

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



ITEM
3.7
(ID # 9119)

MEETING DATE:

Tuesday, March 26, 2019

FROM : ECONOMIC DEVELOPMENT AGENCY (EDA):

SUBJECT: ECONOMIC DEVELOPMENT AGENCY/WORKFORCE DEVELOPMENT
DIVISION: Approve the Riverside County Workforce Development Local Plan
Modifications and the Inland Empire Regional Workforce Development Plan
Modifications for Program Years 2017-2021; [All Districts] [\$0]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve the Workforce Innovation and Opportunity Act (WIOA) Program Year 2017-2021 Riverside County Workforce Development Local Plan Modification (Local Plan);
2. Authorize the Chairman of the Board of Supervisors to execute the Local Plan on behalf of the County of Riverside;
3. Approve the WIOA Program Year 2017-2021 Inland Empire Regional Workforce Development Plan Modification (Regional Plan); and
4. Authorize the Assistant Director of Workforce Development, or designee, to implement the Local Plan and Regional Plan and to take any and all necessary steps to modify the Local Plan and the Regional Plan to ensure compliance with and adhere to direction from the California Workforce Development Board.

ACTION: Policy

Robert Field, Assistant County Executive Officer/ECD

3/7/2019

MINUTES OF THE BOARD OF SUPERVISORS

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

Ayes: Jeffries, Spiegel, Washington, Perez and Hewitt

Nays: None

Absent: None

Date: March 26, 2019

XC: EDA

Kecia Harper
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:

BACKGROUND:

Summary

The Workforce Innovation and Opportunity Act (WIOA) requires Local Workforce Development Boards to submit multi-year Local Plans for services in Workforce Development Areas and Regional Plans for Regional Planning Units to define strategies for workforce development that are responsive to the employment needs of businesses, job seekers, and employees. Regional Plans 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. The Riverside County Workforce Development Board (WDB) oversees Local Plan implementation. The Inland Empire Regional Planning Unit (IERPU), which consists of the WDB and the San Bernardino County Workforce Development Board, oversees the Regional Plan. The WDB and IERPU, together with many partners, work pursuant to both Plans 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.

Each year, per WIOA Directive, modifications to the Local Plan and Regional Plan are required. The program year (PY) 2018/219 Regional and Local Plan modifications require the addition of service strategies focused on the justice-involved population, English Language Learners, CalFresh/SNAP recipients, and non-custodial parents, in coordination with local Department of Child Support Services. Development of the PY 2018/19 modifications included key stakeholders and customers across the region participating in the assessment of current workforce activities, including those funded through WIOA and other sources.

On February 20, 2019, the Riverside County WDB approved drafts of both the Local Plan and Regional Plan modifications. Consistent with the State of California Employment Development Department requirements, both Plans were then made available for public review and comment beginning February 21, 2019. An after-hours listening session was also conducted as a means for public input. 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.

Pursuant to WIOA Directive, the WDB was required to give notice to the CWDB by March 15, 2019, regarding the status of Board approval of the Plans. Upon Board approval of the Local

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

Plan and Regional Plan, both will be reviewed by the CWDB. The CWDB will then send the WDB a letter advising of the approval status along with a request for revisions, if applicable. Because revisions to the Plans may be necessary to meet State requirements, the CWDB is requesting that the Director of Workforce Development, the designated occupant of which position is the Assistant Director of Workforce Development, be approved to make revisions as necessary prior to implementation of the plan.

Staff recommend that the Board of Supervisors approve the proposed Local Plan and Regional Plan modifications, attached hereto and incorporated herein by this reference. County Counsel has reviewed both the Local Plan and the Regional Plan modifications and has approved as to form. Staff further recommends that the Board authorize the Assistant Director of Workforce Development, to modify the Plans pursuant to revision requests from CWDB.

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

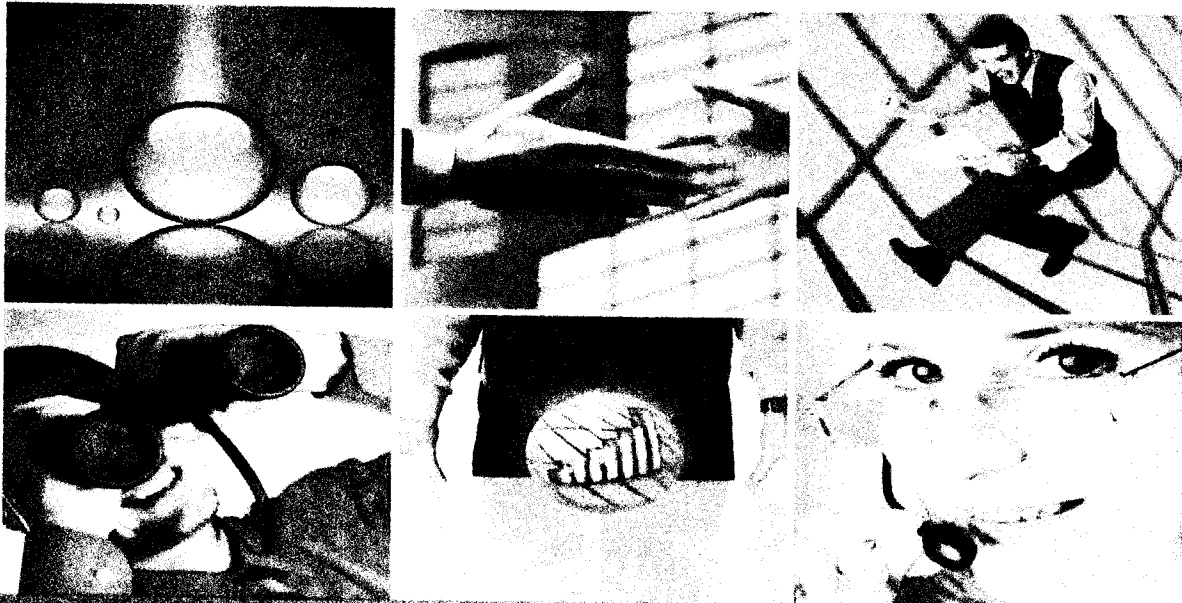
Approval of this item will not impact Discretionary General Funding (Net County Cost) as funding is fully provided through the Workforce Innovation and Opportunity Act (WIOA).

ATTACHMENT


- WIOA Program Year 2017-2021 Riverside County Local Workforce Development Plan Modification
- WIOA Program Year 2017-2022 Inland Empire Regional Planning Unit Workforce Development Plan Modification


Nehini Dasika, Principal Management Analyst 3/18/2019


Gregory L. Priamos, Director County Counsel 3/13/2019



**RIVERSIDE COUNTY
WORKFORCE DEVELOPMENT BOARD
LOCAL PLAN MODIFICATIONS 2017-2021**

America's  Center
of California™

MAR 26 2019 3.7

INTRODUCTION

This addendum provides information responsive to the two year modification of Riverside County's Local Plan required by the Workforce Innovation and Opportunity Act (WIOA), as established in Directive WSD18-01 (hereafter the "Directive"). America's Job Center of California (AJCC) Partners (please see Appendix A) currently work together to co-case manage mutual customers and to co-enroll where possible to provide comprehensive, integrated workforce development services to businesses and jobseekers. In three AJCC locations (Riverside, Indio, and Hemet), services are co-located to serve various populations such as migrant/seasonal farmworkers. The breadth of signatories speaks to RCWDB's efforts to partner with local organizations and agencies. Since WIOA programs are administered by the County, Riverside County Workforce Development Board (hereafter "RCWDB") integrates its services with other County programs including the Department of Public Social Services, the Department of Child Support Services, Probation Department, Department of Rehabilitation, the Office on Aging, and the Housing Authority.

Throughout the year, RCWDB and its AJCC partners meet regularly to discuss coordination, integration, service delivery, service gaps, and challenges for the populations they serve. Specific to the Plan Modification, RCWDB convened two strategic planning sessions to discuss ways to improve outreach efforts to engage with more customers, streamline services to reduce duplication and increase capacity, and address specific challenges and barriers faced by job seekers and incumbent workers from five target groups: CalFresh recipients, non-custodial parents, English language learners, individuals with disabilities, and justice-involved individuals. Stakeholders attended a 4-hour planning session October 31, 2018 and November 8, 2018. Stakeholder agencies that attended are provided in Appendix B. Findings and suggestions from these meetings have been included in this Local Plan modification.

Three regional level demand industries were previously approved by RCWDB: health care, manufacturing, and transportation and logistics. Additionally, advanced manufacturing, renewable energy, construction, and agriculture and hospitality/tourism (the latter just for Eastern Riverside County) were approved for Riverside County. 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. Based on updated projections for the number of new jobs between 2014 and 2024, RCWDB will seek approval to update demand industries and occupations.

We begin our narrative by addressing how RCWDB is working to integrate CalFresh participants into Employment and Training services. This is followed by information on how we engage with Local Child Support Services Agencies to serve non-custodial parents, how we provide services to the intellectual disability/developmental disability population, and how we collaborate with our partner agencies to serve English language learners. Pages 1 to 10 address the required narrative information for these subpopulations of interest. Appendix C, beginning on page 15, contains additional required information; specifically, those items marked with an asterisk (*) in the Directive.

This plan modification reflects the collective vision of RCWDB and its partners, both mandatory and other. Together, we are committed to providing workforce and supportive services for our unique and overlapping clients.

CALFRESH PARTICIPANTS

Available and Planned Workforce Services

CalFresh applicants and recipients can access services through many points of entry. The County's self-service online tool, www.C4yourself.com can be used to apply and recertify for CalWORKs, CalFresh, and Medi-Cal benefits. There is also a C4Yourself mobile app, available on Android and Apple platforms. Residents can apply by visiting or calling one of the fourteen DPSS district offices in Riverside County. Customers with an active account have access to their case anytime through DPSS's Interactive Voice Response (IVR) System. This system is available 24 hours a day, 7 days a week and provides reminder messages of upcoming appointments and alerts recipients if a form is missing. Available in English and Spanish, the IVR system also provides caseworker contact information, call transfer options, and the ability to request replacement reports—along with several more services.

When a recipient of CalFresh benefits is also eligible to receive WIOA employment and training services, the enrolled participant has access to a wide range of career development and support services that connect them to sector pathways programs and regional workforce initiatives. CalFresh customers may also volunteer to participate in CalFresh Employment and Training (E&T) which is administered by the Riverside County Department of Public Social Services (DPSS). DPSS addresses employment barriers with job search training, education, job retention, and supportive services.

To provide additional services, and services for family members, DPSS entered into a partnership with Reading and Beyond in July 2018 to administer the CalFresh E&T services. Reading and Beyond opened the Riverside County Bridge Academy (RCBA) on September 17, 2018. This service integration model is a replication of the California Bridge Academy (formerly the Fresno Bridge Academy) in which enrolled participants develop pathways over an 18-month period. The non-assistance CalFresh adults participate in Cal Fresh E&T program components and receive case management and career counseling support. Participants can receive job search training, education/vocational training, job retention services, transportation support (e.g., bus passes/tickets, warrant for gas, gas vouchers), and ancillary supportive services (e.g., clothing/uniforms, food handler's card, books/school supplies, safety equipment). With private foundation funds, and in collaboration with community based organizations, RCBA participants and their family members may participate in several "wrap-around" services including parenting skills, financial and digital literacy, budget and nutrition management, and tutoring and mentoring for children.

DPSS completed several initiatives that expanded its reach and enabled them to provide services, including supportive services, to more County residents. In 2016, DPSS provided each district office with a DVD, which played for waiting customers, in which a chef provided cooking demonstrations of foods that could be purchased and cooked with CalFresh benefits. In 2017, they launched and completed an initiative to have CalFresh Electronic Benefits Transfer (EBT) cards accepted at Riverside County Farmers Markets. Posters were created for display in district offices to inform customers about which Farmers Markets accepted CalFresh benefits on the EBT card. The poster was also converted into a DPSS form so that it was accessible on the intranet for staff to print and provide to customers. Also in 2017, DPSS

created posters which were distributed to the district offices that highlighted the CalFresh program and the WIC program. These materials informed customers, some that were reasoned would be eligible for CalFresh benefits, about ways to expand their food budget. For internal training, weekly word search puzzles with CalFresh terms were distributed for staff to complete; staff that returned an accurate puzzle received a gift card to a local restaurant.

A new and continuing initiative is CalFresh Awareness Month, led by the Community Outreach Branch (COB). For the 2018 CalFresh Awareness month, the COB completed an internal "roadshow," in which staff visited each district office and spoke to CalFresh and Medi-Cal workers about CalFresh. During the discussion, staff mentioned the work being done with Farmers Markets and the student criteria for CalFresh eligibility.

Regional Alignment, Coordination, and Integration

The Community Outreach Branch of DPSS already does a great deal of outreach that enables them to engage with children, youth, families, seniors, and the larger community. Specifically, DPSS already works with UC Riverside, community colleges, the Riverside County Office on Aging, hospitals, faith-based organizations, and community-based organizations (CBOs). Staff attend community events and resource fairs, along with their day-to-day collaboration with CBOs, government agencies, and private organizations. Additionally, staff present trainings on applying for and accessing www.cd/yourself.com.

For English Language Learners who may need CalFresh benefits, Stakeholder Engagement attendees suggested connecting to migrant seasonal farmworkers through a partnership with the Inland Coalition for Immigrant Justice. As a first step, attendees suggested that WIOA partners and RCWDB read the April 2018 report, *State of Immigrants in the Inland Empire*,¹ co-authored by the Center for Social Innovation at the University of California, Riverside, the California Immigrant Policy Center, and the Inland Coalition for Immigrant Justice.

The Inland Empire Regional Planning Unit (IEPRU) of both San Bernardino and Riverside County, is focusing on employment and training services for the justice-involved and formerly incarcerated. By having DPSS as a partner in the IEPRU efforts, the County's local plan will expand its reach to justice-involved and formerly incarcerated individuals who may need CalFresh benefits.

As we implement MOUs between and among local agencies, the County will continue to look for ways to integrate service delivery by cross-training staff at workforce, education, and social service agencies. Those agencies will share CalFresh E&T fact sheets for front line staff and work together organizing Job and Resource Fairs that benefit participants of all programs in the community, including CalFresh.

Facilitating Program Completion

The Reading and Beyond CalFresh E&T program includes a variety of job readiness activities designed to facilitate program completion, such as employment counseling, obtaining job leads, resume building, mock interviews, Internet access, online tutorials, Occupational Information Network (O*Net) tools, and Comprehensive Adult Assessment System (CASAS) testing and has expanded to several district offices. Riverside County's CalFresh E&T program has offered education and vocational training components since late 2015. The education and vocational training opportunities were primarily offered in the

¹ Available to download at <http://socialinnovation.ucr.edu/immigrants/>

metro region of the county which consisted of the Jurupa, La Sierra, and Moreno Valley Self-Sufficiency Offices. As of October 2018, all components and services were available countywide with the exception of the Blythe Office, where services will be provided as soon as possible. Between October 1, 2018 and September 30, 2019 approximately 340 families will receive services through Reading and Beyond.

The RCWDB maintains a County Resource Guide as a desk reference and an online guide. Partner agencies are currently working to create a seamless referral and scheduling module, which will help connect individuals to supportive services and retain them in E&T services. Staff will be able to see enough information to know what documents the client may need to bring to qualify for services. This, plus a listed point of contact for each agency, will curtail back and forth emails and phone tags between service providers. Eventually, this guide will include partners from Riverside County's regional partner County, San Bernardino, as well as San Diego and Orange counties.

Through the C4Yourself website and app, DPSS has been moving to online and automated information and messaging. Because of this, applicants and recipients without access to the Internet, and those without a smartphone, are at a disadvantage. As technological advances continue, this digital gap will only widen. Stakeholder Engagement attendees suggested collecting donated smartphones to allow CalFresh recipients to access these useful online services. This would also allow DPSS staff to connect to more individuals through text messaging—something they are already using.

LOCAL CHILD SUPPORT SERVICES AGENCIES

Available and Planned Workforce Services

The Riverside County Department of Child Support Services (DCSS) currently has a Memorandum of Understanding (MOU) with the Riverside County Economic Development Agency/ Workforce Development Division (WDD) (from October 1, 2017 through September 20, 2022) to assist individuals with child support obligations with employment and training services. Through the Procedural Justice Informed Alternatives to Contempt (PJAC) grant, funded by the Federal Office of Child Support Enforcement, the agencies work together to ensure that non-custodial parents (NCPs) with a child support obligation are aware of employment services and that barriers to employment are eliminated. Participants receive supportive services to remove barriers to compliance such as dispute resolution, parenting time, domestic violence education, and employment services.

To access employment services, clients are required to have an initial assessment, including enhanced investigation to determine the client's ability to participate in work readiness activities. Eligible participants then receive employment and training services such as assessments, aptitude testing, and the development of an individual employment plan. In addition to these employment services, DCSS refers participants to the Community Action Partnership for clients seeking Career and Technical Education. CAP facilitates opportunities towards self-sufficiency through education, wealth building, energy assistance, and advocacy. They offer notary services, dispute resolution, disaster preparedness, tax assistance, utility assistance (including weatherization), and a Saving for Success program, as well as specific programs for youth and Veterans. The referral process includes having a dedicated liaison at DCSS and WDD offices to facilitate coordination and quarterly reports that document the outcomes of the referrals to improve data sharing.

NCPs not under the PJAC grant can still receive E&T services, provided he or she is able and available to work. Individuals can access basic career or employment services, or receive a referral to intensive services as detailed above. As noted in a later section, some NCPs are not willing to engage with Child Support Services to assist them with employment. However, the successful PJAC program has illustrated that intensive case management, specifically counseling about the help Child Support Services can provide, can overcome this obstacle.

Regional Alignment, Coordination, and Integration

The DCSS Child Support Resource Team is already connected to numerous Riverside County stakeholders, which facilitates service coordination. They have provided trainings and/or presented at jails, prisons, DPSS offices, the County Probation office, the Salvation Army, city and county resource fairs, employment fairs, and community events—such as “Beloved Corona” and the Inland Empire Health Plan (IEHP) fair. As part of their “In Your Neighborhood” services, they present at the ten city and County public libraries, sending staff with laptops so that services can be provided on the spot. Specific workshops and trainings include: County, State and Federal mandated trainings, Child Support University, Parole and Community Team (PACT), Child Support 101, and Stand Down for military personnel. DCSS connects to employers with bi-annual workshops. They use the National Directory of New Hires to find local employers (based on Zip), and invite them to come to the workshop. Stakeholder Engagement attendees suggested using these Employer Workshops to coordinate with partners to share information about services available for other populations such as CalFresh recipients, English language learners, and re-entry.

DCSS has an agreement with the Riverside County Probation whereby DCSS case managers are stationed on-site to provide services to customers visiting their Probation Officers. DCSS also participate in job and resource fairs for the re-entry population.

As a result of the Stakeholder Engagement meeting, DCSS is going to connect with Goodwill Industries to enhance outreach efforts to deliver and upscale its services. A representative from Training Occupational Development Educating Communities (TODEC) noted that an eligibility worker travels once a week to Mecca and the Eastern Coachella Valley and suggested that a representative from DCSS travel with them. RCWDB will work with its partners to develop a program design that meets participant demands in terms of joining TODEC during these outreach activities. Goodwill, TODEC, and other partners will continue to provide and coordinate these support services (again, please see a list of local partners in Appendix A).

Facilitating Program Completion

The successful Procedural Justice Informed Alternatives to Contempt (PJAC) grant will continue until September 30, 2022, allowing additional NCPs to access supportive services to help them achieve self- and family-sustaining employment wages. Through existing outreach efforts, family court attorneys already refer clients to DCSS for employment services. Stakeholders also recommended that local partners make sure that attorneys, and judges who decide child support orders, are aware of the services available for NCPs.

The DCSS Resource Center, which has been in place for approximately five years, is a database of about 120 agencies—most located in Riverside County, but it includes some San Bernardino and Los Angeles County entries. At DCSS’s Indio office, they display partner agency’s information. The Resource Center is

a DCSS desk or online reference guide created to assist its customer. The focus is to maintain a comprehensive resource database of agencies, programs, and organizations to cover a broad range of human and social services in Riverside County. Through collaborative partnerships, DCSS has built an inclusive environment and network of support services for the community. The resources provided range from counseling, child care, domestic violence, emergency shelter, education, transportation (bus passes), health services, legal services, and housing. The Outreach Coordinator at DCSS updates the Resource Center guide once a year, with the most recent update occurring in November 2018. DCSS requests a point-of-contact for each agency listed, as well as information about services provided. The Resource Guide was available only as an Excel spreadsheet; as of January 2019, it has been available on SharePoint. DCSS is also listed on Community Connect 211, an online and telephone referral service for residents to connect to needed services.

DCSS had previously partnered with Community Connect's Transportation Access Program (TAP) to provide free bus passes, with no limit on the number that can be disseminated. They will restart Connect TAP to provide bus passes to allow access to workforce development and education training programs so that it is easier for clients to successfully complete their employment and training program.

Overcoming Legal or Regulatory Obstacles to Providing Services

A primary goal for a NCP is to earn a self-sustaining and family sustaining wage. If there is a child support court order against the NCP, it may trigger barriers that impede that goal. Certain court orders will suspend or revoke professional licenses and driver's licenses. It may take aggressive advocacy on behalf of the NCP to negotiate around these obstacles and the individual may be reluctant to seek out this type of assistance, preferring to remain below the radar of authorities. Many individuals who enroll in government programs are also afraid that they or their family members will be scrutinized by immigration authorities. This keeps some eligible NCPs from keeping their court dates or visiting an office to seek out services.

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

As noted, DCSS can suspend or revoke any state issued license; they can also withhold wages from NCPs earnings as well as from pensions and social security. While some of their enforcement strategies present an obstacle for accessing workforce services, they also can serve as motivation for the NCP to engage with DCSS so that the enforcement order can be suppressed. DCSS is planning to expand their presence of social media, which may help them connect, support, and motivate participants to maintain an open communication line with DCSS.

During Stakeholder Engagement, DCSS indicated they had compiled a list of approximately 300 businesses that self-identified as being willing to hire felons, and acknowledged that awareness about these employers was low. The RCWDB distributed the employer list to all attendees to hopefully increase workforce services referrals and program participation.

Overcoming Obstacles for Local Partnership

For confidentiality reasons, much of the information accessible to DCSS (e.g., the NCP's employer and their current or past wages) cannot be shared with other agencies or organizations. This poses a challenge for meaningful partnerships among the social service agencies. In spite of any such complications, the County encourages local partner agencies and organizations to collaborate with a goal of providing employment and training services whenever possible. If eligible, the NCP could enroll or co-enroll in WIOA programs or employment and training programs offered by CBOs or other government agencies such as CalFresh E&T.

PROVISION OF SERVICES TO THE INTELLECTUAL DISABILITY (ID)/DEVELOPMENTAL DISABILITY (DD) POPULATION

Competitive Integrated Employment (CIE) is work performed by a person with a disability (including those with intellectual disabilities and developmental disabilities) within an integrated setting that includes both individuals with and without disabilities. CIE is full or part-time work that:

- Compensates individuals at no less than the legal minimum wage and at the same rate as non-disabled employees with the same skills, performing the same work
- Yields an income comparable to that of similarly situated non-disabled individuals
- Provides the same benefits available to other employees
- Is at a location where employees interact with other persons who are not individuals with disabilities
- Presents opportunities for advancement

RCWDB will engage with local partners to promote CIE through attendance at Local Partnership Agreement (LPA) meetings, cross training, and identifying resources and partners for business engagement for the paid work experience program. Staff of the Riverside County Office of the California Department of Rehabilitation (DOR) are co-located at the AJCCs to help better serve the ID/DD population by linking to available resources. In addition, DOR representatives are regular attendees of RCWDB meetings and Regional Committee meetings.

RCWDB works with these and other agencies, groups, and organizations to implement partnership plans:

- Riverside County Office of the Department of Rehabilitation (DOR)
- Inland Regional Center (IRC)
- Local Educational Agency (LEA)
- Special Education Local Plan Area (SELPA) offices
- Workability programs at school districts within the area associated with the DOR

RCWDB staff is participating in the regional LPA and branch office LPA meetings and committees to strategize how to partner and collaborate to serve individuals with disabilities. This will assist in leveraging resources to better serve the ID/DD population.

Staff at AJCCs are expected to understand the needs of jobseekers with ID/DD and be knowledgeable about programs and resources that can aid in their success. To assist this effort, there is continued training for front line staff about disability awareness, cross training for all staff on the use of assistive technology, and participation in Windmills training by DOR. In February 2018, as part of the Regional Training

Coordination initiative with San Bernardino County Workforce Development Board, two training sessions were offered to front line staff on the needs of people with disabilities. Staff attended a session called "Coordination in Serving Target Populations" conducted by Robbin and Associates and later, another session called "One System for All and All for One" conducted by the California Employment Development Department capacity building unit.

Co-located staff at the AJCCs assist in serving ID/DD customers. RCCWDB will continue to engage DOR, IRC, and LEA, and school district workability programs to ensure ongoing collaboration. Lastly, RCWDB staff will attend outreach events for all partners to ensure customers are aware of available services. To connect CIE efforts with local businesses and employers, RCWDB hopes to develop paid work experiences and internships through DOR, the unified school districts, and other WIOA youth programs

PROVISION OF SERVICES TO ENGLISH LANGUAGE LEARNERS (ELL), THE FOREIGN BORN, AND REFUGEES

Regional Alignment, Coordination, and Integration

Adult education schools are often the entry point for immigrants seeking employment services and training.² As part of the MOU between RCWDB and the mandatory WIOA partners, and additional partners, RCWDB already coordinates with Adult Education providers. Additionally, RCWDB has a separate MOU with the College of the Desert to provide a staff person two to four times a month to provide services such as training on CalJOBS, referrals, and career exploration. These services are provided through the College's Career Center, which provides professional development services and workforce training for emerging and in-demand industries. This model is under development to be replicated with additional educational partners in the county.

During the October 31, 2018 Stakeholder Engagement meeting, RCWDB learned that, even though there are MOUs in place, partner organizations need to improve information sharing about the services offered to English learners. The County will take several steps to improve communication and collaboration. First, RCWDB will update a WIOA 101 PowerPoint presentation and deliver it to partner organizations. These trainings are planned to take place initially in the beginning months of 2019. The presentations will be tailored to the partner agency so that organizations that serve English Learners will have updated, relevant information about eligibility, how to refer customers to WIOA services, opportunities for collaboration among partners, and protocols for co-enrollment or dual enrollment.

At the request of Adult Education partners, RCWDB has agreed to share more information about how the partners can qualify as Eligible Training Providers. This work will involve analyzing labor market information to determine in-demand occupations and skills. Invitations to upcoming job fairs and resource fairs will also benefit Adult Education partners as they gain firsthand knowledge about the local job market. Another area to strengthen is the connection between Adult Education and employers by building on the Inland Empire Regional Planning Unit's (IERPU) SlingShot program. The program combined LMI with direct feedback from industry sectors to deliver training with an employer-driven curriculum, and help ensure that employers had a qualified pool of candidates. Ideally, before providers

² California Workforce Development Board Policy Brief (January 2017). Serving English Language Learner Populations Using Best Practices and Model Partnerships. Available at: <https://cwdb.ca.gov/wp-content/uploads/sites/43/2016/03/LEP-Policy-Brief-Final-raft-01.26.17.pdf>

decided on what training to offer, they found businesses that had those jobs. The SlingShot program also included on-the job training where incumbent workers would train for another job, and then their vacated job would be backfilled with an entry-level person or an apprentice. Through the TAACT grant at Chaffey College, RCWDB worked with Fontana Steel to constantly update the skills and training to match what was needed—allowing them to be responsive to businesses.

Moving forward, SlingShot will be a program component of current and future IERPU Regional Implementation grant funded efforts. Through the AJCC Operator weekly newsletter, partners will receive a list of individuals who have graduated from trainings as a way to increase placement rates. The RCWDB will also connect Adult Education providers to the Inland Empire Manufacturing Council through Ron Hurst, our Manufacturing Sector Consultant who currently conducts extensive outreach. RCWDB will invite key stakeholders and local partners to plan and execute future resource fairs during which individuals learn about employment and training services in the County and employers learn about the local workforce system.

Facilitating Program Completion

RCWDB is anticipating an expansion of Registered Apprenticeships in the county. This expansion will be closely tied to the regional sector pathway programs so that the supply of labor can effectively meet the demands of employers. This strategy will also require a close connection to Pre-Apprenticeship programs that will be developed throughout the county. Pre-Apprenticeship programs will require careful coordination among all local and regional partners as we consider such details as employability, skills training, English language, computer skills training, and contextualized learning. As part of this collaborative effort RCWDB will also seek out the advice of the state's Apprenticeship and Training Representative (ATR) so that Riverside County can take full advantage of already-established programs and curricula.

During Stakeholder Engagement, an attendee remarked that she understood all of the steps to get a client enrolled in college course, she did not understand how to refer people to an AJCC. The Hemet AJCC has been piloting a referral system that will be used by all members of the Adult Education Consortium to streamline referrals between colleges and workforce services through AJCCs. Once finalized, trainings will be provided to staff on this universal form and systematic process.

Riverside County does not currently have a Refugee Employment Service Plan. It is our plan to continue partnership discussions with our English Language Learner (ELL) partners to initiate discussions toward development of a plan to serve the refugee population within our county.

A significant number of Migrant and Seasonal Farmworkers (MSFWs) reside in the Eastern portion of the County; primarily the Coachella Valley and Blythe. The numbers warrant that the State Employment Development Department (EDD) has an outreach program in the Coachella Valley and in Blythe. During Program Year (PY) 16/17 1,981 MSFWs were served from the Indio and Blythe offices and an additional 850 attended 35 workshops offered during that year. The services received include assistance with their Unemployment Insurance (UI), Disability Insurance, Paid Family Leave and information on Educational Services.

Referrals are made to the Center for Employment Training (CET) located in the City of Coachella. CET is the 167 Provider for the Region. While Workforce refers MSFWs to CET, they also refer those that do

not qualify as MSFWs to the WDC for WIOA training. The Center Director for CET also attends the Eastern Regional meetings and shares information about their programs with other stakeholders and businesses. The Mobile One-Stop has been utilized in the past to serve MSFWs in remote locations to file their UI during a major crop freeze. The Indio and Blythe WDCs offer all workshops in English and Spanish and all frontline staff are bilingual.

In addition to the CBOs mentioned in the narrative (e.g., Reading and Beyond), RCWDB has partnered with Reach Out, a nonprofit CBO to provide its residents, both ELL and native speakers, with access to programs and services including a series of evidenced based parenting programs, substance abuse prevention, and mentoring, counseling, and career guidance to foster youth development. RCWDB also partners with Desert Best Friend's Closet, and OneFuture Coachella Valley.

APPENDIX A – UCC PARTNERS

- ❖ Title I Adult, Dislocated Workers and Youth
 - County of Riverside Economic Development Agency, Workforce Development Division
- ❖ Title II Adult Education and Literacy
 - 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
 - Riverside Unified School District
 - Riverside County Office of Education
- ❖ Title III Wagner-Peyser
 - State of California Employment Development Department
- ❖ Title IV Vocational Rehabilitation
 - California Department of Rehabilitation
- ❖ Carl Perkins Career and Technical Education
 - College of the Desert
 - Riverside Community College
 - Palo Verde College
- ❖ TANF/CalWorks
 - Riverside County Department of Public Social Services
- ❖ Trade Adjustment Assistant Act
 - State of California Employment Development Department
- ❖ Housing and Urban Development
 - Housing Authority of the County of Riverside
- ❖ Title V Older Americans Act
 - Riverside County Office on Aging
- ❖ Job Corps
 - Chugach Education Services, Inc.
 - Inland Empire Job Corps
- ❖ Native American Programs
 - California Indian Manpower Consortium Inc.
- ❖ Migrant Seasonal Farmworkers
 - Center for Employment Training
 - State of California Employment Development Department
- ❖ Veterans
 - State of California Employment Development Department
- ❖ Youth Build
 - California Family Life Centers
 - Riverside County Office of Education
- ❖ Community Services Block Grant
 - County of Riverside Community Action Partnership
- ❖ Unemployment Compensation
 - State of California Employment Development Department

❖ Additional Partners

- Alta Vista Innovation H.S. dba Learn4Life
- Alta Vista South Public Charter dba Learn4Life
- Antelope Valley Learning Academy dba Learn4Life
- Diego Hills Central Public dba Learn4Life
- San Diego Workforce Innovation High dba Learn4Life
- Vista Norte Public Charter dba Learn4Life
- El Sol Neighborhood Education Center
- Goodwill Industries of Southern California

APPENDIX B – ATTENDING STAKEHOLDER AGENCIES

IERPU Local Plan Modification Stakeholder Meeting Attendees

October 31, 2018

- California Family Life Centers
- Centro Inmigrante
- Employment Development Department
- Department of Social Services- CalFresh
- Department of Child Support Services
- Job Corps
- Goodwill of Southern California
- Learn4Life Charter Schools
- Corona-Norco Unified School District
- Lake Elsinore Unified School District
- Riverside Unified School District
- College of the Desert
- Mt. San Jacinto Community College
- Riverside County Workforce Development
- Todec

IERPU Regional Plan Modification Planning Meeting Attendees

November 8, 2018

- A19
- CA Department of Corrections & Rehabilitation Services
- CA Department of Rehabilitation
- CA Employment Development Department
- CA Workforce Development Board
- Chaffey Adult School
- Chaffey College
- Corona-Norco Adult Education
- Riverside Community College
- San Bernardino City Unified School District
- San Bernardino Community College District
- Cal Smog
- Metrolink
- Uturn Industries
- Voice Marketing
- Abundant Living
- CA Indian Manpower Consortium
- California Family Life Centers
- El Sol Neighborhood Education Center

- Five Keys Charter
- Goodwill Southern California
- Inland Empire United Way
- Inland Valley Recovery Services
- JC Horizon
- Mission HD
- Operation New Hope
- RESCARE
- Saved by Grace
- TAT Holdings, LLC
- Builders Industry Association, Baldy View Chapter
- Career Expansion, Inc.
- Center for Employment Opportunities
- San Bernardino County Administrative Office
- San Bernardino County Department of Behavioral Health
- San Bernardino County Department of Public Health
- San Bernardino County Probation Department
- San Bernardino County Workforce Development Department
- Riverside County Department of Social Services
- Riverside County District Attorney's Office
- Riverside County Mental Health Department
- Riverside County Office of Education
- Riverside County Probation Department
- Riverside County Sheriff Department
- T.A.C.C.T.

APPENDIX C - ADDITIONAL REQUIRED INFORMATION

*CalFresh E&T Partnership**

Population Overview & Needs Assessment

As of September, 2018 there were 210,558 County residents receiving CalFresh benefits (103,082 cases). Over half (56%) are female and 44% are male; the average age of participants is 44 and 15% indicate English is their second language. Two in five (40%) participants are Mandatory CalFresh Work Registered. Currently, Riverside County DPSS does not track the number of CalFresh recipients participating in the voluntary E&T services.

Key workforce services and trainings need by this population are skill building, job searching, and resume creation. The services and trainings have been customized for different populations, such as migrant farmworkers and the re-entry population. These customizations will continue as partner agencies re-assess their curricula to ensure it is effective for the client base, and make changes based on how, and in what ways, their client base is changing. While customization is crucial, it can lead to duplication of efforts and inconsistent trainings/curricula across partners. Thus RCWDB will work towards coordinating and standardizing the CalFresh E&T and other WIOA trainings and services.

During the Stakeholder Engagement meeting, attendees suggested that workforce trainings culminate in a deliverable that participants can take with them; specifically, that participants end their training with a resume. Further suggestions were made to store the resume on a cloud service so it's portable, and have partner agencies work together to standardize the resume and make it easily keyword searchable. Attendees also requested a document for employers so that Human Resource departments and business owners know what services are available in the area, especially for businesses open to hiring the re-entry population and those hiring entry-level positions. RCWDB will work to create a 1-page flyer that provides such information to businesses. At the suggestion of local stakeholders, the County will ask employers to post this fact sheet about CalFresh benefits for their incumbent workers and job applicants. This would be a voluntary act on the part of the employer. RCWDB will continue to incorporate these and other stakeholder suggestions as we implement our local plan and administer our agency MOUs.

Barriers to Employment

Two significant barriers for the CalFresh population are a lack of awareness about the benefits and a fear of applying for any government programs that may expose a family to scrutiny by authorities. This is especially true when parents who are not U.S. citizens try to register children born in the United States for social service programs. Non-citizens and people who are in the country legally often do not know their legal rights. The County is continuing to work on expanding outreach and awareness efforts with the support of our local community-based organizations. Examples of this are several planned WIOA Orientations scheduled at schools and colleges. Specifically, orientations will be held at Beaumont Unified School District every six weeks, at the Corona-Norco School District twice each semester, in the Moreno Valley School District three times each year (February, August, and September), and at Mt. San Jacinto College once a year. RCWDB will also supply one staff person 2-4 times per month to provide job seeker services at College of the Desert.

Current and Prospective Local Partnerships

As noted in the narrative section, RCWDB has current partnerships with DPSS who in turn works with Reading and Beyond to provide E&T services for the CalFresh population eligible for workforce services. Additionally, the Economic Development Agency/ Workforce Development Division (EDA/WDD) and DPSS have an MOU through June 20, 2021 to conduct a Valley-Wide Employment Expo each year. The most recent Expo September 20, 2018 was the 23rd year this event has been held. The event was hosted by EDA/WDD, Riverside County DPSS, the State of California Employment Development Department, the State of California State Council on Developmental Disabilities, and the State of California Department of Rehabilitation.

Employer recruitment is accomplished through invitations directly to employers, social media, and flyers posted at agencies; employers register for the Expo through a website. For the first time, the Expo committee provided a shuttle from the Sunline 111 Transfer Station in Indio to the venue. Also for the first time, job seekers could register for the Expo in advance. Those that registered received helpful updates prior to the Expo. And, prior to the Expo, workshops were offered in English and Spanish; 74 job seekers participated. Over 900 job seekers registered prior to the Expo and 500 signed up the day of the event. Employers from hospitality, gaming, security, aviation, healthcare, government, and education were hiring for 1,290 job openings. Approximately 1,800 job seekers attended. The facility had two rooms for on-site interviews, and 11 onsite hires were confirmed. Qualitative feedback collected by the Business Solutions staff was overwhelmingly positive—employers were impressed with the candidates, and remarked that the venue worked for their needs and the event was well organized.

Stakeholder Engagement attendees requested that CalFresh present at the Economic Development Agency Advisory Council, which would be a new partnership for RCWDB. Attendees suggested that DPSS strengthen its relationship with K-12 schools to ensure that staff understand that the children of adults receiving CalFresh are entitled to free school lunches. Additionally, as part of Riverside County's participation in IERPU efforts, we will look for opportunities to work with San Bernardino to regionalize services for CalFresh recipients.

To facilitate information sharing and service coordination, all signatories to the MOU between RCWDB and WIOA partners agreed to provide cross training on services and programs through slides, videos, webinars, DVDs, and fact sheets—all accessible via a SharePoint site. Additionally, WIOA Orientations are available online for customers and partners, and can be delivered live at partnering Title II Adult Education locations based upon need and staff availability. Specific line-staff are trained to conduct trainings as staff capacity allows. As noted in the narrative, the Resource Center and existing outreach efforts also facilitate an exchange of information. And, as also noted in the narrative, partner agencies are in the process of creating a seamless referral and scheduling module to connect individuals to supportive services and retain them in E&T services.

Local Child Support Agencies*

Assessment of Need and Population Size*

As of September, 2018 there were 31,579 non-custodial parents in Riverside County; 88.0% (N=27,770) are male and 12% (N=3,809) are female. Of the 31,579 NCPs, 61% (N=19,362) are employed either full or part-time or are self-employed, and 39% (N=12,217) are unemployed, which includes those on disability, as well as incarcerated, homeless, and aided individuals (i.e., those receiving CalWORKs

benefits). The proportion who are ex-offenders, other demographic data, and the areas of high concentration are not available from our data.

Migrant and seasonal workers, most of whom are ELLs, need information and services that will come to them. As noted above, the fear of deportation means that these individuals are unlikely to visit an office for services. DCSS has had success engaging with migrant and seasonal workers by having case managers drive to these (mostly) remote locations, such as the City of Mecca.

Baseline Services and Modification to Services*

As noted in the narrative section, participants receive supportive services to remove barriers to compliance such as dispute resolution, parenting time, domestic violence education, and employment services. Employment and training services include assessments, aptitude testing, and the development of an individual employment plan and services from Community Action Partnership for clients seeking Career and Technical Education.

Barriers to Employment*

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

Overcoming Obstacles to Employment*

As mentioned earlier, when eligible, NCPs will receive a range of employment and training services from WIOA's Title I through IV programs. In addition, support services provided by local partners may include transportation, housing, clothing, food, English language skills training, legal advice, and work readiness training.

Services to ELL, the Foreign born, and Refugees*

Demographics and Barriers to Employment

According to the 2017 American Community Survey, 21.8 percent of the population in Riverside County is foreign born with 92.3 percent of these individuals entering the United States prior to 2010. Under half, 40.2 percent, of the county's population over five years of age speak a language other than English at home. Of these individuals, 14.9 percent self-report speaking English less than "very well."³ According to Refugee Processing Center data from 2017, 3,101 refugees were placed in the state of California, of which five settled in larger cities in Riverside County.⁴

A key barrier to employment, and obtaining employment services, is the fear of deportation. This fear exists in families of undocumented individuals, and in "mixed" families comprised of undocumented adults with U.S. born children. At the Stakeholder Engagement meeting, a representative from Training

³ U.S. Census Bureau. (2017). *American Community Survey, 5-Year Estimates (2013-2017)* [Data File]. Retrieved from <https://factfinder.census.gov/tables/tableservices/js/pages/productview.html?src=CF>

⁴ U.S. Department of State. (2017). *Refugee Processing Center, Refugee Arrivals* (January 1, 2017-December 31, 2017) [Data File]. Retrieved from <http://reports.wraosnet.org/Interactive-Reporting/EnumType/ReportItemPath/rt.Web/Arrival-Reports/MX-Arrivals-by-Destination-and-Nationality>

Occupational Development Educating Communities (TODEC, which provides free or low cost citizenship, ESL, and legal services for the immigrant populations) explained that parents are reluctant to enroll themselves in ESL classes, or to sign their children up for services for fear that authorities might investigate the citizenship of the parents or relatives. In addition to not signing up for services, she noted that many individuals stopped attending programs, classes, or trainings they had already enrolled in. In rural areas, like the Eastern Coachella Valley, children stopped attending school.

During the Stakeholder Engagement meeting, the TODEC representative noted that when economic times improve, businesses demand more hours from employees. This often leads to employees skipping the English language classes they enrolled in. Suggestions for combating these barriers include on-site English classes during lunch hours or breaks, employee incentive programs for workers, integrated classes and career pathways, combining job skills with English language classes, and small group, video and online resources that could be accessed outside of working days and hours.

Outreach Strategies*

TODEC sends an eligibility worker once a week to Mecca and the Eastern Coachella Valley to provide information and services. During the Stakeholder Engagement meeting, attendees suggested that a representative from DCSS travel with them on these visits. These trips can also be used to connect ELLs and immigrants to workforce services. One specific suggestion from the Stakeholder Engagement was to provide training to job seekers on how to use CalJOBS. Trainings can also be conducted with front line staff, who can in turn train job seekers. As noted, providers have been successful meeting undocumented individuals where they live, as opposed to asking them to come to an office. RCWDB used to operate the "Mobile One Unit," which could also be used to reach the English Learner communities, especially those living in rural or remote areas.

RCWDB will work to expand successful partnerships like the one between Mt. San Jacinto College and the California Family Life Center (CFLC). Mt. San Jacinto College (MSJC) has a respected counseling team, which refers youth seeking employment services to CFLC's Youth Opportunity Centers in Hemet, Lake Elsinore, and Rubidoux. There, counselors help identify career aptitudes for job seekers ages 16-24, teach interview skills and customer service, arrange paid internships and employment in the business community and connect them to higher education. An experienced Career Navigator tracks each participant's progress—providing guidance, encouragement, and coaching for two years. The college counselors and CFLC's Career Navigators work well together to provide warm hand-offs; their practices can be replicated. One such planned expansion, also for youth 16-24, is to explore ways to involve the Inland Empire Job Corps Center and ensure stakeholders are aware of the services they offer, which includes pre-apprenticeships, tools, and 2 ½ years of child care.

APPENDIX D -

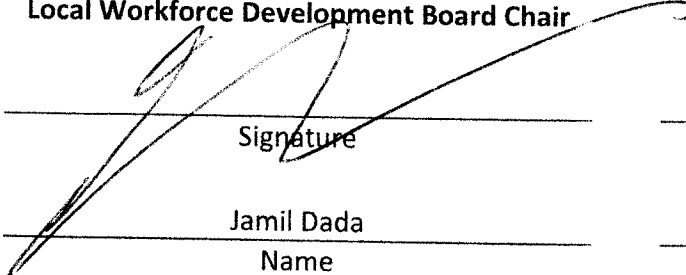
Riverside County Workforce Development Board

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

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

Local Workforce Development Board Chair



Signature

Jamil Dada
Name

Chairperson

Title

Date

Chief Elected Official



Signature

Kevin Jeffries
Name

Chairman of Board of Supervisors

Name


Chairman of Board of Supervisors

Title

MAR 26 2019


Date

FORM APPROVED COUNTY COUNSEL

BY:  3/21/2019
AMRIT P. DHILLON DATE

ATTEST:

KECIA R. HARPER, Clerk

By: 
DEPUTY

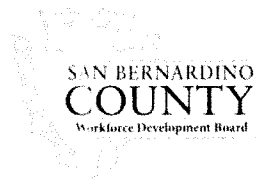
APPENDIX-E

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:



RIVERSIDE
•
SAN BERNARDINO



**WORKFORCE INNOVATION AND
OPPORTUNITY ACT
INLAND EMPIRE REGIONAL PLAN
PROGRAM YEARS 2017-2021
TWO-YEAR MODIFICATION**

**INLAND EMPIRE REGIONAL PLANNING
UNIT**

Table of Contents

Background	3
Introduction	3
Customer Centered Design	4
1. Partnerships for Regional Alignment.....	4
2. Service Delivery	5
Serving Justice Involved Individuals	5
A Comparison of Current and Anticipated (Expanded) Services	6
Expanded Services.....	6
Overcoming Barriers to Successful Completion of Workforce Education and Training	7
Working with Probation and Parole	8
Data Collection and Repoting.....	8
3. Multi-Craft Core Curriculum Pre-Apprenticeship Partnerships	8
4. Labor Market Needs, Sector Pathway Programs and Partnerships	9
Current and Intended Partnerships	10
5. Conclusion.....	11
Attachment I: Regional Coordination and Alignment Indicators	12
Attachment II: Informational Attachment Reentry Population	20
Attachment III: Stakeholder Engagement	23
Attachment IV: Stakeholders	24
Attachment V: Public Comments.....	27

FORM APPROVED COUNTY COUNSEL
BY: AMRIT P. DHILLON DATE: 3/28/2017

Background

The Inland Empire Regional Planning Unit (IERPU) is comprised of Riverside and San Bernardino Counties. The workforce development system within the IERPU is led by the Riverside County Workforce Development Board (RCWDB) and the San Bernardino County Workforce Development Board (SBCWDB). These two WDBs led the initial regional planning process to develop the IERPU Regional Workforce Development Plan by engaging more than 200 partners and customers to participate in forums and focus groups to provide input and guide the strategy of the plan. IERPU and these stakeholders discussed ways to improve outreach efforts, streamline services to reduce duplication, increase capacity, and address specific challenges and barriers faced by justice involved individuals.

The IERPU's Regional Plan 2017-2020 includes a vision statement that sets the strategic direction for planning and implementation of the regional plan:

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

The IERPU oversees the implementation of the regional plan, providing guidance and leadership for the regional workforce development system to ensure that services are effectively meeting the needs of employers while transitioning residents to gainful employment, breaking the cycle of poverty, and increasing economic equity for long lasting prosperity.

While the IERPU's Regional Plan 2017-2020 addressed workforce, education and training, and support services for all job seekers in the region, this plan modification focuses on Workforce-Corrections partnerships to serve the formerly incarcerated and other justice involved individuals, Multi-Craft Core Curriculum Pre-Apprenticeship partnerships and Regional Coordination and Alignment indicators. As a regional entity, the Inland Empire Counties have promoted in-prison job training rehabilitative services and have participated in programs designed to secure employment after release. Although there has been coordination between the two counties, these efforts will be enhanced and expanded so that the regional approach will facilitate long-term outcomes to reduce recidivism and enhance employment opportunities for the justice involved.

Introduction

To reduce recidivism, California has supported programs for the formerly-incarcerated and justice involved populations. With the state's support, communities are asked to serve the reentry population by creatively and effectively aligning training, education, employment, and support services with the industries and employers driving regional employment. The IERPU's goal is to maximize employment opportunities for the formerly incarcerated or justice involved population by addressing barriers and creating career pathways that lead to long-term employment with family-sustaining wages.

This updated regional plan, now reflecting dates through 2021, describes how IERPU currently works, and how it plans to partner with its traditional workforce and education partners as well as community based organizations (CBOs), reentry service providers, State Parole, and County Probation Departments to provide integrated services to justice involved individuals. While this work will be led by the IERPU, other partners support and enrich the collaborative efforts. For example, the San Bernardino County Reentry Collaborative has been a key partner for a number of years. Comprised of over 15 county agencies, organizations, CBOs and correctional institutions, the Reentry Collaborative is committed to making the region's communities safer through the successful reentry and long-term success of the formerly incarcerated.

IERPU is committed to ensuring services and programs for the reentry population are based on best practices. IERPU will stay abreast of the publications and studies posted to the Corrections-Workforce

Research Library available through the California Workforce Development Board. It is important IERPU prepare the reentry population for entry-level with long-term career employment opportunity in industry sectors that are driving regional employment and high demand occupations within the high growth industry sectors. As the IERPU, Riverside and San Bernardino Counties are fully committed to eliminating critical gaps in the current reentry system by collaborating and restructuring partnerships among WDBs, corrections systems, CBOs and local business owners.

Customer Centered Design

IERPU will conduct a Customer Centered Design (CCD) project specific to the reentry population. The project will involve feedback from stakeholders including justice involved individuals, employers, CBOs, faith-based organizations, workforce development, corrections and justice partners, as well as education providers. Centering this effort on business engagement and on the needs of the formerly incarcerated will ensure the project's success. The employer outreach will include a survey to identify any reasons behind a reluctance to hire formerly incarcerated individuals. Separately, a survey will focus on feedback from the formerly incarcerated to identify needs, desires, and responses so that programs and solutions can be designed to address the issues and hone in on what has worked in past experience. Findings from the research phase of CCD will help identify strategies for increasing the number of employers who feel comfortable employing justice involved individuals and on targeting the needs of this population. IERPU has successfully used a Customer Centered Design approach to incorporate feedback from workforce system users into its service delivery redesigns.

Partnerships for Regional Alignment

Using partnerships to better link job training, work experience, education, and additional services prior to release, after incarceration, and during supervision will enable the justice involved population to successfully integrate into society as quickly as possible. Incorporating collaboration and innovation to invoke systemic change will not only benefit those recently released from prison, but will provide long-term benefits to the region. To address the region's excitement and commitment for positive change, IERPU began meeting in the Fall of 2018 with 18 agencies and CBOs: Riverside County Probation Department, San Bernardino County Probation Department, California Department of Corrections and Rehabilitation, Riverside County Sheriff Department, San Bernardino County Sheriff Department, San Bernardino County Reentry Collaborative, Riverside County District Attorney, UC Riverside Presley Center for Crime & Justice Studies, United Way's 2-1-1, Building Industry Association, Desert Valley Builders Association, Adult Education Programs, California State San Bernardino Reentry Initiative, Operation New Hope, Riverside/San Bernardino Departments of Public Health, Riverside/San Bernardino Community College Districts, and the Building Industry Association's Baldy View and Riverside Chapters. Additional information about these agencies and others is provided in Attachment II.

IERPU has existing or budding relationships with numerous agencies and organizations that provide social services in the region. Some have worked directly with justice involved individuals and others stand ready to serve them. Examples include the Inland Empire Father Involvement Coalition, which works with non-custodial parents, and Housing and Employment Rights Advocates (HERA), which serves citizens by providing legal and financial advice. Goodwill, the Salvation Army, Team Challenge, Soldier for Life, and Inland Empire Teen Challenge are also partners serving the Inland Empire's most vulnerable populations. IERPU will work with these organizations in a leadership role, to ensure their services are coordinated and focused on building regional capacity. This will be done through outreach, educational workshops, cross-trainings, inclusion in resource guides for employment staff, and existing/planned meetings. Toward mutually beneficial outcomes, it may be in the interest of the region for IERPU to execute partnership agreements or Memoranda of Understanding (MOU) to formalize some of these relationships and partnerships.

Service Delivery

Serving Justice Involved Individuals

The first step to serve justice involved individuals with serious barriers to employment is to identify their challenges while they are still incarcerated. The Inland Empire has effective models, described below, from which best practices can be identified and replicated. While some programs may be intended for individuals with a serious mental illness or a substance abuse disorder, fundamental elements of each program can be applied to the larger justice involved population. The central goals are to assess needs, identify resources and connect the individual to support, both during incarceration and after release.

The San Bernardino County Sheriff's Transitional Assistance Reentry Team (START) uses a community policing philosophy to help veterans, homeless individuals, medically fragile persons, or those with behavioral health problems to re-enter the communities. START helps incarcerated individuals create a discharge and reentry plan connecting them with community resources and service providers throughout the county. A referral process began in July 2018 with START and the San Bernardino County America's Job Centers of California (AJCCs).

The Riverside County Sheriff's Department and the Riverside University Health System's Behavioral Health Department partnered to create the Core Team to serve incarcerated individuals with mental health needs. This team is comprised of deputies specifically trained to work alongside behavioral health specialists embedded in their mental health units. Their goal is to assess the individual's needs and provide the necessary treatment during incarceration.

San Bernardino County's Department of Behavioral Health and the Sheriff's Department established another effective model called Corrections to a Safer Community (CTASC) program. The program is embedded in the jails and is designed to reduce recidivism by assisting individuals with a serious mental illness and/or a substance use disorder. Working closely with county partners, justice professionals, and CBOs, services begin with a needs assessment to identify critical resources including food, shelter, and clothing that will promote successful integration back into the community upon the individual's release. After release, the CTASC team provides a warm case management hand-off to community service providers.

The Sheriff's office and San Bernardino County Workforce Development Board currently have a program with Inmate Services that houses workforce development staff to provide services to incarcerated individuals at the four county rehabilitation centers. Additionally, Riverside County Sheriff partners with Riverside County Workforce Development to imbed staff in Riverside County jails. In these cases, justice involved individuals can create an action plan, with the help of case managers, that addresses their training, employment, and support service needs after their release. In addition to this coaching, job fairs and workshops are held at the facilities. In partnership with the California Department of Corrections and Rehabilitation (CDCR), some of these services are offered at other detention centers in the Inland Empire.

The IEPRU will enhance some of these components and expand them into other sites. As an example, the creation of a discharge and reentry plan of action could address immediate needs (e.g., income, connection to public assistance benefits such as CalFresh, and housing) as well as longer term needs such as training, employment, and education. Additionally, case managers can ensure released individuals can document any vocational training they completed while incarcerated. When appropriate, authorities can recruit, encourage, and provide training to family members so they can support returning citizens with their reentry goals. Family members, as part of the case management team, can help navigate the bureaucratic process and provide emotional support and encouragement.

It is important to provide these assessments and services as early as possible and some programs in the Inland Empire begin the process a few weeks, (and others a few months), prior to an individual's release from incarceration. The IERPU will work with the California Department of Corrections and Rehabilitation, the Sheriff's Department, AJCCs, CBOs, education partners, mental health professionals and other stakeholders to identify promising practices and to standardize, expand, coordinate and streamline these crucial services (e.g., obtaining right to work documentation, social security card, etc.). Those goals already represent an integral part of IEPRU's Prison to Employment (P2E) Initiative.

A Comparison of Current and Anticipated (Expanded) Services

As described, Inland Empire agencies and service providers assist justice involved individuals at locations where they are incarcerated. After release from incarceration, justice involved individuals in the Inland Empire are served by a network of Day Reporting Centers (DRCs), AJCCs, colleges, agencies, and non-profit organizations that specialize in reentry services. In San Bernardino County, citizens returning after incarceration through the AB109 program are served at High Desert (Victorville), San Bernardino City, and Rancho Cucamonga. In Riverside County, there are DRCs providing services in Riverside, Indio and Temecula.

The DRCs offer combined services from probation, behavior health, public health, workforce development, education, and social services. Individuals are assessed for their counseling needs and are offered mental health and substance abuse treatment services. Case managers help determine an individual's eligibility for Cal-Fresh, Medi-Cal or other support programs. Employment and training needs are also assessed and a participant may be placed in a work experience program through a network of employers willing to hire justice involved individuals.

Nurses are available at the DRCs to answer health related questions confidentially. They also make referrals to appropriate clinics, and help locate low-cost health care and prescriptions as well as free HIV testing. Homeless individuals can connect with services offering food, emergency shelter, short-term housing, and clothing. Customers are also offered business suits and appropriate work attire for job interviews as well as bus passes, limited Metrolink passes, and gas cards. There are workshops that offer cognitive behavioral therapy such as Thinking for a Change and Changing Your Life for the Better. Parenting classes, GED classes, Child Support Workshops, Public Health Education and a clinic to clear traffic records are also available.

Non-profit organizations such as the Center for Employment Opportunities (CEO), Operation New Hope (ONH), and Greybar Printing are also contributing to the Inland Empire's reentry service efforts. CEO is a Forward Focus grant recipient that serves both counties, providing job-readiness training, immediate paid work experience, job coaching and placement, as well as workplace counseling, crisis management, and career planning to help participants maintain a long-term connection to the labor force. They offer monthly bonuses (Rapid Rewards) that incentivize individuals who meet employment retention milestones. ONH serves at-risk youth and those on probation and parole throughout the region by providing job training, work experience, case management, educational opportunities, and leadership development. Greybar Printing is one of Riverside County Sheriff Department's Inmate Programs and Alternatives to Incarceration. As part of a work experience program, inmates print forms for the Sheriff's department, Riverside County, and other local nonprofit agencies.

United Way's 2-1-1 provides toll free, confidential referrals to community and health information 24 hours a day, 7-days a week and in many languages. This service has listed prison reentry as a priority concern and has assigned two reentry specialists to assist callers and connect them to focused resources.

In the education sector, the California State University San Bernardino (CSUSB) Reentry Initiative is a comprehensive program offering services to parolees returning to the Inland Empire. Through locations in Victorville, San Bernardino, Moreno Valley and Indio, clients receive batterer's intervention counseling, anger management, substance abuse counseling, GED, employment services, transitional housing, and parenting services. The Riverside and San Bernardino Community College Districts currently partner with the CSUSB Reentry Initiative and Urban Conservation Corps to provide the opportunity for parolees to work on transitional work crews. Participants receive daily cash wages, work experience, job readiness training and job placement.

Expanded Services

Through planning efforts thus far with the Prison to Employment (P2E) Initiative, the IERPU has begun to identify a variety of current best practices throughout the region. In workshops held on November 8, 2018, January 10, 2019 (with over 50 attendees from 22 agencies), and January 29, 2019, IERPU Regional Organizers led a discussion and reached a consensus on how to fill service gaps between pre-release and

post-release to promote the success of justice involved individuals. Utilizing P2E, the IERPU plans to create or expand services that:

- Improve awareness and access to existing services through marketing, information kiosks, and resource sharing
- Develop training and employment strategies through business engagement, focusing on training that leads to permanent employment in high-demand occupations
- Create pre-release education linkages, career exploration and life skills training
- Develop transitional jobs that lead to sustainable employment
- Provide Personal Connection (including mentorship), pre-release thru employment success

Together with partners, the IERPU will design services based on the need of the individual, allowing for multiple paths to success. Pre-release services will connect to customized paths that start with GED, immediate job placement, job readiness programs, or transitional jobs.

Essential employment and job-readiness skills typically taught to the populations served by the IERPU include subjects such as teamwork, ethical behavior, professionalism, and reliability and punctuality. In addition, other basic life skills will be taught to ensure a more successful reentry and transition for justice involved individuals. IERPU will work toward sharing lesson plans and other information among agencies and organizations to standardize the curricula and ensure everyone is receiving effective training, especially those related to life skills and technology.

The District Attorney's office in Riverside County is currently working on a program to offer Certificates of Rehabilitation for formerly incarcerated individuals who are eligible. The DA's office and Legal Aid are also working together on an expungement service to remove certain offenses from an individual's record, if they are eligible. When possible, the money to pay for expungement can be provided as part of the supportive services offered. IERPU is currently in discussions with the DA's office and hopes to expand these and other legal services throughout the region.

Connecting to industries and occupations that accept individuals with a justice involved background is of key importance. As skills and needs are identified, short term vocational training will be an option for some participants. One critical partner of the IERPU is the Building Industry Association (BIA); the Riverside County and Baldy View Chapters in the Inland Empire represent over 1,000 construction businesses. These associations are willing to help train and employ formerly incarcerated individuals within the construction industry. BIA is currently helping develop curriculum to meet the need of the industry, creating a pipeline for employment for this population. The curriculum may be shared with multiple agencies to help more participants throughout the region.

Overcoming Barriers to Successful Completion of Workforce Education and Training

The reentry population faces many of the same challenges as the region's other vulnerable populations. These include food insecurity, low or no income, low educational attainment, unemployment, housing instability or homelessness, limited English proficiency (LEP), low literacy, long employment gaps, lack of childcare, disabilities, lack of transportation, suspended licenses, lack of proper ID, physical and mental health issues, drug and/or alcohol abuse, and substantial financial debt. There is also the stigma associated with prior incarceration and a criminal record which limits employment opportunities.

Services to address these barriers are provided through the vast network of collaborative Inland Empire partners, including the CBOs, DRCs, AJCC System Partners, and county departments. Adult Education Programs, some at the table during the Regional Planning Sessions, others connected through each County's AJCC System MOU, provide HiSET/GED. The counties have formalized agreements in place for referrals and connections to these organizations and will expand efforts specifically for the re-entry population.

Supportive services for this population include assistance obtaining, and in some cases paying for, right to work documents (e.g., Social Security, state ID, driver's license, birth certificate, I-9 forms, and Selective Service registration), tattoo removal, and financial education related to child support and personal money management. While incarcerated, an individual may have been receiving counseling to address issues such as stress and anger management.

It is important to offer this support after their release so returning citizens can achieve their reentry goals and avoid recidivism. With resources from the Prison to Employment Initiative, the IERPU will expand the availability of these services and has begun to map out where each service is offered in order to identify gaps.

Working with Probation and Parole

IERPU plans to expand programs such as San Bernardino County's START program and Riverside County's Core Team, described above. These programs combine resources and evaluate individuals, determining a protocol to assist them based on their needs. A multi-disciplinary team specific for justice involved individuals can be developed at institutions throughout the region, comprised of reentry transition partners including, but not limited to, corrections counselors, the Sheriff's office, probation and parole, representatives from the California Department of Corrections and Rehabilitation (CDCR), WIOA leaders, social services, and behavioral health specialists. Assessing individuals while they are incarcerated, perhaps as much as three to six months prior to their release, should provide sufficient time to identify and plan for supportive services individuals need to overcome challenges to employment. This would include an individual employment plan, documenting education level, job skills, vocational trainings completed, grades earned (if applicable), and whether the individual was an exemplary or model prisoner.

Through the Prison to Employment Initiative, the IERPU will expand the practice of having AJCC staff visit the detention centers, jails, and prisons throughout the region to provide job search workshops that help support a successful transition into the community. Efforts will be made to strengthen the relationship between front line staff members and the justice involved individuals so that they seek out services and follow-through with employment and education goals after their release. Improved awareness and access to resources is crucial to their successful reintegration into the community and the IERPU will work with Probation and Parole to improve the marketing and retention strategies designed to serve the reentry population.

Data Collection and Reporting

IERPU currently uses CalJOBS to measure outcomes for enrolled individuals. CalJOBS allows IERPU to track and report Placement in Employment and Wages at closure (exit from the program), and during the 1st, 2nd, and 4th quarters after exit through staff-entered real time follow-ups and, longer term, through base wage comparison (with a 12+ month delay.) CalJOBS allows for tracking and reporting of Measurable Skill Gains competencies during training and Credentials at the successful conclusion of training. IERPU is exploring how CalJOBS or another system, such as SmartSheets, could be used to ensure justice involved individuals are tracked in accordance with the performance reporting requirements outlined in AB 1111 and the Prison to Employment Program Trailer Bill, SB 866. The final tracking and reporting system will ensure that education and training obtained prior to release are measured, and that activities and assessments that show competencies related to the certification are quantified.

Multi-Craft Core Curriculum Pre-Apprenticeship Partnerships

The Inland Empire Building Consortium Trades Council (IE BCTC) has started seven different Multi-Craft Core Curriculum (MC3) courses in the region. Starting in 2015, through a partnership with the California Department of Education's California Partnership Academies (CPAs), seven high schools in California now use, in partnership with local building trades, the MC3 curriculum. Two of the seven high schools, Arroyo Valley High School and Norte Vista High School are in the Inland Empire. YouthBuild Inland Empire, a partner in the AJCC System MOUs for both counties, offers MC3 training to high school seniors that have 150 credits and are 18 or older. It consists of learning basic hand tools and power tools. Members receive their OSHA Card and CPR certification. While taking the program, the member is in the classroom for two weeks and out in the field working on construction sites for two weeks.

In 2016, IE BCTC and San Bernardino Community College District (SBCCD) partnered to provide local residents with career training opportunities. One of the ways the students come into contact with these

career training opportunities is through the Building Trades Pre-Apprenticeship Programs, such as the MC3. SBCCD just completed its third cohort. The success of the program has led to Victor Valley College (2018) and San Jacinto College (spring, 2019) offering the curriculum.

A new partnership has formed between the City of Perris and Life Lifters International to offer the MC3 curriculum for City of Perris residents starting in the spring of 2019. The Inland Empire has enough providers to meet its current pre-apprenticeship needs, but will be working with regional WDBs to market courses to interested participants. Graduation rates in the MC3 program is low because many participants get a job while completing the course. The Inland Empire WDBs will work to identify times to ensure participants see the opportunity as a path to a career and not just a job.

When pursuing pre-apprenticeship training in the construction industry, the WDBs will connect with the IE BCTC and will ensure that WIOA funds be spent only on construction trade pre-apprenticeships that have approved MC3 programs.

Labor Market Needs, Sector Pathway Program Partnerships

In addition to the local WDBs, the regional partners noted in the existing WIOA Regional Plan are the Department of Rehabilitation, the Inland Empire/Desert Regional Consortium of Community Colleges, Adult Education Block Grant Regional Consortia, the Economic Development Corporations/Agencies, Small Business Development Centers, K-12 Continuing Technical Education (CTE) Region 7, and the County Office of Education (COE). And as stated previously, IERPU has already met with 18 organizations, including CBOs and other government agencies to promote collaboration for the reentry population. One of these partners is the Center for Employment Opportunities in the City of San Bernardino, which is a Forward Focus grant recipient. The plan for these existing and new partners is to provide adequate services, education, and training to promote the effective transition of justice involved individuals into communities. This in turn will connect the individuals to family sustaining employment while reducing the rate of recidivism.

IERPU shares labor market information (LMI), at monthly local WDB meetings and at quarterly WDB regional committee meetings attended by board members and community partners. The analysis and data sharing of LMI among AJCC Operators, mandatory partners, counselors and case managers is a valuable means to connect employment and training efforts with regional sector strategies and career pathway initiatives.

IERPU has identified and engaged with employers and businesses willing to hire formerly incarcerated and justice involved individuals, including those with felony convictions and those under state or county supervision. To engage with new employers willing to hire formerly incarcerated and justice involved individuals, IERPU will study prison and jail-based employer-linked training. One option is to partner with employers willing to train individuals during their incarceration with the understanding that they would be employed after their release. This would lead to immediate income from employment, in addition to establishing a work history and helping to develop a professional resume. Another option, using labor market information, identifies high-growth occupations and then connects vocational training and career pathways initiatives with industries and sectors experiencing growth in the Inland Empire such as construction and manufacturing, both generally open to the justice involved population.

IERPU will continue to fund or expand employer-based training programs in welding, culinary arts, and other fields considered promising and successful. The IERPU will also seek to connect individuals with firefighting experience to those same public safety jobs after incarceration. Some individuals have not been allowed to pursue those occupations upon reentry because of restrictions on their certification. With the increase in fires in California,¹ it will be worth investigating how policy changes can be implemented to allow individuals to pursue demand driven firefighting careers.

¹ Three of the top 20 largest wildfires in California occurred in 2018

https://www.fire.ca.gov/communications/downloads/factsheets/Top20_Acres.pdf

There are other opportunities to connect training and work experience during incarceration with employment after an individual's release the IERPU will explore. Together with partners, the IERPU will design services based on demand-driven economic data and the needs of the individual, allowing for multiple paths to success. Pre-release services will connect to customized paths that start with GED, immediate job placement, job readiness programs, or transitional jobs.

Current and Intended Partnerships

Utilizing partnerships to better link job training, work experience, education and additional services, both prior to and after release from incarceration, will enable the justice involved population to be successfully integrated into society as quickly as possible. Incorporating collaboration and innovation to invoke systemic change will not only benefit those recently released from prison, but will also serve to benefit communities in a long-term and meaningful way. Because of this, and the excitement within the region for positive change, the WDBs have already met with state agencies and local CBOs to promote collaboration. When appropriate, IERPU will execute formal MOUs and other agreements with willing partners if one does not currently exist.

As part of the Prison to Employment Initiative, the IERPU plans to expand the partnership or create new linkages with local organizations that serve the justice involved and other vulnerable populations. These include the Inland Empire Father Involvement Coalition, Housing and Employment Rights Advocates (HERA), Goodwill, the Salvation Army, Team Challenge, Soldier for Life, and Inland Empire Teen Challenge. As noted throughout this Plan modification, there are many other key partners in this collaborative process and it will be the IERPU's responsibility to lead, to coordinate service delivery and to foster capacity building within the region. IERPU anticipates engaging and reaching out to organizations currently serving the target population that have yet to be connected to the entire regional workforce system. These organizations will further expand service delivery, as well as bringing additional ideas and strategies to the table.

Many front-line staff members have desk guides containing information about local government agencies and workforce system mandatory partners to whom they can refer customers for support services. IERPU will expand these desk guides to include more non-governmental, community-based, and faith-based organizations that serve the justice involved community. The revised guide will include forms and/or a referral process to enable staff to quickly and efficiently connect the customer to their desired support services, thereby improving service delivery and streamlining the assessment and referral process. A similar initiative will be undertaken to customize and localize the State of California's Roadmap to Reentry Guide produced by the Oakland, California based nonprofit, Root and Rebound. This guide² is a comprehensive "roadmap" of services covering nine areas of law and civic life: housing, employment, parole and probation, education, cleaning up criminal records, ID, voting, family and children, public benefits, and court-ordered debt. With the help of our key partner, United Way's 2-1-1, IERPU will regionalize the guide by adding information on where to find services in the local community and what local agency or organization can help with these efforts.

² Please see <http://www.rootandrebound.org/roadmap-to-reentry-guide/>

Conclusion

This plan modification reflects the collective vision of the extraordinary partners and stakeholders who are the foundation of the IERPU. The IERPU's commitment to provide accessible workforce, education, and supportive services for its most vulnerable citizens, including the justice involved population, requires steadfast attention and collaborative partnership.

The communities within IERPU already have the infrastructure, operational systems, and experience of key partners from corrections and justice, workforce development, training and education, community and faith based organizations, local businesses, and labor management organizations to promote economic development in the region. Together these partners will continue efforts to educate and train a world-class talent pool that includes the formerly incarcerated and justice involved populations. The IERPU partnership is continuing to flourish and remains customer-focused, while keeping attention on evaluating and improving operations, processes, and systems.

With those efforts and goals in mind, each returning citizen will have the opportunity to earn a family sustaining wage through evidence-based sector pathways, apprenticeships, and other educational opportunities. The regional stakeholders in the IERPU will continue to focus on ways to lead the formerly incarcerated or justice involved individual on a path toward education, social health, meaningful employment, and a welcoming re-integration into the community.

Attachment I: Regional Coordination and Alignment Indicators

Demand Driven Skills Attainment Indicators

Indicator A: Region has a team that jointly convenes industry

Assessment Questions:	
What industries/sectors meet in the region? Manufacturing, Healthcare, Transportation/Logistics	
Who are the industry champions including unions where applicable for each industry sector? <i>Manufacturing:</i> Duvall Rubber, California Steel, Mitsubishi Cement, Phenix Helmets, Sorenson Engineering, Patton Steel <i>Healthcare:</i> Riverside Medical Clinic, Dignity Health Inland Empire, Inland Empire Health Plan, Providence Health, St. Mary's, Loma Linda University Health <i>Logistics/Transportation:</i> Pacific Mountain Logistics	
How were the lead organization(s) and sector experts responsible for convening employers identified? Reach Out serves as the contracted Healthcare Industry Sector Consultant, Developing Leaders as the Manufacturing Industry Consultant, and Collaborative Economics is serving as facilitator for the Inland Empire's sector strategies in Logistics/Transportation.	
What activities take place during a convening/meeting? Discussions and action planning around further business engagement, training needs of the industry, skills gaps, and other issues that affect the ability for these sectors to grow in the Inland Empire.	
How frequently do convenings/meetings occur? Who attends each convening? Large meetings occur 2-4 times annually. Smaller meetings are ongoing. Attendees include industry champions, the Inland Empire Regional Organizers, Workforce Board members from both counties, leadership staff members from both counties, select training providers, Deputy Sector Navigators, and other key industry representatives (such as members of the Distribution Management Association for the logistics/transportation industry).	
What new Industry Recognized Credentials and/or Apprenticeship programs will result from the Industry Sector convenings/meetings? Have the partners identified existing credentials offered in the region that meet industry needs? For Healthcare, Champions and healthcare companies, school districts, and city governments across the region have identified the need for Community Health Workers. It is a newly recognized credential that the Inland Empire SlingShot Initiative has been instrumental in piloting for both newly hired and incumbent workers. Current plans are underway to help duplicate successful programs to ensure accessibility to residents and employers. The IERPU Boards are part of Strong Workforce's LAUNCH (Local Apprenticeships Uniting a Network of Colleges and High Schools) initiative, the Inland Empire's Apprenticeship Network, a growing network of community colleges, high schools, and industry partners who are committed to taking a system-wide approach in offering apprenticeship opportunities across the region's institutions and businesses. Through a recent James Irvine Foundation grant, the IERPU will be hiring the first regional apprenticeship coordinator in partnership with LAUNCH. Apprenticeships developed through this partnership will focus mainly in the IE's target sectors.	
Assessment Levels:	
Learning/ Experimenting	Some of the relevant partners meet episodically with a handful of employers to comply with planning requirements and share labor market information and employer's workforce needs.
Operationalizing/ Doing	All of the relevant partners meet at least a few times a year to discuss industry sector needs, with industry champions and sector experts and are engaged in a planning process that will result in a regional approach to meeting industry's workforce needs.
Growing/ Expanding/ Scaling	A dedicated and specialized team of relevant partners meet regularly with decision-making leaders/industry champions in a specified industry to develop and execute a meaningful plan to meet industry workforce needs and includes measurable goals to develop education and training programs that meet the needs of industry sectors.

Indicator B: Region has shared sector/occupational focus and shares/pools resources to meet demand in the region

Assessment Questions:	
<p>How does the region identify demand occupations and sectors, and who are the partners engaged in this process? The IERPU identifies demand occupations and sectors through labor market data and research. The Employment Development Department Labor Market Information Division is a key partner, along with Strong Workforce's Center of Excellence. The IERPU's Industry Sector Consultants in healthcare and logistics wrote data-driven reports for these sectors in the 2017-2018 program year based on labor intelligence along with primary and secondary data source. In addition, the Inland Empire, Desert Community College Consortium has identified the same target industries through their Strong Workforce Efforts and Deputy Sector Navigators.</p>	
<p>How are resources pooled to meet the identified demand? Resources are leveraged between partners through a variety of funds such as Strong Workforce and the James Irvine Foundation.</p>	
<p>Provide 1-3 examples in how demand was identified and resources pooled to meet this demand.</p> <ol style="list-style-type: none"> 1. A pilot cohort of youth and adults will begin a pre-apprenticeship program for Industrial Maintenance (Manufacturing industry) at the In-Tech Center. Workforce Innovation & Opportunity Act Youth program funding will cover the youth participants, while Regional Plan Implementation funding will allow several adults to participate. In-Tech's James Irvine Foundation grant will provide for tools and supplies for many of the participants and may provide internships to help build skill level at the end of training before full time employment or apprenticeships. 2. A strong demand in the region has been identified for Community Health Workers (CHW). Through a coordinated effort with Loma Linda University, the IERPU funded twelve Inland Empire Health Plan (IEHP) workers to attend CHW training at Loma Linda. During training, IEHP paid participants' salaries and adjusted work schedules and upon completion, all workers were promoted to CHW positions, with up to a \$4.00 per hour raise. 	
Assessment Levels:	
Learning/ Experimenting	Regional partners separately identified priority sectors, or some of the relevant partners have identified and agreed upon the targeted sectors in the region and identified employer champions for each sector.
Operationalizing/ Doing	Regional partners identified same priority sectors, occupations with most openings. Employer champions from one or more of the targeted sectors, including labor where workers are represented, are leading the effort to create industry advisory committees, and relevant regional partners have agreed to use advice in planning/implementing sector strategies and developing curriculum to teach skills necessary for employment in target sectors.
Growing/ Expanding/ Scaling	Regional sector committees are business led and functioning in all targeted sectors. Colleges and training providers are training for the skills needed by regional employers. Regional partners identified industry sectors with large numbers of good quality jobs with openings and developed a common tool for determining job quality that helps assess what industries, companies, and jobs to target.

Indicator C: Region has a process to communicate industry workforce needs to supply-side partners

Assessment Questions:
<p>Who are the supply-side partners engaged at the regional level, and how does the region ensure understanding by staff and partners of targeted industry sectors and job quality framework? The IERPU has strong partnerships with Adult Education Program Consortia, all AJCC System mandated partners, and the Inland Empire/Desert Community College Consortium (which includes 12 Community Colleges across the region). Information about targeted industry sectors is shared through attendance at shared meetings, hosted either by the IERPU or by partners. Quarterly, the IERPU Steering Committee meets in a public forum where the business-lead members of each</p>

county's WDBs set the stage for future action for each sector.	
What training/professional development opportunities are available to front-line staff on targeted sectors and job quality? Labor market and target industry data is shared with front-line staff. In 2018, staff training was provided on labor market information, industry sector strategy development, and career pathway development.	
How do the services provided by the AJCC and regional partners prepare job candidates to meet the needs of targeted industry? Needs of industry are shared with AJCC and regional partner staff. San Bernardino County's Business Services Unit and Riverside County's Business Solutions meet periodically as a team and biweekly in meetings focused on the target sectors. Feedback from these meetings is shared with AJCC staff. Future training under the Regional Training Initiative is planned around assisting job seekers with industry specific needs and how to focus and engage sector strategies at all levels of service.	
How do One-Stop Operators, AJCC service providers, and other supply-side partners ensure that services are aligned to reduce duplication and redundancy? Give examples. The AJCC service providers are county staff for all career services in both counties. The One-Stop Operators in both counties meet at least quarterly to discuss alignment and how to reduce duplication. Business Service and Business Solutions teams attend these meetings. The partners under the AJCC System MOUs are working on things like desk reference guides, universal referral forms, and partner business engagement, all with the purpose of reducing redundancy and strengthen partnerships.	
Assessment Levels:	
Learning/ Experimenting	One-Stop Operators/AJCC Service providers in a region are connected to Industry Sector Committees, and training is provided to staff and partners on industry workforce needs.
Operationalizing/ Doing	Regional partners have a process to communicate industry workforce needs and train staff on targeted industry sectors and job quality and are developing a method of ensuring that AJCC and other supply-side partners provide work-readiness services to prepare job candidates for targeted industry sector jobs.
Growing/ Expanding/ Scaling	Region has developed communication protocols and professional development opportunities to ensure understanding of the targeted industry sectors and job quality framework by all supply-side partners (AJCC staff and partners, WIOA core program partners, AEBG, Community Colleges and other State Plan Partners); has a concrete plan for preparing job candidates to meet the needs of industry; demonstrates ongoing meaningful activity to meet needs and achieve workforce goals; has achieved relative scale and diversity of dedicated resources and shares/pools funds.

Indicator D: Region has policies supporting equity and strives to improve job quality

Assessment Questions:	
Does the region have a job quality policy and make a distinction between better jobs and worse jobs? The IERPU does not currently have a policy. The IERPU Steering Committee, made up of Executive members of the San Bernardino County and Riverside County Workforce Development Boards meet quarterly. Job quality will be a future agenda topic for the committee.	
Are business engagement resources targeted to employers who value job quality? Business Services/Solutions teams across the region focus efforts on demand sectors, including those identified as regional industry sectors (logistics, manufacturing, and healthcare), not solely because of potential growth, but also because of the ability for career pathways, sustainable wage jobs, and high-level positions that have the opportunity for upward mobility.	
Does the region assist business customers with internal/incumbent worker skills and retention? Yes, the IERPU has developed a process for Incumbent Worker Training (IWT) that is mirrored in both counties, providing an employer application, participant questionnaire, and tracking mechanism both in and outside of CalJOBS. In 2018, the IERPU has piloted three IWT cohorts (two in healthcare and one in manufacturing) to assist with employee retention, business growth, and the creation of career pipelines in these industries.	
Does the region reward employers who are treating their workers with care and provide disincentives for employers with high turnover and pay low wage/no benefits? Not at this time.	
Assessment Levels:	

Learning/ Experimenting	Region is working to understand job quality and high road employment practices and is committed to creating and implementing a job quality policy.
Operationalizing/ Doing	Region has a job quality policy in place which requires business engagement staff to assess employers prior to providing services and targeting services to employers who support job quality in their workforce.
Growing/ Expanding/ Scaling	Region is engaged with employers that focus on internal/incumbent worker skills and retention and focuses services on employers with good scheduling and sick time practices, provides training and career pathways with income mobility.

Upward Mobility and Equity Indicators

Indicator E: Region has shared target populations of emphasis

Assessment Questions:	
What are the target populations identified in the regional plan? With WIOA core partners, Community College, Adult Education Programs and community-based organizations the IERPU has identified documented target populations to be served at the regional level in a shared regional plan, which includes meaningful action steps to provide services to target populations. These include formerly-incarcerated and justice-involved individuals, veterans, and youth.	
Is there agreement by all regional supply-side partners to target these populations? Yes	
Have regional supply-side partners developed any process to evaluate participation by target populations? Not at this time.	
What are the baseline (current) service levels to target populations? WIOA Basic and Individualized career services are currently provided to target populations.	
Have regional partners established service goals for target populations? If yes, what are they? Not at this time.	
Assessment Levels:	
Learning/ Experimenting	Analysis of population in need is conducted by all partners in separate plans and each partner separately implements programs to meet the needs.
Operationalizing/ Doing	Relevant partners agree on targeted populations, begin using Statistical Adjustment Model to measure performance, and develop specific programs and strategies to meet their employment needs.
Growing/ Expanding/ Scaling	Relevant partners meet regularly to ensure programs and strategies meet the needs of targeted populations professional development opportunities are available to staff for serving this population, and regional partners communicate successes and challenges of serving individuals from target populations so as to better serve relevant individuals.

Indicator F: Region deploys shared/pooled resources to provide services, training, and education, to meet target population needs

Assessment Questions:	
Have relevant regional partners entered into a Memorandum of Understanding (MOU) to share customers, services and costs? Relevant partners in each county have developed AJCC System MOUs with the Workforce Development Board. These MOUs include all WIOA mandated partners and include shared customers, services, and costs.	
List funding streams that are shared/pooled to provide services, training, and education to meet target population needs. All co-located AJCC System MOU partners, including Department of Rehabilitation, Employment Development Department's Wagner-Peyser, Transitional Assistant Department/Human Services are contributing to the infrastructure costs per the agreement of the MOU Phase II. Partners collaborating on efforts made under the Regional Plan Implementation grant towards career pathway development have not addressed funding streams or shared/pool costs as of yet.	
If funding is not directly administered by Local Boards, please indicate levels of shared/pooled funding resources administered by regional partners. No progress made at this time from a regional perspective.	

Assessment Levels:	
Learning/ Experimenting	Local Boards in a region have executed an MOU that includes referral agreements, infrastructure cost sharing and commitment to target population of emphasis described in local/regional plans.
Operationalizing/ Doing	Regional Plan partners are in the process of developing a plan to pool/share resources to provide services to meet target population needs, have identified industry sectors to create regional career pathway programs for targeted populations.
Growing/ Expanding/ Scaling	Relevant regional plan partners pool/share resources, identify areas of strength/ leadership, create regional career pathway programs, share decision-making on deployment of pooled resources, and align services and programming across funding streams and partner programs.

Indicator G: Region utilizes shared, common case management strategies such as co-enrollment, navigators, and/or multi-disciplinary teams to developed shared responsibility for providing services and ensuring quality outcomes

Assessment Questions:
What shared/common case management strategies or goals does the region use to remove barriers to employment and develop shared responsibility of services and outcomes? WIOA core partners and other Regional Plan partners have developed policies and are implementing common case management and capacity building practices, including data sharing, co-enrollment, professional development opportunities for staff, and/or multi-disciplinary teams, to provide services to common clients who receive services from multiple programs and funding streams. The region also shares the Incumbent Worker Training process, cohort model, enrollment and co-enrollment process.
Has the region used evidence based practices and/or customer centered design to develop their strategies? If yes, describe. Yes. At Prison to Employment (P2E) strategy sessions, the Regional Organizers and facilitators lead discussions, interviewed consumers (supply side), developed strategies with employers (demand side) to generate customer center design strategies. Additional customer centered design projects are planned with P2E funding.
Provide examples of services and outcomes that exemplify shared responsibility for removing barriers to employment, providing services and ensuring quality outcomes. Currently, there are a variety of programs to serve the re-entry involved populations, many of them with partners sharing responsibility for positive outcomes and participant success. One such example is with CalTrans through California State San Bernardino Reentry Initiative (CSRI), which has an established transitional employment program in which offenders can earn a wage and gain valuable work experience. Cal State San Bernardino, in collaboration with CDCR, has operated CSRI which supports individuals on active parole in their return to both San Bernardino and Riverside Counties. Another example are the transitional services offered at detention centers in both counties in partnership with County Sheriff. Both Counties provide full time staff to assist incarcerated individuals 3-6 months prior to release with work readiness, resume assistance, and employment placement. Upon release, individuals get further assistance as needed from the America's Job Centers of California (AJCC). AJCCs offer many free tools, resources, and services that can help individuals find employment, training, or other work-related needs.
Has the region provided training to frontline staff on common case management strategies? If yes, list trainings and numbers in attendance/partners participating. Training on common case management in a formal setting has not been provided. However, through the Regional Training Coordination grant, the following training has been provided connected to case management and collaboration: <ul style="list-style-type: none"> • <i>Customer Service</i>, held on Oct. 23 & 24, 2018 - 51 attendees from Riverside and San Bernardino Workforce Development and California Employment Development Department (EDD). • <i>Case Management Training</i>, held on Nov. 13 & 14, 2018 - 51 attendees from Riverside and San Bernardino Workforce Development and EDD.

<ul style="list-style-type: none"> Cooperation Coordination Collaboration, held on Feb. 13 & 15, 2018 – 35 attendees from Riverside and San Bernardino Workforce Development and EDD. 	
Assessment Levels:	
Learning/ Experimenting	Regional partners are participating in goal-setting discussion regarding shared/common case management strategies and shared responsibility for services and outcomes?
Operationalizing/ Doing	Relevant partners utilize evidence based practices and customer centered design to develop and implement programs to serve population of emphasis, have provided training to staff and partners.
Growing/ Expanding/ Scaling	Relevant partners utilize shared, common case management strategies such as co-enrollment, navigators, and multi-disciplinary teams to develop shared responsibility for providing services and ensuring quality outcomes. Regions have trained staff and partners in these strategies and are increasing the numbers of partners and customers participating in shared/common case management strategies.

System Alignment Indicators

Indicator H: Region has shared/pooled admin systems and/or processes for achieving administrative efficiencies and program outcomes

Assessment Questions:	
Does your region have shared/pooled administrative systems or processes? If yes, what are the systems/process? Yes, the Riverside County and San Bernardino County Workforce Development Boards established IERPU MOU, which established streamlined processes for sharing funding that implements regional activities connected to subgrants under WIOA.	
Describe the administrative efficiencies that your region has identified that will reduce duplication, streamline processes, save money, and/or improve program outcomes. Under the IERPU MOU, a service agreement template was developed and approved by Boards of Supervisors in the two counties so that multiple contracts and updates can be established with administrative efficiencies. This effort has saved thousands of dollars in administration and countless hours of time.	
Does your region have MOUs or agreements in place to share resources, streamline administrative processes, and/or improve program outcomes? Yes, to share resources and streamline administrative processes for regional grants connected to annual WIOA subgrant agreements.	
Does your region have a plan to unify the regional partners approach to engaging employers? Yes, the IERPU is engaged with Strong Workforce efforts that established job developers at each community college and are part of the Department of Rehabilitation's business engagement team connected to business solutions for assisting the disability population.	
Assessment Levels:	
Learning/ Experimenting	Relevant partners have executed a One-Stop MOU that includes commitment to sharing customers, providing shared services, referral agreements, infrastructure cost sharing for the AJCC system.
Operationalizing/ Doing	Region has shared/pooled admin costs for achieving administrative efficiencies and program outcomes, relevant partners meet on a regular basis to identify additional administrative efficiencies that will improve program outcomes and have a plan to implement one or more regional policies/strategies.
Growing/ Expanding/ Scaling	Region has a formal structure or intermediary in place, common policies, coordinated deployment of resources and shares staffing of services and/or regional systems.

Indicator I: Regional decision-making in formalized structures

Assessment Questions:	
Is there a formal structured regional leadership council/structure operating in the region? If yes, what is it called, how often does it meet and who participates in it? Yes. The IERPU Steering Committee meets quarterly and is comprised of Executive Committee Board Members from both Workforce Development Boards.	
Does the leadership council have dedicated staff? Is it funded using shared/pooled resources? Yes and the dedicated staff is funded through shared/pooled resources.	
Has the leadership council agreed to regional goals, and does it evaluate and report progress towards these goals? Yes	
Assessment Levels:	
Learning/Experimenting	Informal regional meetings are conducted to share information and identify shared projects and goals.
Operationalizing/Doing	Relevant regional partners meet regularly, have developed and evaluated shared goals, have written agreements to share decision making and streamline processes, and are working towards more formal arrangements.
Growing/Expanding/Scaling	Formal decision making council/structure is operating within the region with participation by industry champions, labor and workforce leaders, written agreements have been developed to ensure regional cooperation and communication and the development of shared, quantifiable goals, regional data aggregation, and evaluating progress towards those goals.

Indicator J: Regional organization and evaluation of performance

Assessment Questions:	
How will the region qualitatively assess/evaluate progress towards meeting regional industry and occupational demand? Through continued efforts of the Regional Plan Implementation and SlingShot Initiatives, the IERPU will rely on the direct feedback from industry champions in manufacturing, healthcare, and logistics, and the IERPU Steering Committee. Meeting the occupational demand requires on-going assessment and engagement with the key leaders in each industry. Progress can be qualitatively assessed through partnerships with business leaders. Having Industry Consultants on board throughout the process ensures we have a direct line of communication.	
Have the regional partners determined regional goals for increasing the number of industry-recognized credentials and apprenticeships available in the region? How will, or how might, these outcomes be tracked numerically and categorically? Discussions around the increased number of industry-recognized credentials and apprenticeships are underway. Being a part of the LAUNCH initiative in partnership with the community college system in this region and hiring the Regional Apprenticeship Coordinator in partnership with Strong Workforce programs will ensure an increased number of apprenticeships. Outcomes will be tracked through the CalJOBS system regarding the number of credentials and apprenticeships.	
Does the region have a numeric goal of placing participants in sector-based occupations? If so, list the sectors and occupations, numeric goal(s), and the number to-date in attaining that goal (baseline). The IERPU does not have a numeric goal; however, all training funded through both WDBs must be connected to industry-recognized credentials with the goal of placement into the sector of training.	
Is the region piloting employer engagement performance measures? If yes, what are they? Not at this time.	
Have the Local Boards met to discuss WIOA performance negotiations and how negotiations might align with other regional goals/measures? The IERPU has discussed performance negotiations and entered into negotiations together the last two program years. Regional goals were discussed pertaining to performance negotiations and the impending additions to regional measurements.	
Assessment Levels:	
Learning/Experimenting	Relevant regional partners meet at least once per year to discuss negotiating regional performance measures with the California Workforce Development Board

	(State Board), and they use standard performance measures as the basis for evaluating local and regional performance.
Operationalizing/ Doing	Relevant regional partners use the indicators of regional coordination (the nine indicators detailed here) to continuously improve regional plan goals and objectives, develop ways to count, assess and evaluate credential and apprenticeships in the region
Growing/ Expanding/ Scaling	Relevant regional partners work together to evaluate progress on meeting regional industry and occupational demands, share standard performance measures across systems, and develop regional measures to continuously improve regional performance.

Attachment II: Informational Attachment – Reentry**Assessment of Need and Population Size**

As of June 2017, the adult population on probation consisted of 34,794 on felony probation, 1,000 on misdemeanor probation, 5,430 on post release community supervision, and 2,707 on mandatory supervision. Of the 3,440 juveniles on probation as of June 2017, 1,432 were Welfare and Institutions Code (WIC) 602 felony, 938 were WIC 602 misdemeanor, and 1,070 were non-wardship and information supervision.³

In the 2015 calendar year, 3,232 individuals were released from state prison to the region. In 2016 and 2017, 2,590 and 2,800 individuals, respectively, were released into the region.⁴ In each year, roughly 15% of all individuals released in California were released to the Inland Empire.

Between July 2016 and November 2018, the IERPU has served approximately 1,894 reentry individuals through WIOA or the region's Day Reporting Centers (DRCs). From this group, 1,367 individuals (72%) completed a workshop and 718 (38%) gained employment. IERPU does not currently have these data by year, or by demographic characteristics of the reentry population.

IERPU business services staff are co-located within the AJCCs and affiliate sites. This group currently meets regularly both locally, and as part of a statewide working group, to respond to Worker Adjustment and Retraining Notification (WARN) notices disseminated by the U.S. Department of Labor and discuss other business services related issues that arise. These meetings are used to inform employers AB 1008 Fair Chance Hiring (McCarty, Ch.789, Statutes of 2017), the federal Work Opportunity Tax Credit, California New Employment Tax Credit, Federal Fidelity Bonding through the California Employment Development Department's state bonding services, information about CBOs and other organizations that provide job placement services for formerly incarcerated people, and the benefits of hiring formerly incarcerated people.

As noted, employers willing to employ the formerly incarcerated and other justice involved individuals have self-identified and are used internally by IERPU case managers and local workforce development professionals to assist in their job placement efforts. Through the strategies outlined in this plan, IERPU hopes to secure commitments from new employers to hire formerly incarcerated and justice involved individuals. Through existing and planned outreach efforts, IERPU will ensure case managers and workforce professionals are provided with current information about these employers.

As listed in the narrative, IERPU has met with many state agencies and CBOs to promote collaboration around providing services to justice involved individuals. Additional information about these agencies is provided below:

1. **Riverside County Probation Department** – Has a mission statement of serving Courts, protecting the community, changing lives. Employment changes lives, leads to reduced recidivism and makes our community safer places to live.
2. **San Bernardino County Probation Department** – Works to protect the community through assessment, treatment and assistance of adult and juvenile offenders by providing a range of effective services based on legal requirements and recognized professional standards.
3. **California Department of Corrections and Rehabilitation (CDCR – Parole)** – The CDCR is responsible for the operation of the California state prison and parole systems. They enhance public safety through safe and secure incarceration of offenders, effective parole supervision, and rehabilitative strategies that successfully reintegrate offenders into the communities.

³https://public.tableau.com/profile/oconnellresearch#!/vizh_m0/ChiefProbationOfficersofCaliforniaAnnualDataSurvey_0/CPOCProbationSurvey

⁴ Releases from State Prison to Parole by Major County of Commitment, Data Source: SOMS, California Department of Corrections and Rehabilitation Offender Data Points, Offender Demographics for the 24-month period ending December 2017.

4. **Riverside County Sheriff Department** – The Riverside Sheriff Department is the 2nd-largest Sheriff office in California, managing five correctional facilities, Coroner-Public Administrator duties, and providing court services. Since 2005 the Workforce Development has been involved in a strong partnership with the Riverside County Sheriff Department providing reentry services to offenders remanded to custody of the Sheriff and housed within correctional facilities.
5. **San Bernardino County Sheriff Department** – The San Bernardino County Sheriff Department is the law enforcement agency for the largest geographical county in the nation. The SBCWDB has had a MOU in place for 10 years with this department to house two Workforce Development Specialists at the Glen Helen Detention Center assisting soon-to-be-released men and women with job readiness. The Sheriff also has a Transitional Assistance Team (START) helping inmates to form a discharge reentry plan, connecting them with community resources and service providers in the County.
6. **College of the Desert (COD)** – The Building and Energy Systems Professional Consortia strong workforce initiative project (BESP) offers AA degree programs to address the shortfalls within the career fields of energy, construction and utilities. Seven colleges participate in this program including: Moreno Valley College, Norco College, Riverside City College, Barstow College, San Bernardino, Valley College, Chaffey College and College of the Desert. Each is looking to serve reentry participants in this training process.
7. **Center for Employment Opportunities (CEO)** – Guides participants through the necessary steps to finding and sustaining full-time, long-term employment. CEO was found to significantly reduce re-arrests, reconviction and re-incarceration within three years of release while helping improve public safety.
8. **San Bernardino County Reentry Collaborative (SBCRC)** – Is a partnership established by the San Bernardino County Public Health Department of over 15 County agencies, organizations, CBOs and correctional institutions committed to making communities safer through the successful reentry and long-term success of the formerly incarcerated.
9. **211 United Way** – 2-1-1 is a toll free, confidential service providing San Bernardino and Riverside County residents access and referrals to community and health information 24 hours a day, 7-days a week and in many languages. This service has listed prison reentry as a priority concern and have assigned two reentry specialists to assist callers and connect them to focused resources.
10. **Building Industry Association (BIA)** – is a nonprofit trade association of builders and developers. The Riverside County and Baldy View Chapters in the Inland Empire represent over 1,000 businesses. These associations are willing to help train and employ formerly incarcerated individuals within the construction industry. BIA has developed curriculum to meet the need of the industry, creating a pipeline for employment for this population.
11. **Desert Valley Builders Association (DVBA)** – The Desert Valleys Builders Association represents all levels of the construction and building industries. They are committed to ensuring that building of all types remains vibrant and strong in the Coachella, Palo Verde and Imperial Valleys. This association is looking to employ the formerly incarcerated.
12. **Adult Education Programs (AEP)** – Utilizes state funds provided to eligible consortia for implementing regional plans for adult education. These plans include individuals recently released from incarceration. Each of the AEP consortiums within the Inland Empire are represented under the AJCC System MOUs currently in place. The Consortium Leads are part of many current partnerships with the WDBs and have expressed commitment to be at the planning table for this initiative.
13. **GRID Alternatives** – This organization provides clean, renewable energy technology. They offer paid internships and job training opportunities for justice involved individuals. GRID Alternatives has worked extensively with Riverside County Workforce Development to train and employ many underserved populations within the IE region.
14. **California State San Bernardino Reentry Initiative (CSRI)** – Education based comprehensive program offering services to parolees returning to the Inland Empire. Their services include: batterer's Intervention, anger management, substance abuse counseling, GED, employment services, transitional housing and parenting to name a few. CSRI has four locations serving Victorville, San Bernardino, Moreno Valley and Indio.
15. **Operation New Hope** – Reduces the recidivism and dropout rates of at risk youth and those on probation and parole throughout San Bernardino County by providing our Evidence Based Practice (EBP) program of job training, work experience, case management, educational opportunities, and leadership development.

16. **Riverside/San Bernardino Departments of Public Health** – Assures the quality and accessibility of health services throughout the County. Placing a high value on strong working alliances with local community groups representing diverse populations.
17. **Riverside/San Bernardino Community College Districts** – Has a demonstrated and proven partnership with County Workforce Development Boards and is an approved trainer under the Regional SlingShot Initiative with both Counties. They currently partner with Cal State SB Reentry Initiative and Urban Conservation Corps to provide transitional work crews for parolees. Participants receive daily cash wages, work experience, job readiness training and job placement.
18. **California Construction and Industrial Materials Association (CALCIMA)** - A statewide trade association for aggregate, ready mixed concrete, and industrial mineral operations. Member companies operate about 500 plants in California.

Attachment III: Stakeholder Engagement**Regional Plan Modification Stakeholder Engagement and Community Outreach Efforts**

Outreach efforts for Inland Empire Regional Planning Unit (IERPU) Regional Plan Modification were made throughout the planning process to our stakeholders. Invitations were sent to 250 stakeholders, including labor organizations, California Department of Corrections and Rehabilitation (CDCR)/Parole Departments, probation, AEBG, community colleges and businesses. Information about all the planning meetings were provided to the State Board as required by the directive on October 12, 2018.

Flyers were developed and posted on October 22, 2018 in Riverside and San Bernardino County Workforce Boards website, at all of the six (6) America's Job Centers of California (AJCCs) and social media to ensure stakeholders, Community Based Organizations (CBOs) and the community were aware of the planning meetings for the Regional Plan Modification. Both counties Workforce Development Department (WDD) Business Service representative sent personal messages to employers to participate in the focus groups regarding the justice-involved participants. In addition to the flyers and the invitations, staff continued to do follow-up emails and phone calls to stakeholders who did not respond to the invite, up until the day of the planning session.

All entities invited to the Regional Plan Modification Stakeholder meeting received notification of the public comment period. Flyer and social media blast were issued to make sure the community and stakeholders were aware of the review period and what changes or enhancements were being done to the Regional plan.

After-hours listening sessions were held on February 13 and 21, 2019 from 5:00 to 7:00 pm. Stakeholders and members of the community were invited and a flyer was created, along with social media blasts and emails to partners and business. The sessions were advertised at AJCCs for over two weeks.

Attachment IV: Stakeholders

Regional	Last Name	First Name
SB County WDB Member		
San Bernardino Unified School District	Marsden	Dale
SB WDB Special Populations members		
Department of Behavioral Health	Funn	Nashira
Goodwill	Rodriguez	Jessica
Business	Congdon	Stephani
Riverside County WDB Members		
Riverside WDB Member	Ramirez	Mary Jo
Riverside County Sheriff		
Riverside County Sheriff	Jones	Dawn
Riverside County Sheriff	Lazenby	Rosa
Community Based Organizations		
Inland Valley Recovery Services	Wahome	Michael
Inland Valley Recovery Services	Root	Julia
Inland Valley Recovery Services	Ortiz	Jessica
Riverside County Office of Education	Patrick	Joan
Riverside County Office of Education	Heminger	Chris
RESCARE	Mercer-Rodriguez	Heather
RESCARE	Vela	Jesse
Operation New Hope	Degnan	Russell
JC Horizon	Cifuentes	Hugo
Abundant Living	Allen	Warren
Abundant Living	Graham	Pastor Mark
211 - United Way	Nichols	Gordon
211 - United Way	Madden	Gary
211 - United Way	Hernandez	Angelina
Goodwill	King	Lowell
California Family Life Center	DeJesus	Lenore
California Family Life Center	May	Jeremy
California Family Life Center	Ramirez	Mary Jo
El Sol Neighborhood Education Center	McKenna	Diana
Other Agencies		
Department of Public Health	Rigsby	Scott
Department of Public Health	Nunley	Caryn
Department of Behavioral Health	Rodriguez	Veronica
Riverside County District Attorney	Mathews	Stacie
UC Riverside Presley Center for Crime & Justice Studies	Trask	Grover
San Bernardino One Stop Operator	Gardner	Angela
Riverside One Stop Operator	Bercillo	Hilario
TAT Holdings	Zhang	Tong
TAT Holdings	Chao	Chesley

San Bernardino County Administrative Office	Welty	Kelly
County Probation		
San Bernardino County	Davis	Laura
San Bernardino County	Raley	Eric
Community Colleges		
San Bernardino Community College District	Campero	Lileth
San Bernardino Community College District	Krehbiel	Deanna
San Bernardino Community College District	Canova	Vanessa
Chaffey College	Austin	Ray
Inland Empire/Desert Regional Consortium	Pehkonen	Julie
Riverside Community College	Bailor	Kenneth
Riverside Community College	Philpott	Paige
Riverside Community College	Felix	Diane
Riverside Community College	Anderson-McDade	Meriel
CDCR/Parole		
CA Department of Corrections & Rehabilitation	Miller	Christine
K-12		
Chaffey Adult School	Haag	Todd
Charter Schools/Vocational Schools		
Five Keys Charter	Couso	Aja
Career expansion, Inc.	Moorehead	Ray
Employers		
Uturn Industries	Gutierrez	Paul
Voice Marketing	Stark	Ron
Metroll	Valles	Mary
A19	Alvarez	Cinnamon
California Smog Institute	Summers	Patricia
TAT Holdings, LLC	Novodor	Bill
Referrals - not registered		
Saved by Grace	Reinecker	Sheri
CA Workforce Rev Board	Aguilera	Rafael
F.A.C.C.T	Lamb	George
RCOE	Gonzalez	Lucie
EDD		
Riverside EDD	Lopez	Sandra
Riverside EDD	Burries	Enjoli
San Bernardino EDD	Beck	Java
San Bernardino WDD Staff		
Business Services	Ector	Michael
WDD Admin	McQueen	Miguel
WDD Admin	Cirillo	Anita
WDD Admin	Murillo	Stephanie
WDD Admin	Martinez	Barbara
High Desert AJCC	Sowards	Jennifer
Business Services	Cook	Darren

Riverside County Staff		
EDA	Perez	Gloria
EDA	Sims	Loren
EDA	Trainor	Leslie
EDA	Pham	Thi
EDA	Frederick	Wendy
EDA	Avila	Maira
Riverside DPSS	Sandetur	Kenneth

Attachment V: Public Comments**Local Board Record of Comments**

Title 20 Code of Regulation, Section 679.510(2) requires the Local Boards to publish the regional plan for public comment. Workforce Development Boards should include with their regional plan modification submittals, all comments received that disagree with the regional plan modification, how the Local Boards considered that input and its impact on the narrative in the regional plan modification.

Please provide these comments in the following format:

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