



**San Bernardino County
Workforce Development Board
2021 – 2024
Local Workforce Development Plan**

Primary Contact:

Mariann Johnson
Deputy Director, Special Projects
San Bernardino County Workforce Development Department
(909) 387-9841
Mariann.Johnson@wdd.sbcounty.gov

Table of Contents

Executive Summary.....	3
I. Introduction and Overview.....	5
II. Local Context	7
Strategic Vision.....	7
Local Workforce Goals.....	7
Sector Based Career Pathways.....	8
III. WIOA Core and Required Partner Coordination.....	10
SBC AJCC Vision, Mission, Values and Goals	10
Coordination of WIOA Core and Required Partners	11
IV. State Strategic Partner Coordination.....	15
Strategic Coordination.....	15
V. WIOA Title I Coordination.....	19
Adult Training Services	19
Youth Services.....	20
Staff Training.....	22
VI. Conclusion.....	24
Appendix A: Stakeholder and Community Engagement Summary	25
Appendix B: San Bernardino County Local Workforce Goals.....	29
Appendix C: Public Comments Received that Disagree with the Local Plan.....	32
Appendix D: Plan Signatures.....	33
Appendix E: San Bernardino County AJCC MOU.....	34

Executive Summary

As part of a four-year planning process, the San Bernardino County Workforce Development Board (SBCWDB) has developed this local workforce development plan to address the needs of the San Bernardino County community. The purpose of the planning process and this plan is to develop equitable, regional and local sector-based career pathways in target sectors, ensuring access and inclusion for all of the County's job seekers and organizations, while meeting the needs of the business community. San Bernardino County is a recipient of Workforce Innovation and Opportunity Act (WIOA) funding, and the county has ensured this process and plan document are in alignment with the Inland Empire 2021 - 2024 Regional Workforce Development Plan and the State of California Workforce Development Board (CWDB)'s Unified Strategic Workforce Development Plan.

The SBCWDB began the planning by conducting an inclusive process to gather input for this plan from partner organizations, employers and other stakeholders in a series of interactive virtual meetings held between December 2020 and January 2021. Participants in these meetings were asked to provide ideas for how the county's American Job Centers of California (AJCCs) and the local workforce development system can meet the needs of the community in five key areas: responding to COVID-19; developing career pathways to the middle class; providing access and inclusion for all; preparing for the future of work; and building a high road workforce system. The SBCWDB worked together with the members of both regional workforce development boards, the SBCWDB and the Riverside County Workforce Development Board, to process the input received and incorporate it into both the regional and local plan.

Aligned with the regional vision and SBCWDB's mission "to promote a workforce development system that supports economic vitality by creating opportunities for business, employees and job seekers", five key goals were developed as a result of the planning process and form the backbone of this workforce development plan under the following categories: 1) Sector-Based Career Pathways, 2) High Road Workforce System, 3) Access and Inclusion for All, 4) Future of Work and 5) Response to COVID-19.

Section I reviews the five key goals developed by the SBCWDB and its partners. For sector-based career pathways, the sectors of focus for SBCWDB and the AJCC System include Transportation and Logistics, Manufacturing, Healthcare and Social Assistance, Construction and Professional Services. Section II covers the coordination of WIOA core and required partners, including a description of the AJCC System Partners, their services, goals of the system, how access is facilitated for various populations and how services are made accessible for individuals with disabilities (IWD).

Key coordination occurs with state agencies and programs to serve CalFresh E&T job seekers, IWD (California Department of Rehabilitation) and local agencies who serve English language learners (ELL), foreign born individuals and refugees, which is covered in Section III. Section IV describes the manner in which coordination happens with statewide rapid response and includes descriptions of adult and dislocated worker services and youth services. Specific details in this section are provided for how to assist job seekers with increasing digital literacy and fluency. Next, the section ends with a description of planned staff training in critical service areas such as digital fluency, distance learning and cultural competencies. Finally, a description of how

SBCWDB meets requirements for coordinating the AJCC Operator role and Career Services is provided at the end of the section.

Each section of this plan discusses how it aligns with the CWDB's priorities to foster demand-driven skills attainment, provide high road employment, ensure equity and economic justice and align/coordinate services across the county. Appendices provided at the end provide additional documentation on the process, the SBCWDB goals, agreements in place for operationalizing services and public comment received about the plan.

I. Introduction and Overview

Across California and nationally, major changes to the economy and workforce took place in 2020 as a pandemic forced businesses to close, initiated layoffs and plunged communities into uncertainty. Not only did the pandemic affect the availability of jobs, but training programs and schools had to close; some were able to move to virtual instruction, while many others had no choice but to suspend their programs until in-person gatherings were safe again. Many workers found themselves having to work from home, or otherwise remotely, and others entered the gig economy for the first time after losing their regular employment. Although there were a number of new problems for families and public service providers to deal with, a new situation also brings new opportunities.

Closing the digital divide, for example, has become a higher priority because of virtual instruction and services that weren't accessible to all. Creating high road jobs that are safer for workers is on the minds of most employers now that a public health crisis has hit home and impacted their businesses. The "future of work" will bring changes to jobs and the economy from automation, remote work and the gig economy (e.g. app-based driving and delivery jobs). It is with this context that the San Bernardino County Workforce Development Board (SBCWDB) brought their partners together to take advantage of new opportunities and develop solutions that will create accessible career pathways to high road jobs across the County.

The SBCWDB is the Local Workforce Development Board (LWDB) for San Bernardino County (SBC). The SBCWDB is located in the Inland Empire region of Southern California and a partner in the Inland Empire Regional Planning Unit (IERPU), which also includes the Riverside County Workforce Development Board (RCWDB).

The 19-member SBCWDB is supported by the Workforce Development Department (WDD) of San Bernardino County (SBC). The WDD operates workforce programs under the guidance of the SBCWDB, funded by the Department of Labor's Workforce Innovation and Opportunity Act (WIOA). The America's Job Centers of California (AJCCs), administered by WDD, are strategically located in the East Valley, West Valley and High Desert Regions of the County. WDD implements comprehensive strategies to meet the needs of local businesses for a skilled workforce, while creating opportunities for workers to prepare for and enter into well-paid careers.

Primary functions of the SBCWDB, supported by the WDD include:

- Administration and oversight of local WIOA funding for adults, dislocated workers, and youth;
- Supporting programs that build employable skills of the SBC workforce;
- Creating and operationalizing a strategic plan aligned with the California Workforce Development Board (CWDB)'s goals and priorities;
- Aligning WIOA services with the countywide vision of creating a vibrant economy with a skilled workforce;
- Operating the AJCCs located within SBC;
- Identifying and understanding the workforce investment needs of local businesses and job seekers;
- Commissioning independent research studies to identify top industry demand sectors.

Planning Process

Guided by the CWDB and the Employment Development Department's (EDD) directive WSD20-05, the SCWDB and WDD engaged key partners and the SBC community in a process to develop this 2021-2024 Local Workforce Plan. A local workforce plan covering a four-year period submitted to the State is required by WIOA. The process included a number of partner input meetings to develop this plan in an inclusive and thoughtful manner that brought forward the best ideas for local workforce development efforts. The planning process began in late November 2020, included several regional and local partner meetings in December 2020 and January 2021 and concluded with a draft of this plan posted for public review in March 2021 (see Appendix C for results of the public comment). For a summary of community and stakeholder input during the planning process, please see Appendix A.

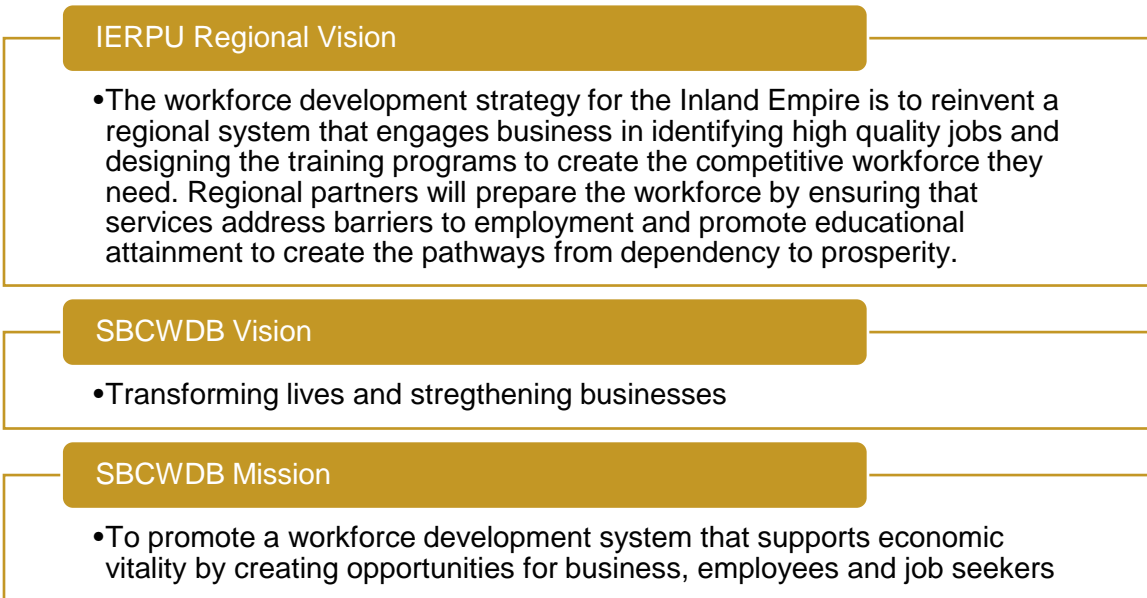
This final plan was approved on April 14th, 2021 by the San Bernardino County Workforce Development Board and on April 20th, 2021 by the San Bernardino County Board of Supervisors.

II. Local Context

Strategic Vision

This 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.

Figure 1: Regional and Local Workforce Development Strategic Vision



Local Workforce Goals

As described above, SBCWDB conducted a stakeholder and community engagement process, and developed a set of goals to meet the needs of SBC:

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

The SBCWDB will also continue to pursue emerging sectors and occupations as they are identified, such as Cybersecurity. Also, SBCWDB will support people who have left the workforce due to COVID-19 in retraining and returning to jobs in the sectors above, particularly those impacted by job loss in the retail and hospitality sectors.

2. **High Road Workforce System:** Utilize outcome of annual Joint AJCC Partnership meeting to facilitate the necessary partnerships and organizational development among the

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

3. **Access and Inclusion for All:** Work with Core Partners and AJCCs to improve access to technology, build digital literacy skills, develop population-specific programs and support organizational development that drives equity and high road principles
4. **Future of Work:** Review training programs for possible changes or updates in response to automation, gig economy, remote work and feedback shared by local employers
5. **Response to COVID-19:** Implement a comprehensive response to COVID-19, as part of a County culture of adaptiveness, flexibility and acceptance of change

Each of these goals have a number of tactics and indicators associated with them, which are detailed in Appendix B.

Sector Based Career Pathways

In an effort to ensure that job seekers in SBC have equitable access to high road jobs, the SBCWDB offers sector-based career pathway development. Sector-based workforce development allows programs to develop specific skills sets for job seekers working with employers in a particular sector. It is a venerable approach that yields results for businesses and job seekers alike. Below, in Figure 2, an example of sector-based training for the five focus sectors Goal #1 is provided.

Figure 2: SBCWDB Focus Sectors and Sample Training Opportunity

Manufacturing: InTech Center and High Desert Training Center

The Industrial Electrical and Mechanical Pre-Apprenticeship prepares job seekers for careers in manufacturing, distribution and other industries covering advanced technology in plant operations, industrial electrical and mechanical trades, troubleshooting industrial controls, hydraulics, pneumatic controls, oxyfuel cutting, and Amatrol Certifications

Healthcare: San Bernardino Valley College

The Nursing Department offers a sequence of courses leading to an AS degree in nursing where students learn to function in a variety of healthcare settings and assist patients through the nursing process, and graduates are eligible to take the national licensing exam to become licensed as a Registered Nurse in California.

Construction: Job Corps

Job Corps offers youth introductory and pre-apprenticeship programs that prepare them for apprenticeships in the Carpentry, Electrical and Painting trades. All training programs provide hands-on instruction in addition to classroom instruction.

Transportation and Logistics: Chaffey College

Supply Chain & Management (AS degree) provides a working knowledge of transportation, warehousing, and supply chain management prepares for Logistics Supervisor, Global Trade and Logistics Analysts, and Supply Chain Operations Manager.

Professional Services: CE-Oh! Entrepreneurship Training

A virtual business and entrepreneurship training program that primes job seekers for obtaining the Entrepreneurship and Small Business Certification starting their own business or entering the workforce

III. WIOA Core and Required Partner Coordination

The SBCWDB and its One Stop Operator (OSO) coordinate WIOA Core and Required Partners in a few key ways. Together, the programs in Exhibit B of Appendix E make up the SBC AJCC MOU Partners and are at the forefront of service delivery to job seekers in SBC. Throughout this document, this group is also referred to as the “AJCC System” or “AJCC Partners”. Below are the vision, mission, values and goals of the AJCC System.

SBC AJCC Vision, Mission, Values and Goals

Vision Statement

Pooled experiences, resources, expertise and commitment have created a job seeker driven AJCC system in the County. With one voice, the County’s 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 job seekers with the knowledge and confidence that an improved future is within their reach, which in turn assures the AJCC System of its success.

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.

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 job seekers.

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

Job seeker-Centered: The AJCC Partners are dedicated to providing services that are specifically tailored to individual job seeker 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 job seekers 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 job seekers with care, understanding and courtesy.

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

AJCC System Goals

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

Coordination of WIOA Core and Required Partners

SBCWDB coordinates its WIOA core and required partners (AJCC MOU Partners) primarily through the OSO that was selected through a competitive process as outlined below. The OSO reports to the SBCWDB to ensure the implementation of partner responsibilities and contributions agreed upon in the AJCC MOU and has four primary responsibilities:

- Coordinate the service delivery of required AJCC partners in accordance with the AJCC System MOU (Appendix E)
- Monitor AJCC System MOUs for partner compliance and participation
- Build capacity of workforce system between partners
- Assist with workforce system messaging

The OSO has implemented a “Franchise Model” approach to operation of the AJCCs that incorporates a shared vision and mission, a values-based partnership and integrated service delivery method. Across the system, job seekers should expect to have the same high-quality experience with all of the MOU partners and easily access the services they need to be successful in their career development. The OSO encourages a continuous quality improvement (CQI) environment at the County’s AJCCs and with MOU Partners as well.

The OSO facilitates a regular AJCC MOU Partners Meeting where key updates are shared, emerging system coordination needs are addressed and working groups report back. The two current working groups of the AJCC MOU Partners include:

Business Services: This working group ensures that businesses’ needs are met with innovative approaches to business services and employer engagement efforts across the County.

Integrated Service Delivery (ISD) “Super Working Group”: A collaborative group of AJCC Partner agencies that work together to collaborate and coordinate support and services to universal job seekers. The workgroup encourages a job seeker-centric service delivery system across all co-located and non-located locations throughout the County.

The individual AJCC MOU Partners and their services are listed in Exhibit B of Appendix E.

Co-Enrollment and Common Case Management

Young adults, between the ages of 18 and 24 are immediately flagged in the initial assessment process, to identify the potential for co-enrollment into WIOA Adult or Dislocated Worker (AD/DW) programs. Once referred to a youth services provider and career assessment is completed, co-enrollment is further assessed and incorporated as appropriate into the Individual Service Strategy (ISS). Most young adults will benefit from the services as offered in the AJCCs. The ISS will delineate steps and services needed for job seeker to reach his/her goal.

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

Continued coordination of services, and integration of AJCC partner services are a priority to ensure that resources are leveraged and that job seekers have access to all available services they need. Partners discuss co-enrollment issues and strategies at quarterly meetings, identify opportunities for improvement and then work to improve and innovate their process. SBCWDB included a goal in its AJCC Hallmarks of Excellence Continuous Improvement Plan to train and retrain staff as necessary on co-enrollment protocols.

Facilitating Access to the One-Stop (AJCC) Delivery System

The SBCWDB, its AJCCs and AJCC Partners have taken steps over the last several years to facilitate access to services provided by the AJCC system, including in remote areas, through the use of technology and other means. In its assessment for the AJCC Hallmarks of Excellence, the AJCCs were found to have geographically convenient locations, spacious with ample room for workshops and recruitments and have been recognized for a job seeker-centered design approach to their services. All AJCC partners are committed to direct access and coordination across partners through real-time technology, including 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 link at all of the AJCC Partners (see Appendix E).

In the local workforce planning process, SBCWDB developed Goal #3, to continue improving access to services, supported by technology, particularly for remote areas. Tactics to achieve this include adding neighborhood access points, providing Wi-Fi at SBC agencies and partner organizations and incorporating digital literacy into training and service offerings for job seekers. Indicators of success include access to Wi-Fi in the majority of residential locations in the County and increased access to digital literacy training through AJCC workshops and programs, or through partner collaboration.

Before the COVID-19 pandemic began, the SBC AJCC System had improving access by hanging improved signage for job seekers, reducing distractions in the service space, and updating its technology. Since the pandemic began, all services of the AJCCs were made available to job seekers virtually to continue to enable access in a safe manner. Goal #5 provides a framework for an ongoing response to COVID-19 and specific to access, the system plans to provide more accessible and safer in-person interaction through co-locating staff in remote regions of SBC such as at county offices, libraries, community colleges and nonprofit partners.

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

The coordination of workforce and education activities, as well as support services are managed by the OSO as noted above. The AJCC MOU Partners' ISD Super Working Group is tasked with coordinating services across the system, including the workforce and education activities described in Appendix E, Exhibit B. The group is currently exploring the use of a regionally shared information and referral system to better coordinate workforce, education and support services for job seekers as noted in Goal #3. A working group developed a referral form and the process currently being utilized. Multiple possible solutions are currently being explored to better utilize technology to improve this process, including Google Docs/Forms, CRMs, Connect IE and/or Microsoft programs.

In addition, a former working group of the AJCC System created and organized a "Desk Reference" resource to provide a quick reference for SBC AJCC Workforce System Partner Staff for the programs and services available within the system. Each organization has a publicly available Desk Reference sheet that provides a description of their services, the point of entry, contact info and process for referral including required documents. This resource helps ensure that the proper support services can be identified and accessed for job seekers.

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

The SBCWDB and AJCC MOU Partners ensure that the policies and procedures as well as the programs and services provided at the AJCC are in compliance with all applicable laws. AJCC MOU Partners have agreed to this in the AJCC System MOU (Appendix E):

Section XII of the MOU states:

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.

Section XIV of the MOU states:

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.

The AJCC Hallmarks of Excellence Assessment found that AJCC staff members are trained on the use of assistive technology, virtual services are available through the Virtual OneStop (VOS) system and AJCCs have recently upgraded their assistive technology equipment. In order to ensure programmatic accessibility and improved awareness of best practices in serving Individuals with Disabilities (IWD), staff are regularly trained using the Windmills program. In addition, SBC has an Equal Opportunity Officer who regularly ensures SBCWDB and its partners are meeting accessibility standards.

IV. State Strategic Partner Coordination

Strategic Coordination

At a strategic level, SBCWDB's Special Populations Committee is comprised of members with expertise in providing services to individuals with barriers to employment including CalFresh recipients, non-custodial parents, individuals with disabilities, English language learners, foreign born, and/or refugees. The committee's work helps implement and sustain the goals developed in this Local Plan and ensures a continual focus on the needs of these individuals with barriers to employment.

In 2021, the committee has prioritized identifying collaborative funding opportunities and developing a strategy for business engagement, building off of Disability Etiquette training.

As noted in Section VI of the AJCC System MOU (Appendix E):

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 who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- Individuals with disabilities, including youth
- Older individuals
- Ex-offenders
- Homeless individuals
- Youth who are in or have aged out of foster care
- 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

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

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

On an operational level, SBCWDB works closely with the San Bernardino County Transitional Assistance Department (TAD), which administers the CalFresh program. TAD gives priority to individuals who lack income or are experiencing homelessness by processing these in-person applications immediately, so the applicants can leave with a CalFresh benefits card. For applicants with some income, eligibility is determined based on the amount of income and household size.

During the in-person application process, individuals are assessed for and referred to California Work Opportunity and Responsibility to Kids (CalWORKs) and Medi-Cal. Applicants can also use the County's self-service online tool, www.C4yourself.com, to apply and recertify for CalWORKs, CalFresh, and Medi-Cal benefits. While workforce services can be provided through referrals, historically, the priority for TAD has been addressing an individual's immediate need for food.

The County has a MOU with TAD to provide Employment and Training (E&T) services to CalFresh job seekers. Since 2019, CalFresh E&T services have included job search, job retention, and education/training designed to help job seekers attain their education and employment goals, and ultimately achieve family self-sufficiency. The process includes an assessment to identify barriers to employment and the development of an employment plan, job retention services and follow-up from County workforce staff. Job seekers may also take part in an educational program where they attend life skills workshops, enroll in GED, English language, or vocational training and receive either a certificate, credential, diploma or degree and job placement.

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

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

The SBCWDB currently collaborates with the County's Department of Child Support Services (DCSS) to provide employment services to non-custodial parents (NCPs) through an integrated referral and service delivery system with AJCCs. The AJCCs address unemployment and underemployment of job seekers who have barriers preventing them from obtaining long-term employment. Barriers include low income, housing instability, lack of a vehicle, suspended licenses, lack of proper ID, etc.

Referrals are made when a Child Support Officer (CSO), working with a NCP, completes a referral to one of the three SBC AJCCs (West Valley, East Valley, and/or the High Desert). AJCC staff then determine if the job seeker referred is eligible. The job seeker, if eligible, is enrolled in WIOA and can begin to receive job search assistance, supportive services, and when needed, training assistance. Through working with the AJCC, job seekers are also connected to sector pathways programs in the local area and the region. Data is shared back to the CSO through a data matching process done monthly.

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

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

efforts in job search assistance, training and retention in employment. SBCWDB and DCSS have quarterly meetings to discuss referrals, share data and coordinate for job fairs.

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

Competitive Integrated Employment (CIE) is work performed by a person with a disability, including those with intellectual disabilities and developmental disabilities (ID/DD), within an integrated setting that includes both individuals with and without disabilities. SBCWDB partners with the Inland Empire Local Partner Collaborative (IELPC) for CIE, which has a mission to enhance collaborative partnerships leading to improvements in the level and quality of services which ultimately promotes the preparation and achievement of CIE for youth and adults with ID/DD.

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

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

In order to connect CIE efforts with local businesses and employers, SBCWDB has developed paid work experiences and internships through DOR such as WIOA Out of School youth programs. DOR and IRC support the job coaching function as part of this collaboration to serve ID/DD job seekers. DOR's CIE Business Services team that the SBCWDB is part of, that is responsible for recruiting, referral and employment engagement strategies to serve the ID/DD population.

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

Individuals who are English learners (ELLs), individuals who have low levels of literacy, and individuals facing substantial cultural barriers, including those who are foreign born and refugees, are a target population for the SBC AJCC System Partners. As noted in Exhibit "B" in Appendix E, WIOA Title II Adult Education and Family Literacy (AEFL) programs are available to these job seekers. SBCWDB coordinates with all five Adult Education Program Consortia in the SBC to provide services for them: the Inland Adult Education Consortium, West End Corridor/Chaffey Regional AE Consortium, Victor Valley Adult Education Regional Consortium, Barstow Area Consortium for Adult Education and Morongo Basin AEBG Consortium. There are Transitional

Counselors who work with students in a workshop setting or on a one-on-one basis. Counselors are trained to connect students to the AJCCs for workforce services if they are not already enrolled.

Community-based organizations (within and outside the AJCC System MOU) who support AEFL services in SBC, many of whom already serve refugees and foreign-born individuals, include TODEC (Training Occupational Development Educating Communities), Catholic Charities, El Sol Neighborhood Education, Goodwill, Job Corps, The Dreamer Center, San Bernardino Community Service Center and Inland SoCal United Way (2-1-1) as well as many others. 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.

The consortia and community-based organizations noted above each offer programs for ELLs across the different members at the respective adult education sites. These partnerships have created a network of community colleges, school districts, adult schools, and workforce development and human services partners. The network connects adults to educational programs that empower job seekers to overcome past challenges, and find a career pathway where they can grow and contribute to the overall economic health of our region. It is through these efforts that ELLs would be connected to sector pathways programs in the County and the region. The consortia and partners provide essential services as financial planning, assistance with the Free Application for Federal Student Aid (FASFA) process, tutoring, legal advice and expenses related to education and training, job search and job retention.

As part of the Continuous Improvement Plan for the AJCC Hallmarks of Excellence, all three AJCCs implemented a Limited English Proficiency Plan to ensure job seekers who are ELLs have equitable access to AJCC System services.

V. WIOA Title I Coordination

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

Coordination of Workforce Investment Activities with Statewide Rapid Response

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

To coordinate the RR team services with SBCWDB’s workforce services, the RR team provides an on-site orientation (currently done virtually) and discussion with employees facing a layoff, preparing them for next steps and offering the SBC AJCC System services. The RR Team aims to provide as many services as possible while employees are still working, so facilitate a smooth transition to the next phase of their career. Business Services Representatives (BSRs) use their connections to find employers who can hire affected workers so they can start work immediately, once they separate from the company. Layoff assistance is provided when the reduction is inevitable regardless of whether attempts to avert have occurred or not.

Since the onset of the COVID-19 pandemic, the RR team has hosted weekly virtual sessions to assist employers and job seekers. Job seekers are provided information about Unemployment Insurance (UI), COBRA, Child Support, and employment services offered by the AJCCs, among multiple other supports.

Adult Training Services

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

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

Table A below outlines the adult and dislocated worker employment and training services provided by the SBC AJCC System.

Table A: SBC AJCC System Adult and Dislocated Worker Services

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

Youth Services

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

Young people will be preparing for a changing economic landscape as automation, artificial intelligence (AI) and the gig economy become more prevalent in jobs across industries. A key to

ensuring youth are prepared for this future is enhancing their employability skills, particularly in digital literacy and fluency. SBCWDB along with its partner will address this need in a few key ways:

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

Services available to youth in the through contracted youth providers outlined in Table B:

Table B: SBC Youth Services

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

Assessment: AJCC Hallmarks of Excellence

The AJCCs in SBC have been certified under the Hallmarks of Excellence America's Job Center of California (AJCC) Certification program. The certification allows AJCCs to compare their performance against key indicators and identify opportunities to improve. AJCCs then set goal to meet benchmarks as part of a continuous improvement cycle. AJCCs undergo a regular assessment process to look for strengths and opportunities for continuous improvement.

In the last assessment, the SBC AJCC System received rankings of either "3" or "4" out of "5" for most indicators related to physical accessibility, access for individuals with barriers to employment, effective partnerships, job seeker-centered services, skill development, labor and industry engagement, well-trained staff and data-driven continuous improvement. All three AJCCs in the County also have continuous improvement plans in place to continue building upon their solid foundation of high-quality services as noted throughout this plan. All three AJCCs are currently undergoing a certification process again to update the Continuous Improvement Plans.

Staff Training

Digital Fluency and Distance Learning

As noted above, Goal #3 articulates a tactic of the SBCWDB to provide training on digital fluency and distance learning to staff providing youth services in the County. The indicator of success here is 90% of County and youth provider front line workforce staff trained in this area. SBCWDB works with its IERPU partner, RCWDB on regional staff training in this area and has already made progress on this goal with dozens of staff having completed two trainings in 2020 that had digital fluency and distance learning components:

- "Virtual Facilitation Bootcamp" (Pathways Consultants)
- "Demand Driven Business Engagement" (TAD Grants)

In 2021, there more trainings being scheduled for staff, including "Shaking Hands Through the Phone and the Screen! How to Overcome the Technology Communication Gap With Innovative Remote Employment Counseling Techniques!" presented by Robbin and Associates.

Cultural Competency and Trauma-Exposed Populations

SBCWDB and its partners will provide training on cultural competency to its staff on an ongoing basis that help them to understand the needs of and provide better services to its job seekers. This will include training to support trauma-exposed populations, as noted in Goal #3. There is currently continued training for frontline workforce staff for cultural awareness of multiple populations, such as disability awareness through the Windmills training provided by DOR and Mental Health First Aid from the National Council for Behavioral Health for supporting individuals with mental health challenges.

Upcoming training currently scheduled includes "Empowered Equity and Diversity in the Workplace", which will explore how to be aware of our own biases, and how we can make our work places a barrier-free environment so our customers get the best experience possible. SBCWDB staff will review potential trainings for this specific population such as "Look Up and Beyond: Heart-centered Strategies That Build Trust, Connection and a Community for Success", a training recently

offered through the California Workforce Association and Substance Abuse and Mental Health Services Administration (SAMHSA)'s "Trauma Training for Criminal Justice Professionals".

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 applied and was approved to be the Career Services Provider in San Bernardino County and competitively procured for the One Stop Operator (OSO). In 2017, the SBCWDB and the San Bernardino County Board of Supervisors approved the selection of Workforce Development Solutions, Inc. as the One Stop Operator for the period of July 1, 2017 through June 30, 2021.

At the writing of this plan, SBCWDB is currently in a procurement process for One Stop Operator Services. On January 28, 2021, SBC, through WDD, issued a request for proposal (RFP) for OSO as mandated by WIOA. Once the procurement process is complete, SBC through WDD will follow all relevant regulations for the selection and contracting process.

At the writing of this plan, SBCWDB is also in the process of submitting a new application to continue to be the Career Services Provider. On February 9, 2021 the SBC Board of Supervisors approved the submission of the application to the CWDB to continue as the Career Services Provider for the period of July 1, 2021 through June 30, 2025.

VI. Conclusion

The SBCWDB looks forward to implementing this local workforce development plan with its partners over the next four years. Taking a sector-based approach in the Healthcare, Manufacturing, Transportation and Logistics, Construction and Professional Services, as well as supporting job seekers from other industries heavily impacted by the COVID-19 pandemic, SBCWDB and its AJCC MOU Partners seek to balance other critical elements, including the future of work, access and inclusion, building a high road employment system and managing the economic recovery from COVID-19.

A strong AJCC system, close coordination with state agencies for special populations and efficient coordination of WIOA services are tantamount for San Bernardino County to realize its mission to promote a workforce development system that supports economic vitality by creating opportunities for business, employees and job seekers.

Appendix A: Stakeholder and Community Engagement Summary

As part of the plan development process, the San Bernardino County Workforce Development Board held a series of input sessions to gain input into the plan areas and proposed goals.

Process

Sessions and Attendance

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Input Session	Regional partners	126* and 41	Sessions held 12/17/20 and 1/13/21
Board presentation	San Bernardino County Workforce Development Board	n/a	Presented at board meeting 12/16/20
Input session	Employer partners	65	Session held 1/20/21

**due to technical difficulties, not all partners were able to stay for the whole session on 12/17/20, and were invited to a make-up session on 1/13/21.*

Format

All sessions were held via Zoom and leverage a collaborative whiteboard tool, Miro. The sessions included a mix of presenting information and then collecting input in small breakout rooms (max of 20 people) per breakout.

In larger sessions, information was added to the shared board space by a facilitator; in smaller sessions, individuals were given a brief training and added content to the board themselves for a virtual “gallery walk” to provide input.

After small group break-outs, we would debrief as a group.

Analysis

Review of the input sessions including leveraging the “top 3” presented by each breakout area (if the meeting had such a report back) as well as looking for repeated ideas/phrases, and the main facilitator’s observation of ideas that were well received during the course of each discussion and in collaboration with the plan writer.

Feedback

The workforce development boards received overall positive feedback that the meetings were highly engaging and inclusive, seeking input from both vocal participants, as well as leveraging chat feature to also incorporate feedback provided by less vocal participants – this allowed for a more inclusive participation format. Breakout room facilitators reported that they were able to engage all participants effectively, and keep participation high. Nearly all participants in sessions stayed online and engaged for the full meeting time.

Synthesis of Input


Overarching themes:

- Work collaboratively to avoid competitive duplication of services, including referral system and stronger communication; “warm hand-offs.” Partner with stakeholders to identify and break down silos.

- Better shared data – both service provider, as well as labor market and state level data (e.g. ETPL).
- Leveraging virtual services – the surge forward in using Zoom during COVID-19 broke down seeming barriers to working virtually with clients, and also identified barriers to access for some members of the community.
- All groups clearly identified alignment with various partners in the education system, not just K-12, but also adult education, community colleges, and revising CTE.
- Partnering with employers both to review and understand data, and also take time to educate and engage them on crucial topics.
- Leveraging and engaging workforce partners in labor market data so everyone is on the same page about trends and projections.
- Protect small businesses. “Mom and pop” business are a staple of our economy, and can get quickly left behind as things change.
- Asset mapping surfaced in several conversations as a possible next step to identifying resources, looking for duplication of services/possible partnerships, and lifting up the assets of the community overall. They also specified some best practices to inform the region that will help spur things ahead.
- All groups discussed the disparate impact on vulnerable populations, and that serving these communities will be as much about workforce services as mental health, housing and other supports that take into consideration the social and economic impacts of the pandemic as it exacerbated individual/family challenges.

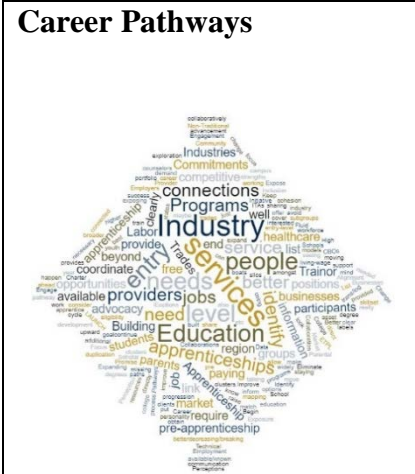
These groups, in different ways, discussed ensuring the different needs of the rural vs. urban areas, and keeping in mind the variation in industries across the region.

Major discussion topics by theme

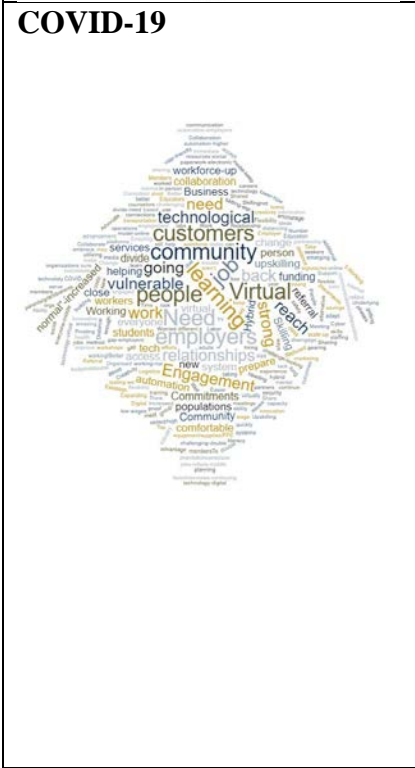
<p>Access & Inclusion for All</p> 	<ul style="list-style-type: none"> • Virtual services : the flexibility of virtual service offerings. • Digital divide: ensure all have high speed internet, and give special attention to reaching and understanding customers without internet • Build platforms to improve digital literacy. • Focus on education by building a stronger connection to the K-12 system, and focus CTE as well as adult education. Ensure that these programs target under-represented communities. • Employer engagement will be crucial in understanding how to improve access. • Build capacity by getting information out, maybe rebranding • Focus on increasing warm hand-offs, and seamless interagency communication.
<p>Building a High-Road Employment System</p>	<ul style="list-style-type: none"> • Remember small business – especially “mom and pop” in thinking of solutions. • Create a central convener, and bring together the employers. Make sure they see value when they come to the table – employers that need high skill workers will want to participate.



- Leverage human centered design to build the mode, using new methods and ideas that will help identify innovations like industry-specific incubators.
- Look at new training opportunities – such as upskilling adults and/or leveraging adult schools; OJT, incumbent worker training, and low-cost training and certifications.



- Apprenticeship Programs - building trades and non-traditional Industries. Some industries are established, but need to focus on industry where there is more opportunity.
- Engaging with businesses and the education systems, largely to increase partnership and specifically to raise up awareness for students and parents to jobs which do not require a 4 year degree
- Improve the eligibility process for pathway opportunities, and ensure the pathways focus on living-wage jobs and that have a progression to better paying.



- NOTE: this began as a separate discussion group during input sessions, but the impact of COVID-19 was discussed in every group.
- Consistent collaboration and communication emerged as both a strength of what emerged during the crisis, and also something to focus on moving ahead.
 - Engaging with the community and employers will be essential in addressing what “normal” will be moving ahead. The pandemic forced partners to embrace some automation, and adapt quickly. All sessions discussed how to continue the flexibility, creativity and quick pivoting that partners did during the most restrictive of pandemic restrictions.
 - The input strongly reflected that we aren’t getting back to “normal” but rather the pandemic revealed capacity to gear-up quickly and address online-learning.
 - The pandemic also highlighted the need to work in the interest of vulnerable populations.
 - Ensuring safety of all workforce partners will be an ongoing concern – partners had to double their “footprint” to ensure safety, and navigate the logistics of accessing PPE/safety equipment.

Appendix B: San Bernardino County Local Workforce Goals

Below are the San Bernardino County Local Workforce Goals for 2021-2024, along with associated tactics (how goals will be accomplished) and indicators (how success will be achieved).

Goal	Tactics	Indicators
<p>1. Sector-Based Career Pathways:</p> <p>Continue to develop and measure job seeker success in career pathways for both youth and adults, with a focus on the following sectors:</p> <ul style="list-style-type: none"> • Transportation and Logistics • Manufacturing • Healthcare and Social Assistance • Construction • Professional Services <p><i>Note: SBCWDB will also continue to pursue emerging sectors and occupations as they are identified, such as Cybersecurity</i></p>	<ul style="list-style-type: none"> • Coordinating with regional partners on Transportation/Logistics, Manufacturing and Healthcare • Leveraging work-based learning and earn and learn strategies such as apprenticeships and OJT • Developing Regional Indicators 1-4 • Provide training and services to at-risk youth that inspires interest in an in-demand sector or occupation • Support people who have left the workforce due to COVID-19 in retraining and returning to jobs in target sectors, particularly those impacted by job loss in retail and hospitality sectors 	<ul style="list-style-type: none"> • As part of the IERPU, develop Regional Indicators 1-4 • Increase in the # of job seekers in existing apprenticeship programs • Development of at least one new apprenticeship or earn-and-learn program in target sectors
<p>2. High Road Workforce System:</p> <p>Utilize outcome of annual Joint AJCC Partnership meeting to facilitate the necessary partnerships and organizational development among the workforce development boards, AJCCs,</p>	<ul style="list-style-type: none"> • Define “high road” employment and necessary skills and qualifications • Develop a local small business engagement strategy that supports high road entrepreneurship 	<ul style="list-style-type: none"> • Definition of high road employment and required skills and qualifications • New and/or enhanced services and practices that support high-road employment

<p>and other key partners to support high road employment</p>	<ul style="list-style-type: none"> • Empower business engagement staff at County and AJCCs to identify and engage high-road employers • Track # of businesses and served and # of jobs retained through layoff aversion services • Engage with local Chambers of Commerce and Industry Associations 	<ul style="list-style-type: none"> • Small business strategy to support high road entrepreneurship • Formal partnership(s) with Chambers and Industry Associations to build a high road workforce system • Employers report that system is meeting their talent needs
<p>3. Access and Inclusion for All:</p> <p>Work with Core Partners and AJCCs to improve access to technology, build digital literacy skills, develop population-specific programs and support organizational development that drives equity and high road principles</p>	<ul style="list-style-type: none"> • Build upon AJCCs and partner organizations to add neighborhood access points for increased access to services • Staff training for job quality, trauma-informed services, digital fluency, distance learning and cultural competency • Maintain diversity of partner organizations to serve remote areas and special populations • Support providing affordable and accessible Wi-Fi in county agencies and partner organizations • Incorporate digital literacy into training and service offerings • Developing programs for IWD through the CIE local partnership • Continue partnership with P2E program for justice system-involved individuals 	<ul style="list-style-type: none"> • 90% of staff are trained in job quality, trauma-informed services, digital fluency, distance learning and cultural competency • Affordable and accessible Wi-Fi in the majority of residential locations in the County • Increased access to digital literacy training through AJCC workshops and programs or through partner collaboration • Participation in shared regional technology solution for information and referral • Increased # of justice system-involved individuals who obtain employment • Increased # of IWD who obtain employment
<p>4. Future of Work:</p> <p>Review training programs for possible changes or updates in response to</p>	<ul style="list-style-type: none"> • Determine how to identify overlap of "gig" jobs and high road employment 	<ul style="list-style-type: none"> • A collective list of new skills needed by employers for gig, remote and automation

automation, gig economy, remote work and feedback shared by local employers

- Determine/address impacts by population - older workers, youth, IWD, system-involved, etc.
- Work with employers to better understand skills and qualifications for future jobs
- Advocate with employers for development of new jobs that are high road
- Training the future workforce for high road employment, including developing employability skills

- Alignment of AJCC services and training with FOW skills and qualifications
- Offering at least one new professional development opportunity to staff related to automation and new technologies
- Increased access to digital literacy training through AJCC workshops and programs or through partner collaboration

5. Response to COVID-19:

Implement a comprehensive response to COVID-19, as part of a County culture of adaptiveness, flexibility and acceptance of change

- Regular engagement with partners, job seekers and employers to understand health and safety issues
- Development of new strategies to address issues, both short- and long-term
- Provide more accessible and safe in-person services through co-location of staff in partner agencies
- Integrate new on-the-job Health and Safety considerations into services (e.g. social distancing, new OSHA or CDC policies likely to come into effect due to COVID-19)
- Support for surge occupation recruitment efforts from Business Services staff
- Development of metrics for measuring and determining effectiveness of communication and culture change

- Coordinated local strategy to address layoffs through Rapid Response and other services
- Adjusted job seeker service delivery strategies
- Co-locating staff in remote areas of the County for in-person services in County offices, libraries, community colleges and nonprofit agencies
- Positive response from employers in response to a changing economic environment

Appendix C: Public Comments Received that Disagree with the Local Plan

During the public comment period, only one response was received in relation to the draft San Bernardino County 2021-2024 Local Workforce Development Plan. The response primarily provided a number of copy edits and some suggestions for content but did not indicate disagreements with the plan.

Appendix D: 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 4 Year San Bernardino County Local Workforce Development Plan is submitted for the period of July 1, 2021 through June 30, 2025 in accordance with the provisions of WIOA.

San Bernardino County Workforce Development Board

Local Workforce Development Board Chair



Signature

Phillip Cothran

Name

Chairperson

Title

4/12/2021

Date

Chief Elected Official



Signature

Curt Hagman

Name

Chairperson of Board of Supervisors

Title

APR 20 2021

Date

Appendix E: San Bernardino County AJCC 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**

January 1, 2021 – June 30, 2022

This Memorandum of Understanding (MOU) is entered into on January 1, 2021 by and between Workforce Development Department, a Workforce Innovation & Opportunity Act One-Stop America's Job Centers 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 programs service 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 28 entities in the County; and

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

WHEREAS, since the execution of the Phase I MOU additional entities have approached the WDB, and entered into a Phase II MOU, increasing the number of entities to 29; 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
658 E. Brier Drive
San Bernardino, CA 92408

West Valley AJCC
9650 Ninth Street
Rancho Cucamonga, CA 91730

High Desert AJCC
17310 Bear Valley Rd
Victorville, CA 92395

The East Valley AJCC is expected to move to a new location during this MOU period. The AJCC partners agree the change in location will not necessitate an amendment to this MOU. AJCC partners will be notified of the new address.

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:

- Engaging 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.
- Making 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 January 2, 2021 through June 30, 2022. 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 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.

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
658 E. Brier Drive
San Bernardino, CA 92408

High Desert AJCC
17310 Bear Valley Road
Victorville, CA 92395

** The East Valley AJCC is expected to move during the MOU period, and infrastructure costs associated with the move will have to be re-negotiated. The co-located partners agree to re-negotiate these costs in good faith subsequent to the move.**

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.

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: Deputy Director of Administration
290 North D Street, Suite 600
San Bernardino, CA 92415

AJCC Partner: Workforce Development Department
ATTN: Marlena Sessions
Address: 290 North D Street, Suite 600
City, CA Zip: San Bernardin, CA 92415

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: Bradley Gates
Title: Assistant Director,
San Bernardino County Workforce Development

Address: 290 North D Street, Suite 600
San Bernardino, CA 92415

Date: 12/21/2020

**SAN BERNARDINO COUNTY,
Workforce Development Department**


Signature

Name: Marlina Sessions
Title: Executive Director
Address: 290 N. D Street, Suite 600
San Bernardino, CA 92415

Date: 12/22/2020

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
 - Copper Mountain 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
- Unemployment Insurance
 - State of California Employment Development Department
- Temporary Assistance for Needy Families/CalWORKs
 - San Bernardino County Transitional Assistance Department

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, machinist technology, welding fabrication, and truck driving.
- **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 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.

EXHIBIT “C” | AJCC Partners Services Chart

Career Services	Examples	WIOA	Other Programs
Basic Career Services			
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

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
Career Services	Examples	WIOA	Other Programs
Basic Career Services			
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
Individualized Career Services		Partner	
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	
Career planning, counseling	Coaching and counseling	SBCWDD; EDD; VETS; OAA; NAP; DOR; JC; CPCTE; AEFL; TANF; MSFW	
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	
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	

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
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

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 Collocated Staff Member from Partners	Remarks
Rent						
Base Rent Per 64 sq. ft. Cubicle	Incl. Janitorial, Maintenance and Utilities					Example: Monthly Rent @ \$35,760 /24,162 sq. =1.48 per sq. ft.; Share spaces 203.57 sq. ft., ((203.57+64)=267*1.48 =396) Based on sq. ft. of cubicle size plus shared common areas.
Security per sq. ft.	Monthly alarm services @ \$94					Example: \$94/ 24162sq. Ft.=0.004, 267.57 * 0.004 = 1.04 per sq. ft.
One Access Card						One-time cost, based on Current ISD charges
Utilities/Maintenance						
Telephone Services Per Person	Monthly costs of Dial Tone and Voice Mail					Based on Current ISD charges
Equipment & Furniture						
One Telephone						One-Time Cost
Copier and Fax Machine Per Month	Monthly Lease incl. maintenance for 3 copiers					Example: Monthly cost of \$2569.42/43 people = 59.10 per collocated staff from partners
One Computers	Desktop Computer set with one monitor and basic accessories					Example: New or replacement costs will be billed at the time of purchase @ actual cost
Assistive Technology for Individuals with Disabilities	Equipment Access and Accommodation					Example: Anticipated facility enhancement cost is between \$15000 - \$25000. It's useful life is estimated @ 5 years. \$20,000 / 60 = \$333 per Month, \$333 / 4 partners= \$83.33 per partner
Furniture per cubicle	Incl. workstation and chairs					Example: Unit cost \$4,602.27/60 months = \$76.70 per cubicle
	Total Equipment & Furniture					
Technology and Access Costs						
Information Technology Cost Per Month	Software, Electronic Maintenance, Labor Charges					Example: \$14581.83/120(# of Department Staff+ 3 partners)=121.52 per partner staff
	Total Technology and Access Costs					

Summary of Total Infrastructure Costs to be Shared By Collocated Partners:

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

EXHIBIT "F"
COMBINED CAREER SERVICES BUDGET

WIOA Service Type	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP/TAA/VET	T-IV VR	TANF	TECH ED	T-V OAA	JOB CORPS	NATIVE AM	MSF	COMM ACT	HOUSING	UI
Basic Career Services															
Eligibility for Services	\$1,280,911	\$1,386,820			\$4,851,536		\$9,265				\$15,417	\$100			\$320
Outreach, Intake, Orientation	\$480,342	\$520,057					\$19,372			\$650	\$42,350	\$100	\$25,000		
Initial Assessment	\$355,809	\$385,227					\$2,527		\$6,600	\$19,500	\$15,001				
Labor Exchange Services	\$996,264	\$1,078,638			\$394,205		\$0								
Referral to Programs Outside the One Stop Center for Partners	\$213,485	\$231,137					\$16,846				\$11,550	\$100			
Labor Market Information	\$284,647	\$308,181			\$108,451		\$842		\$200		\$8,215				
Performance and Cost Information	\$35,581	\$38,522					\$0				\$6,750				
Supportive Services Information	\$142,323	\$154,091					\$21,899		\$5,700	\$28,620	\$100	\$15,000	\$216,000		
Unemployment Insurance (UI) Information	\$17,790	\$19,261					\$1,685								\$100,888
Financial Aid Information	\$35,581	\$38,522					\$842				\$5,120	\$100			
Sub-Total	\$3,842,733	\$4,160,455			\$5,354,192	\$3,748,005	\$73,278		\$6,600	\$26,050	\$131,023	\$500	\$40,000	\$216,000	\$101,208
Individual Career Services															
Comprehensive Assessment	\$177,904	\$192,614					\$30,322			\$1,000	\$6,724	\$125			
Individual Employment Plan	\$569,293	\$616,364					\$842			\$1,500	\$6,705	\$125			
Career Planning, Counseling	\$284,647	\$308,181					\$3,369			\$2,000	\$5,120	\$125			
Short-Term Pre-Vocational	\$213,485	\$231,137					\$842					\$125			
Internships and Work Experience	\$0	\$0					\$3,369			\$1,500	\$986				
Out of Area Job Search	\$53,371	\$57,784					\$842			\$2,000					
Financial Literacy	\$17,790	\$19,261					\$0					\$125	\$19,000		
English Language Acquisition	\$0	\$0					\$0		\$2,500						
Workforce Preparation	\$106,742	\$115,568					\$1,685					\$125	\$100,000		
Follow-up Activities	\$355,809	\$385,227					\$1,685				\$64,380				
Sub-Total	\$1,779,041	\$1,926,134			\$856,154	\$3,748,005	\$42,956			\$10,500	\$83,925	\$750	\$119,000		
Training Activities															
Occupational Skills/Vocational Training	\$925,102	\$924,546					\$842			\$95,000	\$6,490	\$14,500			
OJT/Subsidized Employment	\$569,301	\$693,425					\$842								
Transitional Job							\$842								
Skill Upgrading/Retraining							\$2,527								
Entrepreneurial Training							\$0								
ABE or ESL in Combination with Training							\$842								
Sub-Total	\$1,494,403	\$1,617,972				\$14,992,023	\$5,896			\$95,000	\$6,490	\$14,500			
Business Services															
Incumbent Worker Training	\$99,874	\$165,448					\$842								
Private Sector Training							\$0								
Customized Training	\$99,874	\$165,448					\$842								
Sub-Total	\$199,748	\$330,897				\$2,000,000	\$1,685								
Total	\$7,315,924	\$8,035,457	\$7,663,711	\$4,173,467	\$6,210,346	\$20,740,028	\$123,814	\$2,041,073	\$6,600	\$131,550	\$221,438	\$15,750	\$159,000	\$216,000	\$101,208