at the time of purchase @ actual costs
Assistive Technology for Individuals with Disabilities	Equipment Access and Accommodation					Example Anticipated facility enhancement cost is about \$10,593.36 It's useful life is estimated @ 5 years. \$10,593.36 / 60 = \$176.56 per Month, \$176.56/4 partners = \$44.14 per partner. All colocated partners have equal access.
Furniture per cubicle	Incl. workstation and chairs					Example Unit cost \$4,602.27/60 months = \$76.70 per cubicle
	<b>Total Equipment &amp; Furniture</b>					
<b>Technology and Access Costs</b>						
Information Technology Cost Per Month	Network Maintenance, Labor Charges					Example \$542.87/42/12 = \$1.05 per partner staff. Charges will be based on actual ISD charges.
	<b>Total Technology &amp; Access Cost</b>					
<b>Shared Staff - Office Assistant II</b>						
Shared Office Assistant						Pending additional information.
	<b>Total Shared Staff</b>					
	<b>TOTALS</b>					

WDB may increase the infrastructure costs upon written notice to AJCC Partner based upon the actual increase in utility costs, rent cost etc.

#### Summary of Total Infrastructure Costs to be Shared By Co-located Partner:

	One-Time Cost Per Cubicle	Monthly Cost Per Cubicle Per Staff
Rent Costs	\$ -	\$ -
Utilities/Maintenance	\$ -	\$ -
Equipment & Furniture	\$ -	\$ -
Technology and Access Costs	\$ -	\$ -
Shared Staff Cost	\$ -	\$ -
<b>Total:</b>	\$ -	\$ -

## EXHIBIT “E” | Infrastructure Budget (applies to co-located partners only)

### County of San Bernardino Workforce Development Board

#### Infrastructure Budget for High Desert AJCC

(If applicable as denoted in Section IX.B)

Cost Category/ Line Item	Cost Details	Unit Cost	One -Time Cost Per Cubicle (64 sq. ft.)	Monthly Cost Per Cubicle (64 sq.-.)	Monthly Cost Per Co-located Staff Member from Partner	Remarks
<b>Rent</b>						
Base Rent Per 64 sq. ft. Cubicle	Incl. Janitorial, Maintenance and Utilities					Exempl Monthly Rent @ \$17,930/10,346 sq. = 1.73 per sq. ft.; Share spaces 108.3 sq. ft., ((108.3+49)=157.30*1.73 = 272.13))
Security per sq. ft.	Monthly Security Guard @ \$3,125					Example \$4,762/24,000 sq. Ft.= \$0.198,416,666.666,670 * \$0.142 = \$42.11 per workstation
	Alarm Service @ \$96					Example \$96/10,346*157.3=\$1.459
One Access Card						One-time cost based on Current ISD charges
<b>Utilities/Maintenance</b>						
Telephone Services Per Person	Monthly costs of Dial Tone and Voice Mail					Based on Current ISD charges
<b>Equipment &amp; Furniture</b>						
One Telephone						One-Time Cost
Copier and Fax Machine Per Month	Monthly Lease incl. maintenance for 2 Color and 1 Black & White Copier					Example Monthly cost of \$1,192.03/42 staff = \$28.38 per collocated staff from partners
One Computer	Desktop Computer set with one monitor and basic accessories					Example New or replacement costs will be billed at the time of purchase @ actual costs
Assistive Technology for Individuals with Disabilities	Equipment Access and Accommodation					Example Anticipated facility enhancement cost is about \$10,593.36 It's useful life is estimated @ 5 years. \$10,593.36 / 60 = \$176.56 per Month, \$176.56/4 partners = \$44.14 per partner. All collocated partners have equal access.
Furniture per cubicle	Incl. workstation and chairs					Example Unit cost \$4,602.27/60 months = \$76.70 per cubicle
	<b>Total Equipment &amp; Furniture</b>					
<b>Technology and Access Costs</b>						
Information Technology Cost Per Month	Network Maintenance, Labor Charges					Example \$514.30/31/12 = \$1.34 per partner staff. Charges will be based on actual ISD bills.
	<b>Total Technology &amp; Access Cost</b>					
<b>Shared Staff - Office Assistant II</b>						
Shared Office Assistant						Pending additional information.
	<b>Total Shared Staff</b>					
	<b>TOTALS</b>					

WDB may increase the infrastructure costs upon written notice to AJCC Partner based upon the actual increase in utility cots, rent cost etc.

#### Summary of Total Infrastructure Costs to be Shared By Co-located Partner:

	One-Time Cost Per Cubicle	Monthly Cost Per Cubicle Per Staff
Rent Costs	\$ -	\$ -
Utilities/Maintenance	\$ -	\$ -
Equipment & Furniture	\$ -	\$ -
Technology and Access Costs	\$ -	\$ -
Shared Staff Cost	\$ -	\$ -
<b>Total:</b>	\$ -	\$ -

## EXHIBIT “F” | COMBINED CAREER SERVICES BUDGET

COMBINED CAREER SERVICES BUDGET																				
One-Stop Delivery System Budget Worksheet for Phase II Cost Sharing MOU																				
WIOA Service Type	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF	TECH ED	T-V OAA	JOB CORPS	NATIVE AM	MSF	YOUTHBLD	TAA	COMM ACT	HOUSING	UI	VET	OTHER	TOTAL
Basic Career Services																				
Eligibility for Services																				
Outreach, Intake, Orientation																				
Initial Assessment																				
Labor Exchange Services																				
Referral to Programs Outside the One Stop Center for Partners																				
Labor Market Information																				
Performance and Cost Information																				
Supportive Services Information																				
Unemployment Insurance (UI) Information																				
Financial Aid Information																				
Sub-Total																				
Individual Career Services																				
Comprehensive Assessment																				
Individual Employment Plan																				
Career Planning, Counseling																				
Short-Term Pre-Vocational																				
Internships and Work Experience																				
Out of Area Job Search																				
Financial Literacy																				
English Language Acquisition																				
Workforce Preparation																				
Follow-up Activities																				
Sub-Total																				
Training Activities																				
Occupational Skills/Vocational Training																				
OJT/Subsidized Employment																				
Transitional Job																				
Skill Upgrading/Retraining																				
Entrepreneurial Training																				
ABE or ESL in Combination with Training																				
Sub-Total																				
Business Services																				
Incumbent Worker Training																				
Private Sector Training																				
Customized Training																				
Sub-Total																				
Total																				