

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



ITEM: 3.8
(ID # 21223)

MEETING DATE:

FROM : HOUSING AND WORKFORCE SOLUTIONS:


Tuesday, March 14, 2023

SUBJECT: HOUSING AND WORKFORCE SOLUTIONS/WORKFORCE DEVELOPMENT DIVISION (HWS/WDD): Workforce Innovation and Opportunity Act (WIOA) Riverside County Workforce Development Local Plan and Inland Empire Regional Workforce Development Plan Modifications for Program Years 2021-2024; All Districts. [\$0]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve and authorize the Chair or Vice-Chair of the Riverside County Board of Supervisors to sign the WIOA Program Year 2021-2024 Riverside County Workforce Development Local Plan Modifications and Inland Empire Regional Workforce Development Plan Modifications;
2. Approve and authorize the submission of the WIOA Program Year 2021-2024 Riverside County Workforce Development Local Plan Modifications to the California Workforce Development Board (CWDB);
3. Approve and authorize the submission of the WIOA Program Year 2021-2024 Inland Empire Regional Workforce Development Plan Modifications to the CWDB; and
4. Authorize the Assistant Director of Riverside County Workforce Development Division to modify the WIOA Local Plan and the Inland Empire Regional Plan as necessary to ensure compliance and adhere to direction from the CWDB.

ACTION:Policy


Heidi Marshall, Director 2/28/2023

MINUTES OF THE BOARD OF SUPERVISORS

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

Ayes: Jeffries, Spiegel, Washington and Gutierrez
Nays: None
Absent: Perez
Date: March 14, 2023
xc: HWS/WDD

Kimberly A. Rector
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: 2022/2023; 2023/2024	

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

The Workforce Innovation and Opportunity Act (WIOA) appropriates funding from the U.S. Department of Labor (DOL) through the state and local governments and Local Workforce Development Boards to administer and/or operate employment and training services for adult residents that are either unemployed or underemployed and youth.

WIOA requires Local Workforce Development Boards to submit two separate four-year plans: (1) Riverside County Workforce Development Local Plan (Local Plan) which covers the County of Riverside. The purpose of the Local Plan is to develop equitable, regional, sector-based career pathways in target sectors, ensuring access and inclusion for the County's job seekers while meeting the needs of the businesses; and (2) Inland Empire Regional Workforce Development Plan (Regional Plan) which covers the Inland Empire Regional Planning Unit (IERPU), consisting of Riverside and San Bernardino Counties. The Regional Plan functions as the primary mechanism for aligning educational and training provider services with regional industry sector needs in the Inland Empire. It also lays out the coordination between the K-12, Community Colleges, and WIOA systems.

Both plans operate from Program Years 2021-2024 and are required to be updated at the end of the first two years. The modification process consisted of stakeholder convening and input from the Riverside County Workforce Development Board (RCWDB), as well as a 30-day public comment period that took place from January 6, 2023 to February 7, 2023. Subsequently, the modifications of the plans were adopted by the RCWDB on February 8, 2023.

Major modifications of the Regional Plan include the following: (1) adoption of the definition of a "Good Job", (2) an "Equity and Ensuring Equal Access" definition, and (3) implementing the objective goal of improving the employment numbers for populations with barriers. Major modifications of the Local Plan include: (1) the addition of Public Administration, Public Safety, and Information Technology as targeted in-demand sector-based career pathways.

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

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

Impact on Residents and Businesses

Both the Regional Plan and Local Plan work together to develop partnerships and in-demand sector-based career pathways that lead to job opportunities for residents that are unemployed and underemployed. The job opportunities that are available under these career pathways lead to long-term careers and economic self-sufficiency while providing local employers with the skilled workforce needed to thrive and expand in our region.

SUPPLEMENTAL

Additional Fiscal Information

Approval of this item will not impact Discretionary General Funding (Net County Cost) as funding is fully provided through WIOA.

ATTACHMENTS:

- WIOA Program Year 2021-2024 Riverside Local Workforce Development Plan Modifications
- WIOA Program Year 2021-2024 Inland Empire Regional Workforce Development Plan Modifications


Brianna Lontajo, Principal Management Analyst 3/9/2023


Ronak Patel, Deputy County Counsel 3/9/2023

WHEN DOCUMENT IS FULLY EXECUTED RETURN

CLERK'S COPY

to Riverside County Clerk of the Board, Stop 1010
Post Office Box 1147, Riverside, Ca 92502-1147
Thank you.



Inland Empire

2021-2024

Regional Workforce Development Plan

Two-Year Modification

Inland Empire Regional Planning Unit

San Bernardino County Workforce Development Board
Riverside County Workforce Development Board

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I. Introduction and Overview

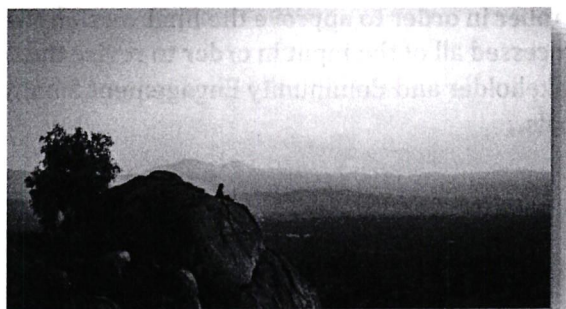
Emerging from the COVID-19 pandemic, the Inland Empire region has seen changes to its economy and labor market. Many workers changed jobs during the pandemic, moved in and out of the region, and reevaluated their career choices. It has been called the “Great Resignation” in the media and also “The Great Reshuffling” as workers moved from one job to another or took a break from the workforce as they planned the next moves for employment. Employers found it increasingly difficult to find the talent they need to fill open positions, which has led to upward pressure on wages as they compete for talent. Businesses have also added signing bonuses and other incentives to attract talent. It became a job seeker’s market and led to new opportunities for workforce development; however, it also brought new challenges.

There was a decrease in the number of job seekers seeking services within the regional workforce system. Even with employers more interested in talent from the workforce system, there were less participants to refer and less students accessing training through the system. As the region reviewed its workforce development plan and developed a revised approach, this new economic reality was a primary consideration.

The Inland Empire Regional Planning Unit (IERPU) conducted a thorough process to review the labor market information, gather feedback from its stakeholders, and develop this two-year regional workforce plan modification. The IERPU used job quality and equity to focus new strategies that address the economic situation, creating new definitions for both as a guide. Because of the high demand for talent, employers in the region are very willing to look at job quality and equity in the workplace. The region is capitalizing on this opportunity to transform sector-based career pathways and create new opportunities for the community.

The Inland Empire Region

The Inland Empire is a region of Southern California covering over 27,000 square miles, bordering the Los Angeles Basin, Orange and San Joaquin regions to the west and stretching east to the Arizona and Nevada borders. The population across both San Bernardino and Riverside Counties is 4.65 million. Its diverse population is 8% Black or African American, 2% Native American, 8% Asian or Pacific Islander, nearly 4% Two or More Races, 77% White and over 54% are Hispanic or Latino.¹



¹ U.S. Census QuickFacts, population estimates as of July 1, 2021

<https://www.census.gov/quickfacts/fact/table/riversidecountycalifornia,sanbernardinocountycalifornia,US/PST045221>



The region is known as a major transportation and logistics hub with four million square feet of warehouse space. Located only 40 miles from the ports in Long Beach and Los Angeles, the Inland Empire is home to three major airports, three major interstate highways and two major railways. The vast majority of goods for Southern California flow through the region and to most states in the U.S., many of which are created right here by the region's 3,700 manufacturers. One can go

nearly anywhere in the world and find products built in, produced in, or moved through the Inland Empire.

Two-Year Workforce Plan Modification Process

The IERPU staff worked closely with the board members of the San Bernardino County Workforce Development Board (SBCWDB) and the Riverside County Workforce Development Board (RCWDB) to develop this two-year modification. The process began with a thorough discussion on sectors, job quality and equity at the SBCWDB's annual retreat in September 2022, followed by two Stakeholder Input sessions in early October. The RCWDB held its own discussion during these sessions also. Finally, the IERPU Steering Committee reviewed the definitions for job quality and equity in late October in order to approve the final versions for the plan. The staff of both local workforce boards processed all of the input in order to revise the region's goals. Please see Appendix A for the Stakeholder and Community Engagement Summary and Appendix B for the Modified Regional Goals.

II. Analytical Overview of the Region

The IERPU analyzed labor market and workforce data in order to conduct the two-year plan modification. The events of the last two years, such as COVID-19 and inflation, have changed some aspects of the economic landscape while other aspects remained relatively consistent. In the following section, current data and trends will be presented. The Workforce and Economic Analysis below includes details about the current skills and education of the current working population, labor market demand and an analysis of gaps between the two.

Data was gathered from a 3rd party report produced by Lightcast and an internal labor market information (LMI) analysis.

Workforce and Economic Analysis

Inland Empire's regional population was 4,653,105 as of July 2021.² The labor force in the region has grown by over 100,000 workers from 2,082,512 in Sept 2020 when the original plan was written to 2,186,900 in Sept 2022.³ This is around 47% of the population.

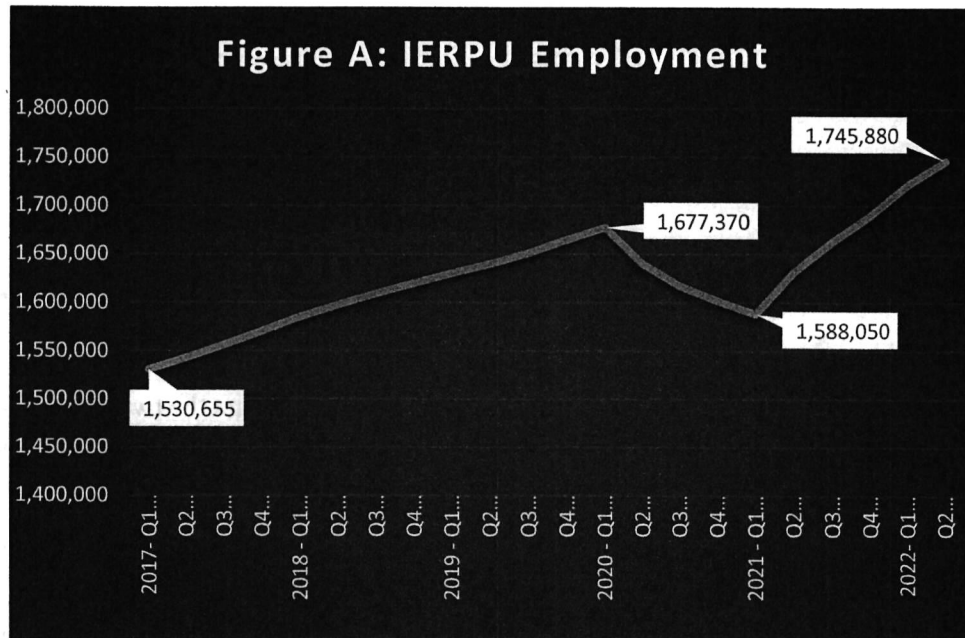
Employment and Unemployment

As shown in Figure A, employment in the region reached a high of nearly 1.7 million in the first quarter of 2020 before the COVID-19 pandemic. During 2020, employment fell to a low of about 1.6 million by Q1 of 2021. The number of individuals employed then began a steady rise toward a high of over 1.7 million in Q2 of 2022. Given that the original four-year plan was written while employment was still falling, this plan has taken into account the continued rise of employment the region is experiencing, making for a different economy than in late 2020.

² U.S. Census Quick Facts

<https://www.census.gov/quickfacts/fact/table/riversidecountycalifornia,sanbernardinocountycalifornia/AFN120217>

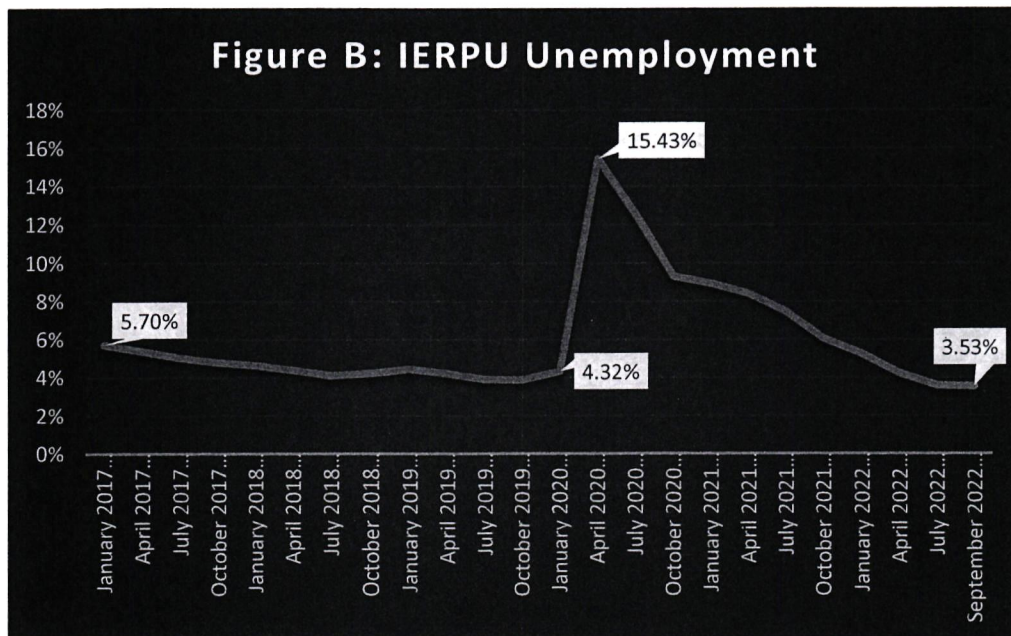
³ U.S. Bureau of Labor Statistics <https://data.bls.gov/timeseries/LAUMT064014000000006>



Source: JobsEQ, Data as of Q2 2022

Similarly, the region's unemployment rate rose rapidly from a low of 4.32% in January 2020 to a high of 15.43% in April 2020 due to the onset of the pandemic. See Figure B below. It began to sharply drop again until approximately October of the same year and has been steadily decreasing since. It was at its lowest point in September 2022 at 3.53%.

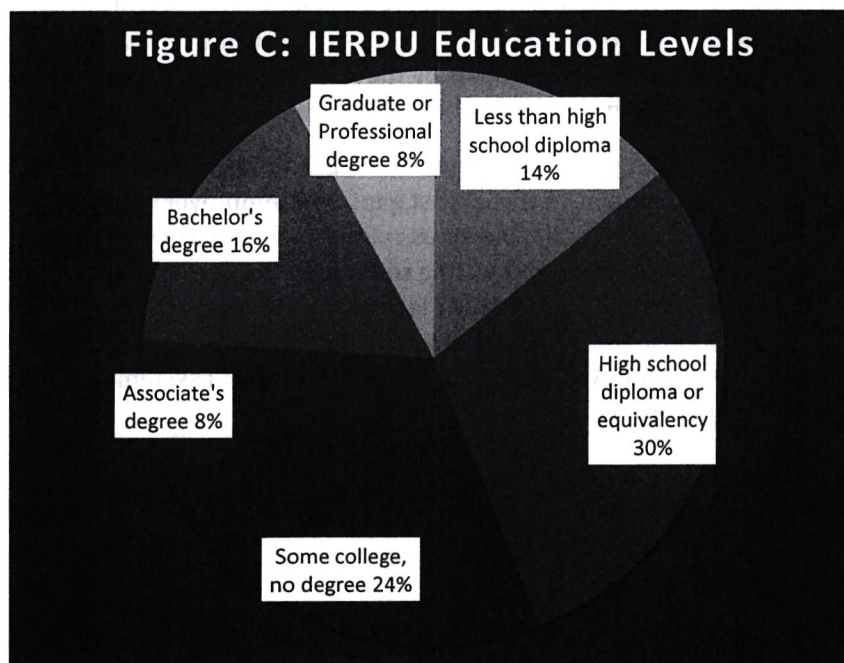
The steadily declining unemployment rate and steadily rising employment rate has created a job seeker market for labor, with employers having to compete for talent. Starting in 2021, employers were finding it more and more difficult to recruit new talent while many workers were still leaving their jobs and creating an even greater demand for labor, deemed by some as "The Great Resignation". Rising inflation and possible future layoffs across the state may trigger a recession and reverse this situation, but in the meantime, the region is responding to the opportunity for new and deepened partnerships with employers given the current conditions of low unemployment and high demand for labor. This has also provided the added benefit of making more opportunities available for the special populations both WDBs work with, especially those with disabilities and individuals that are justice-involved. The IERPU is also working to be able to better respond to dynamic changes in the economy as they happen.



Source: JobsEQ, Data as of Sept 2022

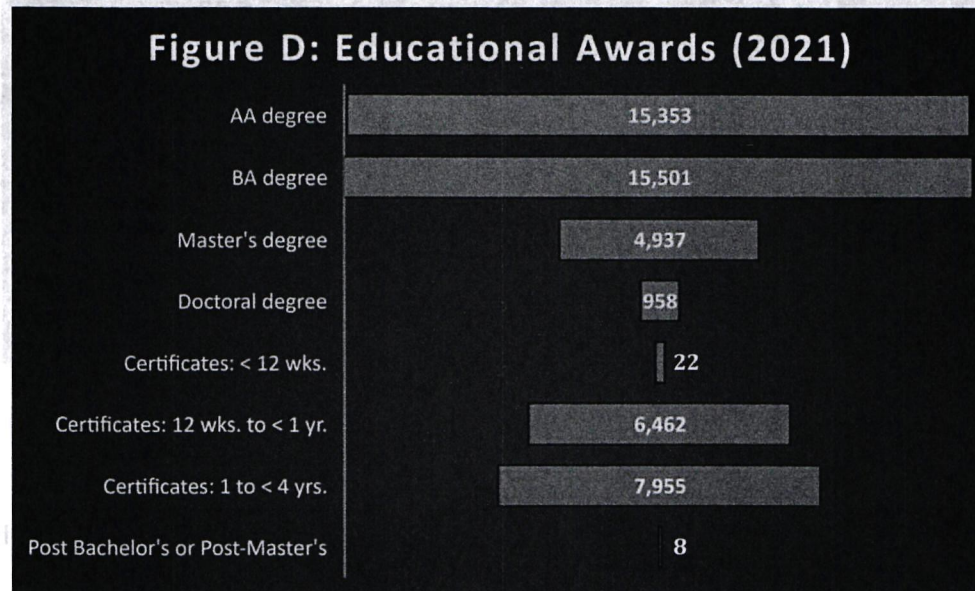
Educational and Skill Levels of the Regional Workforce

As noted in Figure C below, 56% of the region's labor force has at least some college through Associates, Bachelors and graduate-level degrees (percentages were rounded to the nearest whole number). On the other hand, 44% have a High School Diploma or less and likely have more difficulty qualifying for jobs without additional training and support.



Source: U.S. Census, American Community Survey

The Inland Empire is regularly supplying workers with education from short-term certificates through advanced degrees. As noted in Figure D, the region's colleges awarded 15,501 Bachelor's (BA) and 15,353 Associate's (AA) degrees in 2021 alone. While not all of these individuals are part of the region's current labor force due to enrollments from outside of the area, it is an indicator of the region's capacity to meet employer's educational experience requirements. In addition, the region's community colleges awarded 14,639 short- and long-term certificates ranging from less than 12 weeks to less than four years.



Source: National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS)

Below in Table A, the top 20 skills in demand are listed in order of the largest gap to the smallest (see column labeled "Skill Gap"). The number of workers in the region that possess that skill is noted in the "# With Skill" column. Then, analysis by the region identified the sectors each skill is most likely identified with, noted with a shaded box in the table.

Skills such as Spanish, Keyboarding/Typing, Manufacturing, and Microsoft Outlook are both highly prevalent among the workforce and have the largest gaps with employer demand. Several of the skills identified here are potentially applicable across all four sectors, such as Spanish, Mandarin, and People Skills, while others like SAP (accounting software) are only applicable to one of the target sectors (Public Administration). Integrating language courses, particularly Spanish, and more soft skill training could help close these skill gaps across industries. Specialized skills that are in demand by employers such as ESRI ArcGIS, a geographic information system, and drill presses, can be integrated into training programs for those particular sectors.

Table A: Top 20 Skill Gaps Aligned with Industry Sector

<i>Skill</i>	# With Skill	Skill Gap	Healthcare	Trans. + Log.	Manufact.	Pub. Admin.
<i>Spanish</i>	6,519	-1,952				
<i>Keyboarding</i>	1,930	-915				
<i>Manufacturing</i>	3,458	-678				
<i>Caregiving</i>	1,152	-633				
<i>People Skills</i>	1,221	-611				
<i>ESRI ArcGIS</i>	142	-573				
<i>Microsoft Outlook</i>	6,943	-495				
<i>Home Health Care</i>	2,240	-477				
<i>SAP</i>	1,532	-350				
<i>Mandarin</i>	92	-215				
<i>Warehouse Management Systems</i>	1,536	-129				
<i>Lathes</i>	393	-123				
<i>Community Outreach</i>	182	-114				
<i>Order Fulfillment</i>	365	-102				
<i>Supply Chain Management</i>	157	-85				
<i>Warehousing</i>	312	-83				
<i>Critical Care</i>	255	-78				
<i>Drill Presses</i>	130	-68				
<i>Inventory Management Systems</i>	87	-61				
<i>Ladder Logic</i>	19	-55				

Source: JobsEQ for supply and skill gap data, industry alignment assessed by IERPU

Current Needs of Employers in the Region

In addition to reviewing the labor market information provided above, the IERPU gathered information directly from regional employers. This information was gathered via Employer Roundtables, a Hiring Climate Survey and an analysis of regional job postings, in partnership with Lightcast, a labor market analytics firm. The sections below each describe these activities in more detail, summarizing the findings from Lightcast's 2022 report.

Employer Roundtables

Employer roundtable discussions were held with 12 regional employers, covering their hiring challenges, how they are addressing them, and their assessment of the current local workforce. Employers expressed concerns such as applicants having difficulty with transportation and childcare in order to work, difficulty finding a sufficient number of applicants with appropriate skills and their ability to compete for entry level workers with wages offered by fast food chains.

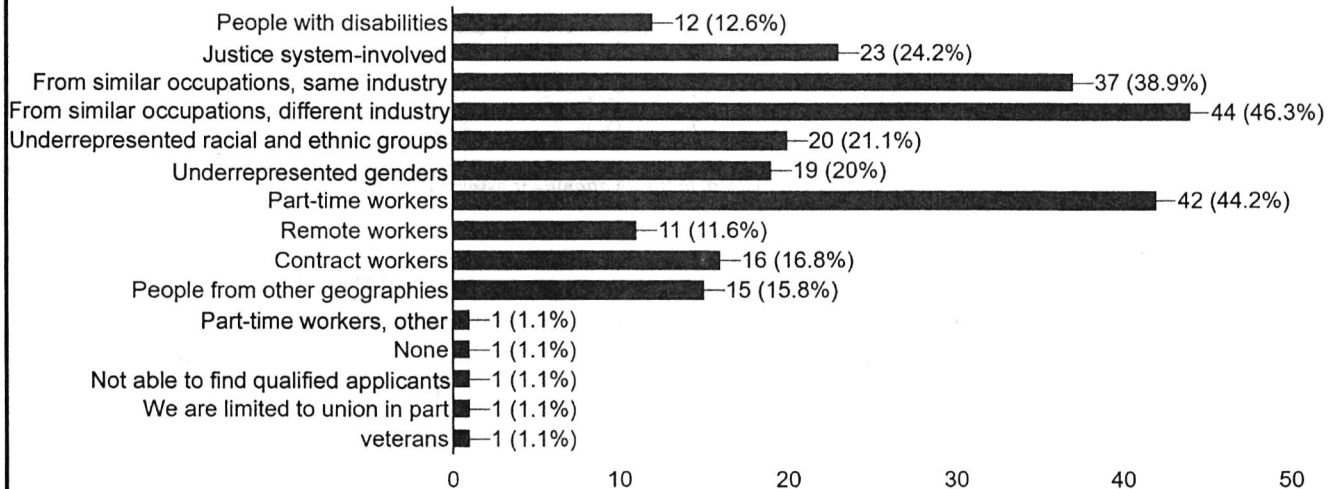
Regional employers reported experimenting with new approaches to recruitment such as posting their annual wage instead of hourly to differentiate themselves from fast food and retail, and cross training workers from a different industry (e.g., training construction workers for manufacturing for those who are looking for a new type of job). Employers also reported retaining workers by increasing wages, offering different work schedules, and adding production bonuses. The employers were asked for other ideas they would pursue with more money and time; ideas included increasing awareness of childcare provided by the county, investing in additional training equipment, and adding hiring bonuses.

Hiring Climate Survey

A hiring climate survey was conducted and 123 responses were received from regional employers. The average size of these employers ranged from 2-21,000 with a median of 39 employees. Manufacturing, healthcare, transportation, insurance, and nonprofits were the most represented industries in the survey.

The survey revealed that employers have been tapping into a more diverse talent pool, with almost 98% responding that they have accessed at least one new candidate pool as noted in Figure E. The most common new candidate pool was from similar occupations, either in the same or a different industry than the one they are in. Populations such as people with disabilities, justice-involved and underrepresented racial and ethnic groups were also very prevalent in the survey. The employers' responses here point to success the region has had in helping employers see the value of candidates from these groups and an opportunity to do more given the interest shown here. Of particular note is the number of employers in the survey who reported tapping into the region's shared target population of justice-involved individuals (23, 24.2% of respondents).

Figure E: New Job Candidate Pools

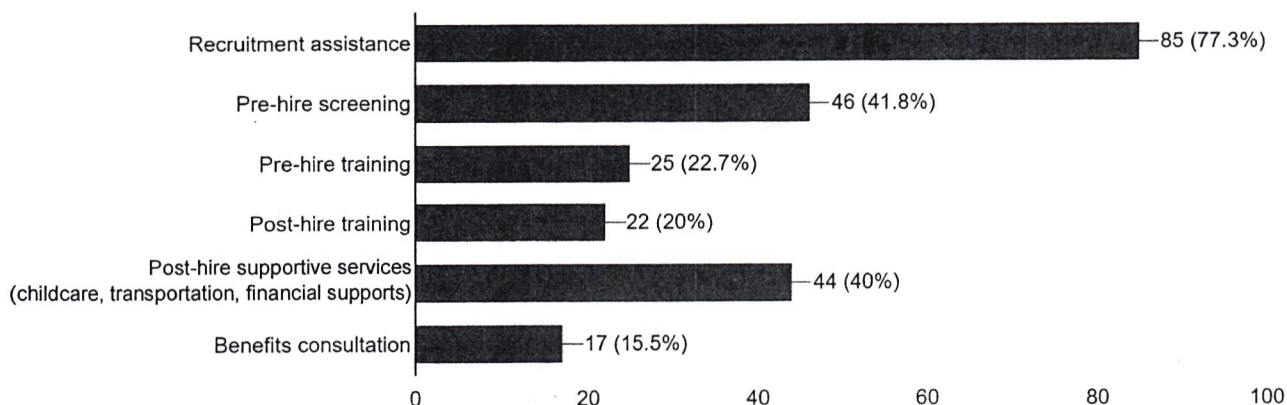


Source: Lightcast Hiring Climate Survey

The Hiring Climate Survey also revealed areas in which the IERPU could consider enhancing services. Employers were most interested in recruitment assistance, which is already offered in the region. Many employers also asked for assistance with pre-hire screening and post-hire supportive

services such as childcare, transportation and financial supports. This feedback is captured in Figure F below and was integrated into updating goals for the region.

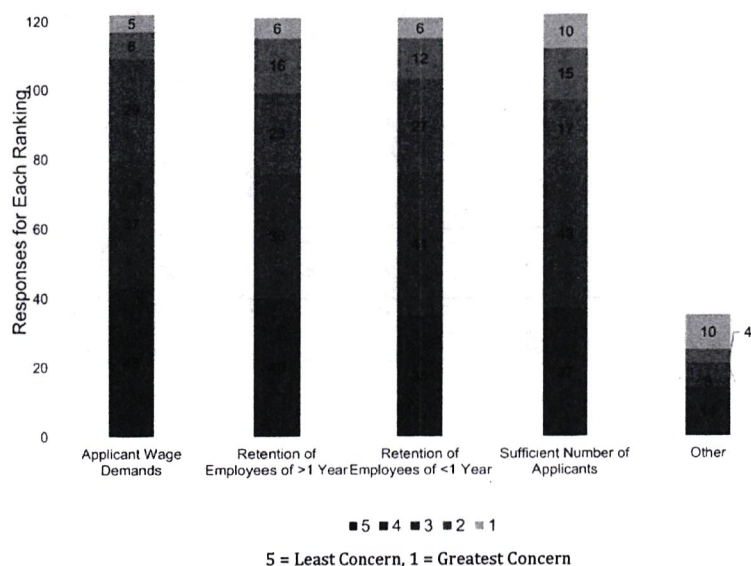
Figure F: Employer Assistance Needed



Source: Lightcast Hiring Climate Survey

Looking to the future, Figure G shows what employers reported to be their top concerns over the next two to three years. The wage requirements of applicants rose to the top of the list of greatest concerns, followed closely by retention of their employees (both newer and tenured staff), and having a sufficient number of applicants. Given that employers' top request for assistance was recruitment, this data aligns with their reported need for more applicants. Employers are also conveying a consistent message that they would like to better support the employees they have in order to ensure retention of their workforce.

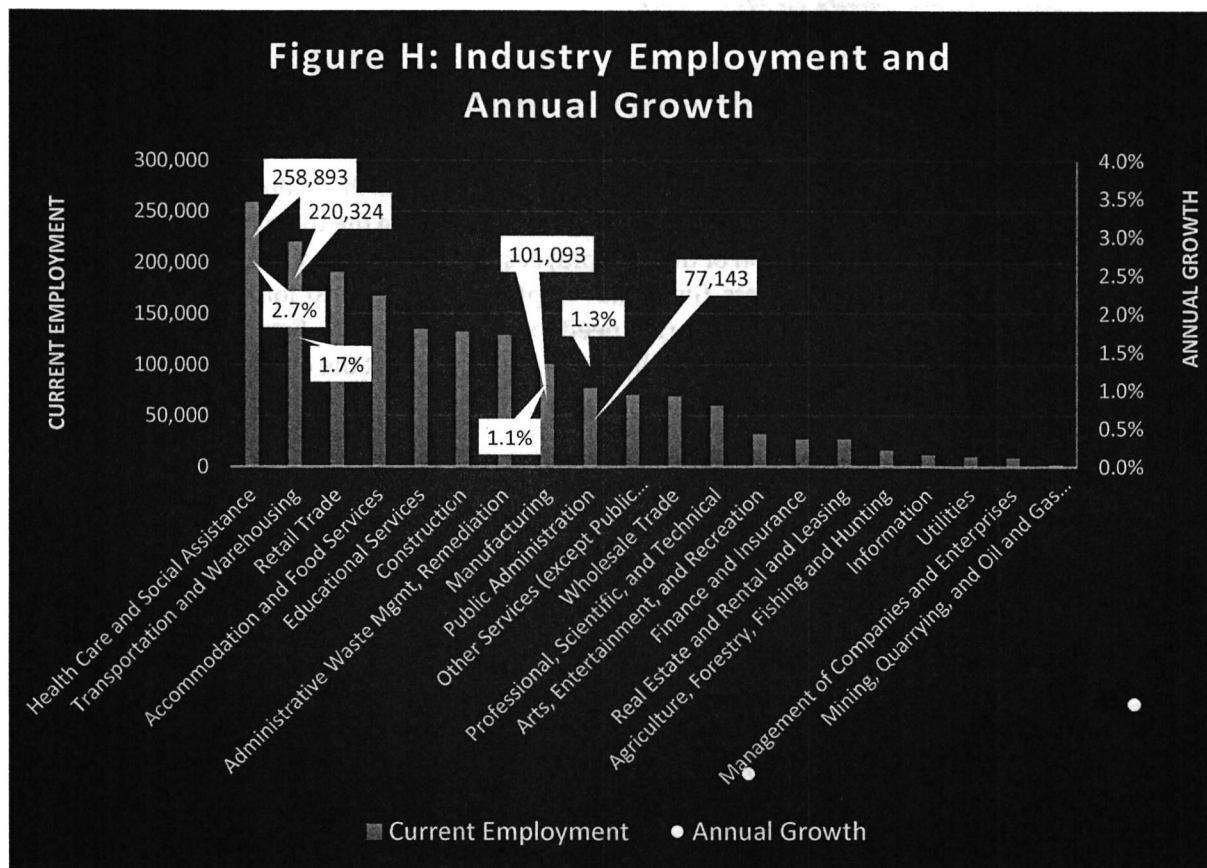
Figure G: Employer Future Concerns



Industries and Occupations with Emerging Demand

The IERPU has chosen four industry sectors to focus on, three of which are the same as the four-year plan: Healthcare, Manufacturing, and Transportation and Logistics (represented by Transportation and Warehousing in the LMI data). Public Administration is the fourth industry sector that was added to this two-year plan modification. In the region's analysis of industry sectors, it was noted that this sector has a relatively large share of employment for the region (77,143) and availability of high-quality jobs.

There is positive annual growth for all four target industries as noted in Figure H: Healthcare – 2.7%, Manufacturing – 1.1%, Transportation and Warehousing – 1.7%, Public Administration – 1.3%. All four industries are among the largest nine by the number employed.



Source: JobsEQ, Data as of Sept 2022

In Table B, specific occupations within each industry were chosen for analysis based on their alignment with programs in the region and relative job quality. The vast majority require no more education than a Postsecondary non-degree award, aligning well with the region's education levels (Figure D). In addition, all of the selected occupations except Nursing Assistants pay, on average, a

living wage for a single adult with no children.⁴ Several of these occupations pay well above this, such as Heavy and Tractor-Trailer Truck Drivers and Industrial Machinery Mechanics.

Nearly all of these occupations have an annual supply gap, noted by a negative number in the "Annual Supply Gap" column. The annual supply gap is calculated by the average annual demand for the occupation (anticipated vacancies + new openings) subtracted by the anticipated supply available each year. Occupations in the table without an anticipated supply gap, such as Light Truck Drivers and Bookkeeping, Accounting and Auditing Clerks, still have a high annual demand (2,724 and 2,053, respectively). Meeting this demand will require continued training and preparation for workers in both occupations.

**Table B: Occupational Demand and Estimated Annual Supply Gap
(2022-2032)**

Industry	Occupation	Annual Demand	Annual Supply Gap	Typical Educational Requirement	Average Annual Wage
Transportation and Logistics	Heavy and Tractor-Trailer Truck Drivers	5,404	-207	Postsecondary nondegree award	\$51,500
	Light Truck Drivers	2,724	0	Postsecondary nondegree award	\$44,900
	First-Line Supervisors of Transportation and Material Moving Workers	1,421	-52	High School / Some College	\$58,100
Healthcare	Registered Nurses	2,414	-343	Associates Degree	\$111,700
	Nursing Assistants	1,452	-31	Postsecondary nondegree award	\$36,200
	Medical Assistants	1,405	-64	Postsecondary nondegree award	\$39,100
	Community Health Workers	89	0	Associates Degree	\$51,700
	Pharmacy Technicians	384	-24	Postsecondary nondegree award	\$46,000
	Emergency Medical Technician	180	-20	Postsecondary nondegree award	\$38,200
Manufacturing	Machinists	365	-17	High School	\$45,199
	Industrial Machinery Mechanics	346	-46	High School	\$59,800
	CNC Operators	168	0	High School	\$43,600
Public Administration	Bookkeeping, Accounting and Auditing Clerks	2,053	57	High School	\$46,500

⁴ \$18.10 per hour, or \$37,440 per year according to the MIT Living Wage Calculator <https://livingwage.mit.edu/metros/40140>

	Eligibility Interviewers, Government Programs	291	-7	High School	\$49,000
	Teaching Assistants, Except Postsecondary	1,694	18	Postsecondary nondegree award	\$38,700

Source: JobsEQ, U.S. Bureau of Labor Statistics Occupational Outlook Handbook

Analysis of Skill and Supply/Demand Gaps

In Table A above, there are notable gaps in the skills needed for employment in the target industry sectors. The demand for employees who are bilingual in Spanish, for example, is high with a gap of nearly 2,000 workers even with over 6,500 in the region who possess the skill. This could be due, in part, to a mismatch between the workforce's skills and the unique combination of skills required by particular jobs. For instance, a Community Health Worker job that requires candidates to be fluent in Spanish may reject a candidate without an associate's degree who speaks Spanish. It may then be reported as an unfilled opening that required Spanish as a skill. In other words, there may not actually be a skill gap for that skill alone but rather a gap for the combination of skills needed. Another factor is that the data is extracted from posted resumes and LinkedIn profiles, where job seekers may not include skills they possess, such as being bilingual.

There is also a high demand and a reported skills gap for People Skills, which are generally needed across sectors. This speaks to the need for training and education providers to continue enhancing soft skill development as part of their programming. Finally, in industry-specific skills such as Lathes (Manufacturing) or Home Health Care, increasing capacity in training programs that offer development of these skills may be necessary.

Overall, there is a need to increase the supply for all target industry sectors as shown in Table B. Across the selected occupations closely related to workforce development programs in the region, Transportation and Logistics has a supply gap of -259; Healthcare has -482; Manufacturing has -63; and Public Administration has -7. Bookkeeping, Accounting and Auditing Clerks has the largest annual surplus (57), but it should be noted that this is an occupation that appears across sectors, so there may be a smaller surplus or even a gap for this occupation specifically in the Public Administration sector. This occupation also has an annual demand of 2,053 between new openings and vacated positions, so there will still be a need to produce talent for these roles. Teaching Assistants also has a surplus overall, but the Head Start programs in the region have been reporting difficulty in recruiting for this occupation.

III. Regional Indicators

The IERPU has made progress on integrating all four regional indicators into its planning and service delivery as outlined below. Since the writing of the original four-year plan, the IERPU team worked with both workforce boards to address each of the regional indicators, with a particular focus on defining equity and job quality. The outcomes for the IERPU's shared target population of emphasis, justice-involved individuals, and other populations with barriers to employment, were used as a basis for determining the baseline of success and setting goals moving forward.

Regional Indicator 1 (RI #1): The region has a process to communicate industry workforce needs to supply-side partners.

The region regularly gathers feedback from employers on their workforce needs and shares it with their supply-side partners, such as members of both the SBCWDB and the RCWDB who provide training, and AJCC MOU Partners. The most recent example is the report produced by Lightcast, reporting the regional workforce needs of employers using employer roundtables, a hiring climate survey and a job posting analysis.

Another part of the process is for the Business Services Teams to share trends and feedback they receive from employer surveys. Employer partners are asked about a number of topics, such as the overall health of their business, their hiring trends, particular skills and qualifications they are seeking and their assessment of the local workforce. This information is shared at workforce board meetings and AJCC partner meetings, among other events. An example of how industry workforce needs are shared is the Business Services Dashboard, which shows the latest data on OJT employers in San Bernardino County.

Regional Indicator (RI #2): The region has policies supporting equity and strives to improve job quality.

The IERPU worked closely with members of both the SBCWDB, the RCWDB, regional partners and the community to construct definitions for both job quality and equity. Each are outlined below with additional details.

IERPU Job Quality Definition

A measurable, high-quality job...

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

The IERPU developed this definition of job quality in order to account for the context of each participant and what a high-quality job is for them. For instance, an entry-level retail job may not be a high-quality job for an adult with advanced skills, but it could be a good job for a young person

still developing their skills. From this perspective, it will be important to get feedback from participants on whether or not a particular job meets their needs or not.

For those who are developing new skills or already possess certain skills and qualifications, this definition also captures the need to look at commensurate wages, benefits and a clear career pathway. The IERPU is committed to developing opportunities for participants that put them on a path toward advancement and self-sufficiency, allowing them to be part of a thriving regional economy.

IERPU Equity Definition

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

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

The IERPU conducted in-depth discussions on equity with members of both workforce development boards to develop this definition. It was agreed that equity meant being intentional in how resources were utilized to ensure those who face systemic barriers are prioritized. It was also important to connect the definition of equity to the job quality definition – that achieving equity means ensuring the underrepresented and underserved members of the community can obtain a high-quality job.

During the Stakeholder Feedback Sessions, it was noted that the region's employers should also be considering equity in the workplace. This led to the addition of the second half of the definition above, which includes an intention by the IERPU to support employers to improve equity in the workplace.

Regional Indicator 3 (RI #3): The region has shared target populations of emphasis. The IERPU officially adopted the justice-involved population as a shared population of emphasis at the 8/31/21 IERPU Steering Committee meeting. The region has been serving this population jointly since the beginning of its regional Prison to Employment (P2E) program in 2019. P2E has a track record of successful outcomes, including over 400 individuals placed into competitive or transitional employment.

The IERPU has established key partnerships in order to meet the needs of justice-involved individuals. This includes partnership agreements with the California Department of Adult Parole Operations Southern Region; formation of a partnership with San Bernardino County Public Defender's office to assist individuals referred to their office for expungements; MOUs with both San Bernardino and Riverside County Sheriff's Departments; and the creation of partnerships with San Bernardino and Riverside County Probation Departments. The primary goal of P2E is to assist and connect individuals under supervision with employment services, educational opportunities and transitional employment.

Regional Indicator 4 (RI #4): The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

Riverside and San Bernardino Counties have been working together as the IERPU since 2016 and an MOU between the counties has been in place since 2018. In November 2022, the IERPU added a fourth amendment to its MOU that allows the counties to enter into service agreements and allocate grant funding for workforce development activities from any funding source across the two counties without the need for approval from their respective boards of supervisors. This key change will make deploying shared/pooled resources to serve the target population's needs more efficient.

A specific example of how the region deploys shared resources is the Local Apprenticeships Uniting a Network of Colleges and High Schools (LAUNCH) partnership. LAUNCH was established in 2018 and has been successful in coordinating the growth of apprenticeships across the region to include over 15 apprenticeship programs, along with building supportive programs such as pre-apprenticeship. The IERPU and LAUNCH are currently collaborating on the Inland Empire Developing Equitable Apprenticeships (IEDEA) and initiative. The goal of IEDEA is to ensure that underserved and underrepresented populations such as women, veterans, BIPOC, people with disabilities, disconnected youth and justice-involved individuals have equitable access to and a successful experience in apprenticeships.

Finally, the IERPU coordinates with the Inland Empire Fair Chance Coalition (IEFCC) for its shared target population of emphasis, justice-involved individuals. IEFCC is a coalition of re-entry service providers, advocates and people directly impacted by the criminal justice system who work collectively to expand commitments to fair hiring practices for justice-involved individuals in San Bernardino and Riverside Counties. The IEFCC shares best practices, deploys shared resources, collaborates on recruitment, and expands new opportunities with housing providers, legal representatives, and social service providers.

Objective Metrics for Regional Indicators

The IERPU has set objective metrics for both RI #2 and RI #3. In order to objectively measure its efforts to implement the IERPU Equity Definition, the region will track the size of the gap between the average employment rate for all participants and the average employment rate of populations with barriers to employment (WIOA Performance Metric). The regional baseline employment rates for these populations are listed below in Table C.

Going forward, the IERPU will track progress on closing the gap of the regional employment rates of populations with barriers to employment and the regional employment rate for all participants. The region can then prioritize necessary programs and services to decrease the gap for these populations.

Table C: Baseline Regional Employment Rates for Populations

Population (WIOA Adult)	Employed, Regional Percentage PY 21-22, Q4	Gap from Regional Percentage for All Participants PY 21-22, Q4 (60%)
ESL, Low Levels of Literacy, Cultural Barriers	57%	-3%
Ex-Offenders (Justice-Involved)	54%	-6%
Homeless Individuals	48%	-12%
Long Term Unemployed >27 weeks	50%	-10%
Low Income Individuals	57%	-3%
Individuals with Disabilities	47%	-13%
Older Individuals	47%	-13%

In addition, the IERPU has set additional outcomes for its shared target population of emphasis, justice-involved individuals. As part of its P2E initiative, the region intends to serve 685 justice-involved participants total, enroll 240 into training, have 120 complete training, of which 58 are planned to attain an industry-valued certificate, credential or degree. The IERPU will place at least 96 of these participants into transitional or other types of temporary/subsidized employment and 223 into unsubsidized, competitive employment. These targets are based on the approval of the requested amount of funding, which may need to be decreased if a smaller amount is awarded.

Anticipated Impacts of Tracking and Evaluating Metrics

There are multiple anticipated impacts of tracking and evaluating the metrics described above on the region's local workforce delivery system. First and foremost, it is anticipated that participant outcomes will improve as the region identifies the needs for populations with employment barriers and addresses them. The metrics will help identify where inequities appear and their relative size compared to the outcomes for all participants.

Secondly, these new metrics can guide the development of partner engagement. The IERPU has many service providers who specialize in particular populations with employment barriers that can be leveraged to improve outcomes and reduce inequities. For instance, P2E initiative partners such as Goodwill of Southern California, Inland SoCal United Way, Operation New Hope, San Bernardino Community College District, Center for Employment Opportunities, the Reintegration Academy, and Starting Over Inc. can help support the regional goal to continue increasing employment opportunities for the justice-involved participants.

Employer engagement will also likely evolve due to the tracking of these metrics. The business service teams of both counties are already working to improve services for employers by offering DocuSign for OJT contracts and expanding the Human Resources Hotline to the entire region. In turn, employers should have more capacity to discuss job quality and career pathways for job seekers. New ways to track the job market and employer needs are also being explored, such as analyzing real-time job posting data from LinkedIn. This fresh perspective can be used to look for new job opportunities and employers that align with the skills and qualifications of job seekers with employment barriers.

IV. Fostering Demand-Driven Skills Attainment

Regional Sector Pathways

The Inland Empire has a robust set of regional sector pathways, which have made considerable progress since the writing of the original four-year plan. There are also adjustments to the region's strategies and goals that will be described in this two-year plan modification. In the sections below, progress in each area is noted along with any changes to regional goals.

In-Demand Industry Sectors and Occupations

The in-demand industry sectors include three from the original four-year plan: Healthcare, Manufacturing, and Transportation and Logistics. A fourth industry sector, Public Administration, has been added due to the regional demand for talent in the associated occupations.

As demonstrated in Figure H, the Health Care and Social Assistance industry currently employs 258,893 and has an annual growth of 2.7%. Manufacturing currently employs 101,093 with an expected growth of 1.1%. Transportation and Logistics (Transportation and Warehousing) has 220,324 currently employed in the region and is expected to grow by 1.7%. Public Administration has 77,143 workers, with an annual growth of 1.3%. These predicted growth rates are estimated to occur annually over the next ten years. Together, these industries represent 11,847 new jobs each year and over 37% of the total employment growth across all industries.

In terms of occupations, Table B above lays out the in-demand occupations that are a focus for the region. Most of the occupations listed align with one or more of the region's sector-based programs and have a high annual demand. There is also anticipated supply gap for nearly all of the positions, indicating a scarcity that may drive additional interest in candidates from the region's workforce system. Please refer to Goals #1-3 (Sector-Based Career Pathways) and #11-12 (Future of Work) in Appendix B.

In the Future of Work category of goals in Appendix B, the region decided that a culture of adaptiveness (Goal 11) and responding to the impacts of automation (Goal 12) were still relevant. However, Goal 13 has been removed from the region's goals because remote and gig work had not been observed to be significant factors in the target sectors. Likewise, Goal 14 was also removed because new on-the-job health and safety considerations have been minimal (e.g., most workplaces are no longer requiring masking and social distancing).

Current and Planned Sector Initiatives

Healthcare

There are several current sector initiatives that have continued to develop in the last two years in the Healthcare sector. One example is the Community Health Worker (CHW) sector initiative, a partnership of Victor Valley College, LAUNCH and Reach Out. The program focuses on helping job seekers address health disparities and social determinants of health, which collectively influence the health outcomes of the region's population. The region also has been in the process of developing a CNA pipeline program to provide talent to healthcare employers in the region such as Dignity Health.

The IERPU identified a need for a career pathway for EMTs who finished an EMT program and were working in the field. In order to provide opportunities for advancement beyond EMT, the EMT/Paramedic program will be developed to help EMTs qualify for Paramedic positions as a next step in their careers. In the program, currently employed EMTs will be trained in emergency surgical procedures, medical triage, basic anatomy, pathology, and toxicology, earning a National Registry for Emergency Medical Technician (NREMT) certification. Partners for this program include Victor Valley College, Crafton Hills College, Mt. Jacinto College and Moreno Valley College.

Manufacturing

In the Manufacturing sector, current programs include the Builders Makers Movers (BMM) initiative. BMM is the sector partnership for the Manufacturing, Transportation, and Logistics cluster partnership. BMM is co-chaired by industry leaders A-19 Lighting (manufacturing) and Dollar Tree (transportation and logistics) and currently includes 17 employers from the cluster. BMM brings together two existing sector partnerships using the Next Gen Sector Partnership model, which centers on strong industry leadership and developing a “shared table” for multiple public programs to work together to respond to industry needs and build strong career pathways for the community.

A project under development with local college partners will prepare job seekers to become Industrial Maintenance Electricians (IME) and Industrial Mechanic and Mechatronics Technicians (IMT). San Bernardino Valley College, Norco College, Barstow College, Chaffey College and Mt. Jacinto College are working with IERPU to provide apprenticeship programs for the IME and IMT occupations. Training includes learning about industrial electrical, mechanical, and automated system maintenance on large machinery. The region is hoping to leverage funding from the Regional Equity and Recovery Partnership grant program to cover tuition costs, OJT, participant incentives and signing bonuses for employment with smaller local businesses.

Transportation and Logistics

In the past two years, the region has invested in highlighting the variety of high-quality jobs in the Transportation and Logistics sector in order to attract more participants to careers in the field. Working with employer partners from the industry, the IERPU developed three informative videos that highlight careers in the industry. The videos are linked below and have been shared with supply-side partners and posted on SBCWDB’s website. The third video listed below, “Logistics Re-Entry Opportunities” is targeted for the justice-involved job seekers, the region’s shared target population of emphasis.



Logistics Operations

Truck Driving Careers

Logistics Re-Entry Opportunities

The region has been providing access to Truck Driver training for several years but after a program evaluation, it was discovered that a better connection between training and employment opportunities was needed. To address this need, IERPU partnering with Victor Valley College to offer a Truck Driver training course. As noted in Table B, Heavy Truck Drivers have an average regional wage of \$51,500 and Light Truck Drivers earn \$44,900; the IERPU wants to ensure that more job seekers are able to take advantage of these opportunities.

Finally, as already noted above, the BMM initiative covers both Manufacturing and Transportation and Logistics. Due to automation and advanced technology increasingly utilized in shipping and warehouse operations, the IME and IMT occupations that the region is training for are becoming more prevalent in this industry as well.

Public Administration

As part of this two-year plan modification, the IERPU has added a new target industry sector, Public Administration. Both SBCWDB and RCWDB have been working with their respective county human resources departments to develop apprenticeship programs for county jobs. Occupations in Public Administration that are targeted for apprenticeship include Office Assistants, Human Resources Assistants, Bookkeeping, Accounting, and Auditing Clerks, Eligibility Workers, IT Communications Analysts, and Database Administrators. A key partner in this is LAUNCH and the associated colleges and school districts.

The apprenticeship programs under development aim to not only introduce new job seekers into the industry, but to upgrade the skills of entry-level county employees. For instance, an Eligibility Worker could enter one of the region's IT apprenticeship programs and advance their skills in order to specialize as a Health Services Assistant. Participating departments in the two counties include IT, Finance, Human Resources, Animal Control, and the Sheriff, among others.

Communicating Effectively and Cohesively with Regional Employers

The IERPU continues to effectively communicate and collaborate with the region's employers in all sector-based programs. Each county's Business Services Team meets regularly with employers to learn about their ongoing talent needs, along with conducting surveys for additional feedback. Feedback is gathered on a range of subjects such as the overall stability of the business, growth or reduction of the business, their assessment of the local workforce, specific skills they are recruiting for and their current recruitment trends.

During meetings, the Business Services Teams share details with employers about services that are available to them such as regional training and sector-based initiatives in their industry, customized recruitment services, and Rapid Response services. Recently, the free Human Resources hotline was expanded to the entire region and can help businesses with properly implementing paid sick leave, wage and hour regulations, developing employee handbook policies and more.

V. Enabling Upward Mobility for All Californians

High Road Workforce System

The region and its partners are continuing to develop a high road workforce system, which now includes a job quality definition. In this two-year plan modification, the region has adjusted its goals in order to apply this new definition to its employer engagement and sector-based programs. Please refer to Goals #4-6 in Appendix B.

IERPU Job Quality Definition and Working with Employers who Provide Quality Jobs

The IERPU Job Quality definition is defined above under Section III. This framework will be utilized by IERPU leadership and its Business Services Teams to communicate the standards it seeks to set for jobs in the region. It was written to allow for flexibility in the context of individual employers and jobs, with a focus on developing career pathways that offer advancement. Employers in the IERPU want to help develop their local economy, which requires providing jobs that empower workers and allow them to thrive and stay in the region.

Business Services Teams and other IERPU staff from both counties will use the IERPU Job Quality Definition during meetings with employers. It provides an opportunity to discuss how job quality may impact the talent they are able to attract, develop and retain. These discussions will also provide a feedback loop from businesses in the industry on how to further develop the definition.

Developing Targeted Service Strategies for the Region's Unserved and Underserved Communities

In developing this two-year plan modification, the IERPU identified populations with barriers to employment who are obtaining employment at lower rates than other IERPU participants (See Table C under Regional Indicators above). This is the first time the IERPU has reviewed this data as a region to establish a baseline. Now that the data can be tracked regionally, the IERPU intends to develop more targeted service strategies to address the gaps. In addition to this quantitative data, collecting more qualitative data on the individual circumstances of the participants happens during meetings with population-specific partnerships will allow for new targeted service strategies to be developed.

An example of this is the P2E initiative and the IEFCC, who regularly work together to develop service strategies for the justice-involved population. Regular meetings of the IEFCC allow the partners to collectively identify opportunities to advocate for this population with regional employers. IEFCC identified an opportunity to develop a construction pre-apprenticeship program for the justice-involved population called Brother's Keeper in partnership with the Southwest Carpenter's Training Fund. Other P2E partners have opted for service strategies that focus on developing individual employer relationships to develop opportunities, which has led to a growing group of local "Second Chance" employers like U.S. Rubber and States Logistics.

Equity and Economic Justice

Equity and Economic Justice have been addressed by the region under its "Access and Inclusion for All" section in Appendix B (Goals #7-10). The IERPU has continued to hone its approach to equity and economic justice through codeveloping a new definition, analyzing participant outcomes to

identify inequities and working toward equal access for all programs and services. The modifications to its goals reflect a changing economic environment and emerging needs of the community.

IERPU Definition of Equity and Ensuring Equal Access to Regional Sector Pathways, Earn-and-Learn Opportunities, Supportive and Other Services

During the Stakeholder Input Sessions (Appendix A), addressing equity from the employer perspective was discussed, adding to the draft definition presented, which addressed the participant perspective. The IERPU Equity Definition (see above under Section III) provides a framework to approach the region's programs and services and reinforces the need to target additional support to those who experience systemic barriers to employment.

There are multiple ways that the IERPU ensures equal access to its services. As described above, services and resources are targeted where they are needed most. In the latest funding round for WIOA youth services, SBCWDB correlated the funding amounts with the number of disconnected youths in the area. In Riverside County, additional funding was allocated to develop the Community Career Services program, which has career counselors travel to remote and unincorporated parts of the county to provide services to participants who cannot reasonably travel to an AJCC and/or don't have reliable internet access for virtual services. In both counties, libraries and other public offices are also utilized to provide career services to remote areas.

The region is also incorporating new digital solutions for expanding access to its services. Workforce Compass is a platform that allows for participants to enroll for services from anywhere. Unite Us is also being implemented, which has a robust referral tracking and follow-up system for partners to ensure participants receive the services they need on a timely basis. The platform is being rolled out in San Bernardino with potential expansion to Riverside in the next two years.

Finally, the region is collaborating statewide to share its learning and to identify new promising practices. IERPU staff participate in the California Workforce Association's Race and Equity Workgroup. The Workgroup developed an action plan in October 2022 that includes providing peer-to-peer learning support through an on-demand information hub with effective policies and procedures for local workforce development boards.

VI. Aligning, Coordinating, and Integrating Programs and Services

System Alignment

The IERPU continues to ensure alignment of the two workforce boards, their AJCC MOU partners, businesses and other partners as part of a cohesive regional workforce system. There have been multiple new developments that have strengthened system alignment, as outlined below. Goals #15-17 of the original four-year plan are largely unchanged and appear in Appendix B.

Regional Service Strategies, IERPU MOU and Administrative Cost Arrangements

The region maintains an MOU between RCWDB and SBCWDB to coordinate ongoing regional planning and implementation, staff and workforce board training and to jointly carry out tasks that are outlined in grant funding from the CWDB. The original MOU covers the administrative cost arrangements for the region and the use of regional funds, allowing for sharing of funds between the two counties, regardless of the designated fiscal/administrative lead.

As noted earlier, the IERPU added a fourth amendment to its MOU that allows the counties to enter into service agreements and allocate grant funding for workforce development activities across the two counties without the need for approval from their respective boards of supervisors, regardless of funding source. This amendment will make the regional coordination process more efficient, particularly for applying for and managing regional grant funding. The current MOU and related amendments can be found in Appendix E.

Staff from both RCWDB and SBWDB meet at least twice monthly to review regional service delivery priorities and progress on specific programs and initiatives. Each month, IERPU staff also represent the regional workforce system in a number of committees and working groups for special populations, sector-based programs and other services offered to participants in the region.

IERPU Steering Committee

As noted in the original four-year plan, a key regional service strategy is the coordination of the IERPU Steering Committee, which continues to meet twice annually. The Committee consists of members from both RCWDB and SBCWDB, who help set regional strategy and policy. The Committee was responsible for adopting the shared target population of emphasis as well as reviewing the IERPU Job Quality and Equity Definitions.

Joint Annual AJCC MOU Partners Meeting

The original four-year plan called for annual meetings of AJCC MOU partners from both local areas, which has not yet happened. The IERPU will make a joint meeting a priority for the remaining two years of its four-year plan. At these meetings, implementation of the Job Quality and Equity Definitions within both local AJCC systems will be discussed.

Appendix A: Stakeholder and Community Engagement Summary

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

Sessions and Attendance

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

Feedback, Analysis and Inclusion in the Two-Year Modification

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

Stakeholder Feedback Sessions Format

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

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

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

Room 3:
CBOs, Public
Agencies and
Other
Partners

ERP Draft Job Quality Definition

A high-quality job ...

- is vital to the economy and sustainability
- allows the worker to be happy and feel that the job provides what they need for their current stage in life
- allows the worker to live and thrive in the region
- makes the worker feel like they are productive and making a contribution
- provides opportunities for advancement, a stepping stone to something better
- helps the worker develop foundational, essential and transferable skills
- provides training and a growth path

Like

Thrive - people have a sense they're thriving in their communities

Helps see what's important to job seekers

Allows all populations to be included for what is needed to work

Robust

Change

define sustainability - job sustainability, climate change?

allows vs. provides?

allows not makes - productivity may be a better substitute.

Revisit, "allowing workers to be happy" What does "happy" mean?

Add

Empower!

Add financial wages

Supports ALL ages, genders, races, abilities

Room 2 Employees	Progress	To-Do
Sector Career Pathways	Co-Plan has been launched on onboarding. Progress through early road milestones to achieve through the year.	Generation Plan - Wages and Benefits and Promotion of diversity and inclusion. Improve the work environment around these.
High Road Workforce	Set of milestones for the High Road Workforce Program. Progress through early road milestones to achieve through the year.	Helping small businesses and entrepreneurs to grow and sustain their businesses. (SST, there are other initiatives)
Access and Inclusion	In-Co-Plan - marketing to wider array of professionals to our communities to allow them and local jobs.	
Future of Work	Starting from where we are today	<p>Next five business model to be a change of significant, ensuring business to the investment opportunities. Personal Service to industries to be required how to meet having demand</p> <p>Look at working skills to the present industry to the future skills.</p> <p>Flexibility in the construction industry to there for customers.</p>
Other Notes and Feedback		

Appendix B: Modified Regional Goals

The region's workforce plans goals have been modified from the original four-year workforce plan and aligned with the four Regional Indicators. Please note that Goals #13 and #14 from the original plan have been removed after review during the modification process. Additions and changes to the remaining goals and tactics are noted with bolded text.

Sector-Based Career Pathways		
Goal	Tactics	Alignment with Regional Indicators
<p>1. Continue to develop and measure participant success in regional sector-based career pathways for both youth and adults, with a focus on the following sectors:</p> <ul style="list-style-type: none"> Healthcare Manufacturing Transportation and Logistics Public Administration <p><i>Note: the region will also continue to pursue other emerging sectors and occupations as they are identified.</i></p>	<ul style="list-style-type: none"> Focus on shared target population of emphasis: justice-involved participants Utilize labor market information, workforce board guidance and feedback from employers to ensure strategies are relevant and effective Leverage a business-to-business (B2B) approach and deepen partnerships with employers in the region Ensure credentials are portable and stackable through coordination among regional partners Promote lifelong learning as part of career pathway development 	<ul style="list-style-type: none"> Regional Indicators 1, 2, 4
<p>2. Ensure all pathways are accessible and lead to a high-quality job</p>	<ul style="list-style-type: none"> Implement the IERPU Job Quality definition in partnership with regional employers Leverage the CWDB High Road Framework along with the IERPU definition of job quality as a baseline Partner on the development of truck driving training programs with regional community colleges 	<ul style="list-style-type: none"> Regional Indicator 2

	<ul style="list-style-type: none"> • Continue to improve the referral process by utilizing technology, integrating virtual and in-person services • Continue to respond to the impacts from COVID and support participants who were displaced • Improve efficiency through breaking down silos and reducing competition between agencies 	
<p>3. Continue development of pre-apprenticeship and apprenticeship programs in both traditional (e.g., building trades) and non-traditional sectors (e.g., healthcare)</p>	<ul style="list-style-type: none"> • Increase in the # and the persistence rate of participants in apprenticeship programs (e.g., LAUNCH apprenticeships) • Increase persistence rate in training programs and # of job placements • Improve tracking of apprenticeships in CalJOBS • Leverage existing apprenticeship programs at the region's community colleges • Improve program alignment and expand pre-apprenticeship and apprenticeship opportunities in the region • Incorporate work-based learning opportunities to gain hands-on experience where possible • Development of new pre-apprenticeship and registered apprenticeship programs in target sectors 	<ul style="list-style-type: none"> • Regional Indicators 1, 2, 4

High Road Workforce System		
Goal	Tactics	Alignment with Regional Indicators
4. Facilitate the necessary partnerships and organizational development among the workforce development boards, America's Job Centers of California, and other key partners to support high road employment	<ul style="list-style-type: none"> • New and/or enhanced services, practices and partnerships that support high-road employment • Continuing to assess how COVID-19 has impacted the regional economy, employers and participants • Assess critical infrastructure; management and facilitation of organizational change where needed • Provide staff professional development and organizational capacity building 	<ul style="list-style-type: none"> • Regional Indicators 1-4
5. Continue implementing a small business strategy to support high road entrepreneurship, including the creation and support of high-road jobs	<ul style="list-style-type: none"> • Introduce signing bonuses for participants taking jobs with small businesses • Increasing total # of small businesses accessing OJTs and engaging with regional Business Services staff • Providing access to high-quality entrepreneurship training for small business owners and youth • Listening to the needs of small businesses • Offer more options for entrepreneurship training • Training targeted to small business employees to meet higher performance standards 	<ul style="list-style-type: none"> • Regional Indicators 1, 2, 4

6. Work with employers to identify career pathways to high-road employment	<ul style="list-style-type: none"> • Implement IERPU Job Quality Definition to build sector-based career pathways • Leverage industry champions to work with employers to identify high-road employment opportunities and necessary skills and qualifications • Empower business engagement staff at County and AJCCs to identify and engage high-road employers • Identify required skills and qualifications for high-road employment in target industries 	<ul style="list-style-type: none"> • Regional Indicators 1, 2
Access and Inclusion for All		
Goal	Tactics	Alignment with Regional Indicators
7. Facilitate community involvement to identify and address issues of race, equity and high road principles for the purpose of promoting improved service delivery, income mobility for individuals with barriers for employment, and growth in the regional economy	<ul style="list-style-type: none"> • Implement IERPU Equity Definition • Use benchmarked gaps (Table C) to conduct an organizational assessment to improve/streamline service delivery efforts for the region's populations with barriers to employment • Leverage regular community conversations, engagement, and/or training to surface issues and potential solutions, such as AJCC MOU Partners Meetings • Deployment of shared/pooled resources to provide services, training, and education to ensure equity, access and inclusion 	<ul style="list-style-type: none"> • Regional Indicators 2, 3
8. Monitoring the long-term impacts of COVID on the regional economy	<ul style="list-style-type: none"> • Regular engagement with partners, participants and employers to 	<ul style="list-style-type: none"> • Regional Indicators 2, 3

<p>(e.g., increases in remote work, inflation, rapid expansion of wages)</p>	<p>understand the long-term economic impacts of the pandemic</p> <ul style="list-style-type: none"> • Coordinated regional, sub- and multi-regional strategies to address layoffs through Rapid Response and other services, as needed • Continued delivery of accessible and safe services through co-location of staff in partner agencies, virtual meetings with staff and mobile services for remote areas of the region • Training staff in partner agencies to provide workforce services • Development of new strategies to address issues, both short- and long-term 	
<p>9. Improve access to technology and build the digital literacy skills of participants in the region</p>	<ul style="list-style-type: none"> • Disseminate information about technology access for participants in all regional AJCCs and/or through partner collaboration • Building digital literacy modules into existing training and services • Increased access to digital literacy training through AJCC workshops and programs or through partner collaboration 	<ul style="list-style-type: none"> • Regional Indicators 2, 3
<p>10. Improve information and referral system to ensure participants receive the services they need</p>	<ul style="list-style-type: none"> • Continue use of Unite Us and/or Connect IE platforms for referrals between agencies that improve the uptake of new services by participants • Explore functionality of post-referral follow-up, enrollments in services in both platforms 	<ul style="list-style-type: none"> • Regional Indicators 2, 3

	<ul style="list-style-type: none"> • Finalize standard procedures for referrals between agencies 	
Future of Work		
Goal	Tactics	Alignment with Regional Indicators
11. Continue a culture of adaptiveness, flexibility and acceptance of change when faced with FOW challenges or major disruptions such as COVID-19	<ul style="list-style-type: none"> • Continue surveying employers about changing economic conditions • Increased access to digital literacy training for participants through AJCC workshops and programs or through partner collaboration • Create alignment and trust among employers, training providers, education and public agencies in responding to a changing environment • Improve communication and alignment among regional partners (see Regional Coordination and Alignment) • Support for surge occupation recruitment efforts from Business Services staff • Develop metrics for measuring and determining effectiveness of communication and culture change 	<ul style="list-style-type: none"> • Regional Indicators 1, 4
12. Respond to the impacts of automation on jobs and career pathways	<ul style="list-style-type: none"> • Monitor self-driving vehicle technology and its impacts on Transportation and Logistics • Monitor growth and prepare talent for occupations related to automation such as Industrial Maintenance Mechanic 	<ul style="list-style-type: none"> • Regional Indicators 1, 4

	<ul style="list-style-type: none"> • Review programs and services to participants for potential impacts due to automation and update as necessary • Provide professional development to organizational staff to better understand automation and specific technologies relevant to target sectors • Gather feedback from employers on how technology is changing in the workplace and what skills and qualifications are needed • Offering at least one new professional development opportunity to staff related to automation and new technologies 	
13. Goal Removed – see Section IV		
14. Goal Removed – see Section IV		
Regional Coordination and Alignment		
Goal	Tactics	Alignment with Regional Indicators
15. Conduct an organizational analysis/assessment to improve and streamline service delivery efforts	<ul style="list-style-type: none"> • Implement continuous improvement opportunities from AJCC Certification Assessments • Document clarification of roles between WDBs, AJCCs MOU Partners, County workforce staff and other partners 	<ul style="list-style-type: none"> • Regional Indicator 4
16. Increase efficiencies and reduce duplication through regional cooperation	<ul style="list-style-type: none"> • Convene a Joint AJCC Partnership meeting with Riverside, San Bernardino County and AJCC partners to share best practices, review labor market data and regional plan activities, and determine the four regional indicators 	<ul style="list-style-type: none"> • Regional Indicator 4

	<ul style="list-style-type: none"> • Coordinate with regional coalitions, business organizations, AJCC System partners, community colleges, etc. • Identify and share related and relevant state and federal grant projects that should be aligned/coordinated with the regional effort • Work with Regional Training Coordinators, regional coalitions, professional development partners, and the CWDB to build capacity of LWDB staff and partners. • Receive and review regional initiative quarterly reports, ensure report(s) are shared with LWDB directors and project leads • Conduct IERPU Steering Committee meetings twice annually 	
17. Professional development, training and capacity building of workforce staff and partners	<ul style="list-style-type: none"> • IERPU will promote quality services by collaborating on professional development and staff training leveraging regional training coordination funds and other regional funding • Participation in a minimum of two statewide meetings per year by IERPU staff • Participation in meetings with LWDBs and partners to keep them informed about current regional initiatives 	<ul style="list-style-type: none"> • Regional Indicator 4

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

No public comments that disagree with the regional plan were received.

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Appendix D: Plan Signatures

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This Regional Plan represents the Inland Empire Regional Planning Unit's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act (WIOA)*.

The WIOA four-year Inland Empire Regional Planning Unit Workforce Development Plan Two-Year Modification is submitted for the period of July 1, 2021 through June 30, 2025 in accordance with the provisions of WIOA.

Riverside County Workforce Development Board

Local Workforce Development Board Chair

Chief Elected Official

Signature

Signature

Patrick Ellis

Kevin Jeffries

Name

Name

Chairperson

Chairperson of Board of Supervisors

Title

Title

Date

Date

ATTEST:
KIMBERLY A. RECTOR, Clerk

By Monica Smith
DEPUTY

FORM APPROVED COUNTY COUNSEL

BY: Lisa Sanchez 3/02/2023
LISA SANCHEZ DATE

San Bernardino County Workforce Development Board

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Local Workforce Development Board Chair

Chief Elected Official

Signature

Signature

William Sterling

Name

Name

Chairperson

Title

Chairperson of Board of Supervisors

Title

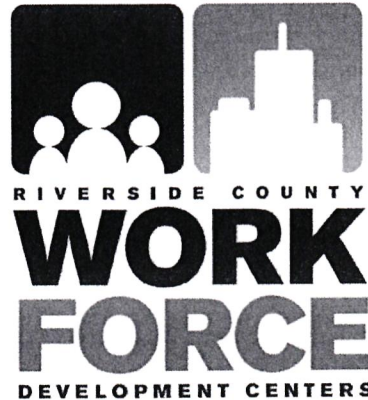
Date

Date

CLERK'S COPY

to Riverside County Clerk of the Board, Stop 1010
Post Office Box 1147, Riverside, Ca 92502-1147
Thank you.

America's **JobCenter**
of CaliforniaSM



Riverside County

Workforce Development Board

2021 – 2024

Local Workforce Development Plan

Two-Year Modification

Primary Contact:

Tammy Mathis
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County of Riverside Workforce Development Division
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I. Introduction and Overview

Moving into the last two years of the local workforce development plan, a changing economic landscape is emerging. The aftermath of the COVID-19 pandemic has completely changed the job market and the makeup of the local workforce. As with other areas of the state and country, Riverside County is also facing inflation and indications of a possible recession. Inland Empire employers are continuing to struggle with recruiting to fill open positions and report being concerned with the increasing wage demands of applicants. The situation brings both challenges and opportunities. On the one hand, employers are more willing to discuss job quality and consider hiring from underrepresented populations. However, regional colleges have seen declines in enrollment over the past two years, which makes it difficult to find candidates with the skills and qualifications employers need.

The Riverside County Workforce Development Board (RCWDB) and its partners took all of this into account as this two-year modification to its local plan was developed. The original goals and tactics were revisited to ensure the local workforce system providers job seekers with the services they need to connect with high-quality jobs in an equitable way.

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

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

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

Planning Process

The RCWDB engaged its board members, Riverside County Workforce Development Division (WDD) staff and held stakeholder feedback sessions to assist in the planning process. Please see Appendix B for a summary of the stakeholder feedback sessions.

The final version of this two-year modification to the original local workforce development plan was approved on February 8th, 2023 by the Riverside County Workforce Development Board and on February 8th, 2023 by the Riverside County Board of Supervisors.

II. Local Context

The Riverside County Workforce Development Board and Local AJCC System

The RCWDB currently consists of 26 members and oversees all local workforce development area activities, the operation of the County's AJCC system – known locally as Workforce Development Centers (WDCs), along with the Riverside County AJCC MOU Partners. The RCWDB plays the roles of Convener, Workforce Analyst, Broker, Community Voice and Capacity Builder.

The WDCs are the hub of the countywide service delivery for workforce and business services. WDCs are located in the cities of Riverside, Indio, Hemet, Moreno Valley and Blythe; and six Youth Opportunity Centers (YOCs) are located in Indio, Perris, Lake Elsinore, Moreno Valley, Hemet, and Rubidoux.

More details on both the RCWDB, WDCs and YOCs [can be found here](#).

Local Workforce Goals

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

1. **Sector-Based Career Pathways:** Continue to develop and measure job seeker success in career pathways for both youth and adults, with a focus on the following sectors:
 - Construction
 - Transportation and Warehousing
 - Healthcare and Social Assistance
 - Manufacturing
 - Retail Trade
 - Administrative Support and Waste Remediation Services
 - **Public Administration**
 - **Public Safety**
 - **Information Technology**

New Sectors

After the analysis of the labor market information, it was decided that Public Administration, Public Safety and Information Technology should be added, removing the Other Services sector. Public Administration is also a new regional target sector for both local workforce areas in the IERPU. Riverside and San Bernardino Counties have begun developing career pathway programs for public sector jobs within county employment. In Riverside County, these opportunities focus on occupations in the Finance, Social Services, and Information Technology departments. It is a sector that is growing in the region at an annual rate of 1.3%, offering a variety of jobs in federal, state,

county and city agencies. Please see the Analytical Overview of Region section in the IERPU Regional Plan Modification for associated data.

Public Safety sector is also a target sector for the region because of the good jobs available – Police and Sheriff's Patrol Officers have an average salary of \$97,450, Firefighters make an average of \$67,960, and Public Safety Telecommunicators average \$62,590 in the region.¹ RCWDB entered into an agreement with Moreno Valley College to provide funding for training in these occupations and others as part of their School of Public Safety.

Finally, Information Technology (IT) has been added due to the high growth in the region of the broader Information sector (2.9%). RCWDB works with regional partners such as LAUNCH on apprenticeships in IT.

RCWDB recognizes the emerging “clean and green” occupations across industries as well. RCWDB plans to track these opportunities and ascertain the skill requirements for new programs along with training providers and business partners.

Progress in Sector-Based Career Pathways

There has been progress in a number of sector-based career pathway programs. In Construction, the RCWDB has partnered with Bridging Outstanding Opportunities with Tradeswomen Skills (BOOTS) to support training for women entering the Carpentry trade. The RCWDB has also met with other unions in the constructions trades to develop a pipeline of referrals of their trainees to career counseling and supportive services.

In Healthcare, RCWDB is supporting training for EMTs and Paramedics at Moreno Valley College in the School of Public Safety as noted above. In addition, RCWDB is working regionally to develop pathways for EMTs into Paramedic jobs as a next step in their careers. In the program, currently employed EMTs will be trained in emergency surgical procedures, medical triage, basic anatomy, pathology, and toxicology, earning a National Registry for Emergency Medical Technician (NREMT) certification.

Modified Tactics and Alignment with Regional Goals

A key modification to the RCWDB's tactics for this goal is to identify “clean and green” occupations in each of these sectors to focus on. These are occupations that either directly or indirectly support reducing the impacts of climate change through reducing the carbon footprint of an organization or supporting the development of renewable energy and related technologies. In the Construction sector, this could be solar panel installation or building energy-efficient buildings. In Manufacturing, this could include working with manufacturers with strong environmental sustainability practices or

¹ U.S. Bureau of Labor Statistics, May 2021 Metropolitan Area Occupational Employment and Wage Estimates https://www.bls.gov/oes/current/oes_40140.htm

who produce renewable energy technology such as lithium-ion car batteries used in electric cars. This goal and its related tactics align with goals #1-3 and 11-12 in the IERPU Regional Plan Two-Year Modification.

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

Progress in High Road Workforce System

The RCWDB worked closely with the SBCWDB and regional stakeholders to develop the IERPU Job Quality Definition below. RCWDB implemented a policy to reimburse up to 90% of salaries for new hires in small businesses of less than 50 employees as part of the small business engagement strategy.

In addition, the Human Resources hotline was added in Riverside County to help businesses with properly implementing paid sick leave, wage and hour regulations, developing employee handbook policies and more. Finally, RCWDB worked with local and regional partners to secure funding from the state through the Division of Apprenticeship Standards to launch the Inland Empire Designing Equitable Apprenticeships (IEDEA) program. IEDEA is focused on providing apprenticeship opportunities to underserved populations in IT and Cybersecurity, Healthcare, Manufacturing, Transportation and Logistics, and the Public Sector.

IERPU Job Quality Definition

A measurable, high-quality job...

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

Modified Tactics and Alignment with Regional Goals

The RCWDB intends to leverage the IERPU Job Quality definition to develop high-road employment opportunities with local employers. In addition, it plans localized the small business engagement strategy in the modified regional plan (Goal #5). Employers in the County have been more open to discussing job quality and RCWDB will take advantage of this opportunity to discuss the definition and the jobs that they have available. A high-quality job may be different for a small

business compared to a mid-size one and discussions with local employers will identify these nuances. This goal and its related tactics align with goals #4-6 in the IERPU Regional Plan Two-Year Modification.

3. **Access and Inclusion for All:** Work with Core Partners and WDCs/YOCs to improve access to technology, build digital literacy skills, develop population-specific programs and support organizational development that drives equity and high road principles

Progress in Access and Inclusion for All

Locally, RCWDB and its AJCC system have made significant progress in increasing access and inclusion for all. First, the IEPRU collaboratively developed a definition for equity, as shown below. The County of Riverside has hired an Equity and Inclusion Officer, which will work with the RCWDB on operationalizing the Equity Definition locally. In order to improve access to AJCC services, workforce staff are collocating at libraries and community centers throughout the county. Another major success in access and inclusion for RCWDB is the regional Prison to Employment initiative, which served over 900 justice-involved participants regionally and nearly half of them obtained competitive or transitional employment.

IERPU Equity Definition

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

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

Modified Tactics and Alignment with Regional Goals

In order to improve referrals across agencies, the RCWDB is exploring options for a new platform for making cross-agency referrals. In addition, the local area intends to train at least 90% of staff in job quality, digital fluency, distance learning and cultural competency. Having a solid grounding in these subjects will ensure staff can improve access and inclusion to virtual services, better understand the needs of a diverse participant population, and be better prepared to have discussions with employers about job quality. This goal and its related tactics align with goals #7-10 IERPU Regional Plan Two-Year Modification.

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

Progress in Future of Work

There is a continuous effort to make staff aware of new developments in the labor market as they occur. For instance, RCWDB and AJCC staff have been tracking the increase in Industrial Maintenance Technicians in the Transportation and Logistics sector as automation in warehouses becomes more common. Digital literacy training for youth has been implemented by RCWDB's youth services provider (please see Youth Services below for more details).

Modified Tactics and Alignment with Regional Goals

The RCWDB plans to advocate with employers for high-quality jobs, particularly in the "clean and green" occupational area as noted above. An opportunity to support the development of new environmentally sustainable jobs is working with the OASIS program at University of California, Riverside. Opportunities to Advance Sustainability, Innovation and Social Inclusion (OASIS) includes a business incubator for entrepreneurs, which will lead to new businesses with clean and green jobs. Another opportunity is partnership with the new California Air Resources Board (CARB) Southern California headquarters, which opened in late 2021. CARB signed an agreement with the Riverside Community College District (RCCD) in 2019 to support training of future environmental leaders. This goal and its related tactics align with goals #11-12 in the IERPU Regional Plan Two-Year Modification.

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

Progress in Response to COVID-19

In Business Services, the RCWDB has been working to expand services for Rapid Response given possible increases in layoffs. A resume-writing services was hired to assist with resumes for this also. The AJCC system now provides virtual services in addition to in-person, which was both for safety during the pandemic but has also provided better access for job seekers in general. Staff are now also collocated at libraries and community centers for additional access points that require less travel for participants. In addition, a hotline for job seekers was implemented that continues to support job seekers in accessing services they need in a convenient manner. Finally, new OSHA workplace safety guidelines were integrated into training.

Modified Tactics and Alignment with Regional Goals

To monitor the ongoing impacts of COVID on the economy, and to build a county culture of adaptiveness, regular engagement with partners, job seekers and employers will be necessary. The RCWDB will also leverage collocated staff to continue virtual services, improving upon them.

Finally, the RCWDB intends to continue developing Rapid Response services to be able to respond to future economic shocks such as COVID.

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

III. WIOA Core and Required Partner Coordination

The RCWDB and its One Stop Operator (OSO) coordinate WIOA Core and Required Partners in a few key ways. Together, the Programs in Attachment E1-E3 of Appendix E (to be added) make up the Riverside County (RC) AJCC MOU Partners and are at the forefront of service delivery to job seekers in Riverside County. Throughout this document, this group is also referred to as the “AJCC System” or “AJCC Partners”. AJCCs are also locally referred to as Workforce Development Centers or WDCs. Below are the vision, mission, values and goals of the AJCC System.

Riverside County (RC) AJCC Mission and System Value Propositions

The mission of the RC AJCC One-Stop Delivery System is to collaborate to create infinite opportunities and lasting prosperity for individuals and employers of Riverside County through an all-inclusive access point to:

- Foster demand-driven skill attainment
- Promote upward mobility for all Californians
- Align, coordinate and integrate programs and services
- Connect customers to employment pathways

The AJCC Partners’ system value proposition rests on providing personalized service in meeting job seeker and employer needs by:

- Thoroughly analyzing and anticipating those needs
- Saving business customers time and money by providing human capital that is assessed and screened thus creating a flow of ready and prepared potential workers
- Providing job seeking customers resources designed to get to work or back to work quickly
- Providing services that are accessible, skilled, and knowledgeable in comfortable and professional environments

Coordination of WIOA Core and Required Partners

RCWDB coordinates its WIOA core and required partners (AJCC MOU Partners) primarily through the OSO that was selected through a competitive process as outlined below in Section IV. The OSO reports to the RCWDB to ensure the implementation of partner responsibilities and contributions agreed upon in the AJCC MOU (Appendix E, to be added).

The OSO’s main function is to coordinate the services provided by the AJCC partners among the WDC partners throughout Riverside County. The OSO ensures efficient delivery of services offered to job seekers such as job-readiness, career development, employment, and vocational training services.

Monthly, Quarterly and Annual Partner Meetings

The OSO facilitates monthly AJCC MOU Partner Meetings with each of the WDCs and their corresponding partners, which include Indio + Blythe, Hemet, Riverside, and Moreno Valley. At these meetings, key updates are shared, emerging system coordination needs are addressed and working groups report back. In the past two years, resources on COVID-19 were shared, individual programs made presentations to the group for referrals, and labor market information was shared with the group. The monthly meetings are also an opportunity for the Employer Services Teams (ESTs) of each WDC to collaborate.

Individual MOU Partner Review Meetings

The OSO schedules an annual meeting individually with each of the MOU Mandated/Non-mandated partners to review the MOU Requirements with them and identify what career services provided under the partner's programs are available to individuals through the WDC. The OSO also discusses their need to attend planning meetings, development activities and any other activities that would assist in strengthening both the WDCs and their programs. These meetings also cover what MOU Partners need to be successful, which is communicated to RCWDB. Finally, the MOU Partner Review Meeting also provides collocated partners with an update about their cost share and any other needs or requests they may need to present.

An assessment tool for Continuous Quality Improvement (CQI) is utilized during these meetings, which includes evaluation of the activities in Table A. The individual AJCC MOU Partners and the services they each offer are described in detail in Attachments E1-E3 and F-H of Appendix E (to be added).

Table A: CQI Activities for AJCC MOU Partners

Remaining a party to the MOU throughout the agreement period and participate as a WDC partner
Participating in the Operations of the WDC system
Making career services provided under the Partner's program available to individuals through the area's WDC delivery system
Participating in joint planning, plan development and modification of activities
Participating in continuous partnership building
Participating continuous planning in response to state and federal requirements
Responding to local and economic conditions, including employer needs
Adhering to common data collection and reporting needs
Making CalJOBS service(s) applicable to the partner program available to customer through the one stop delivery system
Participating in the Operations of the WDC system consistent with the terms of the MOU and requirements of authorized laws

Participating in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross trained
Maintaining a license to use all of the space of the WDCs for the sole purpose of conducting acceptable WDC services as outline in the MOU
Maintaining confidentiality per the MOU agreement
Providing Priority of Service to veterans and individuals with barriers to employment such as those receiving public assistance, low-income individuals, and job seekers who are basic skills deficient when providing career services

Co-Enrollment and Common Case Management

Co-enrolling job seekers and common management are the most effective methods of integrating services and braiding recourses across partners, regardless of whether they are collocated or not. Partners have a referral process in place and the form for referrals between agencies is included in the partner MOU (Appendix E, Attachment I – to be added). Co-enrollment requires coordination and agreement on how partner resources will be used to provide maximum services to customers. Typically, one partner funds career training and another may fund work readiness workshops or on the job training (OJT). Similar to the original plan, co-enrollments are conducted through the Connect IE system and tracked through CalJOBS.

The OSO has committed to ensure that referrals are tracked through Connect IE for both co-located and non-co-located partners and that all partners have access to the system. Connect IE is a free one-stop interactive website for partners and the public to connect job seekers with resources in their community. Partner organizations can register on Connect IE to facilitate referrals and co-enrollments. It tracks referrals made between agencies and can generate reports on these referrals and connections made between agencies.

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

The RCWDB, its WDCs, Youth Opportunity Centers (YOCs) and other AJCC Partners have taken steps over the last several years to facilitate access to services provided by the AJCC system, including in remote areas, through the use of technology and other means. Article IX of the AJCC MOU (Appendix E, to be added) specifically addresses access for individuals with barriers to employment and partners have agreed to multiple strategies for facilitating access, including providing customers (job seekers) with a “system map” which has all WDCs, YOCs, and Access Points identified.

Community Career Services Team

The Community Career Service Team provides mobile workforce development services to adults seeking assistance with job search and training. Their objective is to ensure services are available to all individuals throughout the county. The team currently provides assistance in seven locations

throughout the county, outside of the four WDCs, including Beaumont, Lakeland, Winchester, Mead Valley, Temecula, and two sites in Menifee.

The Mobile One Stop (M-1) described in the original four-year plan is also still active, bringing computers and access to services to remote locations in the County.

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

The coordination of workforce and education activities, as well as support services, are managed by the OSO as noted above. To ensure job seekers are receiving the appropriate services, the AJCC MOU (Appendix E, to be added) identifies the specific referral system for partners in Article VIII:

- A referral form created for WIOA Partners to refer individuals between the AJCC and partnering agencies shall be given to the individual to take with them to the agency providing the requested services.
- An electronic copy of the referral form shall be emailed or faxed to the contact person at the Partner agency along with a phone call to inform the Partner of the referral.
- For tracking and reporting purposes, the referral shall be forwarded to the AJCC One-Stop Operator for tracking activities in the Partner referral system, information on referrals may be accessed by Partners. (See Attachment I: Referral Form of Appendix E – to be added)

RCWDB continues to manage the Family-Centered Employment Initiative, as noted in the original plan. The RCWDB has established and continues to cultivate business, non-profit, and educational partnerships that will reinforce several of the key components of the family-centered employment approach. An example of this initiative in practice is RCWDB's partnership with the DPSS, described below under State Strategic Partner Coordination.

Financial empowerment is also a key support for developing career pathways. To address this, the Hemet WDC has been operating since 2020 as an EnVision Center, a Housing and Urban Development (HUD) initiative. The EnVision Centers initiative addresses poverty through intentional and collective efforts across a diverse set of organizations needed to assist households in becoming self-sufficient. In the past two years, participants have had access to trainings related to managing credit, becoming a first-time homebuyer, etc.

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

The RCWDB and AJCC MOU Partners ensure that the policies and procedures as well as the programs and services provided at the WDC/YOC are in compliance with all applicable laws. AJCC MOU Partners have agreed to this in the AJCC System MOU (Appendix E, to be added).

Article XV of the MOU states:

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

The results of the AJCC Certification assessments conducted in April 2021 found that all Riverside County AJCCs to be ADA-compliant and able to offer accommodations to access services, as needed. In addition, RCWDB leverages the County's ADA Coordinator to ensure compliance with the ADA and to work on quality improvement with the AJCCs. The County's Equal Opportunity Officer who continues to ensure the RCWDB and its partners are meeting accessibility standards. Staff of the State Department of Rehabilitation are also co-located at the Hemet WDC.

IV. State Strategic Partner Coordination

Strategic Coordination

At a strategic level, RCWDB integrates its services with other County programs and departments administering local, state, and federal programs including the Department of Public Social Services (DPSS), the Department of Child Support Services (DCSS), Probation Department (PD), the Office on Aging (OA), and the Housing Authority (HA). State MOU Partners such as the California Department of Rehabilitation (DOR) are also closely coordinated with. RCWDB facilitates co-enrollment and shared case management with MOU Partner agencies as noted above, which includes services to CalFresh E&T recipients, non-custodial parents, Individuals with Developmental and Intellectual Disabilities (ID/DD), English Language Learners (ELL), foreign born individuals and refugees.

As noted in Article IX of the AJCC System MOU (Appendix E, to be added), all MOU Partners are required to give priority of service to recipients of public assistance, veterans, and other low-income individuals or individuals who are basic skills deficient. This includes the specific populations discussed below who receive services from various state agencies. As noted in Table A above, the OSO meets with AJCC Partners to ensure coordination of services for these individuals are happening at the service level. The operational detail for coordinating each state strategic partner and their associated population at the County level is provided below.

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

On an operational level, RCWDB works closely with DPSS to serve CalFresh applicants and recipients, who can access services through many points of entry. Applicants can also use the state's self-service online tool, www.benefitscal.com, to apply and recertify for CalWORKs, CalFresh, and Medi-Cal benefits.

Residents can apply by visiting or calling one of the fourteen DPSS district offices in Riverside County. DPSS administers the CalFresh Employment and Training (E&T) program, which provides a multitude of job search training, education, job retention, and supportive services. Some examples of these services include 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.

The County coordinates service delivery for CalFresh recipients with RCWDB and AJCC MOU Partners by cross-training staff at partner organizations about the services available under both county departments in the region. They share CalFresh E&T fact sheets for front line staff and work together organizing Job and Resource Fairs that benefit job seekers of all programs in the

community, including CalFresh recipients. Partner agencies and DPSS program staff share the use of Connect IE to help connect individuals to workforce services and supportive services as needed.

Through their work with the WDCs and MOU Partners, CalFresh E&T job seekers will also be connected to sector pathways programs in the local area and the region. The RCWDB's strategy to serve job seekers who access CalFresh E&T blends and braids resources to provide the job seekers with streamlined, integrated service delivery. RCWDB is in the process of entering into an agreement with DPSS to formalize provision of services to CalFresh E&T recipients.

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

The RCWDB collaborates with the Riverside County Department of Child Support Services (DCSS) to assist individuals with child support obligations with employment and training services. The county 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. Job seekers receive supportive services to remove barriers to compliance such as dispute resolution, parenting time, domestic violence education, and employment services.

The DCSS Child Support Resource Team is connected to numerous RC stakeholders in connection with RCWDB and AJCC MOU Partners, 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 the 27th Valley Wide Employment Expo in September 2022. As part of their “Serving Our Community” events, they host open appointments at local community centers and public libraries across the county, sending staff with laptops so that services can be provided on the spot.

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 staff also participate in job and resource fairs for the re-entry population.

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

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

RCWDB is part of a Local Partnership Agreement (LPA) for the Inland Empire region developed and implemented by the California Department of Rehabilitation (DOR) Inland Empire District Office. This LPA is consistent with the AJCC System MOU and includes the SBCWDB, RCWDB, the DOR, and their respective partners. This Regional LPA has a primary focus on the promotion of

collaboration, and engagement efforts leading to employment outcomes for individuals with ID/DD. In line with these efforts, the WDBs serve as a resource in effectively engaging and collaborating with current AJCC MOU partners and local businesses. Another key responsibility of the WDBs in this partnership is to provide workforce trends in the local communities to the IELPC core partners.

RCWDB engages with local partners to promote CIE by assigning staff to continue to attend LPA meetings, cross training and identifying resources and partners for business engagement for the paid work experience program. Staff of the Riverside County Office of DOR are co-located at the Hemet WDC and are available weekly at the Indio WDC. The DOR office in Riverside is in close proximity to the Riverside WDC as well. WDCs help to better serve the ID/DD population by linking them to available workforce resources. Key partners include the Inland Regional Center (IRC), Local Educational Agency (LEA), Special Education Local Plan Area (SELPA) offices and Workability programs at school districts within RC associated with DOR.

Staff at WDCs 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, and training for all staff on the use of assistive technology.

RCWDB is currently working with two local employers who are mission-driven to create onramps to employment for PWD. This includes developing transitional employment opportunities, acting as an intermediary between CBOs, school districts and the DOR. RCWDB intends to use these partnerships as a model demonstrating the return on investment for training and hiring PWD.

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

Individuals who are English Language Learners (ELLs), individuals who have low levels of literacy, and individuals facing substantial cultural barriers, including those who are foreign born and refugees, are a target population for the RC AJCC System Partners. Adult education schools are often the entry point for immigrants seeking employment services and training. As part of the MOU between RCWDB and the mandatory WIOA partners, and additional partners (Appendix E – to be added), RCWDB coordinates with Adult Education providers (listed in Attachment G of Appendix E).

Career coaches are currently co-located at partner organizations throughout the community. They target populations that do not have readily available access to services.

RCWDB has delivered trainings about workforce services available to partner organizations who serve ELL. They included 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 in the last local workforce plan modification process,

RCWDB has also been sharing more information about how partners can qualify as Eligible Training Providers, primarily pre-pandemic and expected to resume as soon as possible.

RCWDB will continue partnership discussions with ELL, refugee and foreign-born service provider partners to continue ensuring services are coordinated with these populations.

V. WIOA Title I Coordination

All WIOA Title I programs are coordinated by the RCWDB and its OSO, delivered through the AJCC MOU Partners. Services provided to adults, dislocated workers and youth (ages 16-24) include, but are not limited to, orientation, WIOA eligibility and intake, individualized assessment, counseling, supportive services, internships, work experience, vocational training, and on-the-job training. Employer services include, but are not limited to, recruitments, job fairs, on the job training, lay-off aversion, and Rapid Response. Please see Tables B, C, and D below for more details on services provided.

Staff Training

Digital Fluency and Distance Learning

As noted in Appendix B, Goal #3 articulates a tactic of the RCWDB to provide training on digital fluency and distance learning to staff providing youth services in the County. The indicator of success here is 90% of County workforce staff trained in this area. RCWDB works with its IERPU partner, SBCWDB on regional staff training in this area. Since the original four-year plan, dozens of staff completed “Shaking Hands Through the Phone and the Screen! How to Overcome the Technology Communication Gap With Innovative Remote Employment Counseling Techniques!” presented by Robbin and Associates.

Cultural Competency and Trauma-Exposed Populations

RCWDB and its partners will provide training on cultural competency to its staff on an ongoing basis that help them to understand the needs of and provide better services to its job seekers. This will include training to support trauma-exposed populations, as noted in Goal #3. There is currently continued training for frontline workforce staff for cultural awareness of multiple populations, such as:

- “Adult Development Theory/Diversity, Equity, and Inclusion” (Ariel Moodie)
- “Trauma! The Most Powerful Hidden Barrier to Employment! Your Role in Helping People Recover to make Employment Progress” (Robbin and Associates)

Upcoming trainings currently scheduled includes “From the Streets to the Workplace! How to Help People Who are Homeless Get Jobs” by Robbin and Associates and “Empowered Equity and Diversity in the Workplace” by Natasha Palumbo. RCWDB staff will continue to identify and schedule trainings for cultural competency and understanding the needs of trauma-exposed populations.

Coordination of Workforce Development Activities with Statewide Rapid Response

Rapid Response is a federally mandated program designed to aid employers and employees affected by impending layoffs or plant closures. RCWDB coordinates with the State of California Employment Development Department (EDD) in responding to Worker Adjustment and Retraining Notices (WARN) and for direct provision of services to the subjects of the notices. Upon receipt of a WARN notice, the Rapid Response Team (RRT) establishes initial contract with companies that are downsizing/closing and develops a process specific to each layoff/closure by tailoring programs and services appropriate to the employer's and employees' needs. An orientation held for affected workers generally provides information from all team members concerning Unemployment Insurance, EDD Job Services, and services provided through the WDCs to assist dislocated workers in returning to the workforce. In addition, the RRT often brings employers and training providers to these events to give them immediate potential options and hope for the future.

The RCWDB also leverages its Employer Services Team (EST) to reach out to new employers and conduct business needs assessments of organizational sustainability. Whether the organization shows signs of distress or growth, the EST can provide resources to meet their needs. The goal is to identify any early warning signs of distress and provide the resources to retain the business and jobs. The EST also coordinates with partners including Economic Development Organizations (City and/or County) and the local Small Business Development Centers (SBDCs). Finally, the EST maintains regular office hours at local chambers of commerce for businesses to engage with staff about their talent needs.

Adult Training Services

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

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

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

Table B: RC AJCC System Adult and Dislocated Worker Services

Basic Career Services	
<ul style="list-style-type: none">• Referrals to community resources• Career guidance• Labor exchange services	<ul style="list-style-type: none">• Orientation• CalJOBS• Career resource center for self-service

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

Employer Services

RCWDB also offers key services to its business customers, as outlined in Table C.

Table C: RCWDB Employer Services

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

Youth Services

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

Young people will be preparing for a changing economic landscape as technology becomes increasingly prevalent in jobs across industries. A key to ensuring youth are prepared for this future is enhancing their employability skills, particularly in digital literacy and fluency. RCWDB's youth services provider, the California Family Life Center (CFLC), has focused on this by helping youth learn to navigate through resources to find the information they need. CFLC also helps young people learn how to use cutting-edge applications and how to effectively communicate with others using technology.

Specific digital literacy skills taught include:

- General computer skills – understanding hardware and software basics
- Communications – Setting up an email accounts and video messaging apps
- Social media – how to keep track of the latest news, e-learning opportunities, and appropriate interaction with others
- Internet navigation – Accessing the internet and researching information
- Making use of personal devices and apps – devices (such as a desktop computer, laptop, tablet, and/or smart phone)
- Determining the validity of a source –learning how to identify false information, scams and fraud and the reliability of information
- Protecting privacy –knowing when a website is securely storing information and how to protect oneself online
- Online safety – understanding how to interact safely with others online

CFLC also offers classes through Mt. San Jacinto College for Microsoft Suite as a component of digital literacy. Youth have access to technology at the Youth Opportunity Center (YOC) in the computer lab. Access to technology includes providing tablets and computers to low-income youth at no cost.

The WDCs offer specialized services to youth ages 16 through 24 at six YOCs of Riverside County. YOCs are in Hemet, Indio, Lake Elsinore, Moreno Valley, Perris, and Rubidoux with services contracted out to Equus and California Family Life Center. Services begin with career exploration and guidance, ensure support for educational attainment and skills training, culminating with employment and/or enrollment in post-secondary education. Services available to youth via the YOCs are outlined in Table D.

Table D: YOC Youth Services

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

AJCC Assessments

RCWDB conducted its AJCC Certification Assessment of all WDCs in April of 2021 to ensure that both Adult and Youth Services demonstrated the indicators for high quality AJCCs. All WDCs were found to be meeting or exceeding the indicators.

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

The RCWDB follows a stringent procurement policy to award WIOA Title I sub-grants and contracts set forth by RC, which includes a competitive process for purchasing services. The policy (Number 18-01) was updated in December 2020. As the administrative entity, RC requires that all AJCC/WDC staff, subrecipients and subcontractors must follow the same policy for purchasing and procurement activities. This requirement is included in all contract assurance for subrecipients and subcontractors as required by WIOA, OMB and Uniform Guidance regulations.

The procurement activities of the AJCC/WDC and its subrecipients are governed by federal, state, and County ordinances, regulations, rules and/or directives. It is the intent of policy to ensure that all procurement activities provide for free and open competition, secure the best possible value, and are consistent with all applicable authority.

How the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider
The County of Riverside Purchasing and Fleet Services Department (RCPFSD) released Request for Proposal (RFP) number WDARC-013 in February 2020 to procure an AJCC One Stop Operator (OSO). After the competitive selection process, Arbor E&T, LLC was selected as the OSO and entered into a contract with the County from July 1, 2020 through June 30, 2021, with subsequent renewals through June 30, 2023. The RCWDB was most recently approved to be the Career Services Provider in Riverside County in 2021, through June 30, 2025.

Appendix A: Stakeholder and Community Engagement Summary

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

Sessions and Attendance

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

Feedback, Analysis and Inclusion in the Two-Year Modification

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

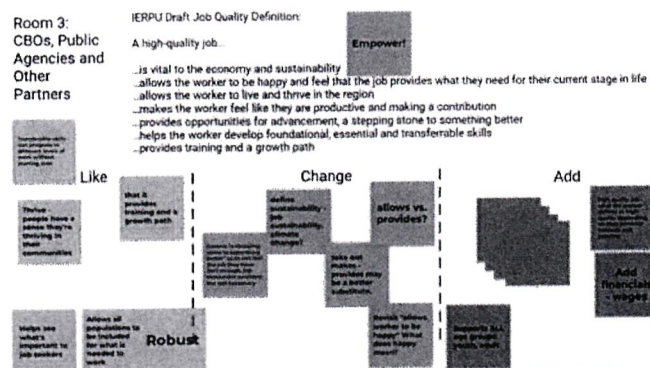
Stakeholder Feedback Sessions Format

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

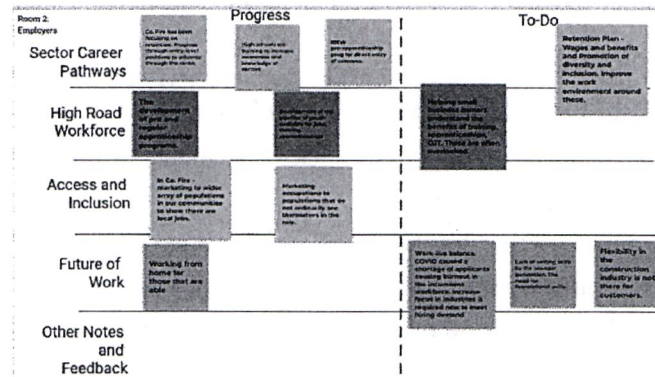
- I. State Workforce Plans and the Modification Process
 - a. An overview of the local and regional workforce plan two-year modification process
- II. Defining Job Quality and Equity
 - a. Presented draft definitions from SBCWDB retreat
 - b. Breakout groups were facilitated based on organization type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

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

Sample Jamboard Slide for Draft Job Quality Review



Sample Jamboard Slide for Regional Goal Review



Appendix B: RCWDB Modified Local Workforce Goals

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

Goal	Tactics	Alignment with Regional Goals
<p>1. Sector-Based Career Pathways:</p> <p>Continue to develop and measure job seeker success in career pathways for both youth and adults with a focus on these sectors:</p> <ul style="list-style-type: none"> • Construction • Transportation and Warehousing • Healthcare and Social Assistance • Manufacturing • Retail Trade • Administrative Support and Waste Remediation Services • Public Administration • Public Safety • Information Technology <p><i>Note: RCWDB will routinely update these sector-based career pathways to reflect current</i></p>	<ul style="list-style-type: none"> • Coordinate with regional partners on Transportation/Logistics, Manufacturing, Healthcare, and Public Administration • Leveraging work-based learning and earn and learn strategies such as apprenticeships and OJT • Identify clean and green occupations in each sector • Implement regional sector-based programs as part of the IERPU • Increase in the # of job seekers in existing apprenticeship programs • Develop at least one new apprenticeship or earn-and-learn program in target sectors 	<ul style="list-style-type: none"> • Goals #1-3, 11-12

<i>economic conditions as well as emerging sectors and occupations</i>			
2. High Road Workforce System: Utilize outcome of annual Joint AJCC Partnership meeting to facilitate the necessary partnerships and organizational development among the workforce development boards, WDCs, and other key partners to support high road employment	<ul style="list-style-type: none">• Leverage IERPU Job Quality Definition to develop high-road employment opportunities with local employers• Localize small business engagement strategy from IERPU Regional Plan (Regional Goal #5)• Empower Employer Services staff at County and WDCs to use IERPU Job Quality definition to identify and engage high-road employers• Develop new and/or enhanced services and practices that support job quality• Continue coordination of services between workforce, education and employers to increase job quality• Gather feedback from employers to ensure system is meeting their talent needs	<ul style="list-style-type: none">• Goals #4-6	
3. Access and Inclusion for All: Work with Core Partners and WDCs to improve access to technology, build digital literacy skills and support organizational development that drives equity and job quality	<ul style="list-style-type: none">• Explore regional shared technology solution for information and referral• Train 90% of staff in job quality, digital fluency, distance learning and cultural competency• Build upon WDCs, YOCs and partner organizations for increased access to services	<ul style="list-style-type: none">• Goals #7-10	

	<ul style="list-style-type: none"> • Maintain diversity of partner organizations to serve remote areas and special populations • Incorporate digital literacy into training and service offerings through WDC/YOC workshops and programs or through partner collaboration • Continue to develop programs for IWD through the CIE local partnership and increase # of IWD obtaining employment • Continue partnership with P2E program for justice system-involved individuals and increase # of justice-involved individuals who obtain employment 	
<p>4. Future of Work (FOW):</p> <p>Review training programs for possible changes or updates in response to automation and feedback shared by local employers</p>	<ul style="list-style-type: none"> • Advocate with employers for development of new jobs that align with job quality definition, exploring opportunities for “clean and green” jobs • Determine/address impacts by population - older workers, youth, IWD, system-involved, etc. • Alignment of WDC/YOC services and training with FOW skills and qualifications • Continue to work with employers to better understand skills and qualifications for future jobs, compile list of skills 	<ul style="list-style-type: none"> • Goals #11-12

	<ul style="list-style-type: none"> • Train the future workforce for high road employment, including developing employability skills • Provide information and training opportunities to employers to support job quality in a changing economy • Offer at least one new professional development opportunity to staff related to automation and new technologies • Increase access to digital literacy training through WDC/YOC workshops and programs or through partner collaboration 	
<p>5. Response to COVID-19:</p> <p>Respond to long-term impacts of COVID on the local economy as part of a county culture of adaptiveness, flexibility and acceptance of change</p>	<ul style="list-style-type: none"> • Conduct regular engagement with partners, job seekers and employers to understand the changing economic environment and how to respond • Leverage collocated staff in partner agencies to continue virtual services and improve upon them • Expand Rapid Response services to respond to larger layoffs • Support surge occupation recruitment efforts with Employer Services staff 	<ul style="list-style-type: none"> • Goals #8-9, 11

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

No public comments that disagree with the local plan were received.

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Appendix D: Plan Signatures

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This Local Plan represents the Riverside County Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act* (WIOA).

The WIOA 4 Year Riverside County Local Workforce Development Plan Two-Year Modification is submitted for the period of July 1, 2021 through June 30, 2025 in accordance with the provisions of WIOA.

Riverside County Workforce Development Board

Local Workforce Development Board Chair

Chief Elected Official

Signature

Signature

Patrick Ellis

Kevin Jeffries

Name

Name

Chairperson

Chairperson of Board of Supervisors

Title

Title

Date

Date

ATTEST:

KIMBERLY A. RECTOR, Clerk

By

DEPUTY

FORM APPROVED COUNTY COUNSEL

BY: Lisa Sanchez 3/02/2023
LISA SANCHEZ DATE

Appendix E: AJCC Partner MOU



**COUNTY OF RIVERSIDE
WORKFORCE DEVELOPMENT BOARD**

**MEMORANDUM OF UNDERSTANDING WITH PARTNERS
PURSUANT TO THE
WORKFORCE INNOVATION AND OPPORTUNITY ACT OF 2014 (WIOA)**

OCT 04 2022 3.25

**MEMORANDUM OF UNDERSTANDING
PURSUANT TO THE
WORKFORCE INNOVATION AND OPPORTUNITY ACT**

Local Workforce Development Area: Riverside County

America's Job Center of California Operations

PREAMBLE

This Memorandum of Understanding ("MOU"), made on the 1st day of July, 2022 is an operational agreement entered into by the Riverside County Workforce Development Board ("WDB") and the Required Partners and Additional Partners (individually, a "Partner", and collectively, the "Partners"), as identified in Attachment A, to create a partnership to provide comprehensive, integrated workforce development services to businesses and jobseekers in the Local Workforce Development Area ("LWDA") in accordance with the Workforce Innovation and Opportunity Act ("WIOA") and its implementing regulations. Any capitalized terms not defined herein shall have the meaning ascribed to such term in this MOU and WIOA and its implementing regulations.

RECITALS

WHEREAS, the purpose of this MOU is to define the continuing roles and responsibilities of each partner as mutually agreed by the Partners for the operation of the America's Job Center of California ("AJCC") One-Stop Delivery System in WIOA LWDA: Riverside County, as required under WIOA; and

WHEREAS, WIOA Section 121(c) requires that each Local Workforce Development Board ("LWDB"), with the agreement of the Area's Chief Elected Official ("CEO"), develop and enter into a Memorandum of Understanding between the LWDB and all the entities that serve as Partners in the Riverside County AJCC One-Stop Delivery System that operate in each LWDB's Local Area; and

WHEREAS, WIOA Section 121(b)(1) identifies the federal programs and requires that the services and activities under each of those programs must be made available through each Local Area's AJCC One-Stop Delivery System. The entities that receive the federal funds for each of these programs and/or have the responsibility to administer the respective programs in the LWDA are Required Partners under WIOA Section 121(b)(1); and

WHEREAS, WIOA Section 121(b)(2) prescribes how entities that provide programs other than those required under WIOA Section 121(b)(1)(B) may participate in a Local Area's AJCC One-Stop Delivery System as "Additional Partners" and provide the services available under their programs through the AJCC One-Stop Delivery System; and

WHEREAS, per WIOA Section 121(b)(2)(A) both the Required and Additional Partners are included as parties to the MOU. Therefore, all entities that participate in a Local Area's AJCC One-Stop Delivery System as AJCC Partners, whether Required or Additional, must be parties to this MOU and must abide by the terms prescribed herein and by all applicable federal, state, and

local rules, and state public orders, plans, and policies as applicable and authorized under the Partner's program and in keeping with federal guidelines; and

WHEREAS, WIOA Section 121(b)(1)(A)(iv) indicates that the requirements of each Partner's authorizing legislation continue to apply under the AJCC One-Stop Delivery System and that participation in said system is in addition to other requirements applicable to each Partner's program under each authorizing law; and

WHEREAS, the Department of Labor ("DOL") is the federal agency responsible for the administration of the workforce development programs— including WIOA; and

WHEREAS, the DOL recognizes the County of Riverside, through its Housing and Workforce Solutions Department Workforce Development Division, as the Administrative Entity responsible for the administration and oversight of workforce development and employment-related programs in Riverside County — including WIOA.

Agreement Period

This MOU shall be in effect from July 1, 2022 through June 30, 2025, unless otherwise terminated, as provided in the Termination Article XXII. The MOU will be reviewed, at a minimum, every year to identify any substantial changes that have occurred and shall automatically renew, unless otherwise changed or terminated, as provided in the Termination Article XXII. The budgets outlining infrastructure cost for each AJCC in the Local Workforce Development Area, (Riverside County) and the other shared cost allocated to each Partner based on the agreed upon Cost Allocation methodology shall be reviewed on a yearly basis. The initial determination of the budgets for infrastructure costs for each AJCC and the shared cost allocated to each Partner shall be reconciled against actual costs incurred and adjusted accordingly.

The recitals set forth above are true and correct and incorporated herein by this reference.

Co-located AJCC Partners Participating in Agreement to Share Infrastructure Cost

Comprehensive AJCC #1 Riverside
1325 Spruce Street
Riverside, California 92507

Partners Co-located at this AJCC:

State of California Department of Rehabilitation
Employment Development Department – Wagner-Peyser /TAA / Veterans
Job Corps Outreach & Admissions –
Lifelong Learning Administration Corporation (LLAC) – Learn4life Concept Charter Schools
Goodwill Industries of Southern California
Riverside County Housing and Workforce Solutions Department Workforce Development Division

Comprehensive AJCC #2 Indio
44-199 Monroe Street
Indio, California 92201

Partners Co-located at this AJCC:

Employment Development Department – Wagner-Peyser / TAA / Veterans / Migrant / Seasonal
Farm Workers
State of California Department of Rehabilitation
Riverside County Department of Public Social Services – CalWORKS
Riverside County Housing and Workforce Solutions Department – Housing
Riverside County Housing and Workforce Solutions Department Workforce Development Division

Comprehensive AJCC #3 Hemet
749 State Street
Hemet, California 92543

Partners Co-located at this AJCC:

Employment Development Department – Wagner-Peyser / TAA / Veterans
State of California Department of Rehabilitation
Lifelong Learning Administration Corporation (LLAC) – Learn4life Concept Charter Schools
Riverside County Housing and Workforce Solutions Department Workforce Development
Division

Comprehensive AJCC #4 Moreno Valley
12625 Frederick St. Ste. K-3
Moreno Valley, CA 92553

Partners Co-located at this AJCC

State of California Department of Rehabilitation
City of Moreno Valley
Riverside County Housing and Workforce Solutions Department Workforce Development
Division

Affiliate AJCC #5 Blythe
1 College Drive
Blythe, CA 92225

Partners Co-located at this AJCC:

Employment Development Department – Wagner-Peyser
State of California Department of Rehabilitation

Vision of AJCC One-Stop Delivery System

Building Bridges to Employment

Mission of AJCC One-Stop Delivery System

Collaborating to create infinite opportunities and lasting prosperity for individuals and employers
of Riverside County through an all-inclusive access point to:

- Foster demand-driven skill attainment
- Promote upward mobility for all Californians

- Align, coordinate and integrate programs and services
- Connect customers to employment pathways

Required Partners in this MOU include local/regional representatives of the following programs:

- WIOA Title I including:
 - Adults;
 - Dislocated Workers;
 - Youth;
 - Job Corps;
 - YouthBuild;
 - Native American programs; and
 - Migrant and seasonal farmworker programs
- WIOA Title II Adult Education and Family Literacy Act (AEFLA) program
- WIOA Title III Wagner-Peyser Act Employment Service program
- WIOA Title IV Vocational Rehabilitation (VR) program
- Carl D. Perkins Career and Technical Education Act programs
- Senior Community Service Employment Program authorized under Title V of the Older Americans Act
- Jobs for Veterans State Grants programs authorized under chapter 41 of the title 38, U.S.C.
- Community Services Block Grants employment and training activities
- Trade Adjustment Assistance activities authorized under the Trade Act
- Housing and Urban Development employment and training activities
- Unemployment Compensation
- Temporary Assistance for Needy Families (TANF)/CalWORKs

Article I: America's Job Center of California System Description- Programs, Services and Delivery

Overview & General Description

WIOA Section 121(b)(1)(B) identifies the programs, services and related activities that must be provided through the AJCC One-Stop Delivery System in each Local Area. WIOA Section 121(c)(2) requires this MOU to include a description of the services that will be provided through the Local Area's AJCC One-Stop Delivery System and to identify the service delivery method(s) each partner shall use to deliver the services. This MOU shall also identify the career services, training, and employer services that each Partner will provide to ensure that all parties' responsibilities are clearly identified herein.

All LWDBs are required to establish and operate local AJCC One-Stop Delivery Systems in accordance with WIOA Section 121, with the WIOA State Plan, and with the WIOA Local Plan for their respective local areas.

WIOA Section 134(c) lists the services and activities that must be provided through the AJCC One-Stop Delivery System. WIOA Section 107(d) gives the LWDBs the responsibility for oversight of the AJCC One-Stop Delivery System in each Local Area and requires the LWDBs to describe the activities and functions of the AJCC service delivery system and to prescribe the guidelines for carrying out these responsibilities in the WIOA Local Plan.

Article II: Partner Responsibilities

- A. WIOA Section 121(b) lists the minimum responsibilities of all Required Partners under WIOA. For consistency, all Partners to this MOU shall assume the responsibilities identified below, unless inconsistent with the federal law and regulations that authorize the Partner program or as otherwise specified in this **Article II**.
1. Make career services provided under the Partner's program available to individuals through the Area's AJCC One Stop Delivery System in accordance and as defined in **Article XXIV** of this MOU.
 2. Remain as a party or Partner to this MOU throughout the MOU period identified above in the **Agreement Period Section** in order to participate as an AJCC Partner per WIOA Section 121(c).
 3. Participate in the operation of the AJCC One Stop Deliver System in accordance with the terms of this MOU and with the requirements of authorizing laws per WIOA Section 121(b)(1)(B).
 4. Required Partners shall provide representation on the WDB per WIOA Section 121(b)(1). Additional Partners may be recommended by the WDB and participate on the Area's WDB, subject to appointment by the Riverside County Board of Supervisors ("CEO").
 5. The Partners shall participate in joint planning, plan development, and modification of activities to accomplish the following:

- a. Continuous partnership building.
 - b. Adherence to state and federal program requirements.
 - c. Responsiveness to local and economic conditions, including employer needs.
 - d. Adherence to common data collection and reporting needs.
 - e. Adherence to strategic planning principles adopted by the WIOA for long-range planning, including the requirement for continuous improvement.
 - f. Diligence in developing coordinated local leadership in workforce development through:
 - i. Responsiveness to participant/customer needs;
 - ii. Maintenance of system infrastructure;
 - iii. Shared technology and information, according to confidentiality requirements in the Confidentiality Section of this MOU;
 - iv. Performance management to measure the success of the local AJCC One-Stop system overall and enhance performance in a spirit of quality management and continuous improvement.
6. Make the CalJOBSsm service(s) applicable to the Partner program available to customers through the AJCC One-Stop Delivery System. Per Directive WSD16-23, WIOA Title 1 and Title III core and partner programs are required to direct key into CalJOBS in a timely manner to ensure a single common record is maintained according to federal requirements.
7. Participate in the operation of the AJCC One-Stop Delivery System, consistent with the terms of the MOU and requirements of authorized laws.
8. Participate in capacity building and staff development activities in order to ensure that all Partners and staff are adequately cross-trained, and that Partners with customers accessing the system have the tools to promote and support such access.
- B. In addition to the minimum responsibilities required under WIOA as identified in section A of this Article, Partner responsibilities shall include:
- 1. Provide priority of service to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 U.S.C. Section 4215.
 - 2. Compliance with WIOA and all federal, state, and local laws, regulations, rules, policies and plans applicable to Partners in their respective roles under this MOU and as consistent with the rules that govern each Partner's respective program. Each Partner expressly agrees to notify LWDB of any changes to the rules governing its respective program that impact the Partner's performance under this MOU. LWDB shall communicate the changes to the AJCC One-Stop Operators and any other affected Partners.

3. Each Partner shall ensure compliance by its staff members who work in the AJCC of AJCC policies and procedures. If a conflict exists between the AJCC's personnel policies and a Partner's personnel policies, the Partner's policies shall prevail.
4. Use of common practices and procedures; forms and documents; software systems or applications; and other forms of media as agreed to by all parties in the performance of AJCC services and activities and functions that support the AJCC service delivery system.
5. Adherence to all local, state, and federal laws and regulations, including public health orders.

Article III: Partner Cost Sharing Responsibilities and Consensus

The Partners have agreed to a Local Funding Mechanism negotiated by the WDB with all AJCC Partners in accordance with WIOA Joint Final Rule Section 678.715 and as defined in **Article XXIV, Resource Sharing**. The WDB convened several participatory meetings with the Phase I AJCC partners to collaboratively develop the Space Allocation Methodology for Co-located Partners used in the Phase II MOU to reach a consensus on how the Riverside County America's Job Center of California System will be sustained through joint infrastructure cost funding and Resource Sharing. The Space Allocation Methodology shall be calculated using the formula in **Article IV** below and as listed in **Attachment D**. All Partners have agreed to this methodology through the prior Phase II of this MOU.

Article IV: AJCC's Infrastructure Budgets & Methodology

In accordance with the WIOA (Public Law 113-128) Section 121 and the Title 2 Code of Federal Regulations (CFR) Part 200, Cost Allocations methodology to share infrastructure cost were determined based upon each Co-located Partner's square footage which includes dedicated space to Partners and a portion of common space. The calculation used for the Space Allocation Methodology is "Dedicated space + (Total Common Space – Resource Area Space) / Total Space" for each AJCC. Budgets for each Comprehensive and Affiliate AJCC, along with each Co-located Partner's Cost Allocation are listed in **Attachment D**.

Article V: Co-located and Non-Collocated Partners

For the purposes of the MOU, Co-located Partners shall be defined as those partners who are co-located within the AJCC and sublease from the principle lessor, which is the County of Riverside Department of Housing and Workforce Solutions (HWS), Workforce Development Division (WDD). Partners who are located in the same building but are not within the AJCC shall be considered Non-Collocated Partners as they do not share common space.

All Non-Collocated AJCC Partners agree that once a statewide data tracking system has been developed that can provide accurate and reliable data for allocating the benefits received by Non-Collocated Partners – such as the number of referrals to and from the AJCC, usage of AJCC based services and usage of the comprehensive AJCC – and sufficient data has been collected and is available, the Non-Collocated AJCC Partners agree that the infrastructure cost agreement

shall be renegotiated to include their Fair Share of contributions towards paying for AJCC infrastructure cost.

For Native American Programs: WIOA Section 121(h)(2)(D)(iv) stipulates that Native American programs are not required to contribute and will not be contributing to infrastructure funding.

Article VI: Amendments

- A. This MOU may be amended upon mutual agreement of the Partners that is not inconsistent with federal, state, or local laws, regulations, rules, plans, or policies, including but not limited to, the following reasons:
1. The addition or removal of a Partner from this MOU.
 2. Removal or addition of program responsibilities for any Partner that administers more than one federal program within the AJCC's.
 3. An extension of the effective ending date pursuant to **Section B** below.
 4. A change in the AJCC One-Stop Operator or Fiscal Agent or a change in the physical location of an AJCC.
 5. A change in the services, service delivery methods currently utilized, referral methods, methods to determine Fair Share, or Cost Allocation methods.
- B. All Partners agree that amendments for the reasons listed in **Section A1** and **A2** need only be signed by authorized representatives of the LWDB and the affected Partner(s). Amendments for the reasons listed in all other Paragraphs of this **Article VI** or for any changes that will affect the responsibilities of all Partners, require the signatures of all Partners.
- C. The MOU shall be reviewed not less than once every three (3) years to ensure appropriate funding and delivery of services; should the Partners request an extension to the MOU under **Section A3** above, a review of services shall be conducted prior to granting the extension.
- D. All amendments will involve the following process:
1. The Partner seeking an amendment will submit a written request to the LWDB that includes:
 - a. The requesting Partner's name.
 - b. The reason(s) for the amendment request.
 - c. Each Article and Section of this MOU that will require revision.

- d. The desired date for the amendment to be effective.
 - e. The signature of the requesting Party's authorized representative.
2. If the request is approved, the WDB shall notify the remaining Partners of the intent to amend and will provide each remaining Party thirty (30) days from the date of the notice (unless another timeframe is specified in the notice) to review the anticipated changes and to submit a response to WDB. Failure by a Partner to respond within the prescribed timeframe will be deemed that Partner's approval of the proposed changes.
 3. In the event that a remaining Partner or Partners have questions and/or concerns or if a consensus cannot be reached regarding the proposed amendment, the Partner or Partners must list its questions and/or concerns in writing and submit the list to WDB within the specified timeframe.
 4. WDB shall review the listed questions/concerns and shall issue a response within fifteen (15) days of receipt of the list. If WDB deems it necessary, the listed questions/concerns shall be sent to all other Partners and/or a meeting with all Partners will be scheduled to discuss the proposed changes and to achieve consensus on a final amendment draft.
 5. The final, approved amendment draft will be signed by authorized representatives of the affected Partners, then submitted to WDB for the final signature.
 6. WDB will distribute copies of the fully executed amendment to all Partners and to HWS/Workforce Development Division as the MOU Administrative Entity upon execution.
- E. This writing constitutes the entire agreement among the Partners with respect to each party's role and responsibility in the Area's AJCC One-Stop Delivery System. All Partners agree that any amendments to any applicable laws or regulations cited herein will result in the correlative modification of this MOU without necessitating a formal, written amendment.
 - F. All Partners shall communicate details of the amendment to their respective staff members whose responsibilities may be impacted by changes and shall further ensure that their respective staff members are referencing or utilizing the most current version of the MOU and attachments in the performance of responsibilities under this MOU.
 - G. Amendments that shall require the signatures of all Partners shall be executed no later than ninety (90) days prior to the end of the MOU period and amendments that require only the signatures of the WDB and the affected Partners shall be executed no later than forty five (45) days from the end of the current State Fiscal Year.

Article VII: Impasses

All AJCC Partners shall participate in regular meetings organized by the AJCC One-Stop Operator with a consensus decision making process. When consensus cannot be reached, the AJCC One-

Stop Operator and Partners shall use a majority rule voting process with the other AJCC Partners to resolve issues of non-agreement for the duration of this MOU.

The AJCC One-Stop Operator shall coordinate and facilitate Partner meetings on a quarterly basis, at minimum. Meetings shall be rotated at Partner sites throughout Riverside County and may occur face-to-face, via video conferencing and/or conference call. The AJCC Partners agree to participate in these meetings and meeting agendas shall include discussion of action items prior to voting.

Article VIII: Method of Referral

Pursuant to WIOA Section 121(c)(2)(A)(III), the Partners agree that the referral of individuals between the AJCC One-Stop Operator(s) and the Partners for the services and activities described in **Attachment M** shall be performed using the following methods: Referral form, email and fax.

- A referral form created for WIOA Partners to refer individuals between the AJCC and partnering agencies shall be given to the individual to take with them to the agency providing the requested services.
- An electronic copy of the referral form shall be emailed or faxed to the contact person at the Partner agency along with a phone call to inform the Partner of the referral.
- For tracking and reporting purposes, the referral shall be forwarded to the AJCC One-Stop Operator for tracking activities in the Partner referral system, information on referrals may be accessed by Partners. Referral Form: **Attachment I**

Article IX: Access for Individuals with Barriers to Employment

- Each Partner identifies its own "priority of service" based upon specific funding sources and requirements under each statute. As such, some Partner services may not be identified as entitlement programs and suitability for services is not automatic.
- "Individuals with barriers to employment" include recipients of public assistance, low-income individuals, and individuals who are basic skill deficient.
- Partners shall commit to offer priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds.
- Partners shall ensure customers are provided with a "system map" that identifies the location of every Comprehensive, Affiliate AJCC and Access Point within the Local Area.

Priority of Service Requirement

As stated in the WIOA Section 134(c)(3)(E), with respect to individualized career services and training services funded with WIOA adult funds, priority of service shall be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.

Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population.

Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA Section 134(c)(3)(E). As described in TEGL 10-09, when programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.
2. Individuals who are the recipient of public assistance, other low-income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA's priority groups.
4. Other individuals not included in WIOA's priority groups.

Article X: Shared Technology and System Security

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including customer tracking, common case management, reporting, and data collection. To support the use of these tools, each Partner agrees to the following:

- Comply with the applicable provisions of WIOA, California Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under each Partner's governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or Partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate.
- All Partners shall agree to all system security protocols that are currently in place or that may be modified in the future.

Article XI: Confidentiality

- A. All Partners expressly agree to abide by all applicable federal, state, and local laws regarding confidential information and to adhere to the same standards of confidentiality as State employees-including, but not limited to:
1. 29 U.S.C. Section 2935(a)(4) - as amended by WIOA - Reports, Recordkeeping, Investigation.
 2. 29 U.S.C. Section 2871(f)(3) - as amended by WIOA - regarding complying with confidentiality.

3. 20 CFR Part 603 - Safeguards and security requirements regarding disclosed information under Unemployment Insurance.
 4. 42 U.S.C. Section 503 - regarding state laws governing UI operations.
 5. 20 U.S.C. Section 123g - regarding family educational and privacy rights.
 6. 20 CFR Section 617.57(b) - regarding disclosure of information under the Trade Act.
 7. 29 U.S.C. Section 491-2(a)(2)-as amended under WIOA - regarding information to be confidential under the Wagner Peyser Act.
 8. The Privacy Act (5 U.S.C. Section 552a).
 9. The Family Educational and Privacy Rights Act (20 U.S.C. Section 12329).
 10. 34 CFR Section 361.38 - Protection, use and release of personal information of Vocational Rehabilitation Services participants.
 11. HIPAA: 45 CFR Sections 164.500 - 164.534.
 12. 2 CFR Section 200.303 regarding reasonable measures to safeguard protected personally identifiable information.
 - Information Practices Act (IPA), California Civil Code Sections 1798-55, 1798.78
 - California Civil Code Section 1798.82
 - California Unemployment Insurance Code Sections 1094, 2111 and 2714
 - California Penal Code Section 502
 13. California Welfare and Institutions Code Section 10850
- B. The Partners agrees to comply with the provisions of WIOA as well as the applicable sections of the California Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:
- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
 - No person shall publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
 - The Partners agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC One-Stop Operators and other AJCC Partners must adhere and shall share information necessary for the administration of the program as allowed under law and regulation. The Partners, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as

needed for employment or program support purposes.

- Each Partner shall ensure that the collection and use of any information, systems, or records that contain personally identifiable information shall be limited to purposes that support the programs and activities described in this MOU as part of the AJCC One-Stop Delivery System.
- C. Each Partner shall ensure that access to software systems and files under its control that contain personally identifiable information shall be limited to authorized staff members who are assigned responsibilities in support of the services and activities provided as part of the AJCC One-Stop Delivery System and who must access the information to perform those responsibilities. Each Partner expressly agrees to take measures to ensure that no personally identifiable information is accessible by unauthorized individuals.
- D. Each Partner shall ensure that their staff members are authorized to access personally identifiable information and will identify the types of data and data sources that the authorized staff members will access.

Article XII: Administrative and Operations Management

License for Use

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

Supervision/Day to Day Operations

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

Partners shall be cross trained regarding general information for services provided by each Partner located either in Comprehensive or Affiliate AJCCs.

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

Disciplinary actions may result in removal of Partner staff from the AJCCs and each Partner shall take appropriate action.

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

Article XIII: AJCC Partner Cross Training and Outreach

All Partners participating in this MOU agree to provide subject matter expertise through informational videos, DVDs, power points and fact sheets to conduct Partner cross training on services and programs within the AJCCs. All cross-training materials shall be accessible to all Partners online through the Sharepoint data management system. All Partners agree to have staff members become familiar with the services and programs of each respective AJCC partnering agency.

AJCC WIOA Orientations are accessible online for Partner and customer viewing and may be conducted live at partnering Title II Adult Education locations based upon need and staff availability. An AJCC WIOA Orientation schedule for Adult Education is listed in Attachment L.

Article XIV: Non-Discrimination and Equal Opportunity

All Partners shall comply with the nondiscrimination and equal opportunity provisions found in Section 188 of WIOA and 29 CFR Part 38 prohibiting discrimination on the basis of race; color; religion; sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity); national origin (including Limited English Proficiency); age; disability; political affiliation or belief; or, for beneficiaries, applicants, and participants only, on the basis of citizenship status or participation in a WIOA Title I-financially assisted program or activity.

All Partners shall comply fully with the nondiscrimination and equal opportunity provisions of the WIOA (29 CFR Part 38 Preamble) and acknowledge the government's right to seek judicial enforcement of the nondiscrimination assurance.

All Partners agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

All Partners shall ensure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

Article XV: Americans with Disabilities Act and Amendments Compliance

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

Article XVI: Grievances and Complaints Procedure

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

Article XVII: Dispute Resolution

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

Article XVIII: Press Releases and Communications

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

The Partners shall utilize the America's Job Centers of California ("AJCC") logo developed by the State of California and the AJCC logo developed by the WDB, identified for AJCC usage only. This shall include letterhead, envelopes, business cards, any written correspondence and fax transmittals. However, the Partners agree to continue to discuss the use of the AJCC logo as additional guidance is received from the State of California.

Article XIX: Mutual Hold Harmless/Indemnification/Limitation of Liability

The Partners shall indemnify and hold harmless the County of Riverside, its Agencies, Districts, Special Districts and Departments, their respective directors, officers, Board of Supervisors, WDB, elected and appointed officials, employees, agents and representatives, and the Departments of the State of California (individually and collectively hereinafter referred to as Indemnitees), from any liability, action, claim or damage whatsoever, based or asserted upon any services provided by the Partners, their officers, employees, subcontractors, agents or representatives, arising out of or in any way relating to this MOU, including but not limited to property damage, bodily injury or death or any other element of any kind or nature. The Partners shall defend the Indemnitees at its sole expense including all costs and fees (including, but not limited to, attorneys' fees, cost of investigation, defense and settlement or awards) in any claims or actions based upon such acts, omission or services.

With respect to any action or claim subject to indemnification herein by the Partners, each Partner shall, at their sole cost, have the right to use counsel of their own choice and shall have the right to adjust, settle, or compromise any such action or claim without the prior consent of the Indemnitees; provided, however, that any such adjustment, settlement or compromise in no manner whatsoever limits or circumscribes Partners indemnification to Indemnitees as set forth herein.

The Partners' obligations hereunder shall be satisfied when a Partner has provided to Indemnitees the appropriate form of dismissal relieving Indemnitees from any liability for the action or claim involved.

It is understood and agreed that the indemnification provisions herein shall survive the termination of this MOU.

Article XX: General Provisions

The laws and regulations listed in this **Article XX** are generally applicable to most publicly funded programs administered by Workforce Development. The laws and regulations listed herein do not encompass all of the laws and regulations that govern the Partners in their respective roles under this MOU. All Partners expressly agree to comply with the federal laws and regulations listed below unless the laws and regulations that govern their particular program state otherwise:

- A. Jobs for Veterans Act. As stated in **Articles II(B)** and **IX**, each Partner agrees to provide priority of service to veterans and covered spouses for any qualified job training program pursuant to 38 U.S.C. Section 2913.
- B. Americans with Disabilities: Each Partner, its officers, employees, members, and subcontractors hereby affirm current and ongoing compliance with all statutes and regulations pertaining to The Americans with Disabilities Act of 1990 and section 504 of the Rehabilitation Act of 1973.
- C. Pro-Children Act: If any AJCC activities call for services to minors, each party agrees to comply with the Pro-Children Act of 1994 (45 CFR 98.13) that requires smoking to be banned in any portion of any indoor facility owned, leased, or contracted by an entity that will routinely or regularly use the facility for the provision of health care services, day care, library services, or education to children under the age of eighteen (18).
- D. Drug-Free Workplace: Each Partner, its officers, employees, members, subrecipient(s) and/or any independent contractors (including all field staff) associated with this MOU agree to comply with 29 CFR 94 and all other applicable state and federal laws regarding a drug-free workplace and to make a good faith effort to maintain a drug-free workplace. Each Partner shall make a good faith effort to ensure that none of its officers, employees, members, and subrecipient(s) will purchase, transfer, use, or possess illegal drugs or alcohol or abuse prescription drugs in any way while working or while on public property.
- E. Ethics Laws: Each Partner certifies that by executing this MOU, it has reviewed, knows and understands the California's ethics and conflict of interest laws, which includes the Governor's Executive Order 2008-454 and its amendment pertaining to ethics. Each Partner further agrees that it shall not engage in any action(s) inconsistent with California ethics laws or the aforementioned Executive Order.

Article XXI: Partial Invalidity

All questions as to the execution, validity, interpretation, and performance of this MOU shall be governed by the laws of the State of California. Furthermore, the Partners hereto agree that any legal action which is brought on the basis of this MOU and in which a state agency is a party shall be filed in the US District Court of Riverside County.

Should any portion of this MOU be found unenforceable by operation of statute or by administrative or judicial decision, it is the intention of the Partners that the remaining portions of this MOU shall not be affected as long as performance remains feasible with the absence of the illegal or unenforceable provision(s).

Article XXII: Termination / Separation

- A. **MOU Termination:** This MOU shall remain in effect until the end date specified in the **Agreement Period Section** unless:
1. All Partners mutually agree to terminate this MOU.
 2. Funding cuts by one or more federal programs are so substantial that AJCC operations cannot continue as specified herein and a new MOU must be negotiated.
 3. WIOA regulations or statute are repealed or substantially altered.
 4. Local Area designations are changed.
- B. **Partner Separation:** WIOA Section 121(c) mandates the execution of this MOU between the LWDB and partners. However, any single Partner may terminate its participation as a party to this MOU upon thirty (30) days written notice to the WDB. In such an event, the WDB shall provide written notice to all remaining Partners and will amend this MOU per **Article IV**. The termination of one or more Partner's participation as a party will not result in a termination of this MOU unless the number or contribution of the terminating Partner(s) is so substantial that it necessitates the negotiation of a new MOU.
- C. **Effect of Termination:** Per WIOA Section 121, any Partner that terminates its role as a party to this MOU shall no longer eligible to participate as a partner in the AJCC system and shall not be permitted to serve on the WDB as an AJCC partner representative pursuant to the Bylaws of the WDB.
- D. **Partner Disqualification:** An entity identified as a Required Partner at the time of execution of this MOU that subsequently loses federal funding or the authority to administer the federal program in the Local Area and therefore no longer qualifies as a Required Partner under WIOA Section 121(b)(1) shall send written notice of the change in status to the WDB as soon as possible. In such an event, a formal amendment to this MOU per **Article IV** shall be required. The entity may continue as an Additional Partner if mutually agreed by the WDB and the remaining Partners in writing.

Article XXIII: Counterpart

This MOU may be executed in one, or more than one counterpart and each executed counterpart shall be considered an original, provided that the counterpart is delivered by facsimile, mail courier or electronic mail, all of which together will constitute one and the same agreement.

Article XXIV: Definitions

- A. **Administrative Entity:** Entity(ies) designated by the CEO to coordinate and administer WIOA activities and services within a local area on the LWDB's behalf and in accordance with all applicable federal, state, and local laws, regulations, rules, policies, plans, and the terms of this MOU. The Administrative Entity is the Riverside County Housing and Workforce Solutions-Workforce Development Division.
- B. **Chief Elected Official ("CEO"):** Identified in WIOA Section 3 Definitions (9) as the chief elected officer of a unit of general local government in a local area or the individual(s)

designated under a local agreement pursuant to WIOA Section 107(c)(1)(B). For Riverside County, the CEO is the Board of Supervisors.

- C. **Career Services:** The services which shall be available, at a minimum, to individuals who are adults or dislocated workers through the AJCC delivery system in each local area. The career services that must be provided as part of the AJCC delivery system are listed in WIOA Section 134(c)(2).
- D. **Co-located Partner:** AJCC partners who have a physical presence within one of the County's AJCC and who sublease from the principle lessor, Riverside County Housing and Workforce Solutions-Workforce Development Division
- E. **Cost Allocation:** Per 66 Fed. Reg. 29639, cost allocation is the measurement of actual costs in relation to the benefit received in order to determine each partner's fair share of AJCC operating costs. *(interim regulation until final rule is published)*
- F. **Fair Share:** The portion of AJCC operating costs allocated to each partner in proportion to the benefits the partner receives from participation in the AJCC system. *(interim regulation until final rule is published)*
- G. **Fiscal Agent:** An entity appointed by a local area's CEO in accordance with WIOA Section 107 (d)(12)(B)(i)(II) & (III)) to be responsible for the administration and disbursement of WIOA and other funds allocated for workforce development activities in the local area. WIOA Section 107(d)(12)(B)(i)(II) provides that designation of a fiscal agent does not relieve the CEO from his/her liability for any misuse of grant funds.
- H. **Local Workforce Development Board ("LWDB"):** Established by the California Governor under Executive Order 2009 438 dated May 12, 2009 to assist the Governor in creating an integrated statewide strategic plan for workforce development which will link workforce policies, education and training programs, and funding streams with the economic needs of California and its regions and in complying with the provisions and requirements of WIOA Section 101.
- I. **In-Kind Contributions:** 66 Fed. Reg. 29639-29640 defines these types of contributions as donations from third parties that are not to be confused with contributions to the AJCC by partner programs of such things as space, equipment, staff, or other goods and services for which the partner program incurs a cost. In-kind contributions may include funding from philanthropic organizations or other private entities or through other alternative financing options, to provide a stable and equitable funding stream for on-going AJCC delivery system operations. WIOA 121 (c)(2)(A)(i). *(interim regulation until final rule is published)*
- J. **Local Area:** A local workforce development area designated by the Governor, under section 106, subject to sections 106(c)(3)(A), 107(c)(4)(B)(i), and 189(i) Local Workforce Development Board (LWDB): The board created by the CEO pursuant to WIOA Section 107 with responsibility for the development of the local plan and for oversight of the workforce development activities in the local area.

- K. **Non-Collocated Partners:** AJCC partners who may be located in the same building but do not have a physical presence within the AJCC.
- L. **Additional Partner:** Per WIOA 121 (b)(2), an entity that carries out a program not identified as required under WIOA, that is approved by the LWDB and the CEO, may be included as a AJCC partner in a Local Area.
- M. **America's Job Center of California One-Stop Delivery System:** The AJCC delivery system is essentially a collaborative effort among public service agencies, non-profit organizations and private entities that administer workforce development, educational, and other human resource programs to make the variety of services available under those programs more accessible to eligible job seekers and employers.
- N. **America's Job Center of California One-Stop Operator:** An entity or consortium of entities designated in accordance with WIOA Section 121(d) to operate an AJCC site and to perform AJCC service delivery activities in accordance with all applicable federal, state, and local laws, regulations, rules, policies, plans, and the terms of this MOU.
- O. **Required Partner:** An entity that carries out one or more of the programs or activities identified under WIOA Section 121 (b)(1) and is required under that Section to participate in the AJCC delivery system and to make the career services under its program or activity available through the AJCC system.
- P. **Resource Sharing:** Per 66 Fed. Reg. 29639, Resource Sharing is the cash and/or resources each partner will contribute to fund its fair share of costs for operation of the AJCC system. This can include "in-kind" contributions from third parties to partner programs. The LWDB, CEO and AJCC partners may fund the costs of infrastructure of AJCCs through methods agreed on by the LWDB, CEO and AJCC partners through Resource Sharing. (*interim regulation until final rule is published*)
- Q. **Training Services:** Services to adults and dislocated workers as described in WIOA Section 13a(c)(3). Per WIOA 134(c)(3)(D) these may include occupational skills training, including training for nontraditional employment, on-the-job training, incumbent worker training, programs that combine workplace training with related instructions, which may include cooperative education programs, private-sector training programs, skill upgrading and retraining, apprenticeships, entrepreneurial training, transitional jobs, job-readiness training, adult education and literacy activities in combination with a training program, or customized training.
- R. **WIOA:** The Workforce Innovation and Opportunity Act amends the Workforce Investment Act of 1998 to strengthen the United States workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs in the United States, and to promote individual and national economic growth, and for other purposes.
- S. **WIOA Local Plan:** Per WIOA Section 108, the local plan is a comprehensive 4-year plan developed by each LWDB, in partnership with the chief elected official and submitted to the Governor. The plan shall support the strategy described in the State plan. At the end of the first 2-year period of the 4-year local plan, each local board shall review the local

plan, and the local board, in partnership with the chief elected official, shall prepare and submit modifications to the local plan to reflect changes in labor market and economic conditions or in other factors affecting the implementation of the local plan. Plans identify the respective local area's current and projected workforce investment needs, the AJCC delivery system, performance standards, and strategies to address the workforce investment needs in consideration of performance standards per WOA Section 116.

- T. Local Funding Mechanism: An Infrastructure Agreement (IFA) negotiated by the Local Boards with All AJCC Partners for each AJCC (WIOA Joint Final Rule Section 678.715).
- U. State Funding Mechanism (SFM): An IFA established by the Governor and the Superintendent of Public Instruction (SPI) that is triggered if a Local Board is unable to secure an agreed upon and signed IFA from all AJCC required partners by the annual deadline (WIOA Joint Final Rule Section 678.730).

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Chief Elected Official]

**Jeff Hewitt, Riverside County Board of
Supervisors Chair**

Authorized Signatory and Title


Signature

(951) 955-1050

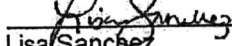
Telephone number / Facsimile number

10/4/22
Date

district5@rivco.org

E-mail address

APPROVED AS TO FORM:
County Counsel

By: 
Lisa Sanchez
Deputy County Counsel

ATTEST:

KECIA B. HARPER, Clerk

By: 
DEPUTY

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[LWDB Chairperson]

**Patrick Ellis, Workforce Development Board
Chair**

Authorized Signatory and Title



Signature

(951) 955-3100 / (951) 955-3131

Telephone number / Facsimile number

10-13-22
Date

Patrick@mwccoc.org

E-mail address

Remainder of Page Intentionally Left Blank

MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Workforce Development Director]

**Carrie Harmon, Executive Director of
Workforce Development**

Authorized Signatory and Title

Signature

(951) 955-3100

Telephone number / Facsimile number

Date

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E-mail address

Remainder of Page Intentionally Left Blank

MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Employment Development Department]

Carolyn Reyna, Deputy Division Chief, Employment Development Dept. Workforce Services

Authorized Signatory and Title

1325 Spruce Street, Suite 110, Riverside, CA 92507

Carolyn Reyna

Signature

12/28/22

Date

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Remainder of Page Intentionally Left Blank

MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Employment Development Department – UI Division]

**Natasha Gillyard, Administrator, Employment Development Dept. Unemployment
Insurance Center-Riverside, ARU 040 UI Branch**

Authorized Signatory and Title

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Address

Signature

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Date

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E-mail address

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Goodwill Industries of Southern California]

Patrick McClenahan, President & CEO, Goodwill Southern California

Authorized Signatory and Title

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Address

Signature

07/22/2022

Date

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E-mail address

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

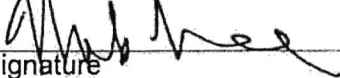
[City of Moreno Valley]

Mike Lee, City Manager / Economic Development Director

Authorized Signatory and Title

14177 Frederick St, Moreno Valley, CA 92552

Address



Signature

6/30/22

Date

951-413-3025

Telephone number / Facsimile number

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Remainder of Page Intentionally Left Blank

MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Val Verde Adult School]

Mark LeNoir, Assistant Superintendent

Authorized Signatory and Title

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/Signature

6/9/22

Date

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Remainder of Page Intentionally Left Blank

MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Department of Rehabilitation]

Robert Loeun, DOR Inland Empire Regional Director

Authorized Signatory and Title

2010 Iowa Ave., Building E, Suite 100, Riverside, CA 92507

Address

Robert Loeun, Regional Director

Signature

10-27-2022

Date

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Remainder of Page Intentionally Left Blank

MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations
Signature Page

[Department of Public Social Services]

Sayori Baldwin, Assistant County Executive Officer, Director of Public Social Services
Authorized Signatory and Title

4060 County Circle Drive, Riverside, CA 92503

Address

Sayori Baldwin

Signature

Nov 9, 2022

Date

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sbaldwin@rivco.org

E-mail address

Approval as to Form

Minh Tran

County Counsel

By: *Katherine Wilkins*

Katherine Wilkins

Deputy County Counsel

Date: Oct 13, 2022

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[SER-Jobs for Progress]

Esteban Gonzales, SCSEP Director

Authorized Signatory and Title

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Address

Signature

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Remainder of Page Intentionally Left Blank

MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Riverside Community College District]

Dr. Wolde-Ab Isaac, Chancellor
Authorized Signatory

3801 Market St. Riverside, CA 92501
Address

Signature

Date

(951) 222-8800
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Remainder of Page Intentionally Left Blank

MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Job Corps] -

Authorized Signatory and Title

Address

Signature

Date

Telephone number / Facsimile number

E-mail address

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

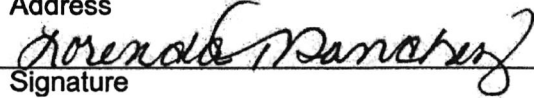
[California Indian Manpower Consortium, Inc.]

Lorenda T. Sanchez, Executive Director

Authorized Signatory and Title

738 North Market Boulevard, Sacramento, CA 95834

Address



Signature

June 7, 2022

Date

(916) 920-0285

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lorendas@cimcinc.com

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Remainder of Page Intentionally Left Blank

MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Soboba Band of Luiseño Indians]

Isaiah Vivanco, Tribal Chairman of the Soboba Band of Luiseño Indians

Authorized Signatory and Title

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Address

Signature

Date

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Alvord Unified School District]

Chief Business Officer
Alisha Fogerty, Assistant Superintendent of Fiscal Services
Authorized Signatory and Title

9 KPC Parkway, Corona, CA 92879
Address

Alisha Fogerty
Signature

11/16/22
Date

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Alisha.fogerty@alvordschools.org
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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

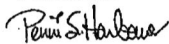
[Beaumont Unified School District]

Penni S. Harbauer, Assistant Superintendent of Business Services

Authorized Signatory and Title

350 W. Brookside Avenue, Beaumont, CA 92223

Address



Signature

Jun 30, 2022

Date

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

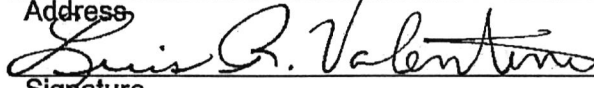
[Coachella Valley Unified School District]

Dr. Luis Valentino, Superintendent of Schools

Authorized Signatory and Title

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Address



Signature

Date

8/12/22

(760) 848-1166

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Corona-Norco Unified School District]

Monica Raygoza – Purchasing, Warehouse, and Reprographics

Authorized Signatory and Title

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Address

Monica Raygoza

Signature

Nov 8, 2022

Date

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Jurupa Unified School District]

Dr. Trent Hansen, Superintendent

Authorized Signatory and Title

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Address

Signature

Date

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page


[Lake Elsinore Unified School District]

Julie Edmunds, Chief Business Official, Fiscal Support Services

Authorized Signatory and Title

21330 Lemon Street, Wildomar, CA 92595

Address



Signature

7-11-22

Date

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Moreno Valley Unified School District]

Esperanza Arce, Chief Academic Officer

Authorized Signatory and Title

Susana Lopez, Chief Business Official

Authorized Signatory and Title

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Address

Signature

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(951) 571-7500 ext. 17241

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Date

earce@mvusd.net

susana.lopez@mvusd.net

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A-22/23-4312
Riverside County Workforce Development Board
Board Approved: 7/19/22
Term: 7/1/22 through 6/30/25

MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Mt. San Jacinto Community College District]

Jeannine Stokes, Vice President of Human Resources

Authorized Signatory and Title

1499 North State Street, San Jacinto CA 92583

Address

DocuSigned by:

Jeannine Stokes

Signature

July 6, 2022

Date

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Murrieta Valley Unified School District]

Steve Rausa, Assistant Principal

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Address

Signature

Date

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

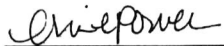
[Riverside Unified School District]

Erin Power, Assistant Superintendent - Business Services

Authorized Signatory and Title

3380 14th Street, Riverside CA 92501

Address



Signature

4/22/22

Date

(951) 788-7135 X80423

Telephone number / Facsimile number

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Remainder of Page Intentionally Left Blank

MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Riverside County Office of Education]

Dr. Charles Newman, Associate Superintendent of Student Programs and Services

Authorized Signatory and Title

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Address

Signature

Date

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(951) 826-6199

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Housing Authority]

Carrie Harmon, Director

Authorized Signatory and Title

5555 Arlington Ave, Riverside, CA 92504

Address

Signature

Date

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Remainder of Page Intentionally Left Blank

MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

[Community Action Partnership]

Karla Lopez del Rio, Executive Director

Authorized Signatory and Title

2038 Iowa Ave., Suite B-102, Riverside, CA 92507

Address

Signature

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Date

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

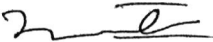
[El Sol Neighborhood Educational Center]

Alexander Fajardo, Executive Director

Authorized Signatory and Title

2501 Rubidoux Blvd Riverside CA 92509

Address



Signature

11/1/2022

Date

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page


Alta Vista Public Charter, Inc. dba Vista Norte Public Charter School

Janet Wilson – Area Superintendent

Authorized Signatory and Title

248 East Line Rd. Rialto, CA 92376

Address



Signature

Date **11/9/22**

((909) 509-5496

Telephone number / Facsimile number

jwilson@learn4life.org
E-mail address

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

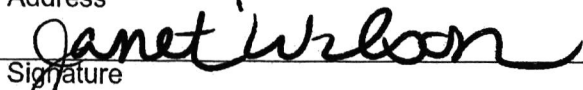
Western Educational Corporation dba Alta Vista High School

Janet Wilson – Area Superintendent

Authorized Signatory and Title

11988 Hesperia Rd., Ste. B., Hesperia, CA 92345

Address



Signature

11/9/22

Date

(760) 947-0006

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

Western Educational Corporation dba San Diego Workforce Innovation High School

Lindsay Reese – Area Superintendent

Authorized Signatory and Title

2 Euclid Ave. Suite A, National City, CA 91950

Address


Signature

11/9/22

Date

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MEMORANDUM OF UNDERSTANDING
FOR
Local Workforce Development Area: Riverside County California
Riverside County America's Job Center of California Operations

Signature Page

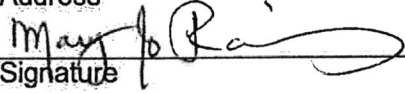
[California Family Life Center] – Youth Build

Mary Jo Ramirez, Executive Director

Authorized Signatory and Title

930 North State Street, Hemet, CA 92543

Address



Signature

06/01/2022

Date

(951) 765-9671

Telephone number / Facsimile number

miramirez@cflickids.org

E-mail address

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**Riverside County America's Job Center of California Memorandum of Understanding
Attachments**

Attachment A: Parties to the Agreement

Attachment B: Riverside County America's Job Center of California (listing)

Attachment C: Administrative Structure

Attachment D1: Space Allocation

Attachment D2: Infrastructure Budgets

Attachment D3: Partner In-Kind Budgets

Attachment E1: AJCC Partners List

Attachment E2: AJCC Additional Partners List

Attachment E3: AJCC Additional Partners List

Attachment F: America's Job Center of California Services

Attachment G: Required Partner Services

Attachment H: Additional Partner Services

Attachment I: Partner Referral for Services

Attachment J: America's Job Center of California Service Delivery Codes

Attachment K: Partner Acronyms

Attachment L: Adult Education WIOA Orientation Schedule

Attachment M: Career Services and Consolidated Career Services Budget

Parties to the Agreement**ATTACHMENT A**

LWDB: County of Riverside Housing and Workforce Solutions /Workforce Development

CEO Name(s): Jeff Hewitt

Required Partners

Partner Name	Program	Program Authority
Alvord Unified School District Beaumont Unified School District Coachella Valley Unified School District Corona-Norco Unified School District Jurupa Unified School District Lake Elsinore Unified School District Moreno Valley Unified School District Mt. San Jacinto Community College District Murrieta Valley Unified School District Riverside County Office of Education Riverside Unified School District College of the Desert Val Verde Adult School	Adult Basic Education (ABE) English as a Second Language (ESL) Adult Secondary Education (ASE) English Literacy and Civic Education: Civic Participation and Citizenship Preparation	Adult Education and Literacy WIOA 121(b)(1)(B)(iii) - Title II
Housing Authority of the County of Riverside	Housing Programs	Department of Housing and Urban Development (HUD)- Employment and Training Programs WIOA 121 (b)(1)(B)(xi)
Riverside Community College Mt. San Jacinto Community College College of the Desert	Vocational Education	Career & Technical Education Programs - Postsecondary Vocational Education- Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301)
Center for Employment Training - CET	Vocational Education	Migrant Seasonal Farmworkers Title I, Title II Vocational Education
Department. of Rehabilitation	Vocational Rehabilitation Programs	Rehabilitation Act, Title I, Parts A & B – Rehabilitation Services Commission (29 U.S.C. 720)
Department of Public Social Services	Temporary Assistance to Needy Families (TANF) Welfare-to-Work	Social Security Act-Part A, Title IV (TANF) (42 U.S.C.601 et seq.), subject to subparagraph (C)
SER – Jobs for Progress, Inc. (SER)	Senior Community Service Employment	Older Americans Act Title V – Senior Community Service Employment Program (SCSEP) (42 U.S.C. 3056)
EDD – TAA/TRA	NAFTA	Trade Act Title II, Chapter 2–Trade Adjustment Assistance (TAA) (19 U.S.C. 2271)
EDD – UI Branch	Unemployment Insurance	Unemployment Insurance (UI)-(5USC 85) (ORC Chapter 4141)
EDD – Workforce Services	Wagner-Peyser	WIOA Title III –Wagner-Peyser Act Programs (29 U.S.C. 49)
HWS / Workforce Development	Workforce Development Programs	WIOA Title I-Adult, Dislocated Worker, and Youth Programs
EDD – Veterans, Community Action Partnership - CAP	Vet Programs	-Veteran's Workforce Programs – Chapter 41 of title 38, United States Code; WIOA 121(b)(1)(B)(viii)
Job Corps	Older Youth & Young Adult (Ages 16-24), Education & Career Technical Training Programs	WIOA Title I – Job Corps (29 U.S.C.2881-2900, 29 us 2901)
EDD – Farm Workers	Agricultural Community Employment Services	WIOA Title I –Migrant and Seasonal Farm Worker Programs (29 U.S.C.2912, 29 us 2919)
California Family Life Centers	Youth Programs	WIOA Title I – YouthBuild- WIOA Section 171
CA Indian Manpower Consortium, Inc.	Native American Programs	WIOA Title I – Native American Programs (29 U.S.C. 2911, 29 U.S.C. 2919)

Additional Partners

Partner Name	Program	Program Authority
Alta Vista Innovation High School	College & Career Readiness, Career Technical Training for ages 14 – 24, High School Diploma programs	California Department of Education, Education and Literacy programs Title II
San Diego Workforce Innovation High School	College & Career Readiness, Career Technical Training for ages 14 – 24, High School Diploma programs	California Department of Education, Education and Literacy programs Title II
Vista Norte	College & Career Readiness, Career Technical Training for ages 14 – 24, High School Diploma programs	California Department of Education, Education and Literacy programs Title II
El Sol Neighborhood Educational Center	Adult Ed, English as a second Language, High School Equivalency and El Civics courses	Adult Education and Literacy WIOA Title II
Soboba Band of Luiseno Indians	Tribal TANF	Title IV Part A Block Grants
Goodwill Industries of Southern California	Employment skills & self-sufficiency through work	Senior Community Service Employment Program Grants

Riverside County America's Job Center of California ATTACHMENT B

Area's AJCC System consists of (#): 5 AJCCs, 6 Youth Centers

Access	Location Code	AJCC Career Center Name	Address
Comprehensive	089	Riverside AJCC	1325 Spruce Street, Suite 110, Riverside, CA 92507
Comprehensive	090	Indio AJCC	44199 Monroe St. Suite B, Indio CA 92201
Comprehensive	092	Hemet AJCC	749 State Street Hemet, CA 92543
Comprehensive	405	Moreno Valley	12625 Frederick St. Suite K-3, Moreno Valley, CA 92552
Affiliate	16160	Blythe	1 College Drive, PE Building Blythe, CA 92225
Specialized AJCC	272	Rubidoux YOC	5656 Mission Blvd. Riverside, CA 92509
Specialized AJCC	239	Lake Elsinore Plant Youth YOC	400 W. Graham Lake Elsinore, CA 92530
Specialized AJCC	069	Hemet Empower Youth YOC	930 N. State Street Hemet, CA 92543
Specialized AJCC	332	Moreno Valley YOC	23080 Alessandro Blvd. Suite 236 Moreno Valley, CA 92553
Specialized AJCC	237	The Perris Oasis YOC	11 South D Street, Suite 12 Perris, CA 92570
Specialized AJCC	238	Indio YOC	45-691 Monroe St., Suite 6 Indio, CA 92201
Access Point		Corona/Norco Adult School	300 S Buena Vista Ave, Corona, CA 92882

Definitions: Comprehensive-Provides access to the programs, services, and activities of all required AJCC partners. Affiliate-Provides access to one or more of the AJCC programs/partners

Riverside County is a geographical diverse and expansive county. The Workforce Development Board in consultation with the Riverside County Economic Development Agency has identified two primary locations to provide comprehensive one-stop services to county residents. These sites include the Riverside AJCC in Western Riverside County and the Indio AJCC in Eastern Riverside County.

Additional one-stop locations including affiliate locations have been established to meet community needs and are subject to change. One-Stop locations are sited based on local economic conditions, community needs and fiscal viability. All locations are subject to approval by the Riverside County Workforce Development Board and will be re-evaluated at least annually.

Entity	Entity Name & Contact	Address	Email
AJCC One-Stop Operator	Arbor-ResCare	23080 Alessandro Blvd., Suite 236 Moreno Valley, CA 92553	adrineh.terantonians@equusworks.com
Director of Workforce Development	HWS/WDD – Carrie Harmon	1325 Spruce St. Riverside, CA 92507	charmon@rivco.org
Fiscal Agent	HWS – Esmeralda Oviedo	555 Arlington Ave. Riverside, CA 92504	esoviedo@rivco.org
Chief Elected Official	BOS - Jeff Hewitt	4080 Lemon St., 5 th Floor Riverside, CA 92502	district5@rivco.org
State Agency	EDD - Carolyn Reyna	1325 Spruce Street Riverside, CA 92507	carolyn.reyna@edd.ca.gov
Workforce Development Board	Patrick Ellis	1325 Spruce Street Riverside, CA 92507	patrick@mwcc.org

Space Allocation

ATTACHMENT D1

Riverside Co-located Partners	Square Footage	Square Footage % Per Partner	Partner Allocation of the \$726,692
Goodwill	80	0.3%	\$2,180
Dept. of Rehab	172	0.6%	\$4,360
Job Corps	116	0.4%	\$2,907
LLAC	298	1%	\$7,267
EDD	9,467	33%	\$239,808
HWS/WDD	18,322	64.7%	\$470,170
Totals	28,455	100%	\$726,692

(Dedicated space + (Total Common Space – Resource Area Space)) / Total Space
 $(28455 + (8906 - 4723)) / 36371 = 89.7$ (or 90%); $90\% \times \$807,436 = \$726,692$ per year

Indio Co-located Partners	Square Footage	Square Footage % Per Partner	Partner Allocation of the \$334,107
Dept. of Rehab	128	2%	\$6,682
EDD	2,208	27%	\$90,209
HWS/WDD	5,880	71%	\$237,216
Totals	8,216	100%	\$334,107

(Dedicated Space + (Total Common Space – Resource Area Space)) / Total Space
 $(8216 + (9252 - 6447)) / 17468 = .63$ (or 63%); $63\% \times 530,328 = 334,107$ per year

Hemet Co-located Partners**	Square Footage	Square Footage % Per Partner	Partner Allocation of \$ 97,701
DOR	64	2%	\$1,954
EDD	1,899	68%	\$66,437
HWS/WDD	832	30%	\$29,310
Totals	2,795	100%	\$97,701

(Dedicated Space + (Total Common Space – Resource Area Space)) / Total Space
 $(2795 + (3074 - 1804)) / 5153 = .79$ (or 79%); $79\% \times \$123,672 = \$97,701$ per year

Moreno Valley Co-located Partners	Square Footage	Square Footage % Per Partner	Partner Allocation of \$245,606
MVBERC	4,976	100%	\$245,606
Totals	4,976	100%	\$245,606

All Infrastructure costs are currently covered by the Clt of Moreno Valley

Blythe Co-located Partners	Square Footage	Square Footage % Per Partner	Partner Allocation of \$ 83,844
Totals	2,329	100%	\$83,844

Dedicated & Common Space Actuals

*** All numbers contained within this Amended Space Allocation are approximations.

In the event of a conflict in terms between the Amended Space Allocation and the respective lease or license agreements relating to such dedicated, shared, and/or total space, the terms of the subject lease or license agreement shall prevail.

AJCC Infrastructure Budget*** AJCC #1 Riverside		
Cost Category/Line Item	Line Item Cost Detail	Cost
Rent (Includes Rent, Utilities, Insurance & Bldg Maintenance)		
Rental of Facilities		
Total Space	36371 Sq Ft	\$ 807,436
LFM Space Allocation via Square Footage	90% of Total Cost	\$726,692
Rental Costs Subtotal:		\$ 807,436
Utilities and Maintenance		
Telephones (Landlines)		
Total Lines	55	\$ 8,184
Common Lines (\$12.40 Per Line)	5	\$ 744
Utilities and Maintenance Costs Subtotal:		\$ 8,184
Equipment		
Maint – Office Equipment		
Total	23	\$ 3,788
Common (\$13.72 per)	8	\$ 1,317
Equipment Costs Subtotal:		\$ 3,788
Technology to Facilitate Access to the AJCC		
RCIT		
Total	99	\$ 177,459
Common (149.38 per computer)	51	\$ 91,421
High-Speed Internet		
Total	99	\$ 59,714
Common (50.26 per PC, per month)	51	\$ 30,759
Technology to Facilitate Access Costs Subtotal:		\$ 237,173
TOTAL INFRASTRUCTURE COST FOR THIS AJCC:		\$ 1,056,581
TOTAL INFRASTRUCTURE COST TO BE SHARED FOR THIS AJCC:		\$ 850,933

AJCC Infrastructure Budget***
AJCC #1 Riverside
Goodwill of Southern California

Cost Category/Line Item	Line Item Cost Detail	Cost
Rent		
Total Space (1 st Floor)	36371 Sq. Ft	\$ 807,436
LFM Space Allocation via Square Footage	90% of Total Cost	\$ 726,692
Partner Share (80 Sq. Ft)	.3%	\$ 2,180
Utilities and Maintenance		
Telephones (Landlines)		
Common Lines (\$12.40 Per Line)	5	\$ 744
Partner Share	.3%	\$ 22
Equipment		
Maint – Office Equipment		
Common (13.72 per)	8	\$ 1,317
Partner Share	.3%	\$ 40
Technology to Facilitate Access to the AJCC		
RCIT		
Common (149.38 Per Computer)	51	\$ 91,421
Partner Share	.3%	\$ 2,742
High-Speed Internet		
Common (50.26 Per PC, Per Month)	51	\$ 30,759
Partner Share	.3%	\$ 923
Total Annual Partner Share of Cost:		\$ 5,907
Total Monthly Partner Share of Cost:		\$ 492.25
**Other Shared AJCC Cost:		\$ 2,000

AJCC Infrastructure Budget***
AJCC #1 Riverside
Employment Development Department

Cost Category/Line Item	Line Item Cost Detail	Cost
Rent		
Total Space	36371 Sq Ft	\$ 807,436
LFM Space Allocation via Square Footage	90% of Total Cost	\$ 726,692
Partner Share	33 %	\$ 239,808
Utilities and Maintenance		
Telephones (Landlines)		
Common Lines (\$12.40 Per Line)	5	\$ 744
Partner Share	33%	\$ 246
Equipment		
Maint – Office Equipment		
Common (13.72 per)	8	\$ 1,317
Partner Share	33%	\$ 435
Technology to Facilitate Access to the AJCC		
RCIT		
Common (149.38 Per Computer)	51	\$ 91,421
Partner Share	33 %	\$ 30,169
High-Speed Internet		
Common (50.26 Per PC, Per Month)	51	\$ 30,759
Partner Share	33%	\$ 10,150
Total Annual Partner Share of Cost:		\$ 280,808
Total Monthly Partner Share of Cost:		\$ 23,401
**Other Shared AJCC Cost:		\$ 41,000

AJCC Infrastructure Budget***
AJCC #1 Riverside
California Department of Rehabilitation

Cost Category/Line Item	Line Item Cost Detail	Cost
Rent		
Dedicated Space (1 st floor office)	172 Sq Ft	\$ 3,901
LFM Space Allocation via Square Footage	90% of Total Cost	\$ 726,692
Partner Share	6%	\$ 4,360
Utilities and Maintenance		
Telephones (Landlines)		
Common Lines (\$12.40 Per Line)	5	\$ 744
Partner Share	6%	\$ 45
Equipment		
Maint – Office Equipment		
Common (\$13.72 per)	8	\$ 1,317
Partner Share	6%	\$ 79
Technology to Facilitate Access to the AJCC		
RCIT		
Common (\$149.38 per computer)	51	\$ 91,421
Partner Share	6%	\$ 5,485
High-Speed Internet		
Common (\$50.26 Per PC, Per Month)	51	\$ 30,759
Partner Share	6%	\$ 1,846
Total Partner Share of Infrastructure Cost :		\$ 15,716
**Other Shared AJCC Cost		\$ 750
Total Monthly Partner Share of Cost :		\$ 1,310

AJCC Infrastructure Budget*** AJCC #1 Riverside Lifelong Learning Administration Corporation		
Cost Category/Line Item	Line Item Cost Detail	Cost
Rent		
Dedicated Space (1 st Floor Office)	298 Sq Ft	\$ 6,616
LFM Space Allocation via Square Footage	90% of Total Cost	\$ 726,692
Partner Share	1%	\$ 7,267
Utilities and Maintenance		
Telephones (Landlines)		
Common Lines (\$12.40 Per Line)	6	\$ 780
Partner Share	1%	\$ 8
Equipment		
Maint – Office Equipment		
Common (\$13.72 per)	6	\$ 3,200
Partner Share	1%	\$ 32
Technology to Facilitate Access to the AJCC		
RCIT		
Common (\$149.38 per computer)	66	\$ 118,309
Partner Share	1%	\$ 1,183
High-Speed Internet		
Common (\$50.26 Per PC, Per Month)	66	\$ 7,730
Partner Share	1%	\$ 77
Total Annual Partner Share of Cost:		\$ 15,183
Total Monthly Partner Share of Cost:		\$ 1,265
**Other Shared AJCC Cost :		\$ 750

AJCC Infrastructure Budget*** AJCC #2 Indio		
Cost Category/Line Item	Line Item Cost Detail	Cost
Rent (Includes Rent, Utilities, Insurance & Bldg Maintenance)		
Rental of Facilities		
Total Space	17468 Sq Ft	\$ 530,328
LFM Space Allocation via Square Footage	63% of Total Cost	\$ 334,107
Rental Costs Subtotal:		\$ 530,328
Utilities and Maintenance		
Telephone (Landlines)		
Total (10.83 Per)	10	\$ 1,300
Common	6	\$ 780
Utilities and Maintenance Costs Subtotal:		
Equipment		
Maint – Office Equipment		\$
Total (44.45 per)	11	\$ 5,868
Common	6	\$ 3,200
Equipment Costs Subtotal:		\$ 5,868
Technology to Facilitate Access to the AJCC		
RCIT		\$
Total	81	\$ 145,197
Common (149.38 Per Computer)	66	\$ 118,309
High-Speed Internet		
Total	81	\$ 9,483
Common (9.76 per PC, per month)	66	\$ 7,730
Technology to Facilitate Access Costs Subtotal:		\$ 154,680
TOTAL INFRASTRUCTURE COST FOR THIS AJCC:		\$ 692,176
TOTAL INFRASTRUCTURE COST TO BE SHARED FOR THIS AJCC:		\$ 464,126

AJCC Infrastructure Budget***
AJCC #2 Indio
Employment Development Department

Cost Category/Line Item	Line Item Cost Detail	Cost
Rent		
Total Space	17468 Sq Ft	\$ 530,328
LFM Space Allocation via Square Footage	63% of Total Cost	\$ 334,107
Partner Share	27 %	\$ 90,209
Utilities and Maintenance		
Telephones (Landlines)		
Common Lines (\$12.40 Per Line)	6	\$ 780
Partner Share	27 %	\$ 211
Equipment		
Maint – Office Equipment		
Common (\$13.72 Per)	6	\$ 3,200
Partner Share	27%	\$ 864
Technology to Facilitate Access to the AJCC		
RCIT		
Common (149.38 Per Computer)	66	\$ 118,309
Partner Share	27 %	\$ 31,943
High-Speed Internet		
Total	66	\$ 7,730
Common (50.26 Per PC, Per Month)	27%	\$ 2,087
Total Annual Partner Share of Cost:		\$ 125,314
Total Monthly Partner Share of Cost:		\$ 10,443

AJCC Infrastructure Budget***
AJCC #2 Indio
California Department of Rehabilitation

Cost Category/Line Item	Line Item Cost Detail	Cost
Rent		
Dedicated Space	128 Sq Ft	\$ 6,434
LFM Space Allocation via Square Footage	67% of Total Cost	\$ 334,107
Partner Share	2%	\$ 6,682
Utilities and Maintenance		
Telephones (Landlines)		
Common Lines (\$12.40 Per Line)	6	\$ 780
Partner Share	2%	\$ 16
Equipment		
Maint – Office Equipment		
Common (\$13.72 per)	6	\$ 3,200
Partner Share	2%	\$ 64
Technology to Facilitate Access to the AJCC		
RCIT		
Common (\$149.38 per computer)	66	\$ 118,309
Partner Share	2%	\$ 2,366
High-Speed Internet		
Common (\$50.26 Per PC, Per Month)	66	\$ 7,730
Partner Share	2%	\$ 155
Total Annual Partner Share of Cost:		\$ 15,717
Total Monthly Partner Share of Cost:		\$ 1,310

AJCC Infrastructure Budget*** AJCC #3 Hemet		
Cost Category/Line Item	Line Item Cost Detail	Cost
Rent		
Rental of Facilities		
Total Space	5153 Sq. Ft	\$ 123,672
LFM Space Allocation via Sq. Ft.	79% of Total Cost	\$ 97,701
Rental Costs Subtotal:		\$ 123,912
Utilities and Maintenance		
Telephones Service (Landlines)		
Total (3.92 per)	16	\$ 752
Common	4	\$ 188
Utilities and Maintenance Costs Subtotal:		\$ 752
Equipment		
Maint -- Office Equipment		
Total (11.93 per)	6	\$ 859
Common	4	\$ 573
Equipment Costs Subtotal:		\$ 859
Technology to Facilitate Access to the AJCC		
RCIT		
Total (149.38 per)	34	\$ 60,947
Common	21	\$ 37,644
High-Speed Internet		
Total	34	\$ 5,483
Common (13.44 Per PC, Per Month)	21	\$ 3,387
Technology to Facilitate Access Costs Subtotal:		\$ 66,430
TOTAL INFRASTRUCTURE COST FOR THIS AJCC:		\$ 191,953
TOTAL INFRASTRUCTURE COST TO BE SHARED FOR THIS AJCC:		\$ 139,493

AJCC Infrastructure Budget***
AJCC #3 Hemet
Employment Development Department

Cost Category/Line Item	Line Item Cost Detail	Cost
Rent		
Total Space	5153 Sq. Ft	\$ 123,672
LFM Space Allocation via Square Footage	79% of Total Cost	\$ 97,701
Partner Share (1899 Sq. Ft)	.68%	\$ 66,437
Utilities and Maintenance		
Telephones (Landlines)		
Common Lines (12.40 Per Line)	4	\$ 752
Partner Share	68%	\$ 511
Equipment		
Maint – Office Equipment		
Common (\$13.72)	4	\$ 573
Partner Share	68%	\$ 390
Technology to Facilitate Access to the AJCC		
RCIT		
Common (149.38 per computer)	21	\$ 37,644
Partner Share	68%	\$ 25,598
High-Speed Internet		
Common (50.26 Per PC, Per Month)	21	\$ 3,387
Partner Share	68%	\$ 2,303
Total Annual Partner Share of Cost		\$ 95,239
Total Monthly Partner Share of Cost		\$ 7,937

AJCC Infrastructure Budget***
AJCC #3 Hemet
California Department of Rehabilitation

Cost Category/Line Item	Line Item Cost Detail	Cost
Rent		
Total Space	5153 Sq. Ft	\$ 123,672
LFM Space Allocation via Square Footage	79% of Total Cost	\$ 97,701
Partner Share (64 Sq. Ft)	2%	\$ 1,954
Utilities and Maintenance		
Telephones (Landlines)		
Common Lines (\$12.40 Per Line)	4	\$ 188
Partner Share	2%	\$ 4
Equipment		
Maint – Office Equipment		
Common (\$13.72 per)	6	\$ 573
Partner Share	2%	\$ 11
Technology to Facilitate Access to the AJCC		
RCIT		
Common (\$149.38 per computer)	21	\$ 37,644
Partner Share	2%	\$ 753
High-Speed Internet		
Common (\$50.26 Per PC, Per Month)	34	\$ 5,483
Partner Share	2%	\$ 110
Total Annual Partner Share of Cost:		\$ 2,832
Total Monthly Partner Share of Cost:		\$ 236

AJCC Infrastructure Budget*** AJCC #4 Moreno Valley Employment Resource Center		
Cost Category/Line Item	Line Item Cost Detail	Cost
Rent (Includes Rent, Utilities, Insurance & Bldg Maintenance)		
Dedicated Space	4,976 sq. ft.	\$ 159,844
Partner Share*	100%	\$ 159,844
Rental Costs Subtotal:		\$ 159,844
Utilities and Maintenance		
Telephones (Landlines)		
Total Lines	11	\$ 1,932
Common Lines (\$176 Per Line)	2	\$ 351
Partner Share*	100%	\$ 1,932
Utilities and Maintenance:		\$ 1,932
Equipment		
Maint – Office Equipment		
Total	2	\$ 1,200
Common (\$600 Per)	2	\$ 1,200
Partner Share*	100%	\$ 1,200
Equipment:		\$ 1,200
Technology to Facilitate Access to the AJCC		
MoVal IT		
Total	40	\$ 75,646
Common (\$1891 Per Computer)	29	\$ 54,843
Partner Share*	100%	\$ 75,646
High-Speed Internet		
Total	40	\$ 6,984
Common (\$175 Per Computer)	29	\$ 5,063
Partner Share*	100%	\$ 6,984
Technology to Facilitate Access to the AJCC:		\$ 82,630
TOTAL INFRASTRUCTURE COST FOR THIS AJCC:		\$ 245,606
TOTAL ANNUAL PARTNER SHARE OF COST:		\$ 245,606
TOTAL MONTHLY PARTNER SHARE OF COST:		\$ 20,467

AJCC Infrastructure Budget***
AJCC Affiliate Blythe
Employment Development Department

Cost Category/Line Item	Line Item Cost Detail	Cost
Rent		
Dedicated Space	2062 Sq. Ft	\$ 83,844
Partner Share	89%	\$ 79,038
Utilities and Maintenance		
Telephones (Landlines)		
Common Lines (\$25.97 Per Line)	3	\$ 935
Partner Share	89%	\$ 832
Equipment		
Maint – Office Equipment		
Common (13.72 per)	7	\$ In-Kind from PVCC
Partner Share		\$ 0
Technology to Facilitate Access to the AJCC		
Computers		
Common (149.38 Per Computer)	3	\$ In-Kind from HWS
Partner Share		\$ 0
High-Speed Internet - PVCC		
Common (50.26 Per PC, Per Month)	3	\$ In-Kind from PVCC
Partner Share		\$ 0
Total Annual Partner Share of Cost:		\$ 79,870
Total Monthly Partner Share of Cost:		\$ 6,656

AJCC Infrastructure Budget*
AJCC Affiliate Blythe
Department of Rehabilitation**

Cost Category/Line Item	Line Item Cost Detail	Cost
Rent		
Dedicated Space	267 Sq. Ft	\$ 83,844
Partner Share	11 %	\$ 4,806
Utilities and Maintenance		
Telephones (Landlines)		
Common Lines (\$25.97 Per Line)	3	\$ 935
Partner Share	11%	\$ 103
Equipment		
Maint – Office Equipment		
Common (13.72 per)	7	\$ In-Kind from PVCC
Partner Share		\$ 0
Technology to Facilitate Access to the AJCC		
Computers		
Common (149.38 Per Computer)	3	\$ In-Kind from HWS
Partner Share		\$ 0
High-Speed Internet - PVCC		
Common (50.26 Per PC, Per Month)	3	\$ In-Kind from PVCC
Partner Share		\$ 0
Total Annual Partner Share of Cost:		\$ 4,909
Total Monthly Partner Share of Cost:		\$ 409

Partner In-Kind Budgets**ATTACHMENT D3**

In-Kind Contribution for AJCC Operator Per Partner

Partner	Compute Methodology	Partner Share	Share in Cash	Share in In-Kind
T- I Adult/Dislocated Worker/Youth	40%	\$ 40,000	\$100,000	---
T-II Adult Ed/Literacy	6%	\$ 6,000		\$ 7,584
T-III Wagner-Peyser/Veterans/TAA/MSFW	40%	\$ 40,000		\$ 41,000
Unemployment Comp	.75%	\$ 750		\$ 1,000
Goodwill CA	2%	\$ 2,000		\$ 50,000
Career Tech/Ed	1%	\$ 1,000		\$ 6,312
T-IV Voc Rehab	.75%	\$ 750		\$ 4,000
TANF/CalWorks	.75%	\$ 750		\$ 109,512
T-V OAA	.75%	\$ 750		\$ 9,695
Job Corps	1%	\$ 1,000		\$ 42,288
Native American	2%	\$ 2,000		\$ 2,000
Youth Build	1%	\$ 1,000		\$ 1,000
Housing Authority	.75%	\$ 750		\$ 750
CAP	1%	\$ 1,000		\$ 1,000
CET	.75%	\$ 750		\$ 750
El Sol	.75%	\$ 750		\$ 750
AVSPC & AVIHS / Learn4Life	.75%	\$ 750		\$ 1250
Total Budget:		\$100,000	\$100,000	\$ 278,891

AJCC PARTNERS LIST**ATTACHMENT E1**

- ❖ Title I Adult, Dislocated Workers and Youth
 - County of Riverside Housing and Workforce Solutions Department, Workforce Development Division
 - Inland Empire Job Corps
 - YouthBuild
 - California Family Life Centers
 - Riverside County Office of Education
 - Native American Programs
 - California Indian Manpower Consortium Inc.
 - Soboba Band of Luiseno Indians
 - Migrant Seasonal Farmworkers
 - Center for Employment Training
 - State of California Employment Development Department
- ❖ Title II Adult Education and Literacy
 - Alford Unified School District
 - 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
 - Val Verde Adult School
 - College of the Desert
 - Mt. San Jacinto Community College
- ❖ 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
 - Mt. San Jacinto Community College
 - Riverside Community 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
 - SER-Jobs for Progress
- ❖ Veterans
 - State of California Employment Development Department
- ❖ Community Services Block Grant
 - County of Riverside Community Action Partnership
- ❖ Unemployment Compensation

- o State of California Employment Development Department

AJCC ADDITIONAL PARTNERS LIST**ATTACHMENT E2**

- ❖ Title IV Tribal TANF
 - Soboba Band of Luiseno Indians
- ❖ Title II Adult Ed
 - El Sol Neighborhood Education Center
- ❖ Title I WIOA Adult Customized Career Training Services
 - Goodwill Industries of Southern California
- ❖ Comprehensive AJCC Site
 - City of Moreno Valley

AJCC ADDITIONAL PARTNERS LIST**ATTACHMENT E3****Alta Vista Innovation High School, San Diego Workforce Innovation High School
& Vista Norte Locations**

Alta Vista Innovation High School	Apple Valley	San Bernardino	21660 Bear Valley Rd., Apple Valley, CA 92308
Alta Vista Innovation High School	Fontana	San Bernardino	17244 Randall Ave., Fontana, CA 92335
Alta Vista Innovation High School	Hesperia	San Bernardino	11988 Hesperia Rd., Hesperia, CA 92345
Alta Vista Innovation High School	Rancho Cucamonga	San Bernardino	8520 Archibald Ave. Rancho Cucamonga, CA 91730
Alta Vista Innovation High School	Riverside	Riverside	6780 Indiana Ave., Riverside, CA 92506
Alta Vista Innovation High School	San Jacinto	Riverside	1112 S. State Street., San Jacinto, CA 92583
Alta Vista Innovation High School	Highland	San Bernardino	842 Highland Ave., Highland, CA 92346
Alta Vista Innovation High School	San Bernardino	San Bernardino	689 W. 2 nd St., San Bernardino, CA 92410
Alta Vista Innovation High School	Adelanto	San Bernardino	12100 Palmdale Rd., Adelanto, CA 92301
Alta Vista Innovation High School	Riverside (Chicago)	Riverside	4135 Chicago Ave., Riverside, CA 92507
San Diego Workforce Innovation High	Lake Elsinore	Riverside	16667 Lakeshore Dr., Lake Elsinore, CA 92530
San Diego Workforce Innovation High	Moreno Valley	Riverside	24021 Alessandro Blvd., Moreno Valley, CA 92553
San Diego Workforce Innovation High	Murrieta	Riverside	39665 Avenida Acacias, Murrieta, CA 92563
Vista Norte Public Charter School	Casa Blanca	Riverside	7680 Casa Blanca St., Riverside, CA 92504
Vista Norte Public Charter School	Rialto	San Bernardino	248 E. Baseline Rd., Rialto, CA 92376

Career Services:

Career services include self-help services, services requiring minimal staff assistance and services requiring more staff involvement, generally provided to individuals unable to find employment through basic career services and deemed to be in need of more concentrated services to obtain employment; or who are employed but deemed to be in need of more concentrated services to obtain or retain employment that allows for self-sufficiency.

1. **Eligibility Determination:** This is the process of obtaining and documenting information about an individual's circumstances and comparing that information with the criteria set by an agency or program to decide if the individual qualifies for participation.
2. **Intake and Orientation:** Outreach activities involve the collection, publication, and dissemination of information on program services available and directed toward jobless, economically disadvantaged, and other individuals. Intake is the process of collecting basic information, e.g., name, address, phone number, SSN, and all other required information to determine eligibility or ineligibility for an individual's program. Orientation, whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff, and other resources at the America's Job Center of California (AJCC), affiliate, or self-service location.
3. **Initial Assessment:** For individuals new to the workforce system, initial assessment involves the gathering of basic information about skill levels, aptitudes, abilities, barriers, and supportive service needs in order to recommend next steps and determine potential referrals to partners or community resources.
4. **Job Search, Placement Assistance, and Career Counseling:** Job Search helps an individual seek, locate, apply for, and obtain a job. It may include but is not limited to: job finding skills, orientation to the labor market, resume preparation assistance, development of a job search plan, job development, referrals to job openings, placement services, job finding clubs, job search workshops, vocational exploration, relocation assistance, and re-employment services such as orientation, skills determination, and pre-layoff assistance. Placement Assistance is a service that helps people to identify and secure paid employment that matches their aptitude, qualifications, experiences, and interests. Career Counseling is a facilitated exploration of occupational and industrial information that will lead to a first, new, or a better job for the individual.
5. **Employment Statistics-Labor Market Information:** Collect and report data about employment levels, unemployment rates, wages and earnings, employment projections, jobs, training resources, and careers; see ONet, CalJOBSsm, LMI.
6. **Eligible Provider Performance / Program Cost Information:** Collect and provide information on:
 - A. Eligible training service providers (described in WIOA Section 122)
 - B. Eligible youth activity providers (described in WIOA Section 123).
 - C. Eligible adult education providers (described in WIOA Title II).
 - D. Eligible postsecondary vocational educational activities and vocational educational activities available to school dropouts under the Carl Perkins Act (20 USC 230 I).
 - E. Eligible vocational rehabilitation program activities (described in Title I of the Rehabilitation Act of 1973).
7. **Local Performance Information:** Collect and provide information on the local area's recent performance measure outcomes.
8. **Supportive Services' Information:** Collect and provide information on services such as transportation, childcare, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in employment and training activities.

9. **Unemployment Insurance:** Collect and provide information on filing claims for state benefit payments that protect individuals from economic insecurity while they look for work. Claims may be filed on-line or via telephone available in the AJCC.
10. **Eligibility Assistance:** Provide guidance to individuals on eligibility for other programs and on financial aid assistance for training and education programs that are available in the local area.
11. **Follow-Up Services:** Services provided to participants who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment. These services assist those individuals to maintain employment or qualify for promotions with that employment
12. **Comprehensive and Specialized Assessments:** A closer look at the skills levels and service needs that may include:
 - A. Diagnostic Testing and use of other assessment tools; and
 - B. In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
13. **Individual Employment Plan Development:** Working with individuals to identify their employment goals, the appropriate achievement objectives, and the appropriate combination of services that will help the individual achieve those goals.
14. **Group Counseling**
15. **Individual Counseling and Career Planning**
16. **Case Management:** For participants who receive training services under WIOA Section 134(d)(4).
17. **Short-Term Prevocational Services:** Can include development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.

Training Services:

Services offered through a training provider to help individuals upgrade their skills, earn degrees and certifications, or otherwise enhance their employability through learning and education. Types of training services include:

1. **Occupational Skills Training:** An organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate or advanced levels
2. **On-the-Job Training (OJT):** Training by an employer that is provided to a paid participant while engaged in productive work that is limited in duration, provides knowledge or skills essential to the full and adequate performance of the job, and reimburses the employer for the costs associated with training the OJT trainee often calculated based on a percentage of the trainee's wages
3. **Workplace and cooperative education:** Programs that combine workplace training with related instruction, which may include cooperative education programs
4. Training programs operated by the private sector
5. **Skills upgrading and retraining:** Courses that prepare persons for entrance into a new occupation through instruction in new and different skills demanded by technological changes. These courses train incumbent workers in specific skills needed by that business or industry and that lead to potential career growth and increased wages. This includes courses that develop professional competencies that are particularly relevant to a vocational & occupational goal. It must be demonstrated that the training will result in the workers' acquisition of transferable skills or an industry-recognized certification or credential.
6. **Entrepreneurial training**

7. Job-readiness training

8. Adult Education and Literacy (ABE/ESL/ASE) programs:

Adult education programs provide services to (1) assist adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency; (2) assist adults who are parents or family members to obtain education and skills; (3) assist adults in attaining a secondary school diploma and postsecondary education and training, including through career pathways; and (4) assist immigrants and other individuals who are English language learners. Services include, but are not limited to, a comprehensive assessment and placement, orientation and counseling, instruction, coursework, or workshops that provide direction for the development and ability for adult learners to read, write, and speak in English, compute, and solve problems, at levels of proficiency necessary to function in society or on the job.

- 9. Customized training:** Training that is designed to meet the special requirements of an employer or group of employers and that is conducted with a commitment by the employer to employ an individual upon successful completion of the training and for which the employer pays for a portion of the cost of training

Business Services:

AJCC services offered to employers include:

1. Employer needs assessment: Evaluation of employer needs, particularly future hiring and talent needs.
2. Job posting: Receiving and filling of job openings; searching resumes; providing access to a diverse labor pool
3. Applicant pre-screening: Assessing candidates according to the employer's requirements and hiring needs; referring candidates based on their knowledge, skills, and abilities relative to the employer requirements.
4. Recruitment assistance: Raising awareness of employers and job openings and attracting individuals to apply for employment at a hiring organization. Specific activities may include posting of employer announcements, provision of job applications, and hosting job fairs and mass recruitments
5. Training assistance: Providing training resources to enable employers to upgrade employee skills, introduce workers to new technology, or to help employees transition into new positions.
6. Labor Market Information: Access to information on labor market trends, statistics, and other data related to the economy, wages, industries, etc.
7. Employer information and referral: Provision of information on topics of interest to employers such as services available in the community, local training providers, federal laws and requirements, tax information, apprenticeship programs, human resource practices, alien labor certification, incentive programs such as WOTC or the federal bonding program, etc.
8. Rapid Response and Layoff Aversion: Provision of services to prevent downsizing or closure, or to assist during layoff events. Strategies may include incumbent worker training to avert lay-offs, financing options, employee ownership options, placement assistance, worker assessments, establishment of transition centers, labor-management committees, peer counseling, etc.

Career Services:	Career Services offered through the AJCC include services: CS1 - 17
Training Services:	Training Services offered through the AJCC include services: TS1 - 9
Employer Services:	Employer Services offered to employers include services: ES1 - 8

ATTACHMENT G

Required Partner Services

Partner Name	Program Name (from Attachment A)	Services (Enter Number from Attachment E)			Service Delivery Method (Attachment I)	Location Code (Attachment B)
		Career	Training	Employer		
Alvord Unified School District	Title II – Adult Education & Literacy	CS2-CS5, CS8, CS12, CS17	TS7 & TS8		T, A, B, P	
Beaumont Unified School District	Title II - Adult Education & Literacy	CS2-CS5, CS8, CS12, CS17	TS7 & TS8		T, A, B, P	
Coachella Valley Unified School Dist.	Title II - Adult Education & Literacy	CS2-CS5, CS8, CS12, CS17	TS7 & TS8		T, A, B, P	
Corona-Norco Unified School Dist.	Title II - Adult Education & Literacy	CS2-CS5, CS8, CS12, CS17	TS7 & TS8		T, A, B, P	
Jurupa Unified School Dist.	Title II - Adult Education & Literacy	CS2-CS5, CS8, CS12, CS17	TS7 & TS8		T, A, B, P	
Lake Elsinore Unified School Dist.	Title II - Adult Education & Literacy	CS2-CS5, CS8, CS12, CS17	TS7 & TS8		T, A, B, P	
Moreno Valley Unified School Dist.	Title II - Adult Education & Literacy	CS2-CS5, CS8, CS12, CS17	TS7 & TS8		T, A, B, P	
Mt. San Jacinto Community College Dist.	Title II - Adult Education & Literacy	CS2-CS5, CS8, CS10, CS12, CS13, CS15, CS17	TS7 & TS8		T, A, B, P	
Murrieta Valley Unified School Dist.	Title II - Adult Education & Literacy	CS2-CS5, CS8, CS12, CS17	TS7 & TS8		T, A, B, P	
Riverside County Office of Education	Title I – Youth Build; Title II - Adult Education & Literacy; WIOA Programs	CS2-CS5, CS8, CS12, CS17	TS7 & TS8		T, A, B, P	
Riverside Unified School Dist.	Title II - Adult Education & Literacy	CS2-CS5, CS8, CS12, CS17	TS7 & TS8		T, A, B, P	
Val Verde Adult School	Title II - Adult Education & Literacy	CS2-CS5, CS8, CS12, CS17	TS7 & TS8		T, A, B, P	
HWS/Housing	Housing Programs	CS1, CS8, CS10				

Partner Name	Program Name (from Attachment A)	Services (Enter Number from Attachment E)			Service Delivery Method (Attachment I)	Service Delivery Method (Attachment I)
		Career	Training	Employer		
Riverside Comm. College, College of the Desert	Career & Technical Education programs	CS2, CS3, CS4, CS10, CS13,	TS7 & TS8		T, A, B, P	
Mt San Jacinto Community College, College of the Desert	Title II - Adult Education & Literacy, Career & Technical Education	CS2-SC5, CS8, CS10, CS12, CS13, CS17	TS7 & TS8		T, A, B, P	
Department of Rehabilitation	Title I Part A & B Vocational Rehabilitation Programs	CS1-5, CS8, CS10, CS12-13, CS16-17	TS2, TS7-8		T, A, B	
Dept. of Public Social Services	Title IV - TANF, Welfare-to-Work	CS1-6, CS8-11, CS12-13, CS17	TS2, TS7-8		C, T, A, B	
SER-Jobs for Progress	Title V - Senior Community Services, Employment	CS2-4, CS6, CS8, CS12-13	TS7		T, A, B, P	
EDD - TAA/TRA	Title II - NAFTA	CS2-5, CS12-13			FT, T, A, B	089, 090, 330, 16160
EDD - UI Branch	Unemployment Insurance	CS9			T, A	
EDD - Workforce Services	Title III - Wagner-Peyser	CS2-5, CS9, CS13			FT, T, A, B, P	089, 090, 330, 16160
EDD - Veterans	Vet Programs	CS2-5, CS12-13			FT, T, A, B, P	089, 090, 330, 16160
EDD - Farm Workers	Title I - Migrant & Seasonal Farm Workers Programs	CS2-5			FT, T, A, B, P	090, 16160
HWS - Workforce Development Division	Title I Adult, Dislocated Workers, and Youth Programs	CS1-8, CS10-11, CS13-17	TS1-5, TS7, TS9	ES1-8	FT, T, A, B, P	089, 090, 330, 16160
	Title I - Job Corps	CS1-5, CS8, CS11, CS13-16	TS1, TS7-TS9	BS2, BS4, BS6	FT, T, A, B, P	089

Partner Name	Program Name	Services (Enter Number from Attachment E)			Service Delivery Method (Attachment I)	Service Delivery Method (Attachment I)
		Career	Training	Employer		
California Family Life Centers	Title I - YouthBuild	CS1-8, CS10-17	TS1, TS3, TS7, TS9		C/OFF, T, B	069, 239, 272
Center for Employment Training - CET	Title I - Migrant Seasonal Farmworkers; Title II - Vocational Education	CS2-4, CS10, CS13, CS17	TS7-8		T, A, B, P	
CA Indian Manpower Consortium, Inc.	Title I - Native American Programs, Workforce Development Programs	CS1-8, CS10-11, CS13-17	TS1-7, TS9		T, A, B, P	

Required Partner Services: The table above identifies the services each required partner will provide and the method(s) of service delivery each partner will use. The services are identified by the corresponding numbers listed for each service in the AJCC Services Document. The service delivery methods are identified by the codes listed in the AJCC Services Document.

Additional Partner Services

Partner Name	Program Name (from Attachment A)	Services (Enter Number from Attachment E)		Employer	Service Delivery Method (Attachment I)	Location Code (Attachment B)
		Career	Training			
El Sol Neighborhood Education Center	Title II – Adult Ed., ESL, HS Equivalency, El Civics	CS2-3, CS11-12, CS15	TS3 & TS7-8		T, B, P	
Alta Vista Innovation High School	College & Career Readiness, High School Diploma programs	CS2-3, CS11-12	TS3 & TS7-8		T, B, P, FT	
San Diego Workforce Innovation High School	College & Career Readiness, High School Diploma programs	CS2-3, CS11-12	TS3 & TS7-8		T, B, P, FT	
Vista Norte	College & Career Readiness, High School Diploma programs	CS2-3, CS11-12	TS3 & TS7-8		T, B, P, FT	
Soboba Band of Luiseno Indians	Title IV – Tribal TANF	CS2-4, CS6, CS12- 13, CS17	TS2, TS7-8		T, A, B, P	
Goodwill Industries of Southern California	Title I Adult Customized Career Training Services	CS1-4, CS8, CS10, CS12-15	T1-5, T9	BS1-4		

Additional Partner Services: WIOA Section 121(b)(2)(B) describes the types of programs that may be included as "additional" programs in the AJCC service delivery system. The table above identifies the services each additional partner will provide and the method(s) of service delivery each partner will use. The services are identified by the corresponding numbers listed for each service in the AJCC Services document. The service delivery methods are identified by the codes listed in the AJCC Services Document.

Per WIOA Section 121 (c) access to each partner's services and activities other than those identified in Section B will be provided as follows:

Partner Name	Program Name	Method of Access to Other Services

Method of Referral

ATTACHMENT I

Riverside County
America's Job Center of California
WIOA PARTNER REFERRAL FOR SERVICES

Date: _____
Customer's Name: _____
Address: _____
City: _____ State: _____ ZIP: _____
Phone: _____ Alternative Phone: _____

Referred To (Organization): _____
Street Address: _____
City: _____ State: _____ ZIP: _____
Contact Person: _____ Phone: _____ Ext.: _____

Referred For:

<input type="checkbox"/> Assessment	<input type="checkbox"/> SSI/SSDI	<input type="checkbox"/> Transportation
<input type="checkbox"/> Family Services	<input type="checkbox"/> Medical/Health Services	<input type="checkbox"/> Food Assistance
<input type="checkbox"/> Education/Training	<input type="checkbox"/> Financial Assistance	<input type="checkbox"/> UI
<input type="checkbox"/> Counseling, Personal	<input type="checkbox"/> Housing	<input type="checkbox"/> Senior Services
<input type="checkbox"/> Veteran's Services	<input type="checkbox"/> Abuse Advocate	<input type="checkbox"/> Crisis Intervention
<input type="checkbox"/> Placement/Job Development	<input type="checkbox"/> Vocational Rehabilitation	<input type="checkbox"/> Other

Specify: _____

List of Other Agencies Referred To: _____

Referring from (Organization): _____

Street Address: _____

City: _____ State: _____ ZIP: _____

Referred By: _____ Phone: _____ Fax: _____

Response Requested: ☐ Yes ☐ No Phone Confirmation: ☐ Yes ☐ No

Date Referred: _____ Method of Referral: ☐ Fax ☐ Email ☐ Text

Comments: _____

Attachments (if applicable):

<input type="checkbox"/> Release of Information	<input type="checkbox"/> Assessments	<input type="checkbox"/> Intake/Eligibility or Employment Plan
<input type="checkbox"/> Payment Authorization	<input type="checkbox"/> Work Restrictions	<input type="checkbox"/> Other: _____

*Note to the Customer: "THIS IS A REFERRAL ONLY!"

Services will be determined by the provider according to the agency guidelines.

*Equal Opportunity Employer/Program

Auxiliary aids and services are available upon request to individuals with disabilities by calling (951) 955.3100 or TTY (951) 955.9050.
Individuals with speech and/or hearing impairments may call CA Relay 711.

Service Delivery Codes:	
Code	Method Description
FT	On-Site Staff Full Time
PT	On-Site Staff Part Time
C	Contracted Service On-Site Full Time
C/PT	Contracted Service On-Site Part Time
C/Off	Contracted Service Off-Site
T	Access Via Telephone
A	Access Via Automated System
B	Brochure/Handout
P	Posting at One-Stop Center
O	Other
NA	Not Applicable

Partner Acronyms

Partner Name	Acronyms
California Family Life Centers	CFLC
California Indian Manpower Consortium Inc.	CIMC
Coachella Valley Unified School District	CVUSD
College of the Desert	COD
Corona-Norco Unified School District	CNUSD
Department of Public Social Services	DPSS
Department of Rehabilitation	DOR
Housing and Workforce Solutions/Workforce Development Division	HWS/WDD
Housing and Workforce Solutions/Housing Authority	HWS/HA
El Sol Neighborhood Education Center	ELSOLNEC
Employment Development Department-Workforce Services	EDD/WS
Employment Development Department-Trade Adjustment Assistance-Trade Readjustment Allowance	EDD-TAA/TRA
Employment Development Department-Unemployment Insurance	EDD/UI
Employment Development Department-Veterans	EDD/VETS
Employment Development Department-Farm Workers	EDD/MSFW
Goodwill Industries of Southern California	
Jurupa Unified School District	JUSD
Lake Elsinore Unified School District	LEUSD
Alta Vista Innovation High School	AVIHS
San Diego Workforce Innovation High School	SDWIHS
Vista Norte	VN
Moreno Valley Unified School District	MVUSD
Mt. San Jacinto Community College	MSJC
Murrieta Valley Unified School District	MVUSD
Riverside Community College District	RCCD
Riverside County Office of Education-Jail Program	RCOE
Soboba Band of Luiseno Indians	

ATTACHMENT L

AJCC OFF SITE WIOA ORIENTATION SCHEDULE

Title II Site	Contact Person	WIOA Orientation Schedule	Target Group
Beaumont USD	Melanie Petago	Orientation Every 6 weeks	Medical Arts Programs
Corona-Norco	Carmel Danieri	2 orientations per semester	HS Diploma Equivalent & Advanced ESL
Moreno Valley	Dr. Patricia Bazanos	3 orientations per year (Feb., Aug., Sept.)	Feb & Sept for Students & Aug for Staff
MSJC	Amy Campbell	1 per year (August)	Staff

**Orientations will be conducted based upon need (sign-up sheet) and staff availability.

ATTACHMENT M

Career Services and Consolidated Career Services Budget

Summary of Career Services Applicable to Each One-Stop Delivery System Partner (Phase I MOU)							
Basic Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
T-I Program Eligibility	X	X	X			X	
Outreach, Intake, Orient	X	X	X	X	X	X	X
Initial Assessment	X	X	X	X	X	X	X
Labor Exch/Job Search	X	X	X		X	X	X
Referrals to Partners	X	X	X	X	X	X	X
LMI	X	X	X		X	X	
Performance/Cost Info	X	X	X				X
Support Service Info	X	X	X			X	
UI Info/Assistance					X		
Financial Aid Info	X	X	X	X			
Basic Career Services	Tech Ed	T-V OAA	Job Corps	Native Am	MSF	YouthBuild	TAA
T-I Program Eligibility			X	X		X	
Outreach, Intake, Orient	X	X	X	X	X	X	X
Initial Assessment	X	X	X	X	X	X	X
Labor Exchange/Job Search	X	X	X	X	X	X	X
Referrals to Partners		X	X	X	X	X	X
LMI	X		X	X	X	X	X
Performance/Cost Info	X	X		X		X	

Support Service Info	X		X	X			
UI Info/Assistance						X	
Financial Aid Info	X		X	X			
Basic Career Services	Comm Act	Housing	UI	Veterans	AVIHS/AVPCS	El Sol	CET
T-I Program Eligibility	X						
Outreach, Intake, Orient	X	X		X	X		X
Initial Assessment	X	X		X	X	X	X
Labor Exchange/Job Search		X		X			
Referrals to Partners	X	X		X	X	X	
LMI				X			
Performance/Cost Info							
Support Service Info							
UI Info/Assistance			X				
Financial Aid Info		X			X		X
Individual Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
Comp Assessment			X	X		X	
IEP	X	X	X		X	X	X
Career Plan/Counsel	X	X	X			X	X
Short-Term Prevoc.			X			X	
Internships/Work Experience			X	X		X	
Out-of-Area Job Search					X	X	
Financial Literacy	X	X	X				
Workforce Preparation	X	X	X	X		X	

Individual Career Services	Tech Ed	T-V OAA	Job Corps	Native Am	MSF	YouthBuild	TAA
Comp Assessment			X			X	X
IEP		X	X	X		X	X
Career Plan/Counsel	X	X	X	X	X	X	X
Short-Term Prevoc.			X			X	
Internships/Work Experience	X		X			X	
Out-of-Area Job Search			X		X		X
Financial Literacy			X	X		X	
Workforce Preparation	X	X	X	X		X	
Individual Career Services	Comm Act	Housing	UI	Veterans	AVIHS/AVPCS	El Sol	CET
Comp Assessment				X	X	X	
IEP	X	X		X		X	X
Career Plan/Counsel	X	X		X	X	X	X
Short-Term Prevoc							
Internships/Work Experience	X						
Out-of-Area Job Search				X			X
Financial Literacy							X
Workforce Preparation	X	X			X	X	X

Consolidated Career Services Budget

Consolidated Budget for the Delivery of Applicable Career Services							
Applicable Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
Basic Career Services: T-I Eligibility/Initial Assess Outreach, Intake, Orient Labor Exchange/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$ 1,367,763	\$ 1,122,968	\$ 200,170	\$ 289,338	\$ 2,485,739	\$ 1,069,085	\$ 8,632,202
Applicable Career Services	Tech Ed	T-V OAA	Job Corps	Native Am	MSF	Youth Build	TAA
Basic Career Services: T-I Eligibility/Initial Assess Outreach, Intake, Orient Labor Exchange/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$ 225,000	\$ 241,500	\$ 30,750	\$ 129,770	\$ 800,000	\$ 40,000	\$ 883,274
Applicable Career Services	Comm Act	Housing	UI	Veterans	AVHS/AVPCS	El Sol	CEI
Basic Career Services: T-I Eligibility/Initial Assess Outreach, Intake, Orient Labor Exchange/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$ 275,000	\$ 469,000	\$ 456	\$ 876,584	\$ 150,000	\$ 31,968	\$ 281,250

Applicable Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
Individual Career Services: Comp Assessment/IEP Career Plan/Counsel Short-Term Pre-vocational Internship/Work Experience Financial Literacy	\$ 810,975	\$ 892,439	\$ 1,268,584	\$ 289,338	\$ 480,974	\$ 1,069,085	\$ 16,527,416
Applicable Career Services	Tech Ed	T-V OAA	Job Corps	Native Am	MSF	Youth Build	TAA
Individual Career Services: Comp Assessment/IEP Career Plan/Counsel Short-Term Pre-vocational Internship/Work Experience Financial Literacy	\$ 225,000	\$ 125,753	\$ 30,750	\$ 129,770	\$ 120,000	\$ 44,000	\$ 146,473
Applicable Career Services	Comm Act	Housing	UI	Veterans	AVIHS/AVPGS	El Sol	CET
Individual Career Services: Comp Assessment/IEP Career Plan/Counsel Short-Term Pre-vocational Internship/Work Experience Financial Literacy	\$ 225,000	\$ 234,500	\$ 77,415	\$ 142,946	\$ 150,000	\$ 31,968	\$ 281,250
Consolidated budget total of career services delivered through the One-Stop system: \$ 45,874,658							

