



San Bernardino County Workforce Development Board 2021- 2024 Local Workforce Development Plan *Two-Year Modification*

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Table of Contents

I.	Introduction and Overview.....	3
	Background on the San Bernardino County Workforce Development Board 2021-2024 Local Workforce Development Plan	3
	Planning Process.....	3
II.	Local Context.....	5
	The San Bernardino County Workforce Development Board and Local AJCC System	5
	Local Workforce Goals.....	6
III.	WIOA Core and Required Partner Coordination.....	10
	Coordination of WIOA Core and Required Partners	10
IV.	State Strategic Partner Coordination.....	11
	Strategic Coordination.....	11
V.	WIOA Title I Coordination.....	14
	Staff Training	15
	Adult Training Services.....	16
	Youth Services.....	17
	Appendix A: Stakeholder and Community Engagement Summary	19
	Appendix B: San Bernardino County Local Workforce Goals.....	21
	Appendix C: Public Comments Received that Disagree with the Local Plan.....	25
	Appendix D: Plan Signatures.....	26
	Appendix E: AJCC Partner MOU	27

I. Introduction and Overview

Since the writing of the original workforce development plan for San Bernardino County, the COVID-19 pandemic has largely subsided, but its impacts are still apparent in the local economy. As with much of the rest of the country, the local area is experiencing inflation and possible signs of a forthcoming recession. Research conducted for the regional plan modification revealed that employers are still finding it hard to fill open positions and smaller businesses are having difficulty keeping up with wage increases offered by larger business and national chains. Some of these impacts have provided opportunities, such as discussing job quality with employers and finding opportunities for job seekers with barriers such as disabilities or justice-involved. It has also brought about new challenges when many people left or changed jobs, creating an entirely different labor market than when the pandemic began.

This situation was taken into account as this two-year modification was written in order to leverage the opportunities in the local economy and overcome the challenges. The analysis from the regional plan has pointed to adding new target sectors in San Bernardino County where new jobs may become available. The San Bernardino County Workforce Development Board (SBCWDB) and its partners also intend to leverage the new regional definitions of job quality and equity to build better career pathways for the community.

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

In 2021, the San Bernardino County Workforce Development Board (SBCWDB) completed a thorough process to develop the SBCWDB 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 SBCWDB coordinates WIOA core and required partners, state agency partners and the operations of its local America's Job Centers of California (AJCC) system. Both the original local and regional plans [can be found here](#).

This two-year plan modification was written to update the SBCWDB'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 SBCWDB engaged its board members, San Bernardino County Workforce Development Department 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 22, 2023 by the San Bernardino County Workforce Development Board and on March 14, 2023 by the San Bernardino County Board of Supervisors.

II. Local Context

The San Bernardino County Workforce Development Board and Local AJCC System

The SBCWDB, consisting of 19 members, is supported by the Workforce Development Department (WDD) of San Bernardino County (SBC). As in the original four-year plan, the WDD operates workforce programs under the guidance of the SBCWDB, funded by the Department of Labor's Workforce Innovation and Opportunity Act (WIOA). The SBCWDB is partnered with the Riverside County Workforce Development Board (RCWDB) to make up the Inland Empire Regional Planning Unit (IERPU). The America's Job Centers of California (AJCCs), administered by WDD, are strategically located in the East Valley (San Bernardino), West Valley (Rancho Cucamonga), and High Desert (Victorville) areas of the County. WDD implements comprehensive strategies to meet the needs of local businesses for a skilled workforce, while creating opportunities for workers to prepare for and enter into well-paid careers.

The primary functions of the SBCWDB, supported by the WDD include administration and oversight of local WIOA funding for adults, dislocated workers, and youth; supporting programs that build employable skills of the SBC workforce; creating and operationalizing a strategic plan aligned with the California Workforce Development Board (CWDB)'s goals and priorities; aligning WIOA services with the countywide vision of creating a vibrant economy with a skilled workforce; operating the AJCCs located within SBC; identifying and understanding the workforce investment needs of local businesses and job seekers; and commissioning independent research studies to identify top industry demand sectors.

Strategic Vision

This two-year plan modification and the process to develop it was guided by the regional vision of the IERPU, aligned with SBCWDB's own vision and mission as described in Figure 1. These are consistent with the original four-year workforce plan.

Figure 1: Regional and Local Workforce Development Strategic Vision



Local Workforce Goals

SBCWDB and its partners have made significant progress on the original five goals of the four-year work plan, which is noted below. Each goal and its associated tactics were modified to reflect the results of the regional analysis and current situation of the local workforce system. These modified goals are now also aligned with particular goals in the IERPU Regional Workforce Development Plan Two-Year Modification. Please see Appendix B.

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

New Sectors

The regional labor market analysis revealed opportunities for local jobs in the Public Administration and Mining industries. 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 San Bernardino, the Career Path Builder Program offers training in essential skills to prepare for entry-level careers at the County. The program combined technical and crucial soft skills: communication, emotional intelligence, customer service, contextualized math, Microsoft Office applications, and business writing. Completers of the program receive San Bernardino County's Entry-Level Workplace Certification and are qualified to apply for positions such as Office Assistant III, Eligibility Worker Trainee, and Child Support Assistant.

The Mining industry is adding jobs in the county as well, with employment growing in the industry at a pace of 1.7% regionally. In particular, lithium mining has expanded in the region as a material used for electric car batteries. MP Materials is a rare earth element mining and processing company based in Mountain Pass, which has opportunities at multiple skill levels from Mechanics to Engineers.

Progress in Sector-Based Career Pathways

There are several notable achievements for SBCWDB and its partners since the original workforce plan. In Transportation and Logistics, a series of three informative videos that highlight careers in the industry were developed. They discuss the variety of opportunities available in the industry, aimed at encouraging participants to train for an exciting career path. Manufacturing saw the continued expansion of the Industrial Maintenance Electrician (IME) and Industrial Mechanic and Mechatronics Technicians (IMT) occupations in a new apprenticeship from Chaffey College to Victor Valley College's High Desert Training Center. Finally, in Healthcare, SBCWDB is working both locally and regionally to build career pathways for Emergency Medical Technicians (EMTs) to qualify for Paramedic jobs.

Cybersecurity also remains a priority occupational area within the Professional Services industry and across sectors. California State University San Bernardino, San Bernardino Valley College and the San Bernardino County Superintendent of Schools have been working to develop career pathways for cyber jobs. Starting in high school, students are exposed to cybersecurity skills through a game called Cyber Watchdog that teaches them basic concepts. At the regional level, there is also an apprenticeship being developed for Information Security Professional.

Sector-based strategies for youths have been expanded with new work-based learning opportunities, including apprenticeships. SBCWDB has added requirements for its youth providers to place an increasing percentage of youths they serve into apprenticeships. Starting in PY 2022-23, providers have been asked to place 1%, then 3% in PY 2023-24, and 5% in PY 2024-25.

Modified Tactics and Alignment with Regional Goals

As with the original plan, the region will continue to develop sector-based pathways in the five original sectors with the addition of Mining and Public Administration. The SBCWDB will continue to look for opportunities to expand cybersecurity skill development and jobs for participants. The remaining tactics are unchanged from the original four-year local plan. This goal and tactics align with goals #1-3 and #11-12 in the IERPU regional plan modification.

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

Progress in High-Road Workforce System

The SBCWDB worked closely with the RCWDB and regional stakeholders to develop the IERPU Job Quality Definition below. In addition, it entered into contracts with the Chino Valley Chamber of Commerce, Fontana Chamber of Commerce, Greater High Desert Chamber of Commerce, Greater Ontario Business Council, IE CEEM, and the Redlands Chamber of Commerce as planned in the original local goals. The chambers of commerce provide business outreach support, employer relationship development and management, and workforce system research services. The formal relationship with local chambers led to a significant increase in employers who were engaged with SBCWDB, creating new opportunities in all of the target sectors.

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 Business Services Team at WDD and the contracted Chambers will be operationalizing the IERPU Job Quality definition by having discussions with employers about job quality and identifying

jobs for participants that align with the definition. SBCWDB continues to expand its business outreach efforts through local Chambers, recently entering into an additional contract with the Black Chamber of Commerce Inland Empire. The Chambers and Business Services Team will also be engaging small businesses as part of a regional strategy that includes signing bonuses for job seekers who are hired with local small businesses in the manufacturing field who are trained as part of the Regional Equity and Recovery Partnerships (RERP) grant. This goal and tactics align with goals #4-6 in the IERPU regional plan modification.

3. **Access and Inclusion for All:** Work with Core Partners and AJCCs to improve access to technology, build digital literacy skills, develop population-specific programs and support organizational development that drives equity and job quality.

Progress in Access and Inclusion for All

The IEPRU collaboratively developed a definition for equity, as shown below. The SBCWDB began working on strengthening access and inclusion in the past two years in several ways as well. In the most recent cycle of contracting WIOA Youth Providers, funding was allocated proportionally to the number of disconnected youths in each geographic area – distributing higher amounts where there was greater need. The Workforce Compass platform is being implemented at the AJCCs, which will make services more accessible and robust. It leverages advanced labor market data and AI to offer career recommendations and training opportunities that SBCWDB staff can help participants access, including conducting intakes through the system. Finally, SBCWDB is developing strategies to better serve people with disabilities (PWD) through a dedicated team of a Workforce Development Specialist (WDS) and a Business Services Representative (BSR) who are dedicated to finding employment opportunities for this population.

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

The SBCWDB has implemented the Unite Us platform for referrals between agencies and it is being explored as a regional option as well. A key priority is operationalizing the equity definition by improving employment outcomes for populations with barriers to employment as described in the regional plan modification. The SBCWDB's connection sites will be leveraged to improve access to services in libraries and adult education schools throughout the county. In addition, WDD staff will be trained in job quality, digital fluency and distance learning. This goal and tactics align with goals #7-10 in the IERPU regional plan 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 has been a marked increase in the demand for Industrial Maintenance Technicians in the Transportation and Logistics sector. This is largely due to the automation and new machines that are being used in warehousing. The SBCWDB has been monitoring changes such as these as work evolves in the county. The Workforce Compass platform being implemented currently will provide opportunities to track these changes as they happen in real time in job postings and the advanced labor market data the tool provides.

Modified Tactics and Alignment with Regional Goals

This goal was modified to remove tactics for gig and remote work. During the pandemic, it was anticipated that these types of working arrangements may significantly increase, which hasn't been the case in the target sectors and occupations in the local area. Instead, the SBCWDB will focus on monitoring the impacts of automation such as self-driving vehicles in transportation and robotics in manufacturing. Other tactics from the original plan remain unchanged. This goal and tactics align with goals #11-12 in the IERPU regional plan 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

The local workforce area's response to COVID-19 included engaging both employers and job seekers to understand how their needs had changed. As noted earlier, the increase in remote working situations, for instance, ended up being mostly temporary in target sectors. The pandemic led to a surge in the Transportation and Logistics industry as online shopping increased. As a result, employers currently and throughout the pandemic are reporting difficulty in filling a number of open positions. This has opened up opportunities to help them tap into traditionally underserved populations, such as justice-involved individuals. Job seekers overall are looking for better quality jobs and higher pay and the SBCWDB has responded with increased employer engagement through the chambers of commerce and developing definition of job quality.

Modified Tactics and Alignment with Regional Goals

The goal itself has been modified to respond to ongoing impacts of COVID on the local economy and to foster a county culture of adaptiveness to similar economic shocks in the future. Managing the new economy will take regular engagement with partners, job seekers and employers to address new needs as they arise. One such need was for more access points for services and the AJCC Connection Sites will be leveraged to provide additional ways for job seekers to engage with the local workforce system. This goal and tactics align with goals #8-9 and 11 in the IERPU regional plan modification.

III. WIOA Core and Required Partner Coordination

The SBCWDB and its One Stop Operator (OSO) coordinate WIOA Core and Required Partners in a few key ways. Together, the programs in Exhibit A of Appendix E (to be added) make up the SBC AJCC MOU Partners and are at the forefront of service delivery to job seekers in SBC. Throughout this document, this group is also referred to as the “AJCC System” or “AJCC Partners.” Exhibit A of Appendix E (to be added) states the vision, mission, values and goals of the AJCC System, which are the same as in the original plan. SBCWDB has a streamlined MOU process using an AJCC MOU template (Exhibit E) for partners to individually sign with the SBCWDB.

Coordination of WIOA Core and Required Partners

SBCWDB coordinates its WIOA core and required partners (AJCC MOU Partners) primarily through the contracted OSO, Goodwill Industries of Southern California, which was selected in 2021 through a competitive process as outlined below. The OSO reports to the SBCWDB to coordinate the service delivery of required one-stop partners and service providers, and ensures the implementation of partner responsibilities per the AJCC System MOU (Appendix E, to be added).

In the first year of operation, the OSO facilitated quarterly meetings with the AJCC MOU Partners, coordinated 17 site visits with mandated partners for continuous quality improvements and assisted in the implementation of the new referral system through the Unite Us platform, among other accomplishments. The OSO also facilitates the Integrated Service Delivery Working Group.

Integrated Service Delivery (ISD) Workgroup

With the Business Services working group no longer active under this MOU, the ISD is currently the only working group of the AJCC MOU Partners related to general service delivery. The ISD Workgroup is a number of agencies working together to collaborate and coordinate support and services to shared customers. The ISD Workgroup encourages a customer centric service delivery system across all co-located and non-located locations throughout San Bernardino County. A key focus of the workgroup is to orient and support MOU Partners onboarding to the Unite Us platform for information and referral between partner agencies.

Co-Enrollment and Common Case Management

The SBCWDB and its AJCC Partners work toward co-enrollment and common case management by leveraging the Unite Us platform. The platform allows partners to track the needs of participants and to follow their engagement with services at other providers. Unite Us also allows for the implementation of “network standards” to be put into place such as the maximum length of time partners should take to respond to a referral, which can help standardize quality.

As part of the Continuous Improvement Plans for all three AJCCs, they plan to increase co-enrollments through reviewing the protocols and tracking of co-enrollments. They also have a goal to increase the number of partners, including adding the contracted youth providers, using the Unite Us platform, making it easier to track co-enrollments.

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

As noted above, SBCWDB is facilitating increased access to its AJCC system in several ways, including through new technology and establishing Connection Sites. The Workforce Compass

platform gives job seekers access to an end-to-end career navigation journey, including personalized career path recommendations, presenting relevant learning programs and career support resources and connections to relevant job openings and resources. It also enables SBCWDB staff to facilitate intake and support, send resources and action items, and monitor job seeker progress. As noted earlier in this plan, the new referral platform, Unite Us, is being used to facilitate referrals between service providers.

In addition, the SBCWDB has established Connection Sites within County libraries and adult education providers to expand access to the AJCC system. Connection Sites allow customers to access the programs, services and activities of the AJCC partners, providing direct access to WDD services and the CalJOBS system. The Connection Sites were established to help customers in remote areas access the local AJCC system and to increase the number of access points overall.

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

The coordination of workforce and education activities, as well as support services are managed by the OSO as noted above. The AJCC MOU Partners' ISD Working Group is tasked with coordinating services across the system, including the workforce and education activities described in Appendix E, Exhibit B (to be added). Workforce, education and supportive services will all be coordinated through the Unite Us platform. Additionally, the Workforce Compass platform assesses participants for their education, workforce and support service needs, then offers customized recommendations. SBCWDB staff are able to facilitate intakes and manage their access to services in this system.

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

The SBCWDB and AJCC MOU Partners ensure that the policies and procedures as well as the programs and services provided at the AJCC are in compliance with all applicable laws. AJCC MOU Partners have agreed to this in the AJCC System MOU (Appendix E, Sections XII, XIV, to be added). During the AJCC Indicator Assessment, all three AJCCs were confirmed to be wheelchair-accessible and equipped with assistive technology such as screen magnification, screen reading software, speech-to-text software, and TTY/TDD equipment.

SBCWDB staff also regularly receive training to better improve access for and services to people with disabilities (PWD). Staff were recently trained for reviewing the accessibility of public documents and making necessary changes. As part of the continuous improvement plan of the three AJCCs, all staff will receive ongoing training in assistive technology which is available in all three AJCCs. Finally, as noted above under Local Goals, #3 Access and Inclusion for All, the local area is planning to implement a strategy pairing a WDS staff with a BSR staff to specifically serve PWD.

IV. State Strategic Partner Coordination

Strategic Coordination

At a strategic level, SBCWDB's Special Populations Committee is comprised of members with expertise in providing services to individuals with barriers to employment including CalFresh

recipients, non-custodial parents, PWD, English language learners, homeless, reentry, foreign born, and/or refugees. The committee's work helps implement and sustain the goals developed in this Local Plan and ensures a continual focus on the needs of these individuals with barriers to employment.

In 2022, the committee prioritized 1) identifying and applying for collaborative funding opportunities; 2) developing strategies to pursue changes for barriers that impact special populations and 3) developing a business services model that encourages and supports employers in the hiring of special populations.

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

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

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

During the application process, individuals are assessed for and referred to California Work Opportunity and Responsibility to Kids (CalWORKs) and Medi-Cal as needed. 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. While workforce services can be provided through referrals, historically, the priority for TAD has been addressing an individual's immediate need for food.

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

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

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

In July 2022, the SBCWDB entered into a MOU with the County's Department of Child Support Services (DCSS) to provide employment services to non-custodial parents (NCPs) through an integrated referral and service delivery system with WDD and its AJCCs. This formalized the decade-long partnership between the two departments. The AJCCs address unemployment and underemployment of job seekers who have barriers preventing them from obtaining long-term employment. Barriers include low income, housing instability, lack of a vehicle, suspended licenses, lack of proper ID, etc.

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

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

In a collaborative effort, SBCWDB, AJCC partners and stakeholders work together to identify sources of other support services such as housing, food, transportation, a reduction of criminal charges, or a reduction of financial burdens. These services are in place to support the individual's efforts in job search assistance, training and retention in employment. SBCWDB and DCSS have quarterly meetings to discuss referrals, share data and coordinate for job fairs.

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

As in the original four-year local plan, SBCWDB 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).

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

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

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

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

Individuals who are English 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 SBC AJCC System Partners. Exhibit C in Appendix E (to be added) lists the partners who offer II Adult Education and Family Literacy (AEFL) programs. There are Transitional Counselors who work with students in a workshop setting or on a one-on-one basis. Counselors are trained to connect students to the AJCCs for workforce services if they are not already enrolled. SBCWDB also plans to continue partnership discussions with its ELL partners to initiate discussions toward development of a plan to serve the refugee population within the County. However, the refugee population in SBC is relatively small.

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

The SBCWDB also offers a pay differential for bilingual staff in order to recruit staff members that can support ELL and refugee populations in their native language. An assessment of the language skills of current staff was conducted to identify staff already working for the county who are bilingual, who then received a pay increase if they qualified. This information is stored with the county so bilingual staff can be requested for services, as needed.

V. WIOA Title I Coordination

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

Staff Training

Digital Fluency and Distance Learning

As noted above, Goal #3 articulates a tactic of the SBCWDB to provide training on digital fluency and distance learning to 90% of staff providing youth services in the County. SBCWDB works with its IERPU partner, RCWDB on regional staff training in this area. SBCWDB staff receive monthly technology trainings from their Diversity Team on various technologies. In 2022, these included:

- Google Drive
- PowerPoint, Outlook and Excel (3 separate trainings)
- EMACS
- Using “PosterMyWall.com” for Flyers

Cultural Competency and Understanding the Experiences of Trauma-Exposed Populations

SBCWDB and its partners regularly provide training to its staff on cultural competency and understanding trauma-exposed populations, continuing to work toward the goal of 90% trained in these areas. Multiple regional trainings conducted for staff in 2022 included these topics, including “Adult Development Theory, Diversity, Equity and Inclusion” by Arel Moodie and “Empowered Equity and Diversity in the Workplace” by Natasha Palumbo.

In 2023, staff trainings for diversity, equity and inclusion have also been scheduled.

Coordination of Workforce Investment Activities with Statewide Rapid Response

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

To coordinate the RR team services with SBCWDB’s workforce services, the RR team provides an on-site orientation, which can also be conducted virtually, depending on the need. The RR team works with the employees facing a layoff, preparing them for next steps and offering the SBC AJCC System services. The RR Team aims to provide as many services as possible while employees are still working, so facilitate a smooth transition to the next phase of their career. Business Services Representatives (BSRs) use their connections to find employers who can hire affected workers so they can start work immediately, once they separate from the company. Depending on the size of the layoff, the RR team can also arrange jobs fairs for the displaced workers. Layoff assistance is provided when the reduction is inevitable regardless of whether attempts to avert have occurred or not. Job seekers are provided information about Unemployment Insurance (UI), COBRA, Child Support, and employment services offered by the AJCCs, among multiple other supports.

Adult Training Services

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

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

Table A below outlines the adult and dislocated worker employment and training services provided by the SBC AJCC System. The SBCWDB regularly assesses these services to ensure they are meeting the requirements for job seekers.

Table A: SBC AJCC System Adult and Dislocated Worker Services

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

<ul style="list-style-type: none"> • Fees for Training Certificates: CPR, Forklift, • Driver's License, CA ID • Birth Certificates 	<ul style="list-style-type: none"> • Training and Work Tools • Interviewing Clothes • Books and Supplies
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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 post-COVID. A key to ensuring youth are prepared for this future is enhancing their employability skills, particularly in digital literacy and fluency. SBCWDB along with its partner will address this need in a few key ways:

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

An additional focus for youth services in the next two years is providing pre-apprenticeship and apprenticeship opportunities. Providers have been asked to place a percentage of youth they serve into apprenticeship programs – 1% for PY2023-24, then 3% in PY 2023-24, and 5% in PY 2024-25. All services available to youth through contracted youth providers are outlined in Table B:

Table B: SBC Youth Services

Career Pathway Development Services	
<ul style="list-style-type: none"> • Initial Assessment • Eligibility for all AJCC Programs • Orientation • Career Assessment • Career Exploration • CalJOBS Registration • Information/ referrals for Diploma/HSEE • Individual Services Strategy • (ISS) development • Mentorship • Work Experience (WEX) 	<ul style="list-style-type: none"> • Internships • College tours • Case Management • Counseling • Work readiness skills • Financial literacy • Tutoring • Labor Market Information • Follow-up Services • College Information & Financial Assistance • English as a Second Language
Skills Development	
<ul style="list-style-type: none"> • Leadership Development • Career Pathways • Postsecondary Transition • Career & Vocational Training 	<ul style="list-style-type: none"> • On-the-Job Training • Entrepreneurial training • Diploma/Equivalency Prep • Pre-apprenticeship • Youth 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

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

The SBCWDB follows a stringent procurement policy set forth by the County. As the administrative entity responsible for the disbursement of grant funds, SBC requires that all staff, sub-recipients and sub-contractors follow the same policy for purchasing and procurement activities. This requirement is included in all contract assurance for subrecipients and subcontractors as required by WIOA, the Office of Management and Budget (OMB), and Uniform Guidance regulations (UG: Appendix II to Part 200).

The procurement activities of the agency are governed by federal, state, and county ordinances, regulations, rules and/or directives. It is the intent of the local policy to ensure that all procurement activities provide for free and open competition, secure the best possible value, and are consistent with all applicable authority. In addition, a cost or price analysis must be conducted in connection with every procurement action including contract modifications.

How the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider

San Bernardino County competitively procured for the One Stop Operator (OSO) in early 2021. In October 2021, the SBCWDB and the San Bernardino County Board of Supervisors approved the selection of Goodwill Industries of Southern California as the One Stop Operator, currently under contract until September 30, 2023.

On February 9, 2021, the SBC Board of Supervisors approved the submission of the SBCWDB application to the CWDB to continue as the Career Services Provider for the period of July 1, 2021 through June 30, 2025. CWDB approved SBCWDB to act as the Career Services Provider for this period.

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

- Progress on the original four-year plan regional plan goals was shared by IERPU staff
- 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)

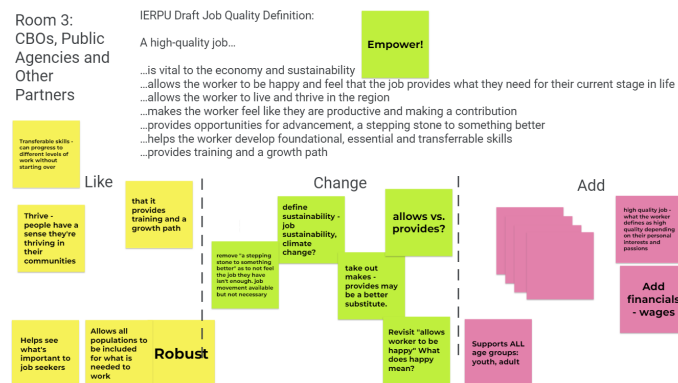
IV. What Did We Miss?

- Additional feedback was requested from the group

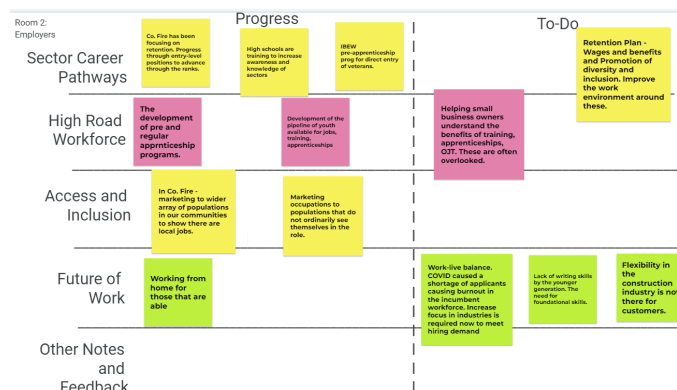
V. Closing and Next Steps

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: San Bernardino County 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 the following sectors:</p> <ul style="list-style-type: none"> • Transportation and Logistics • Manufacturing • Healthcare and Social Assistance • Construction • Professional Services • Mining • Public Administration 	<ul style="list-style-type: none"> • Coordinate with regional partners on Transportation/Logistics, Manufacturing and Healthcare, and Public Administration • Implement cybersecurity programming across sectors • Implement Regional Goals as part of the IERPU • Leverage work-based learning and earn and learn strategies such as apprenticeships and OJT • Provide training and services to at-risk youth that inspires interest in an in-demand sector or occupation, including apprenticeship • 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
<p>2. High Road Workforce System:</p> <p>Utilize outcome of annual Joint AJCC Partnership meeting to facilitate the necessary partnerships and organizational development among the workforce</p>	<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) 	<ul style="list-style-type: none"> • Goals #4-6

development boards, AJCCs, and other key partners to support high road employment	<ul style="list-style-type: none"> • Continue to work with local Chambers of Commerce and Industry Associations • Track # of businesses and served and # of jobs retained through layoff aversion services • Gather feedback from employers to ensure system is meeting their talent needs • Implement new and/or enhanced services and practices that support high-road employment 	
<p>3. Access and Inclusion for All:</p> <p>Work with Core Partners and AJCCs to improve access to technology, build digital literacy skills, develop population-specific programs and support organizational development that drives equity and job quality</p>	<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, cultural competency, and understanding the experiences of trauma-exposed populations • Leverage connection sites for increased access to services • Leverage IERPU Equity Definition • Maintain diversity of partner organizations to serve remote areas and special populations • Incorporate digital literacy into training and service offerings • Continue to develop programs for PWD through the CIE local partnership and increase # of PWD obtaining employment • Continue partnership with P2E program for justice system-involved individuals and increase # of justice-involved individuals who obtain employment 	<ul style="list-style-type: none"> • Goals # 7-10

<p>4. Future of Work:</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"> • Continue to address impacts by population - older workers, youth, PWD, system-involved, etc. • Continue to work with employers to better understand skills and qualifications for future jobs, compile list of skills • Continue to advocate with employers for development of new jobs that are high road • Train the future workforce for high road employment, including developing employability skills • Align AJCC services and training with FOW skills and qualifications • Offer at least one new professional development opportunity to staff related to automation and new technologies • Increase access to digital literacy training through AJCC workshops and programs or through partner collaboration 	<ul style="list-style-type: none"> • Goals 11-12
<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 • Develop new strategies to address issues, both short- and long-term • Provide more accessible and safer in-person services through co-location of staff in partner agencies and leveraging connection sites 	<ul style="list-style-type: none"> • Goals 8-9, 11

- | | | |
|--|---|--|
| | <ul style="list-style-type: none">• Support for surge occupation recruitment efforts from Business Services staff• Coordinated local strategy to address layoffs through Rapid Response and other services• Adjusted job seeker service delivery strategies• Gather feedback from employers to ensure system is meeting their talent needs | |
|--|---|--|

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

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

Appendix D: Plan Signatures

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

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

The WIOA four-year San Bernardino 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.

San Bernardino County Workforce Development Board

Local Workforce Development Board Chair



Signature

William Sterling

Name

Chair

Title

February 22, 2023

Date

Chief Elected Official

Signature

Dawn Rowe

Name

Chair of Board of Supervisors

Title

Date

Appendix E: AJCC Partner MOU

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

July 1, 2022 – June 30, 2025

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

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

RECITALS

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

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

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

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

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

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

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

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

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

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

NOW, THEREFORE, IT IS MUTUALLY AGREED AS FOLLOWS:

AGREEMENT

I. Purpose of MOU

A. Preamble/Overall Purpose

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

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

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

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

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

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

B. Local Vision Statement, Mission Statement, and Goals

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

1. Vision Statement

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

2. Mission Statement

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

3. AJCC System Goals

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

4. AJCC System Values

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

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

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

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

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

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

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

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

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

II. One-Stop System Services

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

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

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

West Valley AJCC
9650 Ninth Street
Rancho Cucamonga, CA 91730

High Desert AJCC
17310 Bear Valley Rd
Victorville, CA 92395

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

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

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

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

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

III. Responsibilities of AJCC Partners

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

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

IV. Funding of Services & Operating Costs

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

V. Methods of Referring Customers

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

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

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

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

VI. Access for Individuals with Barriers to Employment

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

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

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

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

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

VII. Shared Technology, System Security, and Confidentiality

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

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

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

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

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

AJCC Partners agree to assure that:

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

VIII. Process and Development

A. Effective Date and Term of the MOU

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

B. Process Used to Reach Consensus

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

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

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

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

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

D. Process for Periodic Modification and Review

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

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

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

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

IX. Sharing Infrastructure Costs

A. Partners Agree to Cost Allocation Methodology

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

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

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

B. Comprehensive AJCC and Affiliate AJCCs

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

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

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

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

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

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

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

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

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

C. Infrastructure Cost Allocation Methodology

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

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

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

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

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

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

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

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

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

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

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

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

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

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

X. Sharing Other One-Stop System Costs

A. AJCC Partners Sharing Other One-Stop System Costs

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

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

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

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

B. Career Services Applicable to the AJCC Partner

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

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

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

D. Local Agreement to Share Other System Costs

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

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

i. Local Agreement to Share AJCC Partner Staff Cross Training

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

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

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

iii. Local Agreement to Share AJCC Operator Costs

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

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

XI. Confidentiality

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

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

XII. Non-Discrimination and Equal Opportunity

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

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

XIII. Grievances and Complaints Procedure

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

XIV. American's with Disabilities Act and Amendments Compliance

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

XV. Modifications and Revisions

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

XVI. Termination

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

XVII. Signatures

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

XVIII. Assignment

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

XIX. Execution in Parts or Counterparts

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

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

XX. Notices

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

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

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

XXI. Severability and Validity of MOU

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

XXII. License for Use

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

XXIII. Supervision/Day to Day Operations

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

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

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

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

XXIV. Dispute Resolution

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

XXV. Press Releases and Communications

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

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

XXVI. Hold Harmless/Indemnification/Liability

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

XXVII. Integration Clause

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

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

[Signatures on Following Pages]

AJCC PARTNER

**SAN BERNARDINO COUNTY,
Workforce Development Department**

Signature

Name:

Title:

Address:

Date:

Signature

Name:

Title:

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

Date: _____

EXHIBIT “A” | AJCC Partners

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

EXHIBIT “B” | AJCC Partner Services Summary

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

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

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

EXHIBIT “C” | AJCC Partners Services Chart

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

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

Out of area job search	Assist with out of area job search and relocation.	SBCWDD; JC; DOR; EDD
English language acquisition	English language proficiency and integrated instruction and training programs.	AEFL
Follow-up Activities	Provide continued career counseling as needed for up to 12 months following the first day of employment.	SBCWDD; AEFL; JC; MSFW

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

Key

AEFL – Title II Adult Education and Literacy

CPCTE – Carl Perkins Career and Technical Education

CSBG – Community Services Block Grant

DOR – Department of Rehabilitation (Title IV Vocational Rehabilitation)

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

HUD – Housing & Urban Development
JC – Job Corps
MSFW – Migrant Seasonal Farmworkers
NAP – Native Americans Programs
OAA – Title V Older Americans Act
SBCWDD – San Bernardino County Workforce Development Department (Title I Adult, Dislocated Worker & Youth)
SC – Second Chance
TAAA – Trade Adjustment Assistance Act
TANF – Temporary Assistance for Needy Families/CalWORKs
UI – Unemployment Insurance
VETS – Veterans
YB – Youth Build

EXHIBIT “D” | AJCC System Methods of Referral

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

AJCC Partner Program Information

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

Staff Cross-Training between AJCC Partners

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

Referral Process

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

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

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

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

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

County of San Bernardino Workforce Development Board

Infrastructure Budget for West Valley AJCC

(If applicable as denoted in Section IX.B)

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

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

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

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

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

County of San Bernardino Workforce Development Board

Infrastructure Budget for East Valley AJCC

(If applicable as denoted in Section IX.B)

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

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

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

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

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

County of San Bernardino Workforce Development Board

Infrastructure Budget for High Desert AJCC

(If applicable as denoted in Section IX.B)

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

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

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

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

EXHIBIT “F” | COMBINED CAREER SERVICES BUDGET

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