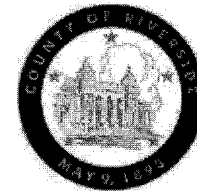


**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



ITEM
3.17
(ID # 3614)

MEETING DATE:

Tuesday, March 14, 2017

FROM : WORKFORCE DEVELOPMENT:

SUBJECT: WORKFORCE DEVELOPMENT: Workforce Innovation and Opportunity Act
(WIOA) Riverside County Workforce Development Local Plan and Inland Empire
Regional Workforce Development Plan for Program Years 2017-2020

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve and authorize the submission of the Workforce Innovation and Opportunity Act Program Year 2017-2020 Riverside County Workforce Development Local Plan to the California Workforce Development Board.
2. Approve and authorize the submission of the Workforce Innovation and Opportunity Act Program Year 2017-2020 Inland Empire Regional Workforce Development Plan to the California Workforce Development Board.
3. Authorize the Director of Workforce Development to modify the Workforce Innovation and Opportunity Act Local Plan and the Inland Empire Regional Plan as necessary to ensure compliance and adhere to direction from the California Workforce Development Board prior to implementation for Program Year 2017.

ACTION: Policy

Jeff Van Wagenen, Managing Director EDA 2/27/2017

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Washington, seconded by Supervisor Ashley and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Tavaglione, Washington and Ashley
Nays: None
Absent: None
Date: March 14, 2017
xc: EDA-Workforce Development

Kecia Harper-Ihem
Clerk of the Board
By:
Deputy

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA**

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$0	\$0	\$0	\$0
NET COUNTY COST	\$0	\$0	\$0	\$0
SOURCE OF FUNDS: N/A			Budget Adjustment:	No
			For Fiscal Year:	N/A

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

WIOA requires Local Workforce Development Boards to submit multi-year Local Plans for services in Workforce Development Areas (Local Area) and Regional Plans for Regional Planning Units (RPUs) to define strategies for workforce development that are responsive to the employment needs of businesses, job seekers, and employees. The Riverside County Workforce Development Board's (WDB) Program Years 2017-2020 Local and Regional Plans are due March 15, 2017.

On February 15, 2017, the Riverside County Workforce Development Board approved both the Local and Regional Plan.

WIOA required Regional Plans and partnerships function under the California Workforce Development Board's (CWDB) State Plan as the primary mechanism for aligning educational and training provider services with regional industry sector needs in California's WIOA RPUs. The Inland Empire Regional Planning Unit (IERPU) includes the WDB and the San Bernardino Workforce Development Board (SBWDB). California state law requires coordination between the K-12, Community College, and WIOA systems and requires the use of sector strategies as the operational framework for the workforce system. In leading the development of the Regional Plan, the IERPU included key stakeholders and customers across the region to participate in the assessment of current workforce activities, including those funded through WIOA and those funded through other sources.

IERPU boards will oversee the implementation of the Regional Plan while the WDB will oversee the Local Plan implementation. Together with partners, they will work to ensure services are effectively meeting the needs of employers while transitioning residents to gainful employment, breaking the cycles of poverty and increasing economic equity for long lasting prosperity

Consistent with State of California Employment Development Department (EDD) requirements, the Local and Regional Plans were made available for public review and comment beginning January 24, 2017. A public notice on how to access the plans for review and comments was released to local print media, posted on the WDB's website and sent to stakeholders across the region announcing the availability of the plans. Public comments received within the comment

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA**

period that express disagreement with the plans will be submitted to the Governor along with the plan(s).

Upon review of the Regional and Local Plans, the CWDB will send each Local Board a letter by July 1, 2017 advising them of the approval status. If the CWDB has any revision requests for either plan, they will send them at this time. The department is requesting that the Director of Workforce Development be approved to make revisions as necessary prior to implementation of the plan.

Impact on Residents and Businesses

While the Regional Plan outlines the implementation of the workforce development system at the regional level, the Local Plan describes the workforce system in the County and how to achieve the WDB's vision of "Infinite Opportunity, Lasting Prosperity." The Local Plan was developed with focus on the vision while gathering input from partners and key stakeholders representing education, labor, economic development, community based organizations as well as customers including job seekers, youth, and businesses. Partners, stakeholders and customers participated in a series of Stakeholder Forums held throughout the County and the IERPU region to provide feedback and conduct assessment of local workforce activities as well as the workforce development system. Their input was used to develop the Local Plan.

SUPPLEMENTAL

Additional Fiscal Information

Approval of this item will not impact Discretionary General Funding (Net County Cost) as funding is fully provided through the Workforce Innovation and Opportunity Act (WIOA).

ATTACHMENT

WIOA Program Year 2017-2020 Riverside Local Workforce Development Plan

WIOA Program Year 2017-2020 Inland Empire Regional Workforce Development Plan

RF:JVW:HM:LS:TP 3614


Nehini Dasika, Principal Management Analyst 3/6/2017



America's **JobCenter**
of California™

3.14.17 3.17

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Executive Summary

The Riverside County Workforce Development Board (RCWDB) is one of two Local Boards that comprises the Inland Empire Regional Planning Unit (IERPU). RCWDB joined its partner, San Bernardino County Workforce Development Board, to complete the Regional Workforce Development Plan. The RCWDB Local Workforce Development Plan focuses on the implementation of the workforce development system throughout Riverside County. The Local Plan is aligned to the Regional Plan and both are aligned to California's Unified Strategic Workforce Development Plan (State Plan) released by the California Workforce Development Board (CWDB). This Local Plan was developed with input from partners and key stakeholders representing education, labor, economic development, community based organization as well as customers including job seekers, youth, and business. With their input, this local plan was developed focusing on the needs of Riverside County residents as well as the business community to reinvent the workforce development system and achieve the RCWDB vision of "Infinite Opportunity, Lasting Prosperity."

In 2004, the RCWDB adopted an Integrated Service Delivery Model that provides a framework to integrate partners, their programs and services, creating a seamless, customer-centered approach to providing workforce development services. The ISD serves as the foundation for implementing core programs under this Local Plan. The integrated partnership will work together to fully implement SlingShot, a regional industry sector career pathway led by the IERPU Local Boards. The project will train job seekers in health care and manufacturing occupations linked to the SlingShot employers who provide input into the design of the training programs. This project serves as the model for the development of other industry led career pathways in the RCWDB target sectors: advanced manufacturing, transportation and logistics, health care, renewable energy and construction. The target sectors were selected for their current and projected industry and occupational growth, as well as the potential for entering and advancing to middle-skilled and mid-level wages or higher. The opportunities for advancement will allow for additional trainings and stackable credentials to be developed creating the pathway to upward mobility and ensuring economic security for individuals and their families.

Career pathways offer a unique experience for job seeker and youth customers, using training modalities and a contextual curriculum designed by employers. Pathways are also developed in partnership with local two- and four-year colleges and universities, creating increased access to post-secondary education. An employer led strategy ensures that the trainees will acquire the specific skills that employers need and that the credential earned upon graduation is valued by the employers who hire them. The goal of career pathways is for trainees to receive offers of employment before they complete their training program so they begin their new job immediately upon graduation. The partnership approach to development and implementation of career pathways ensures that all trainees have the support and services they need to successfully complete the program. This approach makes career pathways ideal opportunities for the most vulnerable job seekers including people with disabilities, veterans, low-income, and disconnected youth.

Earn and Learn opportunities will also be expanded for trainees to earn a wage while they train for a new career or upskill in their current one. Earn and Learn opportunities will also be available for career pathways, offering work-based learning through on-the-job training to ensure a smooth transition to the work environment and increasing retention success. Paid work experience will continue as a priority for serving youth and serves as a motivator for skills attainment, returning to school or entering

a related career pathways program. Co-enrollment of participants with partner programs will continue as a primary strategy for integrating services as well as braiding resources.

A renewed focus is planned for expanding access to services available at the America's Job Centers of California (AJCC) located throughout the County. Strategies are being implemented to reach residents in remote areas as well as those facing challenges and barriers to employment. All customer service staff are cross-trained in partner services so that customers entering an AJCC can be immediately directed to the program they are seeking or need. The AJCC will serve as a centralized on-ramp to career pathways, to expand access and facilitate entry into the programs. Innovative technology will continue to be a focus to increase 24/7 access to services and information. Currently, customers can view orientations and job search techniques through videos available on RCWDB website. These services will be expanded to offer more services, in particular, for residents living in remote areas and with limited access to transportation to the AJCC.

Business engagement will remain a priority and Industry Sector Consultants have been procured to facilitate the industry sector strategies and career pathways at the regional level. RCWDB staff will facilitate industry sector strategies and career pathways at the local level. The Business Services Unit (BSU) gathers input from businesses through meetings, visitations, roundtables and annual surveys in order to access actionable feedback for changing expectations and requirements. Feedback results are used to develop the career pathways to create the qualified workforce pool that meet the needs of business. Furthermore, the BSU teams with economic development partners, local chambers, and other business organizations to retain, attract and support business sustainability and growth. As such, incumbent worker training services will increase to upskill the workforce in response to technological and other business changes. Incumbent worker training is a key strategy that can assist in averting layoffs or support business growth. Upskilling and advancing the current workforce will often create new entry level opportunities for unemployed workers.

The RCWDB will continue to be outcomes-driven, measuring performance to ensure that customer needs are met and the Board remains accountable for the public funds used to implement the workforce development system. RCWDB will ensure the system continuously improves to meet the needs of job seekers, youth and business and that this improvement is reflected in organizational performance. Successful implementation of the local plan will generate results to demonstrate that businesses are retained in Riverside County, layoffs are averted, and employers have the qualified workforce they need to ensure overall success. Moreover, residents can realize their full potential through education and training leading to careers that offer self-sustaining wages for entry level employment. The workforce development system will offer access to continued training that will assist customers in advancing to middle-skills and mid-level wages, or higher. The RCWDB will rely on this evidence-based strategy to ensure that Riverside County residents have the opportunities for attaining economic security and can enjoy lasting prosperity.

3. Local Plan for Riverside County Workforce Development Area

A. Local Board Vision, Goals and Strategy

i. Strategic Vision

The Riverside County Workforce Development Board (RCWDB) completes a comprehensive planning process every four to five years in alignment with the Workforce Innovation and Opportunity Act (WIOA) requirements (previously the Workforce Innovation Act and the Job Training Partnership Act). The strategic vision for the organization is developed through this comprehensive planning process which begins with a complete environmental scan of Riverside County's (RC) economic landscape and demographics; an assessment of the strengths, weaknesses, opportunities and threats (SWOT); and review of performance. Results of these activities are used as a basis for setting a fact-based strategic direction for the workforce development system.

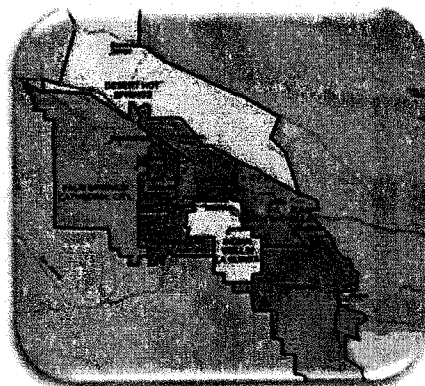






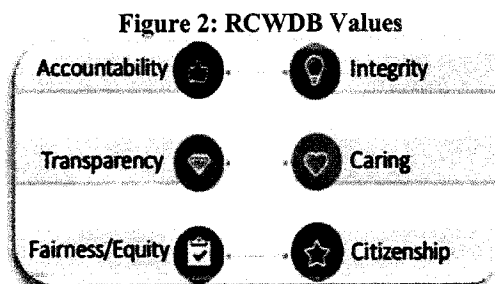
Figure 1: RCWDB Principles

	Vision	Infinite Opportunity, Lasting Prosperity
	Mission	We provide leadership to the workforce development system in Riverside County by supporting economic development and talent management.
	Value Proposition	We provide personalized service in meeting our customers' needs by thoroughly analyzing and anticipating those needs; we save our business customers time and money by providing human capital that is assessed and screened thus creating a flow of ready and prepared potential workers; we provide our job seeking customers resources designed to get to work or back to work more quickly; and for all our customers we provide services that are accessible, skilled, and knowledgeable in comfortable and professional environments.
	Role	<ul style="list-style-type: none"> • We endeavor to catalyze change in the community to build effective partnerships. • We will be a community facilitator and convener to identify issues and act collectively with partners to address them. • We will act as an intermediary/broker between the supply and demand sides of the workforce system about current and future skill needs to ensure mutually beneficial relationships and outcomes. • We will strategically invest in program innovation. • We will be an advocate and take political action on workforce development issues at the local, state and national level.

The RCWDB's mission, vision, value proposition, role (Figure 1), and values (Figure 2), are reviewed and updated to ensure continued relevancy. Partners and stakeholders are included in this process for their input and integration of their programs and services. This planning process was also used to

develop the strategic goals and objectives as well as the RCWDB Local Plan for 2017-2020 (Figure 3).

While long-term comprehensive planning occurs in alignment with regulatory requirements, short-term planning occurs on an annual basis to review strategic goals and objectives and ensure they remain relevant with organizational needs, direction and strategic vision. The annual review includes an environmental overview, SWOT analysis, and review of strategic goals and objectives to ensure achievement. WDB staff are housed in the Economic Development Agency for the County and as such, participate in economic development planning also on an annual basis.



The RCWDB is one of two Local Boards (Boards) that comprises the Inland Empire Regional Planning Unit (IERPU). The IERPU Boards worked together to coordinate and develop the Regional Plan which included a comprehensive analysis of the economic landscape and labor market intelligence for the region. These data were used to establish the strategic vision for the region and guided the planning activities including the development of Regional Goals for Training and Education (Attachment II).

Figure 3: RCWDB Goals Aligned with CWDB Objectives & Policy Strategies

CWDB Objectives / Policy Strategies Alignment		RCWDB Goals
Objectives	Policy Strategies	
<ul style="list-style-type: none"> • Fostering "demand-driven skills attainment" • Enabling upward mobility for all Californians 	<ul style="list-style-type: none"> ▪ Sector Strategies, Career Pathways, Utilizing Earn and Learn Strategies 	Meet the current and future workforce needs of targeted and key industry sectors.
<ul style="list-style-type: none"> • Fostering "demand-driven skills attainment" • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services 	<ul style="list-style-type: none"> ▪ Sector Strategies, Career Pathways, Utilizing Earn and Learn Strategies 	Engage industry partners in robust ways to inform training needs, curriculum, and skills gap issues.
<ul style="list-style-type: none"> • Fostering "demand-driven skills attainment" • Enabling upward mobility for all Californians 	<ul style="list-style-type: none"> ▪ Sector Strategies, Career Pathways, Utilizing Earn and Learn Strategies, Providing Supportive Services, 	Significantly reduce the number of long term unemployed and disconnected young adults and other groups that lack access to the workforce.
<ul style="list-style-type: none"> • Fostering "demand-driven skills attainment" • Enabling upward mobility for all Californians 	<ul style="list-style-type: none"> ▪ Sector Strategies, Career Pathways, Utilizing Earn and Learn Strategies 	Expand the use of apprenticeships as a work-based learning strategy.
<ul style="list-style-type: none"> • Enabling upward mobility for all Californians • Aligning, coordinating, and integrating programs and services 	<ul style="list-style-type: none"> ▪ Organizing Regionally, Building Cross System Data Capacity, Integrating Services and Braiding Resources 	Continue to establish and bring recognition to the WDB as the focal point between employees, employers, education, economic and community development.

In preparation for regional and local planning, the RCWDB reviewed the environmental scan data update its vision, mission, values and other operating principles as well as its strategic goals and objectives to ensure alignment with the California Unified Strategic Workforce Development Plan. The RCWDB vision (Figure 3) is in alignment with the California Workforce Development Board's (CWDB) vision of "Skills Attainment for Upward Mobility and Shared Prosperity".

Goals were adjusted to ensure alignment (Figure 3) and a focus on contributing to CWDB's three policy objectives, seven Policy Strategies, and goal to: *"produce a million "middle-skill" industry-valued and recognized postsecondary credentials broadly defined here as sub-baccalaureate credentials with demonstrable labor market value, including industry-recognized certificates, or certifications, or certificates of completion of apprenticeship, or professional licenses, recognized by California or the federal government, as well as industry-valued associate degrees that facilitate movement into either the labor market or longer term educational programs aligned with the state's workforce needs"*. The RCWDB strategic objectives defined for each goal further demonstrate alignment to the State Plan (Attachment I). The RCWDB has also adopted the Regional Strategy Tool to ensure alignment of its strategic goals with regional goals as well as to track progress and achievement at the local level (Attachment II).

In order to assess the workforce development activities at the regional and local level, the IERPU WDBs hosted Regional and Local Stakeholder Forums involving partners, stakeholders and customers. The assessment activities provided multiple opportunities for these key stakeholders to provide feedback for the regional and local workforce development activities. These results were also reviewed by the RCWDB to update its strategic goals. As shown in Figure 3 and Attachment I, RCWDB Goals and Objectives focus on preparing an educated and skilled workforce including: Goal 1, *Meet the current and future workforce needs of targeted and key industry sectors* and Goal 4, *Expand the use of apprenticeships as a work-based learning strategy*.

To ensure the RCWDB continues its focus on performance accountability measures based on WIOA performance indicators, Goals and Objectives were developed with these requirements in mind. Goal 3 focuses on significantly reducing the number of long-term unemployed and disconnected youth while objectives include continuous improvement to ensure core programs are effective as well as efficient in order to meet customer needs. Performance measures for WIOA Title I negotiated with the state in conjunction with the IERPU are detailed in Figure 20.

ii. Strategy for Core Program Implementation

The RCWDB and its America's Job Centers of California (AJCC) staff have a long-history of partnerships with key organization throughout the county in order to outreach and serve residents with barriers to employment. The State of California Employment Development Department (EDD), for example, has been a long-time co-located partner and has been integral in outreaching and serving dislocated workers (DW) and veterans.

In 2004, the RCWDB adopted the Integrated Services Delivery Model (ISD) providing a framework and guidance to further integrate partners and their programs and services. In 2008, the AJCC's became an ISD "Learning Lab" pilot site for the State and in the process, became a role model in partner integration. The ISD model facilitated the integration of partners to create the AJCC as a One-Stop Career Center offering complete access to education and training programs and services provided by all partners (Figure 4).

To ensure ISD continues, RCWDB is relying on its expertise and history with its partners as a foundation for deploying its core programs and achieving the strategic vision and goals of the local plan. RCWDB will use its available tools to assist in carrying out core programs (Figure 5) as follows:

MOU: RCWDB has established a Memorandum of Understanding (MOU) which has been agreed to and signed by all mandated and key partners. The partners formally agreed to coordinate services,

customers referrals, co-enrollment and case management as well as sharing of customer data. RCWDB is now entering the development and implementation of MOU Phase II which includes cost sharing agreements, to ensure resources are braided, and duplication is eliminated. This strategy allows the WDB to focus limited resources on training to develop the competitive workforce that employers need. The comprehensive MOU details how the partners will work together to increase serve shared customers.

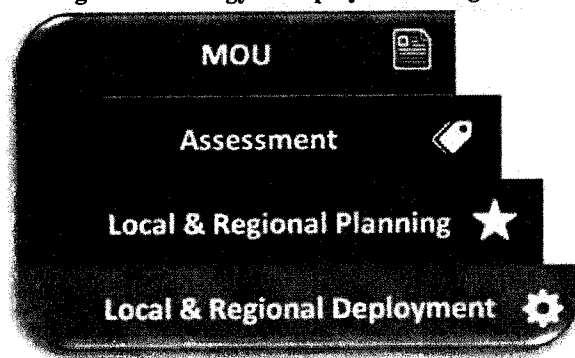
Figure 4: AJCC Program & Service Offerings

<ul style="list-style-type: none"> ▪ Title I WIOA (Adult, Dislocated Worker, Youth, Rapid Response) ▪ Wagner-Peyser Act ▪ Title II Adult Education and Literacy Activities (Basic Skills, GED, ESL) ▪ WIOA Title IV Amendments to the Rehabilitation Act of 1973 (Vocational Rehabilitation) ▪ Department of Public Social Services (TANF) ▪ Title V Older Americans Act (Employment Services) ▪ Carl Perkins and Applied Technology Act (Vocational Education) ▪ Title II of the Trade Act of 1974 (Employment Services/Vocational Training) 	<ul style="list-style-type: none"> ▪ Title 38, USC, chapter 41 (Veterans DVOP/LVER) ▪ Community Services Block Grant Act (Support Services) ▪ Department of Housing and Urban Development (Employment and Training) ▪ State Unemployment Compensation (Financial Assistance) ▪ Title I, 167 Grantees (Training and Employment, One-Stop Services) ▪ Title I-C Job Corps (Youth Education, Vocational Training) ▪ California Senate Bill 293 (Small Business Development Center-SB293) ▪ Social Security Benefits (SDI/SSI)
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Assessment of Workforce Development Activities:

The Board used its Regional Subcommittees (public meetings) and scheduled additional Stakeholder Forums (Forums) in the County to access input and create a local plan that represents the partnership that maintains the award winning workforce development system. The Forums provided an opportunity for partners to assess current workforce activities, identify opportunities for improvement (OFI) and provided input towards solutions. The assessments provide a forum for the partners to participate in the regional and local planning, as well as develop strategies for working together to carry out core programs. Participants included assigned partners, mandated partners, business customers, and other community stakeholders. Participation of K-12, community colleges, colleges, universities, and our business customers representing our target industries, also contribute to our alignment with criteria for High Performance Board. This participation also provides the opportunity for partners to expand their role in the system and participate in the deployment of the Local and Regional Goals to move customers to middle-skilled and mid-level wages or higher, and achieve the RCWDB's vision of "Infinite Opportunity, Lasting Prosperity". Assessment results were used to update the RCWDB strategic goals and Local Plan that can be used as a guide for carrying out core programs as shown in Attachment I, RCWDB Goals and Objectives.

Figure 5: Strategy to Deploy Core Programs



Local and Regional Planning & Deployment: Assessment results were used to identify OFIs for the workforce development system including its core programs at the local and regional levels. The results were used to update goals and objectives for the Local Plan. Assessment results were also used to develop Regional Activities and Regional Goals for Training and Education (Attachment II), detailed in the Regional Plan to also guide the deployment of core programs across the region. Using this

strategy, implementing the Local and Regional Plan ensures the deployment of core programs while addressing the gaps identified in the assessments. For example, goals and objectives in the Local Plan include developing and implementing training including career pathways. Related activities and goals for training and career pathways are also included in the Regional Plan.

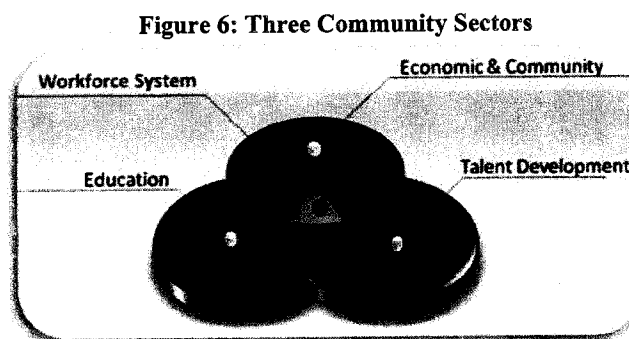
Using a strategy to implement core programs that consist of multiple methods (Figure 5), ensures that all system efforts, including the AJCCs, are effective in increasing access to education, training, employment and supportive services for target customers who face multiple barriers to employment including ELL, low-income and veterans. Moreover, the strategy will also ensure that career pathways as well as earn and learn opportunities are accessible by all customers who need the services to successfully attain employment.

B. Alignment to State Plan Policies

i. Workforce Development System

The RCWDB has defined the workforce development system as the intersection of three community sectors (Figure 6). Working together, these three community sectors build the competitive workforce that business need and create the career pathways for job seekers, providing opportunities to achieve economic security. The three community sectors are:

- **Education** that develops the basic competencies of a workforce;
- **Economic and Community Development** sector that supports business retention, attraction, sustainability, and growth to create the jobs; and
- **Talent Development** of the career and technical skills that employers need to achieve their organizational results and global competitiveness. The intersection of these three community sectors creates the workforce development system in RC.



The RCWDB strategic goals and objectives for the workforce development system establishes the direction towards achieving the Board's vision. The goals and objectives also provide a focus to ensure:

- the workforce development system remains relevant and important to local customers and stakeholders, producing industry-valued credentials and a pipeline of qualified workers;
- jobseekers have the skills and competencies required for demand occupations to qualify for middle-skilled employment opportunities and competitive wages to advance towards economic equity; and
- the RCWDB enhances its brand image in the community, promoting its value proposition to become the recognized training hub throughout RC.

Figure 7: Services for Adult Customers

Basic Career Services		
<ul style="list-style-type: none"> • Referrals to community resources • Career guidance • Labor exchange services • Labor market information (LMI) • Eligibility for all AJCC programs • Information on program cost • Unemployment Insurance (UI) Information 	<ul style="list-style-type: none"> • Orientation • CalJOBS • Career resource center for self-service • Initial assessment of skills, aptitudes, abilities, supportive services • Information on Supportive Services 	
Individualized Career Services		
<ul style="list-style-type: none"> • Career assessments • Skill-level assessments • Career planning • IEP development • Case management • Work experience (WEX) • Career exploration 	<ul style="list-style-type: none"> • Resume writing • Soft skills development • Supportive services • Stress solutions • Effective study skills • Essentials of credibility, composure, confidence 	<ul style="list-style-type: none"> • Computer literacy • Interview skills • Financial literacy • Networking basics • RivCo network • Personal accountability
Talent Development		
<ul style="list-style-type: none"> • Combine workplace training with instruction (cooperative education) • Adult education literacy, numeracy, ESL activities (contextual) • On-the-Job Training (OJT) 	<ul style="list-style-type: none"> • Incumbent worker training • Individual Training Accounts (ITA) • Skill upgrading and retraining • Transitional jobs • Entrepreneurial training • Career pathways training 	<ul style="list-style-type: none"> • Training programs operated by private sector • Customized training • Diploma/High School Equivalency Exam (HSEE) prep • Career and Technical Education • Customized training • Apprenticeships
Individualized Career Services: Talent Marketing		
<ul style="list-style-type: none"> • Job development • Pre-screening candidates • Hiring events • Industry specific job fairs 	<ul style="list-style-type: none"> • Job matching • Networking opportunities • Experience Unlimited • Career fairs 	<ul style="list-style-type: none"> • Job search services • Pre-hire testing • Job club • Job coaching
Supportive Services		
<ul style="list-style-type: none"> • Transportation • Fees for training certificates: CPR, food handler, driver's license 	<ul style="list-style-type: none"> • Referrals to food pantries, housing • Tattoo removal • Uniforms 	<ul style="list-style-type: none"> • Childcare • Training and work tools • Interviewing clothes • Books, supplies

Figure 8: Business Services

Business Services		
<ul style="list-style-type: none"> • Industry sector strategies • Business analysis • Layoff aversion • Outplacement services 	<ul style="list-style-type: none"> • LMI • Customized training • Business Resources & Referrals • Hiring incentive program 	<ul style="list-style-type: none"> • Government resources • Human Resources Information • Tax incentives

The workforce development system programs and services comprise our product box and includes all the services provided through the RCWDB's AJCC's, satellites, portals and Youth Opportunity Centers (YOC), regardless of the partner who provides them (Figure 4). Our product box is segmented according to customer needs. Programs and services for Adults (AD) including DW's, and target customers, are detailed in Figure 7. Business services are listed in Figure 8 and Youth Services are listed in Figure 9.

Figure 9: Youth Services

<ul style="list-style-type: none"> • Initial assessment • Career and educational guidance • Eligibility for all AJCC programs • Career assessment • Career planning • Case management 	<ul style="list-style-type: none"> • LMI • WEX • MyIECareer.com • College tours • Orientation • CalJOBS registration • ISS development 	<ul style="list-style-type: none"> • Work readiness skills • Financial literacy • Tutoring • Resume preparation assistance • Career Exploration • Information on colleges • Information on diploma/HSEE
<ul style="list-style-type: none"> • Leadership development • Career pathways • 	<ul style="list-style-type: none"> • Career & technical training • Computer literacy 	<ul style="list-style-type: none"> • Entrepreneurial training • ESL • Diploma/Equivalency Prep
<ul style="list-style-type: none"> • Pre-apprenticeships • OJT • Paid WEX 	<ul style="list-style-type: none"> • Hiring events • Job fairs • Career fairs 	<ul style="list-style-type: none"> • Job coaching • Retention case management • Job development
<ul style="list-style-type: none"> • Transportation • Fees for training certificates: CPR, food handler, driver's license 	<ul style="list-style-type: none"> • Referrals to food pantries, housing • Tattoo removal • Uniforms 	<ul style="list-style-type: none"> • Childcare • Training and work tools • Interviewing clothes • Books, supplies

Youth Services includes In-School Youth (ISY) and Out-of-School Youth (OSY). Our young adults, ages 18 to 24, receive youth services and are co-enrolled into WIOA adult services as appropriate. There are six product lines for serving adult customers (Figure 7): Basic Career Services, Individualized Career Services, Talent Development, Individualized Career Services: Talent Marketing, and Supportive Services. Youth Services has four product lines (Figure 9): Work Preparation, Education and Training, Earn and Learn and Job Placement and Supportive Services.

Programs and services are continuously added as partners are added or services are expanded. This continuous positive change requires continuous cross-training of staff to ensure they are kept informed of added services and potential eligibility requirements.

ii. Supporting the Seven Policy Strategies

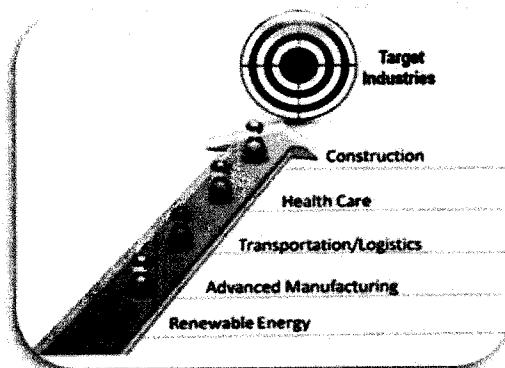
The RCWDB aligned its strategic goals and objectives with the seven Policy Strategies (Figure 3, Attachment I). Our core programs and services carry out the goals and objectives (Figures 7 through 9) in conjunction with our partners towards the Board's vision and in support of the seven Policy Strategies.

1. Sector Strategies: The RCWDB, in partnership with the SBCWDB, selected three target industry sectors: *Health Care*, *Manufacturing*, and *Transportation and Logistics*. While the two Boards will focus on the three sectors at the regional level, the RCWDB will also focus on two additional industry sectors: *Construction* and *Renewable Energy* (Figure 10).² Further, the RCWDB will also focus on advanced manufacturing occupations within the manufacturing industry sector. To organize regionally and address the three target industries, the two Boards also procured industry

² According to Bureau of Labor Statistics, Transportation and Logistics are sub-sectors under the industry supersector, *Trade, Transportation and Utilities*. Renewable energy is also falls under the same supersector. Advanced manufacturing is organized under the *Manufacturing* industry sector.

experts for each sector to coordinate employer convenings, facilitate business needs assessments, coordinate partners and program development of career pathways to meet the needs of employers within the sector. In order to effectively serve the employers, dedicated staff with the industry expertise are needed and these Industry Consultants will fill this purpose. The RCWDB has been a leader in SlingShot, a pilot sector strategy for the health care industry. In partnership with SBCWDB, the businesses were convened, the needs assessment were completed, a skills map was developed and used to develop customized training curricula, and the training provider was selected. The first session began in January 2017.

Figure 11: RCWDB Target Industries



2. **Career Pathways:** Career pathways will be developed for the industry sector strategies in order to create the pipeline of qualified workers that employers need. Career pathways in Health Care and Manufacturing will be the result of the SlingShot pilot that will train participants specifically for occupations in the two industry sectors. The purpose of career pathways is for graduates to immediately transition into the job in which they were trained. Multiple pathways were identified that are currently underway throughout RC and the partners are now coordinating how these non-WIOA funded trainings will be integrated into the workforce development system for co-enrollments.
3. **Organizing Regionally:** The RCWDB has a long history of partnering with neighboring SBCWDB to serve employers and jobseekers. The focus of the seven Policy Strategies on regional approaches have inspired the two Boards to expand their efforts in regionalism. Selecting the same industry sectors and hiring regional Industry Consultants to coordinate the sector strategies demonstrate our commitment to regional approaches that benefit our customers. Further, the two Boards have led the development of the IERPU Regional Plan which delineates our current and future efforts for organizing regionally.

Regional planning included assigned, mandated and other strategic partners and stakeholders from both counties. The partners worked together to create the regional strategy that resulted in the Regional Strategies for Training & Education (Attachment II). Local and regional partners also represented the three community sectors (Figure 6) that comprise the workforce development system. The two Boards set the direction for planning with an overall workforce development vision (Figure 11) for the region, demonstrating a partnership at the highest level and setting the expectation for integration that facilitates common intake, co-enrollment and co-case management. All partners participated in an assessment of the workforce activities and the overall system, identifying OFIs, and developing strategies to improve regional approaches as well as developing new ones. Involving

Figure 11: IERPU Vision

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

all partners in the assessment and development of the regional plan is the first step in creating the commitment necessary for deploying the strategies within the plan to achieve the IERPU vision.

4. **Earn and Learn:** Traditional earn and learn opportunities will continue including OJTs and paid WEX for youth, offering participants the ability to generate income during training and increasing program retention. These services will be expanded with apprenticeships, both traditional and non-traditional, customized to address industry sector needs.

The RC partners conducted an assessment of the countywide system in local Stakeholder Forums and expansion of Earn and Learn opportunities was explored. The partners agreed that co-enrollment of customers with multiple barriers could expand Earn and Learn opportunities that could greatly increase transition and retention. For example, individuals with disabilities (IWD) are co-enrolled; however, increased coordination with co-case management may allow for OJT funded by the State of California Department of Rehabilitation (DOR) to be followed with WIOA funded OJT to provide continued training and job coaching and ensure successful transition to the work environment and job retention.

5. **Supportive Services:** Supportive services (Figures 8 and 10) have traditionally brought partners to the table for co-enrollment as agencies with limited funding seek the services their customers need. Partners recognize that they must work together to maximize the supportive services available. Childcare continues to be the most expensive of all supportive services and limits the number of participants that one agency can assist. Yet, the service is critical for parents with young children to enter employment. Partners rely on co-enrollments to leverage resources and provide the childcare services that meet the needs of their mutual customers.

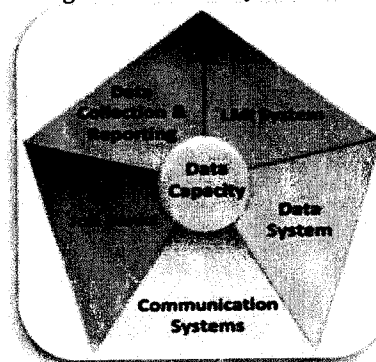
Participants receiving public assistance including CalWORKS and Temporary Aid to Needy Families (TANF) are provided with child care assistance through the Department of Social Services (DPSS), allowing partners to focus on training services and other supportive services that these low-income participants may need. The partners are committed to continuously seeking new resources to expand supportive services. Co-enrollment has assisted the partners in streamlining resources while ensuring that participants have the services they need.

6. **Building Cross-System Data Capacity:** Cross-system data capacity has been one of the most challenging areas to coordinate, yet critical to a seamless, customer-centered approach to services. This element was assessed at the local and regional level and similar challenges are found across the region.

Different partner agencies have separate systems and confidentiality regulations limit access across systems; however, the partners identified accomplishments to date and strategies for advancement (Figure 12):

- a. **LMI Systems:** Partners rely on the EDD website for LMI information and it is available to all partners. Further, EDD representatives provide monthly update reports at Regional Sub-Committee meetings informing partners on current unemployment rates, job ads, labor force, and industry and occupational employment. CalJOBS integrates LMI data with its job bank and career assessments. For example, once

Figure 12: Cross-System Data



a participant completes a career assessment, results can be cross-referenced with occupational data that match assessment results, showing entry level wages, education level requirements and years of experience required as well as the number of jobs currently available through CalJOBS for those occupations. This information is accessed by participants who can print and share information with their case manager regardless of the organization they represent.

- b. Data Systems:** Currently, EDD and RCWDB/WIOA Title I staff have access to CalJOBS and are able to view customer enrollment and profile information, facilitating co-case management between the two partners. RCWDB staff are currently exploring the potential of expanding access, even if limited to viewing only, to all partners. The ability to even view information, with appropriate participant authorization on file, will facilitate co-enrollment and case management between partners. Access to the system that would allow partners to also enter case notes would be an added benefit.

Data sharing systems are being explored across the state according to our education partners input in Stakeholder Forums that would allow access to information. Systems are being explored for Strong Workforce as well as under the Adult Education Block Grant (AEBG), both in the community college system. The benefit that CalJOBS offers, is the access to unemployment insurance (UI) wage base information. With partner services, including Strong Workforce, AEBG, DOR and Inland Empire Regional Center (IERC) now measured on job placement, this CalJOBS feature can play a significant role in assisting partners to demonstrate they are meeting performance measures.

- c. Communication Systems:** Partners rely on the e-mail system for continuous and consistent communication. Email groups can be established to send information to the partnership. With almost all partner using Outlook, meetings can easily be established and immediately reserved on individual calendars upon acceptance of the meeting. Websites are also used for communication and increased integration will continue as partners add other partner website links on their own. The most effective communication system remains regular face to face meetings ranging from the RCWDB meetings as well as the Regional Sub-Committee meetings that allow for information exchange, planning and coordination of core programs.
- d. Job Banks:** The most widely used job bank is CalJOBS and is available to all participants. Access to the job bank is a motivator to customers registering with CalJOBS and facilitates AJCC tracking of customers once they register. Access to the job listings and job bank is open to the public and accessible to all partners as well.
- e. Data Collection and Reporting Processes for All Programs:** While EDD and WIOA Title I staff jointly collect and report data from CalJOBS, partners rely on self-reporting for all other workforce development activities. Regional efforts for addressing data collection and reporting will also benefit the local level as follows:
- 1) Industry Consultants will hold the responsibility for reporting progress as well as outcomes for career pathways and industry sector activities at the regional level. This reporting will encompass all partner enrollments, credentials earned and placements.
 - 2) Regional efforts are underway to establish a reporting system where partners will be able to upload outcomes for reporting purposes.

- 3) RCWDBs will be monitoring system-wide performance and outcomes on a regular basis. With most partner leaders participating in the Local Boards, this regular reporting approach will allow leaders to address barriers in data collection and reporting.

7. Integrating Services and Braiding Resources: RCWDB has been coordinating partnerships with its mandated and key partners for many years. With the adoption of the ISD model, integration of partners has facilitated the braiding of resources through co-enrollments. Multiple methods are now used to expand opportunities for integrating services and braiding resources:

- a. **Coordinating services:** Coordinating services and integrating them in daily core programs across partners assists in braiding resources. Wagner-Peyser work readiness workshops are available for customers enrolled in any partner service. While EDD staffing and services have been reduced across the region, we hope that these services will eventually return. Other partners also provide workshops for customers such as financial literacy provided by local community based organizations (CBO) and financial institutions such as Wells Fargo. Other workshops include: Entrepreneurial and Microenterprise through Coachella Valley Women's Business Center which also offers free slots for WIOA. RC is the Small Business Development Center (SBDC) in Coachella Valley and have consultants to provide the entrepreneurial and business services.
- b. **Co-enrollment:** Co-enrolling participants and co-case management are the most effective methods of integrating services and braiding resources across partners, regardless if they are co-located or not. Partners have a referral process in place and cross-referrals are included in the partner MOU. Co-enrollment requires coordination and agreement on how partner resources will be used to provide maximum services to customers. Typically, one partner funds career training and another may fund work readiness workshops or OJT.
- c. **MOUs:** MOUs (Attachment VI) stipulate how partners will integrate their services that will result in co-enrollments. The referral process is outlined in the MOU which includes a referral form and electronic transfer to and from partners. MOU Phase II is under way which will include cost sharing agreement, further ensuring that braiding of resources continues to benefit across partners. Because the RC is the administrative entity for the RCWDB, coordinating services and co-enrollment with other County programs is facilitated with partners such as TANF/CalWORKS and economic development.

C. Services & Service Strategies

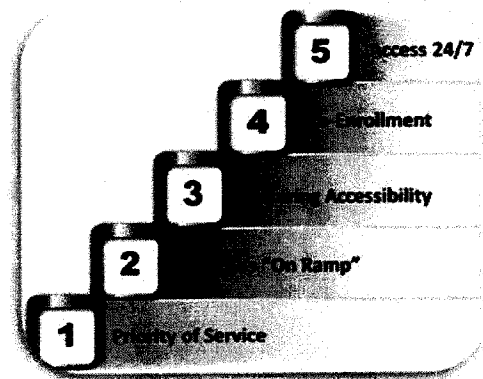
i. Expand Access to Services

Access to services is the primary purpose of partnerships at the service delivery level. While co-location is the ideal for customers to access all services in one location, the reality is that not all partners have the capacity or funding to be able to do so. Instead, the partners rely on multiple strategies (Figure 13) to expand access to services by customers, in particular, special populations such as veterans and IWD.

1. **Priority of Service:** Access to services by partners begins with the signed MOU (Attachment VI). The MOU not only details the referral process but also addresses customers who have priority of service. While partners each have their own definition of priority customers, most have similar

requirements which include: IWD, veterans, low-income, and those needing ESL or Basic Skills. Other priority of service customers includes ex-offender, disconnected youth, foster youth and customers with multiple barriers. The MOU also requires a commitment from all partners to provide access to all workforce development services available through the system to all customers. Attachment F of the MOU document details all partner services and the access mode at the AJCC. Special populations such as veterans are fast-tracked upon entering the AJCC, and connected to the EDD Veterans Representative for immediate service and CalJOBS registration. All staff are trained on the process to ensure that all veterans are provided immediate access to services.

Figure 13: Expand Access to Services



2. **AJCC as "On-Ramp":** Centralizing training services using the AJCC as the hub, assists in creating access to training services. The AJCC can then be used as the on-ramp to career pathways. AJCC partners will coordinate pathways which will help centralize access to training through the centers. This centralization will ensure that customers have access to the service regardless of the partner funding or providing the pathway training.
3. **Ensuring Accessibility:** All partners are required to abide by the Americans with Disabilities Act (ADA) which requires reasonable accommodation for IWD to access services offered. Compliance is also included in the MOU. The AJCCs are monitored annually internally to ensure compliance with ADA, using a state tool for assessing compliance. It is also monitored externally through the EDD for compliance. The AJCC is also fully equipped with assistive technology to ensure accessibility.
4. **Co-Enrollment:** Continued coordination of services, weekly staff and monthly partner meetings also ensure that partners are maintaining access to services for all partners. These meetings are also used as safety nets to ensure that opportunities for co-enrollments are not missed.
5. **Access 24/7:** Websites services continue to be expanded to offer 24/7 access for customers. Partners are adding the website links to other partners to facilitate access for customers.

ii. Facilitate Development of Career Pathways & Co-Enrollment

The RCWDB is partnering with SBWDB to coordinate a regional approach to industry sector strategies using Industry Consultants that facilitate this process on behalf of the region. Their role includes the coordination of industry sector convenings and needs assessment to determine human capital needs. Based on these results, the Consultants can facilitate design of career pathways on behalf of the all the partners. Consultants will also work with the training providers and facilitate the development of training curriculum with direction and input from the employers to ensure their skill needs are addressed. Consultants are also industry experts and will use their knowledge to facilitate career pathway development between employers and AJCC partners.

The AJCC partners also hold the responsibility for coordinating outreach and recruitment of training candidates, as well as co-enrollment for participants that are eligible for multiple programs. During

career pathway enrollment, partners who have students enrolled, meet weekly to ensure all participants are on target for completing the program and any barriers that emerge are addressed immediately. This process also allows partners to identify any co-enrollments that may be needed. Partners also track and report progress on all participants to ensure success and facilitate solution development should any issues evolve.

Similar coordination will occur with any career pathways that are non-WIOA funded and led by a partner instead of RCWDB. AJCC Partners will coordinate the process for enrollment, co-enrollment, and weekly meetings can be used to track participant progress and sharing the information to demonstrate success. Partners will be responsible for tracking and reporting of outcomes for all partners. Further, co-enrollments can be tracked on CalJOBS whether partners have access or not. AJCC staff will be able to run reports on their enrolled participants and identify those that are co-enrolled as well as those who may need to be co-enrolled.

Strong Workforce Program/Doing What Matters: Riverside County's *Green Pathways = Green Payday* project with College of the Desert in designing a renewable energy career pathways training that meets industry's identified needs. Not to oversaturate the market, the three community colleges in the region providing the training include: College of the Desert, Mt. San Jacinto and Chaffey. The classroom training is aligned with North American Board of Certified Electrical Practitioners (NABCEP) learning objectives and is combined with hands-on experience provided through the non-profit, GRID Alternatives. WIOA funding covers eligible participant's tuition and a possible OJT of up to 600 hours upon completion of the class. The criteria in this model is set to meet the employers' need for employees that: immediately have the ability to actually do installation, have real experience with installations and have the ability to learn the employer's way of doing business. It was clear that the intent of the model is not to merely train an individual to be an installer but provide the graduate with the ability to move up within the solar firm.

iii. Improve Access to Post-Secondary and Industry-Recognized Credential

Community Colleges and our local University of Riverside (UCR) have solidified their expertise in workforce development and establishing career pathway trainings, stackable credentials, and contextual curricula that meet the needs of participants as well as employers. As such, these partners are invited to participate in employer convenings to identify the best equipped trainer that can meet industry needs. Selection of the actual trainer is done by the employer or in conjunction with the AJCC partners. Because the curriculum is developed based on employers' input and design, this ensures that the credential earned will be recognized and valued by them. Employers are also engaged throughout the implementation of the career pathway to ensure needs continue to be met and recommended modifications as needed.

Contextual curricula offer the opportunity for participants who need a refresher in ESL or Basic Skills to receive that education while training for a career and ensures the refresher is directed towards the occupation they will be entering. For those participants who need more instruction, they can access the service through our adult education partners: Title II funded partners or AEBG funded Consortia partners. These courses are typically open entry/open exit and self-paced, allowing participants to quickly enter the training and prepare to enter a career pathway. These courses will be coordinated and attached to career pathways to serve as a motivator for those participants interested in entering the pathway.

The goal of Title II, adult education, and AEBG partners is to increase access to their services as well and offer courses throughout the communities in RC. Services include credit recovery for high school

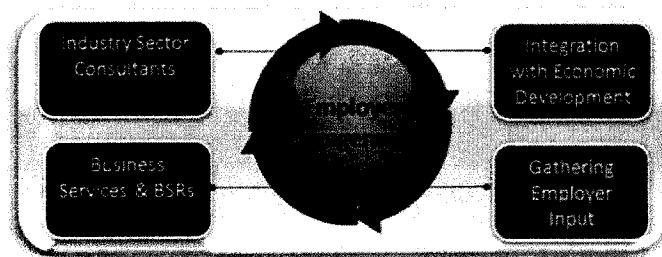
students who need to work towards their diploma or equivalent; or adults who need to attain their diploma or equivalent. Participants in the AJCC are referred and co-enrolled in these services as part of an overall employment plan to meet their career goals.

The regional and local planning assessments identified opportunities for improving the access to post-secondary education, specifically, ESL, Basic Skills, and diploma/HSEE. The partners' goal is to ensure that everyone who needs these services are transitioned to those services to address the gap that may impact their ability to attain a job. Partners will continue to coordinate this service to ensure a smooth referral and transition process as well as co-enrollment.

iv. Facilitate Employer Engagement

Employer Engagement continues to be a priority for RCWDB and uses several methods to increase engagement (Figure 14). Methods include: the deployment of Industry Consultants at the regional level, the business services provided by the AJCC's Business Solutions Consultants (BSC), integration of economic development services and gathering input from employers on the workforce development system, programs and services.

Figure 14: Facilitate Employer Engagement



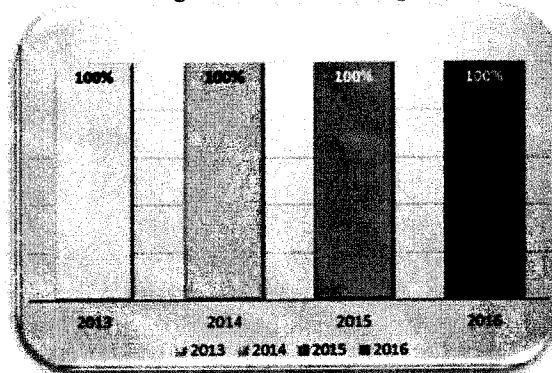
1. **Industry Sector Consultants:** Industry Consultants were procured for regional sector pathways in the Health Care and Manufacturing target industries. Consultants coordinate employer convenings and facilitate employer engagement sessions to gather input and conduct needs assessments. Results of these activities are used to design career pathways that create the human capital the industry needs.
2. **Business Services:** BSCs and the Business Solutions Team (BST) interface with business on a daily basis to gather job orders, maintain customer relationships and identify any needs that require AJCC services or other resources and referrals. BSCs can also identify early warning signs of potential decline or other distress factors that require convening partners to assist. This continuous interface ensures that employers remain engaged and that BSCs are able to respond to any immediate needs.
3. **Integration with Economic Development:** The AJCC's and WIOA funds are administered by RC and are housed in the County's economic development department, Economic Development Agency (EDA). This ensures that workforce development services and economic development services are integrated to respond to community and business needs. This also adds additional business interface from EDA to access input on services and needs. Workforce development needs that are voiced are referred to AJCC's for follow up or are convened as part of an overall economic development strategy for business attraction or retention.
4. **Gathering Employer Input:** RCWDB hosts several functions throughout the year that engages business and allows for the gathering of employer input regarding needs. Businesses also participated in Stakeholder Forums to provide input into the regional and local plan, identifying needs and providing ideas for innovations. Employers voiced their commitment to working with training providers and RCWDB staff to develop customized trainings. Their primary goal is to have

a pool of qualified and trained candidates that they can select, interview and hire to meet immediate needs.

The RCWDB also generates a business survey to gather input regarding programs and services and measure satisfaction and engagement. The Information and Analysis Team conducted the ninth annual **Business Customer Satisfaction Survey** for the organization in August, 2016 which generated a 30% response rate. The survey is intended to provide information from business customers on where the organization is excelling and areas that provide OFI. It also provides a set of benchmarks for comparison purposes.

One question posed in the survey to measure engagement and loyalty asks the businesses their level agreement with the statement: *Will Use the Business Solutions Team for Future Needs*. As shown in Figure 15, 100% of respondents either “agreed” or “strongly agreed” with the statement, thus confirming that they would use BST services for their future needs.

Figure 15: Return Usage



v. Meeting the Needs of Business

The RCWDB has established three regional subcommittees throughout the county to address issues related to partner coordination of services and meeting customer needs. The Regional Subcommittees are strategically located to ensure that remote areas are able to participate and their unique needs are addressed. The Subcommittees meet bimonthly and are comprised of RCWDB members, industry leaders and workforce development system partners. The Subcommittees focus on regionally-specific business needs, programs, and initiatives. One of the outcomes of these meetings is to develop recommendations for Business Service initiatives to ensure that business and industry needs are met. In addition to the five targeted industries adopted by the RCWDB, the subcommittees may adopt industry sectors that are considered “key” to their local economies. The Eastern Regional Committee has adopted Agriculture and Hospitality/Tourism as key industry sectors for their region.

The strategies to facilitate employer engagement (Figure 14) also assist the partners in identifying and addressing the needs of business (Figure 8). Business Services are continuously being improved and added as the BST receives information regarding needs and develops innovative ideas. Using customer-centered design, RCWDB staff led the design of a mobile application, “Pathways to Prosperity” that includes an economic development component. It can be used to engage business partners to interact with staff and EDA beyond web presence, assisting business startup services, relocation, permitting coding, and tax breaks. A business can book an appointment to get a position filled, OJT, or schedule an appointment with a business center. Customers do not have to go to separate web pages and instead, can access information in one place. This innovative technology was selected by United States Department of Labor (DOL) for recognition at the White House.

Other services coordinated by the BST include incumbent worker training which can be used as a strategy to avert layoffs or upskilling to assist a firm in sustainability or growth. The BST conduct the needs assessment to identify the skills gaps that need to be addressed. Similar to development of career pathways, the BST can facilitate the design of the program using employer input and the selected training provider to develop the curriculum. BST will coordinate the incumbent worker training

program which may be funded through WIOA or through other sources such as Employment Training Panel (ETP). As incumbent workers are upskilled and advance through promotional opportunities, the BST will recruit new employees to fill those positions. The BST can also coordinate customized trainings for new employees to ensure they have the technical skills needed to qualify for and enter employment. These sectoral services concentrate on a single employer; however, they can be coordinated for multiple employers or transitioned to career pathway training, depending on the needs of the employers and industry.

vi. Coordination of Workforce Development Programs and Economic Development

The coordination of workforce development programs with economic development begins with the organizational structure which houses the AJCCs, WIOA Title I staff including RCWDB staff, under EDA facilitates integration of programs. EDA administers the WIOA funds and programs as well as the economic development programs. The RCWDB also recognizes the importance of coordinating the two programs and established a mission statement accordingly (Figure 1). It also addresses economic development in its strategic goals (Figure 3), and understands the importance of the community sector in workforce development (Figure 6).

Business services (Figure 8) include services to support business during periods of growth, decline and overall sustainability and success. Workforce development is key in all three phases whether it is recruiting for new hires, facing downsizing or closure, or upskilling its workforce to increase sustainability. In all phases, partnership with economic development partners is necessary whether it is the EDA Team, SBDC, California Manufacturing Technology Consultants (CMTC) or coordinating with a local iHub. All firms bring resources and assistance to ensure business needs are met.

In 2010, the State of California launched an initiative to create innovation hubs, known as iHubs, to stimulate economic development and job creation around clean technology. The Coachella Valley iHub was among the first 12 areas designated and includes the Cities of Palm Springs, Cathedral City and Desert Hot Springs. The Coachella Valley iHub focuses on entrepreneurship, and clean technology development, and commercialization. More recently, Murrieta and Temecula became part of the San Diego iHub. The San Diego iHub, which encompasses the combined area of San Diego, Imperial County, and Inland Southern California along the I-15 corridor will build upon the region's existing innovation infrastructure and strong culture of collaboration to create three convergent clusters: mobile health, biofuels, and solar energy, energy storage and biomimicry. These clusters will utilize the region's wealth of resources to promote new collaborations, create employment opportunities, shorten the commercialization process, and attract funding for technology.

vii. Strengthen Linkage with Unemployment Insurance Programs

Linkage with UI is critical to outreaching and serving customers. UI is co-located in our comprehensive AJCCs and draws unemployed and underemployed job seekers, including dislocated workers into our centers. Even if they do not qualify for UI, these customers can still use our center and become participants of WIOA as well as other AJCC programs and services.

The UI process will randomly select recipients and require them to attend a Personalized Job Search Assistance Workshop (PJSA) or Reemployment and Eligibility Assistance (REA) Workshop further introducing them to AJCC services and allowing direct outreach to dislocated workers. This UI draw introduces residents to our AJCC who otherwise might never know we exist and can assist them in reaching their employment and career goals.

The linkage with UI is critical in order to assist customers who are interested in training to apply for an extension before their 12th week of receiving UI. This application, if approved, will extend UI benefits until the participant completes their training. This extension makes it possible for many job seekers to attend training. Without this benefit, they may not be able to afford to enter even short-term training.

Because the linkage with UI is critical, the partners continuously seek ways to strengthen the partnerships to increase outreach and enrollment of dislocated workers and ensure that UI extension applications are received and processed timely. These issues are discussed in weekly AJCC staff meetings and monthly partner meetings to continue coordinating the programs and ensure customer needs are met.

D. America's Job Centers of CaliforniaSM

i. Ensure Continuous Improvement

In 2003, the RCWDB adopted a continuous quality improvement (CQI) criteria for performance excellence introduced by DOL to assist Local Boards in evaluating its One-Stop Centers and ensure they are continuously improving. The CQI criteria was based on the Malcolm Baldrige National Quality Award Criteria (Baldrige Criteria), administered by the National Institute of Standards and Technology (NIST) under the US Department of Commerce. The Baldrige Criteria are used in more than 40 countries and are recognized as the international hallmark for performance excellence.

In addition, The RCWDB recognized that adopting the CQI criteria, would assist the organization in meeting the challenges of California's competitive and rapidly changing economy. Therefore, RCWDB staff developed and implemented a CQI system to promote continuous improvement activities and performance excellence in workforce development throughout RC.

The concepts of CQI were introduced with extensive training in self-assessment, benchmarking, performance measurement, and data collection and analysis, creating a culture of excellence. Since the initial CQI kick-off, staff, workforce, and partners have used CQI tools such as: teaming; voice of the customer (VOC) listening and learning methods; process improvement cycles; and, process control methods.

In 2004, the RCWDB took performance improvement efforts to the next level by adopting the Baldrige Excellence Framework (BEF) including the Baldrige Criteria system-wide. On a biennial basis, a self-assessment team is assembled to evaluate the strengths and opportunities for improvement (OFIs) against the Baldrige Criteria standards. The result is a CQI plan that is used to guide performance improvements. The CQI process is customer-centered, process oriented, and includes a set of critical measures that are used to assess services.

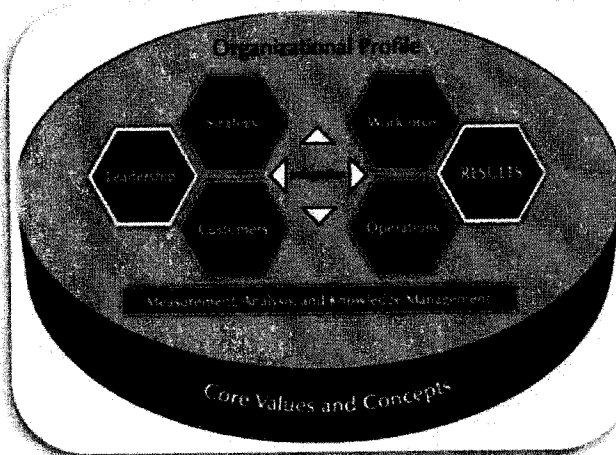
To ensure deployment of these world-class principles, the organization implemented a supplier certification system that evaluates the YOCs against the CQI criteria to ensure that they are continuously improving and that levels of excellence are achieved. In order to be certified, YOCs must reach a score of 75% in order to remain eligible for WIOA funding (formerly Workforce Innovation Act funding). This quality assurance system provides a license to youth program providers permitting them to receive funding and display the RCWDB Seal of Quality.

The principles of CQI are the core operating principles guiding all the activities of the Riverside County workforce development system. These principles have resulted in improved services to job seekers and businesses and have further developed effective leadership, the creation of action plans and strategic objectives, a customer-focused design of products and service delivery, the refinement of performance data and performance dashboard and enhanced staff training and development. Inspired by the CQI process, three YOCs located in Moreno Valley, Indio and Perris, applied for and earned a Prospector Award for Performance Excellence from the California Awards for Performance Excellence (CAPE) in 2012. CAPE is the State of California's award for excellence for all sectors, including non-profit, education, business and health care.

The Malcolm Baldrige National Quality Award is the national award for excellence bestowed by the President of the US. CAPE also awards the Governor's Award for Excellence and the Senate Productivity Awards on behalf of our two Senators. In May 2013, in recognition of the RCWDB's continuous quality improvement efforts, the Board also received a Prospector Award for Excellence, making it the fourth recipient of the prestigious award in RC.

Experiencing the benefits of the BEF and its Criteria, the RCWDB is committed to continue its journey to performance excellence using the BEF. Supplier certification will continue to ensure that service providers continuously improve and achieve the levels of excellence that provide exceptional services to customers. Using the Criteria, the Board, the workforce development system, and suppliers are evaluated in seven areas of the Criteria (Figure 16): Leadership; Strategy; Customers; Measurement, Analysis, Knowledge Management; Workforce; Operations; and Results. This comprehensive assessment evaluates organizations in all key areas of performance that contribute to organizational sustainability and success.

Figure 16: Baldrige Excellence Framework



The BEF will continue to serve as a foundation for continuous improvement as the CWDB launches a One-Stop Career Center strategy and directive as well as the criteria for HPB designation. Using the BEF as the foundation for continuous improvement assists in preparing the AJCCs staff and partners for any requirements established at the state level.

ii. Access to AJCC Delivery System

Access to the AJCC Delivery System begins with the six AJCCs and six YOCs located throughout RC including remote areas such as Blythe and Lake Elsinore. The list of facilities is included in the MOU, Attachment VI and its Attachment B. Although Centers are located throughout the County, the RCWDB continues to seek ways to use technology to provide 24/7 access to services.

Our website, <http://www.rivcoworkforce.com/Home.aspx>, offers information and basic services to job seekers in the convenience of their own home. Job seekers can select from a menu of services available online including, program orientation, resume preparation, interviewing, and other job search services. They can also access CalJOBS for job search, career assessment and exploration. Social media is also being expanded such as Twitter to receive immediate information on hiring events. A mobile unit built

in a recreational vehicle (RV) is also available that can be used to bring computers and assistance to residents that live in remote areas and do not have home computers.

Business customers can access information on our website about available services. They can also post a job; access business resource information including SBDC, tax incentives, labor laws, and check the calendar for business events. As described in Section C(v) of this Local Plan, a mobile application has been developed for business to access services and book appointments quickly and easily, enhancing services for our business customers. The RCWDB will continue to expand its access to services including services available through technology.

The VWDB created a micro version of its AJCC in a mobile unit/RV which includes computers, printers and job search resources. The mobile unit is driven throughout the county, bringing AJCC services to residents who may not have the means to reach the brick and mortar AJCC. The VWDB will increase promotion of its mobile unit services so that residents are aware when the unit will be in their neighborhood. Schedules will be posted on the VWDB website to inform customers of its availability. The mobile unit will be essential in bringing AJCC services to the most remote communities in the RC and reaching the most vulnerable residents in those areas.

iii. Compliance with ADA

The RCWDB is committed to serving IWD and strives to create accessible programs that assist these participants in reaching their full potential, focusing on their abilities as opposed to any disabilities they may have. To this end, a full-time ADA Coordinator is on staff and, in partnership with the Equal Opportunity (EO) Officer, assists customers in navigating the workforce system. They are also responsible for educating staff and partners and serve as a vital link between the AJCCs and various community organizations. Increasing the number of people with disabilities who access workforce programs is a priority of the ADA Coordinator. The EO Officer also ensures that all of our WIOA Title I programs and activities are universally accessible pursuant to Title 29 CFR Section 37.42.

All staff participates in disability awareness training and attends reasonable accommodation sessions where new auxiliary aids and services are demonstrated with a hands-on approach. In addition to classroom training, an extensive in-house resource library and a membership with the Taleo Mind Leaders library provides staff with resources to build their skills. The AJCC intranet has a section dedicated to ADA resources, guides and online classes to support professional development in serving persons with disabilities.

The RCWDB is a member of the Inland Empire Disabilities Collaborative, a regional network designed to build cooperative relationships and promote advocacy with and for people with disabilities. The group meets monthly to promote equal opportunity, universal access, employment and full participation of people with disabilities in all aspects of life. In addition to participating in monthly meetings, the ADA Coordinator attends the annual Inland Empire Disabilities Expo to disseminate information about programs and services available to job seekers and businesses at the AJCCs.

Partners, such as DOR and the IERU work closely to identify opportunities for co-enrollment. DOR and the IERU have new performance measures for job placement, which has strengthened our partnership as we work towards achieving mutual goals. DOR can provide job coaching which customers with disabilities often need to transition successfully to the work environment. Employers often need coaching to ensure that the new employee is included and integrated into the workforce and organizational culture.

Working with the high schools, the ADA Coordinator provides annual seminars to students with disabilities to assist them with connecting to workforce development programs and services. The ADA Coordinator facilitates annual workshops at the YOCs on topics ranging from disability awareness to assistive technology and reasonable accommodations. Each YOC provides a warm, welcoming ADA compliant environment for youth to participate in educational and career related activities. Transitioning students to a college environment, the ADA Coordinator works with the Disabled Student Programs and Services (DSPS) to ensure the students have the support they need to navigate the campus and courses.

The AJCCs and YOCs are annually monitored for ADA compliance using the same tool that EDD uses when it monitors all facilities for compliance every two years. The RCWDB's internal monitor completes the annual evaluation and a monitoring report documenting any OFIs as well as corrective actions needed and a timeline to complete the actions. The monitor will follow up with the facility based on the timeline to ensure all corrective actions are addressed.

iv. Roles and Resources Contributions of AJCC Partners

The roles and non-financial resource contributions of AJCC partners are outlined in the Local Board MOU signed by all partners. The goal of the MOU is to have a common understanding of key information including: the role that each partner has, the services they bring to the table, how customers will be referred to the different partners, and how customer information will be shared.

The RCWDB is now in the process of completing MOU Phase II which will include cost sharing agreements with co-located partners in the comprehensive AJCCs. This MOU will serve as financial agreements and delineate share of costs for each co-located partner for infrastructure expenses. As other partners co-locate, a cost sharing agreement will also be negotiated as part of their MOU and the costs for all partners will be reviewed and adjusted for a reduction in costs with the addition of another payor.

The complete MOU is included as Attachment VI to this Local Plan. The delineation roles and resources are included in Attachment F of the MOU document.

v. Local Board MOUs

Local Board MOUs are included as Attachment VI to this Local Plan.

vi. Indian and Native American Equal Access to Services

The RCWDB is committed to ensuring equal access to Native Americans. A Tribal member sits on the RCWDB and works with the Tribal community. We have a signed MOU on file and Tribal TANF is a close neighbor to our City of Riverside AJCC. They receive notifications of all of our meetings and participate as often as they can. Tribal representatives attended our Stakeholder Forums and provided input to the Regional and Local Plan.

The RCWDB will continue to improve its partnership with Tribal Leaders and increase its access to services for Native Americans. Staff will capitalize on their connections at the WDB level to reach out to Tribal Leaders and strengthen our partnership. Because many of these customers live in remote areas, our mobile unit can be used to bring the AJCC to the residents. The RV is a fully operational one-stop with computers and resources for customers to conduct job search and enroll in programs.

vii. Migrant Seasonal Farmworker Equal Access to Services

The RCWDB has established partnerships that assist in reaching out to Migrant Seasonal Farmworkers. The Center for Employment and Training (CET) specializes in serving these customers and has been a longtime partner with the AJCCs to meet the needs of this special population. CET provides work readiness preparation service, training, job search assistance, and career guidance as well as other workforce development services. The AJCCs also rely on EDD, Migrant and Seasonal Farm Worker Programs (29 USC 2912.29 US 2919), to refer customers for WIOA Title I enrollment.

The partners will be working together to establish goals and strengthen the referral process for services such as career pathways which may offer training and employment opportunities to these customers where they can thrive and advance to middle-skilled jobs or higher, providing them and their families with economic security.

viii. On-Ramp to Sector Pathways

As described in Section C(i)(2) of this Local Plan, the AJCC can serve as an “on ramp” to career pathways at the local level with centralizing training services and using the AJCC as the hub. This assists in creating access to training services and facilitating enrollment by centralizing referrals to the “hub” for training and career pathways. The AJCC can then be used as the on-ramp to career pathways in this manner. With the AJCC Partners coordinating the pathways, this helps to centralize access to training through the centers, ensuring that customers have access to the service regardless of the partner funding or providing the pathway training. The AJCC can also serve as the on ramp to skills attainment including ESL and literacy, transitioning adults and youth to adult education services as needed, prior to entering career pathways.

This same process can be used for regional career pathways and not just those developed locally. As the “on-ramp”, the AJCC can direct the “ramp” to the career pathway coordinated by the Consultant at the regional level and transition participants to these pathway opportunities.

E. Programs, Populations and Partners**i. Regional Economic Development Coordination**

The WIOA Title I funds and workforce development system in RC are administered by EDA. Similarly, SBC is the administrative entity for the funds and workforce development system in that County. SBC EDA is also linked to its workforce development system. With both workforce development systems integrated into their respective County’s EDA, this facilitates coordination with economic development activities. As IERPU partners, the staff from the two Boards coordinate economic development activities that require regional coordination.

Regional coordination is not new to the IERPU partners who have worked together for many years to serve mutual customers. Business who need mass hiring services are served by the two Local Boards to ensure their needs are met. The partnership also works together when mass layoffs are occurring which often involves residents from both counties affected. The two partners will work together to assist the employer and transition the employees to new employment opportunities or services at the AJCCs nearest their homes.

To further coordinate at the regional level, the two Boards implemented the Industry Sector Consultants with expertise in two of the target industries: health care and manufacturing. The

Consultants will coordinate services to businesses in these target industries on behalf of the region. For businesses experiencing change or growth, requiring training of incumbent workers or new hires, the Consultants will coordinate those services with the staff from each Board. The Consultants will also convene other partners and resources that the business may need including economic development resources. The Consultants are also responsible for reporting outcomes to demonstrate the effectiveness of regional efforts.

The two Local Boards will be coordinating a regional meeting to occur, at a minimum, annually where they can assess the outcomes of the regional efforts and identify OFIs that need to be addressed. Both Boards are committed to a regional approach to serving customers including coordinating with economic development at the regional level to serve the business community and contribute to the improvement and vitality of the region.

Entrepreneurial and MicroEnterprise Training: The RCWDB relies on the entrepreneurial and microenterprise training available through its partners including local colleges as well as the SBDC. Coachella Valley Women's Business Center provides workshops offers free slots for WIOA participants. The trainings are promoted based on the needs of participants as identified in their IEPs. While most individuals need the security of typical job, some individuals benefit from this training as an increasing number of employers are relying on a contingent workforce to bring needed talent to their firms. IWD often hold degrees and technical or software skills that make them prime candidates for consulting work and would benefit from Entrepreneurial training and preparation.

ii. Assessment of Local Workforce Development Activities

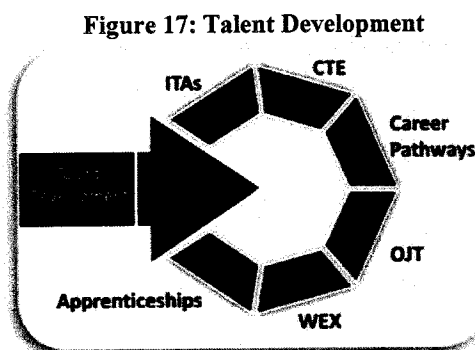
1. ***Services:*** The RCWDB has established a local workforce development system that provides a continuum of services (Figure 7) for adults and dislocated workers. Services are designed to assist customers in achieving their employment and career goals. Whether participants enter these higher skilled jobs or have the opportunity to advance to these levels with continued training, the overall goal is for participants to attain economic security.

The local service delivery model includes the triage of customers to prioritize needs and direct them to the appropriate services or resources as expeditiously as possible. While Figure 7 outlines product lines that begin with Basic Career Services, only customers who need or want these services will receive them. If customers have no need for Basic Career Services but need to enter training, they will be directed to those services.

- a. ***Basic Career Services:*** As listed in Figure 7, Basic Career Services include eligibility information for all services available at the AJCC regardless of the partner who provides them. All customer service staff who welcome customers to the AJCC have been cross-trained to be able to provide program eligibility information and determine potential eligibility for the various programs offered. Triage service allows staff to conduct initial assessment of customer needs in order to direct them to appropriate services. Orientations and informational services can be provided in-person at the AJCC or online through the Rivco website. Basic work preparedness workshops are also available in the AJCC or online. Appointments can also be set online for eligibility processing and individual career guidance and planning.
- b. ***Individual Career Services*** include comprehensive assessments of skills, aptitudes, interests and work values. All customers receiving Individual Career Services are enrolled or co-enrolled into WIOA Title I, unless the services are funded by another source and they are not

eligible for WIOA. There are very few customers who enter our AJCCs that are not eligible for Title I services either as AD or DW. Diagnostic assessments to determine Basic Skills levels and the need for remediation. Career exploration is also available using tools such as O*Net to identify occupations that match customers' assessment results. Assessment and career exploration results are used to identify barriers, career goals, and develop Individual Employment Plans (IEP). The IEP outlines supportive services to address barriers, services needed to achieve career goals including Talent Development services, and any referrals needed for additional services. All customers receive some or all work readiness workshops to develop their resume, learn interviewing techniques and soft skills development. These workshops can be provided before or following Talent Development services.

- c. **Talent Development** services (Figure 17) provide training to participants who need to acquire skills or upgrade obsolete skills in order to qualify for employment or enter middle-skilled level occupations. The goal of Talent Development is to support development of worker skills and workplace competencies as well as the development and use of career pathways. This provides a diversity of job seekers with the necessary skills to obtain, retain, and advance in high wage, high growth or high demand occupations and careers. In compliance with SB734 [UI Code Section 14211] the RCWDB invests more than 30 percent of its formula funding allocation to training. Training funds are invested in the RCWDB's three targeted industries or to current employment opportunities. While the focus is on career pathways to meet industry needs, ITA's are available to meet individual participant needs and career goals in demand occupations.



RCWDB celebrates its partnership with its local colleges and universities. The higher education system in RC offers some of the most recognized programs in the State and the RCWDB relies on these programs for Talent Development as well as to develop career pathways that support our industry sector strategies. Higher education partnerships include: California Baptist University; La Sierra University; California State University, San Marcos; University of California, Riverside; and, University of California, Riverside, Extension; Mt. San Jacinto College; College of the Desert and the Riverside Community College District. With new resources from Strong Workforce and AEBG, there is greater opportunity for the RCWDB to braid resources through co-enrollments in WIOA, Career and Technical Education (CTE) and adult education for ESL and Basic Skills.

The ability for our higher education partners to develop curricula based on the need of employers makes them ideal partners in our career pathway development. Several programs already exist that were created with industry input and guidance and can easily be modified to meet the needs of employers targeted for career pathways. Otherwise, the BSCs will facilitate the design and development of curricula in partnership with the employers and educators to ensure that needs are met and the credential attained upon completion of training will truly be valued by the industry.

In addition to classroom training, RCWDB also offers Earn and Learn opportunities including OJT and paid WEX. The OJT program allows a business to hire and train an individual in the skills required for the job. Employers benefit from training a new hire according to their own standards while the employee is also working and producing for the company. During this training period, the OJT program reimburses a portion of the trainee's wages, up to 75%, depending on the needs and skill acquisition required to perform the work independently. The duration of the training period also depends on the needs of the trainee.

While OJT is an effective way to gain work experience, the AJCCs also offer paid WEX. The WEX program is similar to a paid internship while the trainee learns skills on the job but is not a permanent hire by the employer. Instead the trainee's wages are covered 100% by the program. Senior Community Service Employment Program (SCSEP), is a community service and work based training program for older workers administered and operated by the Riverside County Office on Aging (OA).

Authorized by the Older Americans Act, the program provides subsidized, service-based training for low-income persons 55 or older who are unemployed and have limited employment prospects. Eligible Program Participants must be at least 55, unemployed, and have a family income of no more than 125% of the federal poverty level. Participants work an average of 20 hours a week, and are paid minimum wage. They are placed in a wide variety of community service activities at non-profit and public facilities, including day-care centers, senior centers, schools and hospitals. The goal of the program is to serve as a bridge to unsubsidized employment opportunities. This partnership offers a needed service to our aging workforce and allows the RCWDB to leverage resources through co-enrollment with WIOA Title I.

Another RCWDB priority is to develop pre-apprenticeships and apprenticeships that also offer Earn and Learn opportunities in targeted industries and occupations. The RCWDB includes members that represent labor and apprenticeships. These members have been active in leading efforts towards development of these work based learning opportunities in our targeted industries.

Key to preparing the qualified workforce for employers is to ensure that participants gain the educational levels, CTE, and work experience to transition to gainful employment and contribute to the business results as quickly as possible. Earn and Learn opportunities make it possible for participants to invest in the talent development activities. In alignment with CWDB's definition and vision for career pathways, RCWSDB is dedicated to *"identified series of positions, work experiences, or educational benchmarks or credentials with multiple access points that offer occupational and financial advancement within a specified career field or related fields over time."* Therefore, enrolling participants in multiple services including adult education, CTE, OJT is the future of talent development, maximizing the opportunities for integration and braiding of resources.

- d. **Talent Marketing** provides job placement assistance to participants who complete training or did not need training and are ready for intensive job search assistance. Services include hiring events for specific employers to interview and hire from our labor pool. BSCs coordinate interviews at our AJCC site and provide the support to the employers who interview our participants for their job openings. All participants are screened and prepared prior to the event to ensure they are ready to showcase their talents during interviews. Customized hiring events

not only provide convenience for the employers to access the best candidates for their job openings, but also provide a comfortable familiar place for job seekers to have successful interviews. These hiring events allow for on-the-spot hiring as well as feedback to the BSCs on how candidates can improve their interviewing skills. Other Talent Marketing services include job fairs, customized job development for participants who have multiple barriers to employment including IWD, job coaching services for our IWD (provided by partners), and pre-hire testing.

Figure 18: Workforce Development System SWOT Analysis

Strengths	
<ul style="list-style-type: none"> • Strength of RC as Administrative Entity • Long-term partnerships • Business Solutions • Diversity of RCWDB and Staff • Economic Development & Workforce Development under the same umbrella agency • Private industry input on their needs • Business growth • Business led leadership and services • Strong Youth program • Partnership with education • Education Access – 5 public IHE's in area • Willingness to use best practices to develop innovative programs 	<ul style="list-style-type: none"> • Local Leadership involvement in state and national workforce organizations • Affordable labor • Leveraged funds • Diversified economy • Dedicated citizens • High performing AJCCs • Community engagement • Committed staff & board • Quality of life • Board members are involved and advocates for workforce • Longevity of board members combined with new members
Weaknesses	
<ul style="list-style-type: none"> • Tracking success in all areas • Less educated population • Decreased Federal/State funding • Need more involvement of private sector • Increasing costs in labor & IT • Seasonal employment • Diversity of workforce needs in sub areas • Broad area to cover • Limited pathways to career and placement • Not enough business participation in planning needs or future requirements • Limited Budget • Increase partnerships with colleges; K-12 • Need more mentor programs 	<ul style="list-style-type: none"> • Lower High School graduation rate • Youth are graduating with fewer ready to work; need life & jobs skills • WIOA implementation • Getting Board members to drive distances for meetings • Staff layoffs • Higher youth and minority unemployment rates • Business Internships • Little access to affordable computers, internet service & computer literacy classes • Increase job seekers with high barriers. • Population projected to increase leads to increase in service needs
Opportunities	
<ul style="list-style-type: none"> • Potential to increase partnership with colleges • Transportation: Affordable mass transit built and planned by county • Have right people decisions makers at table for partnerships • Increasing funds for population-based programs • Funding for CTE • Matching Education curriculum/training with industry, employer needs • New stakeholders & more focused partnerships • Partnerships with TANF • Fast growth causing renewed interest from private sector 	<ul style="list-style-type: none"> • Ability to track placements • Renewed interest from state and federal legislators • Wide variety of Colleges, Vocational University education sources • California Area Resources Board – move to Riverside • Development of Career Ladders • Potential grant opportunities • Housing that is more affordable than OC/coastal areas & LA • Major population growth • WIOA is a chance to re-vamp our system • Huge youth population

Threats	
<ul style="list-style-type: none"> • Federal/State legislation changes; requirements • Vast size of county • Poor transportation system (Buses, mass transit) for people to get to work school • Reduced funding • Lack of understanding of needs by elected and business community • Can't retain educated WF in the area • Less funding for Workforce in good times • Lack of high skilled workers 	<ul style="list-style-type: none"> • Requirement to track jobs obtained from training • Inland Empire viewed as poor uneducated, smog ridden region; image issues • Regional competitiveness • Distance: access to services • Challenges in regional coordination with 2 large counties • Aging Workforce • Fires/Earthquakes • County budget and BOS cuts to programs/staff • Increased min wage to \$15

2. Assessment: The RCWDB conducted an analysis of the workforce development system to identify its Strengths, Weaknesses, Opportunities and Threats (SWOT). This assessment (Figure 18) was conducted following an environmental scan which reviewed the local economic landscape. The data provided the foundation for a fact-based analysis of the workforce development system. Results of the SWOT were then used to review the vision and mission and revise strategic goals and objectives (Attachment I) in alignment with the CWDB's goals and seven Policy Strategies (Attachment II).

iii. Rapid Response

In 2013, the RCWDB launched its Rapid Response Team (RRT) as "proactive intermediaries" through our Business Retention and Expansion Program. Strategic in nature, this layoff aversion strategy uses its Business Retention and Expansion Team (BRET) to reach out to new businesses and conduct business needs assessments of organizational sustainability. Whether the organization shows signs of distress or growth, the BRET can provide resources to meet their needs. The goal is to identify any early warning signs of distress and provide the resources to retain the business and jobs. The BRET also coordinates with partners including: Economic Development Organizations (City or County) and the SBDC. These are also the first responders when an appointment has been set up with a business.

The program targets services to businesses with 99 employees or less who are the most vulnerable to economic, environmental and competitive changes even during economic prosperity. Changing technology, mergers and acquisitions, rising costs of supplies, all can affect sustainability in a business that is sensitive to change. The BRET uses a list from Dun and Bradstreet that identifies at-risk businesses by reporting a company's financial status, including a business summary, credit scores, credit capacity, payments, public filings, history, operations, banking and finance. The team uses this report to contact businesses for service provision. BRET will monitor the business for 12 months following services to address any further needs and ensure retention. Businesses that are not retained are then referred to RRT which provides transition assistance.

While BRET was established to focus on layoff aversion, targeting small business, RCWDB recognized that the most effective way to identify early warning signs of distress was to have multiple avenues for interfacing with business. In addition to BRET, BSCs interface with business and are also trained to identify early warning signs. They can also convene the first responders for intervention and potential retention services before referring the firm to RRT.

The RRT is notified when an impending layoff has been identified. The goal of the RRT is to provide guidance and support throughout the process. RRT is notified either internally by other staff, BRET, a partner, or through a Worker Adjustment and Retraining Notification (WARN). The RRT immediately contacts the business to assist in navigating through government regulations, take advantage of

workforce resources, and manage employee expectations. Rapid Response intervention services include:

- An initial meeting to develop a transition plan;
- Strategies to prevent further job loss;
- Coordinating with other agencies for services employees may need; and
- Establish a transition team with the employer, RRT, EDD and other partners that can provide resources and services. If employees are represented, a Labor Management Committee will be established as the transition team.

The RRT also assists affected employees in transitioning to new jobs. The goal of the RRT is to provide as many services as possible at the employer site before employees separate from the company. This allows RRT to establish a relationship with the affected employees so that they continue participating in services at the AJCC, without interruption. Services provided on site may include:

- Information on workforce development services available at the AJCCs;
- Unemployment insurance and applying for benefits;
- Applying for UI extension if planning on entering training;
- Assessment and counseling services designed to assist them with making informed choices about their future occupation and any training or upskilling needed to qualify for the jobs;
- Instruction on how to prepare and market a resume;
- Developing self-image and branding;
- Instruction on how to write a cover letter;
- Preparation and skill building for interviews;
- Strategies for finding the "Hidden Job Market";
- Techniques for accessing and managing labor market information; and
- A reasonable approach to securing an interview and negotiating their next job.

Hiring events may also be coordinated on site to assist the workers in securing new employment before they are laid off. Ideally, affected workers are also enrolled in training and services to begin preparing for new employment before they are laid off, although this is often difficult to coordinate when employers need their workers to complete work before they are laid off.

iv. Youth Workforce Development Activities

The RC's eligible youth population face challenges and barriers to economic security and empowerment that include high rates of poverty, unemployment, teenage pregnancy, drug use and gang involvement. Community collaborations have established an integrated service system, to meet the needs of youth, continue to improve educational attainment, provide CTE, provide work experience, prepare them for the work environment, and transition them to post-secondary education.

The RCWDB developed a youth system that implemented a holistic approach to services in order to address the multiple barriers they face. Services including: juvenile diversion, gang prevention, alternative education, HSEE preparation, health and mental health services, job readiness, career counseling, adult mentoring, job placement, occupational skills training, career pathways/bridge programs, school-to-career, substance abuse counseling, and youth development. The RCWDB also adopted a locally developed work readiness certificate available to all youth participants.

Youth services are accessible via Internet-based programs, information and referrals between all AJCCs, and through the six RCWDB YOCs strategically located throughout the RC including remote areas such as: Lake Elsinore, Indio, Moreno Valley, Hemet/San Jacinto, Jurupa and Perris (Attachment B of Attachment VI). The centers serve an average 1,100 youth on an annual basis. Each YOC is unique in size and physical design. All centers are required to have a resource area where youth can obtain information about employment opportunities, YOC services and activities; classroom space for workshops, group activities and training; and computers for learning and exploring. A sound studio, multi-media production equipment, recreation room, video games, stereos and televisions are just a few of the amenities that keep youth coming through the doors. The centers provide a safe, comfortable, youth-friendly environment for young people.

YOC operators are competitively procured on behalf of the RCWDB, following a stringent RC procurement process that meets all requirements under Office of Management and Budget (OMB) and its Uniform Guidance. Service providers are selected based on demonstrated measurable, positive impact on youth. In addition, all YOC operators must pass a supplier certification system. YOCs are assessed against the CQI criteria (Figure 16) and must reach a score of 75% in order to remain eligible for WIOA funding and receive the RCWDB Seal of Quality. This rigorous performance excellence system ensures that YOCs provide exceptional customer-centered services to our most vulnerable participants and contribute to their success in alignment with our core values of *respect* and *caring*. The overall goal of our youth service system is to provide participants with the opportunities to improve academic performance, achieve educational attainment, access higher educational opportunities, gain the skills needed to progress in career goals, and obtain employment. In accordance with WIOA and AB 1270, RCWDB developed a product box specifically for youth (Figure 9). Services are provided to a youth participant, based on each participant's objective assessment and individual service strategy (ISS). Services are geared towards:

1. **Dropout prevention:** Development of strategies and motivators to keep youth engaged in the program.
2. **Increase Basic Skill levels:** Contextual instruction and activities to raise basic skill levels and English as a Second Language (ESL) instruction.
3. **Alternative, secondary school services, including diploma/HSEE preparation:** A strategy that provides customized services to different learning styles including diagnosed or undiagnosed disabilities, self-paced and inspiring to earn their diploma or equivalent.
4. **Preparation and exposure to post-secondary, educational opportunities:** This approach includes the development of strong linkages between academic and occupational learning, with connections to the job market through local and regional businesses. Experience has demonstrated that the most successful programs have on-site educational providers as a strategy and transition assistance that successfully moves the participant from the YOC to a college environment.
5. **Exposure to work experience through work-based learning opportunities:** Services include job shadowing; paid and unpaid work experience, and including private summer employment opportunities. Services are directly linked to academic and occupational learning to provide context for the curricula they are using.
6. **Inclusion of IEP Students:** All YOCs are ADA compliant and staff are trained to serve youth with disabilities (YWD) with or without Individual Education Plans (IEP). Key to serving YWDs is ensuring they are integrated into the YOC environment. YOCs Provide appropriate support and coordinate services with DOR and IERC including job coaching during WEX and employment.

7. **Skills Training:** Training activities focus on teaching youth how to make fact-based decisions about their future careers, including the educational requirements for their choice. They are also introduced to the value of credentials, including post-secondary and lifelong learning to advance in their careers. CTE and career pathways are viable options for youth participants because of the skill attainment directly tied to occupations. Career pathways prepare the youth specifically for an occupation and the link to employers provide the motivation to complete and enter employment. Entrepreneurial training is also available as a career option but also to develop skills that will assist them in their new job. The goal is to continue providing counseling and guidance and assist the participant in continuing education even when employment is attained. These services are most effective for the youth facing the most challenging barriers to employment including YWD because of the customized service, support, and robust process to transition them from one activity to another.
- a. **CTE:** The Riverside County Office of Education (RCOE) combines career interests with workforce skills to produce employable high school graduates through CTE. Each year, the RCWDB is one of the CTE's strongest partners. There are 2,000 businesses that provide internships for RCOE's CTE students, including summer WEX. RCOE's CTE program incorporates traditional ROP courses, offers more than 553 classes to 33,000 students in 50 career areas, and more than 2,000 employment opportunities available.
- b. **Pre-Apprenticeship/Apprenticeship:** The RCWDB continues to seek opportunities to develop Pre-apprenticeship training to prepare for longer term on-the-job apprenticeship programs and apprenticeship training [CIUC Section 14230(e) (AB 554)]. The most recent apprenticeship was with IBEW in building trades and is a model for future apprenticeships. RCWDB continues to work with its Board members that represent labor to develop other opportunities for apprenticeships.
- c. **K-12:** The RCOE has been serving students throughout Riverside County for more than 115 years. With 431,000 students, they are California's fourth largest county office of education. There are 23 school districts in Riverside County. These districts vary in size from Desert Center, which serves just over a handful of students to Corona-Norco, with more than 50,000 students. RCOE and the RCWDB, have an established relationship with school programs such as the Office's Come Back Kids Program that offers prevention and/or intervention services to students of all ages wishing to re-enroll in an educational program. The partnership continually looks for opportunities to ensure that youth in the local area are able to gain meaningful and appropriate social, work and academic skills to succeed in the workplace.

Assessment: During Stakeholder Forums, partners identified strength and OFIs of the RCWDB youth system (Figure 19). While several strengths are identified including role model practices, OFIs are also identified. Youth partners will work together to address OFIs; however, several are already being addressed including: 1) strengthen connection with colleges; 2) align job training and education to create career pathways; and 3) link high school career pathway programs and coordinate with AJCC.

While RCWDB continues to expand its partnership with higher education, many opportunities for co-enrollments continue. The OFIs that need to be addressed for better outcomes include: scale best practices to appropriate levels (based on demand and staffing), and continue to provide services to ISY. Both require additional resources whether it is RCWDB or another funding source. The RCWDB will continue to establish partnerships to ensure at risk ISY receive the services they need.

Figure 19: Assessment of RCWDB Youth System

1. Pre-Apprenticeships: IBEW building Trades in partnership with school district 2. OYYA: Offering opportunities for youth and young adults 3. Early engagement of youth (K-12) such as Coachella Valley Regional Plan for College & Career Success 4. Six YOCs in Riverside County: successful system that is all encompassing 5. WEX with Eastern Municipal Water District (EMWD) 6. Washington DC trip for leadership development 7. Youth program highlights: I-Foster, YouthBuild, Pro-active youth, Voice for Youth (Washington); Job fair; Summer Youth Program; Character Counts Award	1. Need to strengthen connection with colleges 2. Need to align job training and education to create career pathways 3. Link HS CP programs and coordinate with AJCC 4. Scale best practices to appropriate levels 5. Develop apprenticeship model with local agencies 6. Funding Regulations focus on OSY but services needed for ISY as well
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v. Coordinate Secondary and Post-Secondary Activities with Education

The partnership with education continues to increase. With recent investments by the State of California in adult education, new opportunities for integrating services have emerged. The priority for all customers is to ensure that literacy and numeracy skills are addressed to a level that they can qualify for their occupation of choice. In addition, for those without a diploma or equivalent, the focus is on assisting customers address this gap and prepare for their diploma or HSEE. Once these barriers are addressed, they are prime candidates for career pathways and other CTE opportunities.

The most effective use of secondary and post-secondary activities with education is in providing CTE and career pathways for adults and youth. Career pathways train participants for specific occupations and are tied to employers so they can graduate and begin employment immediately. Career pathways also promote continuing education for employees to be able to qualify for advancement opportunities. Colleges and Universities in our area can continue to develop stackable credentials to assist employees in their continuing education and achieve their overall career goals. Because career pathways are developed for industry sectors involving multiple employers, the number of employees needed can fill a classroom size, making it financially feasible for the partners to provide the services using state funds (Strong Workforce), WIOA or other funds.

Youth services focus on skill attainment including diploma or equivalent. For those youths without a diploma, this is the priority service and often, WEX is used as an incentive to motivate them to complete their HSEE or diploma. Next in priority is transitioning participants to college or training in post-secondary activities. Services such as WEX are all geared towards introducing and exploring colleges and post-secondary studies in order to prepare them for a career that can move them into middle-skilled and mid-level wages or higher. IERPU data show that educational attainment has a direct correlation to median earnings. Even adults with some college or AA degree make approximately half the salary of those with a graduate or professional degree. Those with less than high school, earn less than half of those with Bachelor's degree.³ Therefore, in order to ensure that participants are able to attain economic security, education attainment is essential.

³ *Median Earning in the Past 12 Months (in 2015 inflation-adjusted dollars) by Sex by Educational Attainment for the Population 25 Years and Over - Universe: Population 25 years and over with earnings, 2011-2015 American Community Survey 5 Year Estimates.* American FactFinder, US Census Bureau.

vi. Coordination of Supportive Services

RCWDB and our partners provide a variety of supportive services (Figures 7 and 9). However, the amount of funding for these services that each organization has is limited. Partners must rely on each other to co-enroll and braid resources to maximize the available resources that each partner has in order to ensure that each participant receives the wrap-around services they need to successfully complete training, enter employment, and retain their job.

Partners meet at a minimum on a monthly basis to coordinate co-enrollments. Co-located partners meet on a weekly basis to discuss customer needs and opportunities for co-enrollment. This also allows the coordination of supportive services to ensure that customer needs will be met. Often, partners are able to identify additional resources available throughout the community that can be used to address needs. Working together to provide exceptional service is key to coordinating supportive services for customers to ensure their success.

vii. Coordination with Wagner-Peyser

Co-located partners meet on a weekly basis or as needed depending on the need for coordinating services and co-enrollments. This allows the partners to schedule services and identify any duplicative services that can be streamlined. For example, EDD currently coordinates Experience Unlimited that provides professional job seekers the opportunity to help fellow unemployed professionals. The group reviews job search techniques including interviewing techniques. Professional customers who enter AJCCs are referred to this services rather than establishing a separate service. Services that are provided by Wagner-Peyser and are open to all customers, will not be provided by another partner, unless it is required by their own administrative entity.

WIOA Title I staff can also review the history and information available on CalJOBS, for their co-enrolled customers to determine which Wagner-Peyser services have been provided to avoid duplication. With limited funding and staff, streamlining services is essential to work more efficiently.

viii. Coordination with Adult Education & Literacy

The current MOU with partners (Attachment A of Attachment VI) shows that there are several providers of Adult Education & Literacy under WIOA Title II including nine school districts, RCOE, CET, Learn4Life, and El Sol Neighborhood Educational Center. This creates access throughout the RC for customers. RCWDB avoids duplicating services by using existing programs to provide Adult Education and Literacy. Partners meet monthly or quarterly in the Regional Sub-Committee to coordinate services and ensure that issues impeding co-enrollments are addressed. AJCC staff interface with Title II staff for referrals and co-enrollment. In accordance with the signed MOU, partners use the Referral form and follow the process outlined in the MOU for referring participants. Instructors can also refer students to the AJCC if they are unemployed.

EDD Directive WSIN16-26, to review each eligible provider's Title II Adult Education and Family Literacy Act (AEFLA) entire application. Specifically, RCWDB will review the following areas that are the most relevant to local plan alignment: Consideration 1 – Needs Assessment; Consideration 4 – Alignment with One-stop Partners; Consideration 8 – Facilitate Learning in Context; Consideration 10 – Partnerships and Support Services for Development of Career Pathways; and Consideration 14 – Alignment with the Local Workforce Development Board Plan.

The RCWDB will use the following four-step process for the review of WIOA, Title II AEFLA applications as stipulated in the Directive:

1. Eligible providers will submit their AEFLA applications to the CDE through an online system.
2. The CDE, in coordination with the EDD Regional Advisors, will provide Local Area Administrators (SBCWDB) with password access to the online AEFLA applications for review of their alignment with local plans.
3. RCWDB will complete and submit recommendations for promoting alignment with the local plan through the online system. The review and recommendation process begins on May 17, 2017, and ends on May 31, 2017.

ix. Services for English Language Learners

Customers that are English Language Learners (ELL) are provided meaningful access to AJCC programs and services. In the IERPU, 629,409 residents over the age of five, reported that they speak English “less than very well” and a total of 514,327 (82%) of them are Spanish speaking.⁴ Therefore, not only do we need to be prepared to serve ELL customers, we must have sufficient number of bilingual, Spanish speaking employees.

Whenever possible, an ELL customer is served by an AJCC employee who speaks the customer’s language. Our local process for serving ELL customers is:

- During the triage process at reception, staff determines the ELL customer’s primary language through verification of foreign language proficiency either by a bilingual staff (in-person) self, identification by the ELL, or identification by a companion.
- The customer is provided with a welcome packet with vital documents in their language to ensure the individual has meaningful access to important written information. All vital documents are provided in English and Spanish because of the number of customers who enter our doors that speak Spanish. If a customer requires assistance in a different language, then a bilingual staff roster is used to determine if there a bilingual staff member who can provide assistance. The roster includes all on-site staff for all co-located partners so it is rare that no one is available to assist a customer in a different language, including American Sign Language (ASL).
- If a customer requests or needs Individual Career Services or Talent Development, a bilingual staff member is assigned to provide services in the customer’s language and encouraged to enroll in ESL.

RCWDB relies on its partnership with adult education to provide ESL to participants to avoid duplication of services. Moreover, ESL is funded through non-WIOA dollars allowing us the opportunity to braid resources through these co-enrollments.

Key to success is contextual ESL that is directed to the occupation or industry of choice. Depending on their level of mastery, ELL customers may be able to enter a career pathway that offers contextual ESL curricula where participants learn English while training for their new occupation. Ideally, career pathways would be able to train ELL at all levels; however, because the pathways are short-term in order to meet the needs of employer, pre-pathway ESL as a short-term pre-vocational service will increase the chances of a participant’s success. Overall, contextual ESL in career pathways are limited; however, educational partners continue to increase these opportunities.

⁴ *Selected Social Characteristics in the United States*. American FactFinder, US Census Bureau.

F. Grants and Grant Administration

i. Administrative Entity

The Riverside County Board of Supervisors (RCBOS), is the chief local elected official. Per their determination under WIOA Section 107(d)(12)(B)(i), the administrative entity is Riverside County and the Economic Development Agency is responsible for the dispersal of funds described in WIOA Section 107(d)(12)(B)(i)(III). The Riverside County Workforce Development Board oversees the workforce development system and the WIOA funds used to administer and operate the system.

ii. Competitive Process for Awarding Sub-Grants and Contracts

The RCWDB follows a stringent procurement policy set forth by RC. The policy (Number 18-01) was updated and released in April, 2016. As the administrative entity, RC requires that all EDA staff, subrecipients and subcontractors must 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, 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.

Small Purchase: Procurement by small purchase is required as follows:

- **Micro-Purchase less than \$1,000:** Must be reasonable and requires at least two bids either written or verbal prior to purchase.
- **Small purchase between \$1,000 and \$2499:** minimum of three bids either written or verbal and justification if the lowest bid is not used.
- **Small purchase between \$2,599 and \$24,999:** A minimum of three formal written quotes prior to purchase and justification if the lowest bid is not used.
- **Competitive Procurement:** Competitive procurements are required for goods and services with a value of \$25,000 or more either per item or per transaction. The LWIA's Youth Opportunity Centers are competitively procured through this process.

G. Local Performance Goals

i. Performance Goals

Figure 20: PY 2016-17 Proposed Performance Goals					
		Adults	Dislocated Workers	Youth	
Riverside	Median Earnings 2nd Quarter After Exit	\$4,500	\$5,500	BASELINE	Median Earnings
PY 2017-18 Proposed Performance Goals					
Riverside	Median Earnings 2nd Quarter After Exit	\$4,600	\$5,715	BASELINE	Median Earnings

Levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 11(c) to be used to measure performance of the RC Local Workforce Development Area (LWDA) and to be used by the RCWDB for measuring performance of the fiscal agent and eligible providers under WIOA title I subtitle B, and the AJCC delivery system are listed in Figure 20.

H. High Performance Board

i. Compliance with State Issued AJCC Policies

RCWDB is fully compliant with all state issued AJCC policies as follows:

1. **WSDD 15-14: WIOA Adult Program Priority of Service:** RCWDB issued a Priority of Service Policy recognizing the following priority of service groups: 1) Receiving public assistance or low income; 2) Basic Skills Deficient; and 3) Veterans and their spouses (spouses must meet low income requirement). In alignment with CWDB's State Plan, the we also target ELL, ex-offenders, IWD, OSY, foster youth and dislocated workers.
2. **WSD 15-12: WIOA Memorandums of Understanding Phase I:** RCWDB is fully compliant with this directive. MOU Phase I has been signed and executed by all partners and is included in this plan (Attachment VII).
3. **WSD 16-09: WIOA Phase II Memorandum of Understanding:** MOU Phase II is due June 30, 2017. Meetings with partners have already begun including negotiations for cost sharing agreements. RCWDB is on target to meet this deadline as required.

I. Training Activities

i. Individual Training Accounts

RCWDB issued Policy 20-03 in October, 2015 stipulating the use of Individual Training Account Vouchers (ITAV). There is no provision in the policy for contracts; only ITAV. ITAVs can be issued only for WIOA eligible and enrolled participants and the need for training must be included in their IEP. Training provider must be listed in the Eligible Training Provider List (ETPL). Training must be in an RCWDB approved industry or justification will be needed. ITAVs cannot be used for college degrees and must not exceed 24 months. Amounts cannot exceed \$8,000 per participant. ITAVs require two levels of approval and it is valid for up to 30 days following start date. Vouchers can be submitted by training providers for payment for 50% at midpoint and the other 50% at completion, unless training is 320 hours or less, then 100% is payable upon completion.

J. Public Transparency, Accessibility and Inclusivity Information

The RCWDB conducts its business in an open, public manner and makes the activities of the Board available to the public. The draft plan is being posted for 30 days on the RCWDB Web site at www.rivcoworkforce.com for review and comment with a legal ad published in local papers announcing its availability. The plan will be available in English and Spanish the two common languages in our LWDA. Copies (either hard or electronic) will also be provided at all AJCCs, YOCs, partner sites, schools and libraries for easy access by residents. This will assist us in reaching special populations including priority of service including those in remote areas. All partners will be reminded

about the plan at all RCWDB and Subcommittee meetings. Residents will be encouraged to provide comments. Notifications will be included for requests to have the document translated in another language so it can be made available as well as the ADA accommodation notification. Relevant comments are incorporated in the final version of the local plan. Public comments received that disagree with the local plan are included as Attachment IX.

K. Common Intake and Case Management Efforts

The RCWDB uses a triage process with cross-trained staff who can provide initial information to customers, conduct initial assessment to determine needs and direct them to the right program or service, regardless of partner who provides it. This triage process also allows staff to flag potential co-enrollments and can refer customers to more than one program. All staff are trained to identify potential co-enrollments and coordinate with partner staff for co-enrollment and co-case management. Partners meet to coordinate the co-enrollments in order to ensure that services are not duplicated and resources are leveraged. All customers are evaluated to determine potential for co-enrollment. Information is exchanged between partners for co-enrolled customers (authorized by customers) to facilitate case management. RCWDB staff are currently exploring extending access to CalJOBS to partners who co-enroll customers to assist in them in tracking progress.

L. Other Requirements

i. Title II Access to Plan

Title II partners will be notified of availability of the plan on the RCWDB website and provided a copy to display in their facility to encourage participants to provide comments. Partners participate in RCWDB and Subcommittee meetings and will be reminded about the plan's availability.

ii. Priority of Service Requirements

The RCWDB implemented its Priority of Service policy in order to meet priority of service requirements as described in Section H (i)(1) of this Local Plan.

iii. Portions Handled in the Regional Plan

All required information at the local level is addressed in the Local Plan. Additional information that is addressed in the Regional Plan consists of the following: 1) additional details on the Regional Industry Sector Consultants and development of regional career pathways; 2) industry and occupational data, economic and demographic data, and 3) listing of Stakeholder Forums and the complete assessment results.

Summary of Other Requirements with Attachments

Requirement	Description	Attachment
M	Local Board Assurances	Attachment III
N	List of Comprehensive One-Stops	Attachment IV
	List of AJCC Partners in the Local Area	Attachment V
O	Attach AJCC Memorandum of Understanding (MOU)	Attachment VIII
P	Local Area Grant Recipient Listing	Attachment VI
Q	Local Board Bylaws	Attachment IX
R	Program Administration Designee and Plan Signatures	Attachment VII
S	Summary of Public Comments	Attachment X

Attachment I: RCWDB Goals and Objectives

RCWDB Goals	Objectives
Meet the current and future workforce needs of targeted and key industry sectors.	<ul style="list-style-type: none"> ▪ Continuously improve the process by which talent is matched to specific openings to ensure it is both effective (e.g., workers have the right skills) and efficient (e.g., meets business specifications in terms of timeliness, appropriateness of talent pool, etc.). ▪ Expand the Green Pathways=Green Paydays model established in the Desert area. ▪ Expand staff capacity to include career coaches who use labor market information with customers to help them make informed choices and to help individuals get connected to jobs within targeted industries.
Engage industry partners in robust ways to inform training needs, curriculum, and skills gap issues.	<ul style="list-style-type: none"> ▪ Establish and regularly convene industry alliances in targeted sectors to: <ul style="list-style-type: none"> ○ Identify current and future skill needs and skill gaps. ○ Identify high demand and growth occupations and hard to fill jobs with self-sustaining wages. ○ Articulate how they define whether a potential candidate will 'fit' into the organizational culture. ○ Prioritize training needs and identify credentials or certifications that are required. ○ Define and establish career pathways in selected occupations within the industry. ○ Establish workbased learning opportunities. ○ Build career awareness. ▪ Create formal MOU for Industry Alliance members that articulate commitments, expectations, and outcomes. ▪ Maximize the use of technology to create a way for jobseekers to access labor market information and career maps.
Significantly reduce the number of long term unemployed and disconnected young adults and other groups that lack access to the workforce.	<ul style="list-style-type: none"> ▪ Promote entrepreneurship and small business development and provide entrepreneurship training. ▪ Identify employment opportunities that provide work experience for those who may start off as 'low skilled' as a first step to entering career pathways within a targeted industry. ▪ Sustain and expand the @LIKE approach as a promising practice to serving disconnected young adults. ▪ Expand work based learning opportunities, specifically on-the-job-training and Registered Apprenticeship, to assist the long term unemployed fill gaps in their resume and return to work. ▪ Work with employers to acknowledge the value and talents of the long term unemployed and to evaluate their outreach and recruitment strategies to ensure that advertising does not discriminate against those who are unemployed. ▪ Establish formal working partnerships with organizations that can help individuals who have been unemployed for a long time address the psychological factors (e.g., depression, lack of confidence) that may keep them from getting back to work.
Expand the use of apprenticeships as a work-based learning strategy.	<ul style="list-style-type: none"> ▪ Convene labor representatives to identify where the workforce system can best support existing trade apprenticeships. ▪ Create 'non-traditional' apprenticeship programs within targeted industries ▪ Align with K-12 career and technical education pre-apprenticeship and apprenticeship programs. ▪ Work to gain signed Project Labor Agreements (PLA) for youth and local hires
Continue to establish and bring recognition to the WDB as the focal point between employees, employers, education, economic and community development.	<ul style="list-style-type: none"> ▪ Position the WDB to be the intermediary between employers and the workforce system. ▪ Use real time LMI systems to integrate the information that is actionable in designing training curriculum (for educators and trainers), for making career choices (for jobseekers), and for making business decisions (such as prevailing wage rates for businesses).

Attachment II: RCWDB Strategy Tool

#	Regional Goals for Training & Education	CWDB Policy Strategies	RCWDB Strategic Goal Alignment
1	Accessibility & Inclusion: Expand access points as well as services for special populations using career pathways as an effective strategy for developing the skills of customers with multiple barriers. Connections with regional partners will also continue to be expanded through formal and informal agreements to ensure accessibility for all customers.	<ul style="list-style-type: none"> ▪ Career Pathways ▪ Integrating Services & Braiding Resources 	<ul style="list-style-type: none"> ▪ Meet the current and future workforce needs of targeted and key industry sectors. ▪ Significantly reduce the number of long term unemployed and disconnected young adults and other groups that lack access to the workforce.
2	Business Services & Job Quality: Create a regional branding strategy with a single voice to outreach to business and continue to increasing engagement. Use current models such as SlingShot, to create career pathways, customized training to upskill incumbent workers, and create the pipeline of qualified workers that employers need.	<ul style="list-style-type: none"> ▪ Career pathways ▪ Sector Strategies ▪ Organize Regionally 	<ul style="list-style-type: none"> ▪ Engage industry partners in robust ways to inform training needs, curriculum, and skills gap issues. ▪ Meet the current and future workforce needs of targeted and key industry sectors.
3	Career Pathways: Cross-train regional partners on available career pathways and establish a system for co-enrollment. Several successful models exist throughout the region but not all are coordinated efforts between partners. Expand career pathways to add stackable credentials that can move the workforce from entry-level positions to mid-level skilled/wages positions and higher.	<ul style="list-style-type: none"> ▪ Career Pathways ▪ Sector Strategies ▪ Organize Regionally ▪ Integrating Services and Braiding Resources ▪ Building Cross-System Capacity 	<ul style="list-style-type: none"> ▪ Significantly reduce the number of long term unemployed and disconnected young adults and other groups that lack access to the workforce. ▪ Meet the current and future workforce needs of targeted and key industry sectors.
4	Co-Enrolling Special Populations: Increase co-enrollments to benefit all customers, in particular IWD, OSY, ex-offender, low income and ELL. Regional partners will seek to expand current monthly meetings attended by IRC and DOR to establish a systematic co-enrollment process that involves all strategic partners serving mutual customers.	<ul style="list-style-type: none"> ▪ Career Pathways ▪ Organize Regionally ▪ Supportive Services ▪ Integrating Services and Braiding Resources ▪ Building Cross-System Capacity 	<ul style="list-style-type: none"> ▪ Significantly reduce the number of long term unemployed and disconnected young adults and other groups that lack access to the workforce.
5	Education, Upskilling, Industry-Valued Credentials and Apprenticeships: Ensure the participation of industry in designing the curriculum and overall training programs to ensure credential earned is valued by hiring employers.	<ul style="list-style-type: none"> ▪ Career Pathways ▪ Sector Strategies ▪ Organize Regionally ▪ Integrating Services and Braiding Resources 	<ul style="list-style-type: none"> ▪ Expand the use of apprenticeships as a work-based learning strategy ▪ Meet the current and future workforce needs of targeted and key industry sectors.
6	Industry Sector Strategies: Continue using industry specialists hired for the region to identify growth industries and workforce needs using current best practices, such as SlingShot, and focusing on engaging business leaders in key businesses.	<ul style="list-style-type: none"> ▪ Career Pathways ▪ Sector Strategies ▪ Organize Regionally ▪ Integrating Services and Braiding Resources 	<ul style="list-style-type: none"> ▪ Continue to establish and bring recognition to the WDB as the focal point between employees, employers, education, economic and community development.
7	Regional Assessment & Oversight: Establish regular IERPU partner meetings and integrate into current meetings, as appropriate, to assess accomplishments and effectiveness of regional plan.	<ul style="list-style-type: none"> ▪ Organize Regionally ▪ Integrating Services and Braiding Resources ▪ Building Cross-System Capacity 	<ul style="list-style-type: none"> ▪ Significantly reduce the number of long term unemployed and disconnected young adults and other groups that lack access to the workforce.

#	Regional Target Industries	CWDB Policy Strategies	RCWDB Strategic Goal Alignment
1	Health Care	<ul style="list-style-type: none">▪ Career Pathways▪ Sector Strategies▪ Organize Regionally▪ Integrating Services and Braiding Resources	<ul style="list-style-type: none">▪ Meet the current and future workforce needs of targeted and key industry sectors.▪ Significantly reduce the number of long term unemployed and disconnected young adults and other groups that lack access to the workforce.▪ Expand the use of apprenticeships as a work-based learning strategy▪ Engage industry partners in robust ways to inform training needs, curriculum, and skills gap issues.
2	Manufacturing		
3	Transportation & Logistics		
RCWDB Target Industry Sectors (Local)			
	Advanced Manufacturing	<ul style="list-style-type: none">▪ Career Pathways▪ Sector Strategies▪ Organize Regionally▪ Integrating Services and Braiding Resources	<ul style="list-style-type: none">▪ Meet the current and future workforce needs of targeted and key industry sectors.▪ Significantly reduce the number of long term unemployed and disconnected young adults and other groups that lack access to the workforce.▪ Expand the use of apprenticeships as a work-based learning strategy▪ Engage industry partners in robust ways to inform training needs, curriculum, and skills gap issues.
	Renewable Energy		
	Construction		

Attachment III: Local Board Assurances

Riverside County WDB

Local Board Assurances

Through PY 2017-20, the Local Workforce Development Board (Local Board) assures the following:

- A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act* (WIOA) Section 184(a)(3).
- B. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing (WIOA Section 181[b][7]).
- C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.
- D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.
- E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.
- F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.
- G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. (WIOA Section 134[c][3][E], and CUIC Section 14230[a][6])
- H. The Local Board certifies that its America's Job Center of CaliforniaSM (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIC Section 14233).

- I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.
- J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.
- K. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

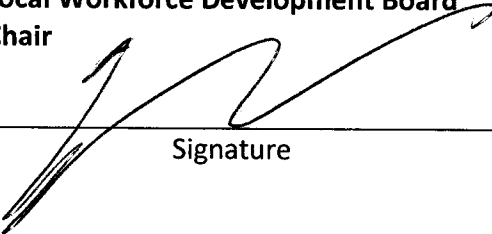
SIGNATURE PAGE

Instructions

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

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

Local Workforce Development Board
Chair



Signature

Jamil Dada

Name

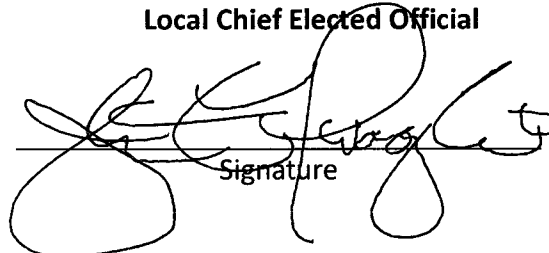
Chairperson

Title

3/2/2017

Date

Local Chief Elected Official



Signature

John Tavaglione

Name

Chairman of Board of Supervisors

Title

3/14/17

Date

ATTEST:

KECIA HARPER-IHEM, Clerk

By 

DEPUTY

Attachment IV: AJCC Locations

Comprehensive AJCC Locations

Location 089
Riverside WDC
1325 Spruce Street, Suite 110
Riverside, CA 92507

Location 090
Indio WDC
44199 Monroe St. Suite B
Indio CA 92201

A complete listing of all access points is available in Attachment B of the MOU (Attachment VIII).

Attachment V: AJCC Partners

Partner Name	Program	Program Authority
Beaumont Unified School District Coachella Valley Unified School District Corona-Norco Unified School District Jurupa Unified School District Lake Elsinore Unified School District Moreno Valley Unified School District Mt. San Jacinto Community College District Murrieta Valley Unified School District Riverside County Office of Education Riverside Unified School District	Adult Basic Education (ABE) English as a Second Language (ESL) Adult Secondary Education (ASE) English Literacy and Civic Education: Civic Participation and Citizenship Preparation	Adult Education and Literacy WIOA 121(b)(1)(B)(iii) Title II
EDA/Housing Authority	Housing Programs	Department of Housing and Urban Development (HUD) - Employment and Training Programs WIOA 121 (b)(1)(B)(xi)
Riverside Community College, Mt. San Jacinto Community College, College of the Desert	Vocational Education	Career & Technical Education Programs - Postsecondary Vocational Education - Carl D. Perkins Vocational and Applied Technology Education Act (20 USC 2301)
Center for Employment Training - CET	Vocational Education	Migrant Seasonal Farmworkers Title I, Title II Vocational Education
Department. of Rehabilitation	Vocational Rehabilitation Program	Rehabilitation Act, Title I, Parts A & B - Rehabilitation Services Commission (29 USC 720)
Department of Public Social Services	Temporary Assistance to Needy Families (TANF) Welfare-to-Work	Social Security Act - Part A, Title IV (TANF) (42 USC 601 et seq.), subject to subparagraph (C)
Office on Aging	Senior Community Service Employment	Older Americans Act Title V - Senior Community Service Employment Program (SCSEP) (42 USC 3056)
EDD - TAA/TRA	NAFTA	Trade Act Title II, Chapter 2 - Trade Adjustment Assistance (TM) (19 USC 2271)
EDD - UI Branch	Unemployment Insurance	Unemployment Insurance (UI) - (5USC 85) (ORC Chapter 4141)
EDD - Workforce Services	Wagner-Peyser	WIOA Title III - Wagner-Peyser Act Programs (29 USC 49)
EDA / Workforce Development	Workforce Development Programs	WIOA Title I - Adult, Dislocated Worker, and Youth Programs
EDD -Veterans, Community Action Partnership (CAP)	Vet Programs	Veteran's Workforce Programs -

Partner Name	Program	Program Authority
		Chapter 41 of Title 38, United States Code; WIOA 121(b)(1)(B)(viii)
Inland Empire Job Corps	Older Youth & Young Adult (Ages 16-24), Education & Career Technical Training Programs	WIOA Title I- Job Corps (29 USC 2881-2900, 29 US 2901)
EDD- Farm Workers	Agricultural Community Employment Services	WIOA Title I - Migrant and Seasonal Farm Worker Programs (29 USC 2912, 29 US 2919)
California Family Life Centers	Youth Programs	WIOA Title I - YouthBuild-WIOA Section 171
CA Indian Manpower Consortium, Inc.	Native American Programs	WIOA Title I - Native American Programs (29 USC 2911, 29 USC 2919)
Learn4Ufe - Lake Elsinore, Murrieta, Moreno Valley, Riverside, Casa Blanca	College & Career Readiness, Career Technical Training for ages 14- 24, High School Diploma programs	California Department of Education, Education and Literacy Programs Title II
El Sol Neighborhood Educational Center	Adult Ed, English as a second Language, High School Equivalency and El Civics courses	Adult Education and Literacy WIOA Title II
Soboba Band of Luiseno Indians Council Morongo Band of Mission Indians Council Torres-Martinez Desert Cahuilla Indians Pechanga Band of Luiseno Indians Council	Tribal TANF	Title IV Part A Block Grants

Attachment VI: Local Area Grant Recipient Listing

STATE of CALIFORNIA
Riverside County Workforce Development Board
LOCAL AREA GRANT RECIPIENT LISTING

[WIOA Sections 107(d)(12)(B)(i)]

County of Riverside

(Name of Local Workforce Development Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	Riverside County Economic Development Agency (EDA)	Heidi Marshall Assistant Director Riverside County EDA	3403 10th Street, Suite 400 Riverside, CA 92501	(951) 955-3100 (951) 955-8916 hmarshall@rivcoeda.org
Fiscal Agent	Riverside County EDA	Janet McFall Administrative Services Manager, Accounting & Finance Riverside County EDA	3403 10th Street, Suite 400 Riverside, CA 92501	(951) 955-0021
Local Area Administrator	Riverside County EDA	Heidi Marshall Assistant Director Riverside County EDA	3403 10th Street, Suite 400 Riverside, CA 92501	(951) 955-3100 (951) 955-8916 hmarshall@rivcoeda.org
Local Area Administrator Alternate	Riverside County EDA	Heidi Marshall Assistant Director Riverside County EDA	3403 10th Street, Suite 400 Riverside, CA 92501	(951) 955-3100 (951) 955-8916 hmarshall@rivcoeda.org

Signature: _____

 Chief/Elected Official

Date

3/14/17

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.

ATTEST:

KECIA HARPER-IHEM, Clerk

 DEPUTY

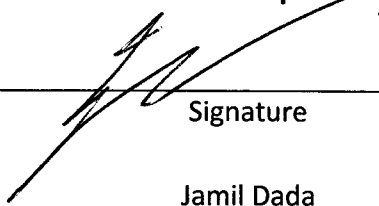
Attachment VII: Local Plan Signatures

Riverside County Workforce Development Board**PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES**

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

This local plan is submitted for the period of July 1, 2017 through June 30, 2020 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair



Signature
Jamil Dada

Name

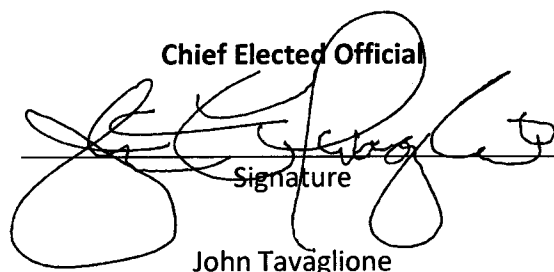
Chairperson

Title

3/2/2017

Date

Chief Elected Official



Signature
John Tavaglione

Name

Chairman of Board of Supervisors

Title

3/14/17

Date

ATTEST:

KECIA HARPER, Clerk

By


DEPUTY

Attachment VIII: Partner MOUs

Attachment IX: Local Board By-Laws

Attachment X: Public Comments

Local Board Record of Comments

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

Please provide these comments in the following format:

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