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**San Bernardino County  
Workforce Development Board  
Local Workforce Development Plan  
Program Years 2025-2029**

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## I. Introduction and Overview

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This four-year local workforce development plan for the San Bernardino County Workforce Development Board (SBCWDB) has been developed to guide the SBCWDB's workforce programs and services at the local level. The Inland Empire Regional Workforce Development Plan Program Years 2025-28 is the strategic roadmap, and this local plan provides the details of its operational implementation in San Bernardino County (SBC). The SBCWDB relies on its America's Job Center of California (AJCC) System to deliver effective and impactful programs and services, guided by the SBCWDB.

This plan provides specific details about how the SBCWDB manages its local AJCC System in alignment with Workforce Innovation and Opportunity Act (WIOA) requirements, the California Workforce Development Board's 2024-2027 Unified Strategic Workforce Development Plan, and the IERPU regional plan as noted earlier. It was written in accordance with Directive WSD24-09 from the CWDB and the Employment Development Department (EDD). The plan covers Program Years 2025-28: PY 25-26, PY 26-27, PY 27-28, and PY 28-29.

After a description of the planning process to develop this plan below, this plan is organized in the following manner:

**II. Local Context:** A description of the SBCWDB, its guiding principles and local goals

**III. WIOA Core and Required Partner Collaboration:** A discussion of how the SBCWDB coordinates its AJCC Partners, integrates education, support services, and complies with applicable laws

**IV. State Strategic Partner Collaboration:** An overview of how the SBCWDB coordinates programs and services with state agency partners for specific populations

**V. WIOA Title I Coordination:** A summary of how the SBCWDB equips its staff with appropriate training, manages its Rapid Response program, provides services for youth and adults, and fulfills the roles of One Stop Operator and Career Services Provider

### Local Workforce Development Plan Process

The staff team of the SBCWDB, the San Bernardino County Workforce Development Department (SBCWDD), met weekly to develop this plan, supported by MAP Advising and Growing Big Ideas. The Inland Empire Regional Planning Unit team held regional stakeholder feedback sessions and job seeker listening sessions for feedback, as described in Appendix A.

## II. Local Context

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### The San Bernardino County Workforce Development Board and Local AJCC System

The SBCWDB, consisting of 19 members, is staffed by the San Bernardino County Workforce Development Department (SBCWDD). As in the original four-year plan, the SBCWDD operates workforce programs under the guidance of the SBCWDB, funded by the Department of Labor's WIOA program. 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 SBCWDD, are strategically located in the East Valley (San Bernardino), West Valley (Rancho Cucamonga), and High Desert (Victorville). SBCWDD 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 SBCWDD includes 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 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 four-year plan and the process to develop it was guided by the regional vision of the IERPU, aligned with SBCWDB's own vision and mission as described in Figure 1. The SBCWDB recently updated its mission to reflect a focus on equity, access and advancement.

Figure 1: Regional and Local Workforce Development Strategic Vision



## Local Workforce Goals

As part of the planning process for the next four years, the SBCWDB's discussions and feedback led to the creation of Goals #1-5 below, in alignment with the IERPU Regional Plans Goals #1-5:

- 1. To ensure the San Bernardino County AJCC System works toward achieving equity by prioritizing the shared target populations of emphasis to advance Regional Indicators #1 and #2.**

### Tactics:

- Supporting existing programs tailored for the target populations such as Prison 2 Employment and Uniquely Abled
- Developing new programs for the target populations such as the SBC Pathbuilder Certificate Program for jobs with the county
- Researching and implementing new approaches for serving all shared target populations of emphasis

- 2. To provide an increased level of services to foster youth.**

### Tactics:

- Ensure foster youth receive wraparound support that allows them to complete their education
- Provide work-based learning opportunities to foster youth
- Develop foster youth focused workforce programming such as the internship program at SBC offices with the Independent Living Program

- 3. To locally advocate for job quality among the county's employers.**

### Tactics:

- Gather research about the return-on-investment for improving job quality
- Offer employers research, training, and consultation on job quality
- Prioritize OJT and other incentives for employers with higher job quality

- 4. To research and pilot new programs and services for industries and occupations that support climate and environmental sustainability.**

### Tactics:

- Gather LMI and other research about industries, occupations, and required skills for "clean and green" career pathways
- Leverage new project with I-REN to learn about opportunities in this area
- Share learning and include AJCC System partners in the design and implementation of new related projects

**5. To enhance the coordination of Business Services across the AJCC System.**

Tactics:

- Launch and facilitate the Business Services Work Group to share resources and strategies for serving the County's employers
- Build on the strong job fair and career-oriented event system with 25+ events per year along with AJCC System Partners
- Continue to gather feedback from the business community on the best ways the AJCC System can coordinate to serve them

### III. WIOA Core and Required Partner Coordination

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The SBCWDB coordinates WIOA Core and Required Partners in several key ways as described in the following section. The SBCWDB and its AJCC MOU Partners listed in Appendix D, Exhibit A constitute the San Bernardino County AJCC System (noted simply as “AJCC System” throughout this document). MOU is reviewed annually for any necessary changes and the current MOU expires June 30, 2025. SBCWDB is currently working on the next version to be executed July 1, 2025.

#### San Bernardino County (SBC) AJCC One-Stop Delivery System Vision and Mission

The vision of the AJCC System is:

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.

The mission of the AJCC System is:

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.

Finally, the AJCC System delivers on its vision and mission through goals to:

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

To accomplish these goals, the AJCC System requires the leadership, coordination, and support of the SBCWDB. The SBCWDB hosts regular meetings with AJCC Partners, coordinates the Integrated Service Delivery (ISD) and Business Services work groups, and sets up processes for communication and collaboration among partners.

#### Coordination of WIOA Core and Required Partners

##### Regular Meetings

The AJCC System Partners meet quarterly, with other periodic meetings scheduled as needed. There are two different types of meetings – leadership meetings, which are focused on high-level strategy and planning; and staff-level meetings, which focus on service delivery discussions. The One Stop

Operator (OSO) is responsible for coordinating and facilitating these meetings, which often include tours of the hosting organization.

### Integrated Service Delivery (ISD) and Business Services Work Groups

A subset of representatives from the AJCC Partners make up the ISD Work Group. The ISD Work Group works together to collaborate and coordinate support and services to shared customers. The ISD model aims to incorporate a customer-centric service delivery system across all co-located and non-located locations throughout San Bernardino County. This work group is currently working on the interorganizational referral system.

In early 2025, SBCWDB will be coordinating a new Business Services Work Group. Made up of Business Services Representatives (BSRs) from a subset of AJCC Partners, this work group will share resources and strategies for serving the County's employers.

### Processes for Communication and Collaboration

The SBCWDB also develops special processes and procedures to enhance communication and collaboration. For instance, there are dedicated county email addresses that have been set up at each AJCC office. These emails are routed to a specific Workforce Development Specialist (WDS) for follow-up. The SBCWDB also has set up an online Desk Reference guide that has information about all 32 AJCC MOU Partners for referral processes and collaboration.

### Co-Enrollment and Common Case Management

There are several ways that the SBCWDB works toward co-enrollment and common case management across its AJCC Partners. As mentioned above, the ISD Work Group continues to improve integrated services across the system and is currently working on enhancing the interorganizational referral system. Both co-enrollment and common case management are also facilitated by the co-location of partners at AJCCs in the county. For instance, the East Valley AJCC has been recognized for its co-enrollment in the Trade Adjustment Assistance and the Uniquely Aabled programs. AJCC staff are also trained in Customer-Centered Design, a model with a similar purpose to ISD.

As part of the Continuous Improvement Plans for all three AJCCs, the SBCWDB plans to increase co-enrollments and common case management through regular cross-training on partner programs, and integrated customer flow procedures. Finally, the implementation of SmartSheet has provided a technology tool for tracking referrals to enhance co-enrollment and common case management.

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

The AJCC System is equipped to ensure participants in remote areas have access to services. A WDS travels to an office in Barstow, which has a resource room with computer access to serve participants. The SBCWDB also utilizes an office of the SBC Transitional Assistance Department (TAD), an AJCC MOU Partner, located in Yucca Valley. There is a separate MOU with TAD outlining the agreement for TAD to host a specialized WDS in that office to provide services to both participants and businesses. This WDS also travels to another remote location of the county, in Needles, once per month. Finally, there is an annual job fair in the mountain areas of Big Bear and Running Springs. The SBCWDB stays regularly informed about needs in rural areas by TAD and the Certified Providers of Adult Education (CPAE) Consortium.



Technology solutions are also leveraged to better serve participants in remote areas who have access to the internet at home or at a public library using tools such as Zoom, Teams, and DocuSign. Participants in remote areas with internet access can also access the SBC Career Navigator tool, which can guide users to resources, training, and support for a number of industries and occupations. Career Navigator begins with an assessment to determine existing skills and recommends possible career options to pursue.

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

SBCWDB coordinates workforce and education activities in several ways. One way is through individual meetings with education providers in relation to training initiatives that involve an educational component, such as Truck Driver Training with Victor Valley College. Secondly, various committees and coalitions have been formed to coordinate workforce and education activities such as the Economic and Workforce Development work group of the Inland Empire Desert Regional Consortium (IEDRC). The IEDRC is connected to the California Community College Chancellor's Office's Strong Workforce Program. The SBCWDB is an active participant on this workgroup, which supports the strategic goals of the IERDC such as "Goal 4: Expand and enrich stakeholder relationships to support students' transition into and progression within the local labor market."<sup>1</sup>

The Regional Equity and Recovery Partnerships (RERP) project is also a key example of coordinating workforce and education. The RERP project includes opportunities for training and support to enter into paid work experience and jobs in Healthcare, Transportation and Construction, partnering with local colleges for the training portion.

Finally, the SBC Superintendent of Schools offers training in a number of occupations, and participants of the AJCC System are often referred to them. These include pre-apprenticeship programs, paraeducator training and Community Health Worker training. Also, under the county's K-12 education system are the Adult Education and Literacy programs, AJCC system partners who provide training in phlebotomy and other subjects.

### 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 D, Sections XII, XIV). During the AJCC Assessment process, 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. In addition, the Department of Rehabilitation (DOR) is a co-located partner in all three AJCCs.

Going above and beyond to ensure accessible programs and services for people with disabilities, the Disability Navigator program was launched in January 2023 and runs through January 2026. The overall goal of this project is to increase employment of people with disabilities with dedicated staff and through collaboration with local partners. These partners include the Inland Regional

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<sup>1</sup> IERDC Strategic Plan 2023-2026: <https://desertcolleges.org/iedrc-strategic-plan/>

Center, The Autism Society, and DOR. A dedicated WDS and BSR have been assigned to this project leveraging WIOA resources to address the particular employment, training, supportive service and supplemental needs of people with disabilities.

## IV. State Strategic Partner Coordination

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### Strategic Coordination

As a standing committee of the SBCWDB, the Special Populations Committee (SPC) is tasked with ensuring the AJCC System's programs and strategies serve all special populations effectively. This includes all special populations addressed in this section: CalFresh recipients, non-custodial parents, Individuals With Disabilities, English language learners, homeless, reentry, foreign born, refugees, and veterans. While the SPC sets the strategic-level approach, staff of the SBWDB and its AJCC MOU Partners ensure the tactical service delivery is coordinated with the appropriate state agency partners.

The SPC's 2024-25 Special Populations Committee Workplan has the following goals:

1. Increase & Continue Justice Involved Services by 10%
2. Increase number of individuals served that are experiencing Homelessness by 30%
  - a. This includes providing support for homeless and foster youth
3. Continue to serve Veterans and increase participation in career pathway programming by 30%
4. Continue to serve Individuals with Disabilities and increase participation in career pathway programming by 30%

The sections below address how the SBCWDB and its AJCC Partners coordinate with various state agencies locally to serve specific populations.

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

The county TAD department has a third MOU with the SBCWDB in addition to the AJCC Partner MOU and the MOU described above regarding its Yucca Valley office. This MOU outlines a partnership for the SBCWDB to provide CalFresh Employment and Training (E&T) services to CalFresh recipients. TAD is co-located at AJCCs and the SBCWDB has committed to coordinating all AJCC MOU Partner services for CalFresh E&T participants through referral from TAD for those who are interested and qualify. Another specialized service they are eligible for is the CalWORKs Subsidized Employment Program (CSEP). CSEP matches CalWORKs customers with employers to perform job duties, enhance job skills, and maintain current work history while earning a wage subsidy.

The intake process for CalFresh E&T participants 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, CalFresh E&T job seekers will also be connected to sector pathways programs in the local area and the region. The SBCWDB strategy to serve CalFresh participants blends and braids resources to provide the job seekers with streamlined, integrated service delivery.

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

The SCBWDB coordinates and maintains an MOU with the Department of Child Support Services (DCSS) to provide workforce services to Non-Custodial Parents (NCPs). The partnership includes regular quarterly meetings, sharing of information with one another, and workforce staff participation in events together such as “Seek Work” days on the court calendar. 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 an 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.

The SBCWDB and DCSS regularly look for new opportunities to improve coordination together. A recent example of this is jointly using SmartSheet, which allows better tracking and follow-through on individual referrals between the departments. SmartSheet is a cloud-based project management application that can be used as a spreadsheet online input forms for efficient data tracking.

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

Individuals with Disabilities are the focus of the SBCWDB’s collaboration with The California Department of Rehabilitation (DOR), along with other Local Partnership Agreement Partners as the Inland Empire Local Partner Collaborative (IELPC) for Competitive Integrated Employment (CIE). The IELPC has a purpose 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 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 DOR’s San Bernardino county region 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. Coordination continues to be aided by quarterly meetings of the AJCC managers with DOR team members to discuss coordination, challenges, and solutions.

As noted in Section III, the Disability Navigator program was established in 2023 to increase employment of people with disabilities with dedicated WDS staff available for people with ID and DD. Coordination with the DOR helps make this program more successful, along with the Autism Society, another key partner in the Disability Navigator program. Both of these partners bring resources and expertise in serving people with ID and DD such as how to coordinate with employers to provide reasonable accommodations, when necessary.

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

There are multiple ways in which the SBCWDB coordinates with Community-Based Organizations (CBOs), and other organizations who serve English Language Learners (ELL), Foreign Born Individuals, and Refugees. English as a Second Language (ESL) services are provided by Adult Education and Literacy providers listed in the AJCC MOU (Appendix D, Exhibit "A").

A signature initiative for these populations is Emprendedoras, a Spanish Entrepreneurship Workshop Series that empowers monolingual Spanish-speaking micro business owners in SBC with the tools and knowledge to grow their business and prevent layoffs. The Asociación de Emprendedores partners with the SBCWDB to offer this six-part program covers essential topics such as business planning, marketing, financial management, leadership, and access to capital. Attendees who complete the series receive a certificate of completion and are honored at a graduation ceremony, culminating in a Small Business Expo where they present their business elevator speech and showcase their products or services. The workshop series has been offered annually for the last three years and attendance has more than doubled since inception, with the last cohort having twenty-five entrepreneurs receiving certificates. Another resource for Spanish-speaking business owners is the regional Human Resources Hotline, which is available in Spanish.

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 receive a pay increase if they qualify. This information is stored with the county so bilingual staff can be requested for services, as needed.

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.

## Coordination with Local Veteran Affairs, Community-Based Organizations, and Other Local Partners Who Serve Veterans

Veterans are a shared target population of the Inland Empire Regional Planning Unit and the SBCWDB is making every effort to improve outcomes for this population regionally. The SBCWDB has begun by establishing a closer working relationship with SBC's Veterans Affairs (SBCVA) Department, and hosting veteran-focused job fairs.

The SBCWDB is working toward implementing the SBCWDB Special Populations Committee goal related to veterans noted above. The activities for this goal include:

1. Identify and secure partners to identify and refer Veterans
2. Increase partnerships with all Military locations in San Bernardino County for transition to civilian job search
3. Identify leveraging opportunities including grants and resources

In relation to the first activity, the SBCWDB has engaged Frontsight Military Outreach, a local nonprofit organization that provides multiple services to veterans and their families. SBCWDB partners with Frontsight on job fairs for veterans and supporting referrals for employment services.

Finally, veterans are given priority of service throughout the AJCC System. Local Veteran Employment Representatives (LVERs) from the AJCC Partner Employment Development Department provide services specifically to veterans. For veterans who also have a disability, LVERs enroll them in the Disabled Veterans Opportunity Program (DVOP), and help coordinate connections to services and resources at the DOR, who are co-located at all AJCCs.

### Collaboration with the Strategic Planning Partners to Address Environmental Sustainability

The SBCWDB is currently exploring workforce opportunities in climate and environmental sustainability in several ways. First, a partnership is being finalized with the Inland Regional Energy Network (I-REN). I-REN is a coalition of the Coachella Valley Association of Governments, San Bernardino Council of Governments, and Western Riverside Council of Governments, that develops energy efficiency resources, education and funding for the Inland Empire region. An MOU between SBCWDB and I-REN is currently under development to formalize a partnership to:

- **Identify Workforce Needs:** Assessing the specific skills and training required for clean energy jobs.
- **Develop Targeted Training Programs:** Design customized programs to equip individuals with the tools and knowledge needed to excel in the clean energy workforce.
- **Expand Access to Training:** Engaging historically marginalized communities through focused outreach and recruitment efforts.
- **Foster Industry Partnerships:** Building strong relationships with local employers to create a seamless pipeline from training to employment.
- **Provide Comprehensive Support Services:** Offering support services, such as job coaching and resume writing, to help individuals secure employment.

Secondly, SBCWDB continues to explore opportunities in the climate and environmental sustainability sector such as working with Community Action Partnership of San Bernardino County on home weatherization training and employment. The SBCWDB is a named partner in a recent application to the Environmental Protection Agency for the Climate Justice Community Change Grant Program. Finally, SBCWED is working with the Inland Empire Labor Institute (IELI), which co-convenes the THRIVE Inland SoCal initiative along with the Inland Empire Growth and Opportunity (IEGO). THRIVE received funding from the State of California to create quality jobs and bolster California's resilience to climate and global challenges. The SBCWDB is exploring with IELI and THRIVE what jobs within the region are "clean and green".

Overall, there is research and learning process underway for SBCWDB in relation to jobs in climate and environmental sustainability. As more information is gathered and concepts are developed, the SBCWDB will coordinate with state strategic partners and AJCC MOU Partners to identify the skills, training, support and local employment opportunities for occupations in this field.

## V. WIOA Title I Coordination

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The coordination of WIOA Title I services requires ongoing professional development of SBCWDB staff, namely in the areas of digital fluency, distance learning, cultural competency, and the experience of trauma-exposed populations. This section begins with a description of the ongoing training provided to staff in these areas. The services provided by SBCWDB and the AJCC MOU Partners are outlined below, along with how priority is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

Finally, this section also discusses the entity responsible for the dispersal of grant funds, the competitive grant process to award sub-grants, and how the SBCWDB fulfills the duties of the AJCC Operator and Career Services Provider.

### Staff Training

#### *Digital Fluency and Distance Learning*

SBCWDB staff are regularly trained in the areas of digital fluency and distance learning. Many of the services provided to the community are facilitated with technology, which can change often, therefore it is important for staff to have strong digital literacy skills. Remote services to participants has also increased, necessitating skills in distance learning as well. Trainings in this area are held on topics such as:

- DocuSign
- AI Resume Building
- Commonly Used Apps: Google Drive, PowerPoint, Word, Excel
- Using Assistive Technology
- CalJOBS Referral Process
- EDD Next System
- Distance Learning Tools

#### *Cultural Competency and Understanding the Experiences of Trauma-Exposed Populations*

Cultural competency and understanding the needs of trauma-exposed populations are also priority skills for SBCWDB staff. Topics for training during the period of this plan will include, but are not limited to:

- Equal Employment Opportunity and Limited English Proficiency Plans
- Windmill Training (for working with people with disabilities)
- Adult Developmental Theory
- Mental Health Awareness
- De-escalation Training
- Diversity Trainings (e.g. Native American Heritage, Autism Awareness, etc.)

The SBCWDD also has a Diversity Committee, which hosts cultural events each month such as the diversity trainings noted above or celebrations such as Juneteenth and Mexican Independence Day.

## Coordination of Workforce Investment Activities with Statewide Rapid Response

The SBCWDB Rapid Response (RR) Team provides vital support to businesses and workers impacted by or at risk of layoffs, ensuring access to resources and guidance during challenging times. The team includes Business Services Representatives, Career Advisors from America's Job Centers of California, EDD, Covered California, C.O.B.R.A., and business analysts.

Business Services staff identify signs of organizational distress, offer tailored support for WARN and non-WARN layoffs, and provide Business Process Improvement analysis to help avert layoffs. When employers' WARN notifications are submitted to EDD and shared with SBCWDB, the RR Team is quickly mobilized.

The RR Team connects affected workers to employment and training services, state and community resources, and economic assistance. Orientations—offered on-site or virtually—prepare workers for the transition and introduces SBC AJCC System services. The team's goal is to inform workers about available resources, such as Unemployment and Disability Insurance, C.O.B.R.A, Child Support, financial guidance, and AJCC job readiness and training support services, guide them in accessing support, and provide reemployment opportunities, instilling hope during difficult times.

Business Services Representatives also leverage employer networks to connect displaced workers with new employers and may organize Rapid Reemployment initiatives, such as on-site hiring events, to help workers secure new roles quickly.

## Adult and Dislocated Worker 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 (Appendix D).

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 meet the requirements for job seekers.

Table A: SBC AJCC System Adult and Dislocated Worker Services

<b>Basic Career Services</b>	
<ul style="list-style-type: none"> <li>• Eligibility for AJCC Services</li> <li>• Outreach</li> <li>• Intake</li> <li>• Orientation</li> <li>• Initial Assessment</li> <li>• Labor Exchange</li> <li>• Labor Market Information</li> <li>• Resume Preparation</li> </ul>	<ul style="list-style-type: none"> <li>• Performance and Cost Information</li> <li>• CalJOBS Registration</li> <li>• Career Resource Center for Self-Service</li> <li>• Supportive Services Information</li> <li>• Unemployment Insurance (UI) Information</li> <li>• Financial Aid Information</li> <li>• Referrals to Programs</li> <li>• Interview &amp; Job Search Workshops</li> </ul>
<b>Individual Career Services</b>	
<ul style="list-style-type: none"> <li>• Comprehensive Assessments</li> <li>• Career Planning &amp; Counseling</li> </ul>	<ul style="list-style-type: none"> <li>• Supportive services</li> <li>• Financial Literacy</li> <li>• Mock Interviews</li> </ul>



<ul style="list-style-type: none"> <li>• Individual Employment Plan Development</li> <li>• Case management</li> <li>• One-on-One Resume Assistance</li> <li>• Workforce Preparation</li> <li>• Short-Term Pre-Vocational Services</li> </ul>	<ul style="list-style-type: none"> <li>• Out of Area Job Search</li> <li>• Follow-Up Activities</li> <li>• Career exploration</li> <li>• Internships</li> <li>• English Language Acquisition</li> </ul>
<b>Training Activities</b>	
<ul style="list-style-type: none"> <li>• Career/Occupational Skills Training</li> <li>• Entrepreneurial Training</li> <li>• Career Pathways Training</li> <li>• OJT Subsidized Employment</li> <li>• Incumbent Worker Training</li> <li>• Individual Training Accounts</li> </ul>	<ul style="list-style-type: none"> <li>• Adult education: literacy, numeracy, ESL activities (contextual)</li> <li>• Customized training</li> <li>• Diploma/High School Equivalency Exam Prep</li> <li>• Career and Technical Education</li> <li>• Apprenticeships</li> </ul>
<b>Job Placement Assistance</b>	
<ul style="list-style-type: none"> <li>• Job Development</li> <li>• Pre-Screening candidates</li> <li>• Hiring Events</li> <li>• Job Matching</li> </ul>	<ul style="list-style-type: none"> <li>• Career Fairs</li> <li>• Industry Specific Job Fairs</li> <li>• Job Search Assistance</li> <li>• Job Coaching</li> </ul>
<b>Supportive Services</b>	
<ul style="list-style-type: none"> <li>• Transportation</li> <li>• Fees for Training Certificates: CPR, Forklift,</li> <li>• Driver's License, CA ID</li> <li>• Birth Certificates</li> </ul>	<ul style="list-style-type: none"> <li>• Uniforms</li> <li>• Training and Work Tools</li> <li>• Interviewing Clothes</li> <li>• Books and Supplies</li> </ul>

The availability of the service categories listed above – Basic Career Services, Individual Career Services, Training Activities, Job Placement Assistance, and Supportive Services – are noted in Exhibit “C” of the AJCC MOU (Appendix D).

## Youth Services

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

Youth are facing a unique challenge as they complete high school and look for postsecondary options – both further education or employment – an increased demand for digital literacy. The SBCWDB coordinates with AJCC MOU Partners to address this through training provided by its youth service providers to youth ages 16-24, that covers topics such as:

- LinkedIn Learning’s “Digital Literacy and Productivity Learning Pathway”
- Metrix Learning: Digital Literacy (Gamified Learning Opportunity)
- Google: Applied Digital Skills

Youth service providers, collectively known as SBC Youth Forward, also provide these services to youth with disabilities, and can leverage assistive technology in the AJCCs, when necessary. The SBCWDB has worked with its youth service providers to put a greater focus on homeless youth and foster youth.

Table B below outlines the youth services provided by the SBC AJCC System. The SBCWDB regularly assesses these services to ensure they meet the requirements for youth.

Table B: SBC Youth Services

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

### Employer Services

Businesses and employers in the county are important customers for SBCWDB as well. The Business Services team offers the following services listed in Table C:

Table B: SBC Employer Services

<b>Employer Services</b>	
<ul style="list-style-type: none"> <li>• Industry Sector Strategies</li> <li>• Layoff Aversion Services</li> <li>• Rapid Response</li> <li>• Labor Market Information</li> <li>• On-the-Job Training</li> <li>• Customized Training</li> <li>• Business Resources &amp; Referrals</li> <li>• Human Resources Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Community Job Fairs</li> <li>• Customized Recruitments</li> <li>• Incumbent Worker Training</li> <li>• Prison 2 Employment Placement</li> <li>• Uniquely Aabled Placement</li> <li>• Human Resources Hotline</li> <li>• Government Resources</li> </ul>

### AJCC Assessments

The SBCWDB assesses the quality of the services in the tables above provided at AJCCs every three years. These assessments were conducted in August 2024 and found all AJCCs to be meeting baseline certification requirements. Further, each AJCC had noted strengths in areas such as use of technology to deliver services, strong connections to local business partners, and using a data-driven approach to deliver services.

The SBCWDB is currently drafting a Continuous Improvement Plan to address suggestions made during the evaluation process, such as adding additional trainings for staff about MOU Partners, exploring flexibility with OJT processes for employers, and exploring hybrid partner meetings.

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

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

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

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

The SBCWDB 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 June 30, 2025. A new competitive process for the OSO will be conducted in spring 2025.

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. The SBCWDB expects to renew its application to act as the Career Services Provider in 2025.

## Appendix A: Stakeholder and Community Engagement Summary

Understanding the needs, experiences, and aspirations of the communities directly impacted by its outcomes is foundational to creating a successful regional workforce development plan. This summary outlines and highlights the process, insights, and recommendations gathered through a series of interactive engagement sessions conducted by the Inland Empire Regional Planning Unit (IERPU).

These sessions were held with key stakeholders in Inland Empire (including employers, workforce development agencies, colleges and universities, school districts, community-based organizations, and workforce board members), as well as job seekers navigating the employment landscape. Designed to create space and amplify their voices, these listening sessions provided a platform for candid discussions about what is working, existing barriers, and opportunities for growth within the workforce and economic development systems. The voices of stakeholders and job seekers were central to developing a collaborative and human-centered four-year plan that reflects a commitment to inclusion, shared ownership, and innovative solutions, driving sustainable prosperity for individuals, businesses, and the region as a whole.

### Sessions and Attendance

Mode of Outreach	Date of Meeting	Target of Outreach	Summary of Attendance		Data Gathered
			Virtual	In-Person	
Virtual Meeting	12/2/2024	Inland Empire Stakeholders*	90	0	480
Hybrid Meeting	12/9/2024	Riverside County Job Seekers	8	2	75
Virtual Meeting	12/10/2024	Inland Empire Stakeholders*	72	0	397
Hybrid Meeting	12/10/2024	San Bernardino County Job Seeker	2	6	61
<b>Total</b>			<b>172</b>	<b>8</b>	<b>1013</b>

\*Stakeholders include (but are not limited to) employers, workforce development agencies, school districts, colleges and universities, community-based organizations

### Feedback, Analysis, and Inclusion in the Four-Year Regional Plan

The stakeholder listening sessions yielded 877 pieces of feedback, and the job seeker listening sessions yielded 136 pieces of feedback that were aggregated, summarized, and reviewed by the Inland Empire Regional Planning Unit Members to draw out important themes across the four

categories to inform the strategies and planning of the new regional four-year workforce development plan.

### Stakeholder Listening Sessions Format

The stakeholder listening sessions were held virtually (via Zoom), and stakeholders from Riverside and San Bernardino Counties attended together. After a brief introduction, ground-setting, and presentation on achievements, attendees were invited to participate in facilitated conversations on any two of the following four topics of their choice:

1. People and Employers
  - a. Current and future needs of employers and job seekers
  - b. Impact of recent events (COVID-19, inflation, technology, automation)
  - c. Aligning, coordinating, and integrating programs and services
2. Californian's Moving On Up
  - a. Ensuring equitable access to pathways and services
  - b. Enabling upward mobility
  - c. Improving job access
  - d. Removing barriers to employment
  - e. Economic justice
  - f. Middle-class pathways
  - g. Supporting high road principles
  - h. Future of work
3. Climate & Environmental Sustainability
  - a. Supporting climate-neutral transitions
  - b. Addressing impacts on frontline industry sectors
  - c. Access to the sector by underrepresented workers
4. High Roads to High Outcomes.
  - a. Aligning programs with industry needs
  - b. Developing career pathways leading to recognized credentials
  - c. Enhancing employer engagement
  - d. Aligning, coordinating, and integrating programs and services

All participants were invited to share, discuss, and record their feedback in a series of Google Slides (See Figures A.1 - A3) either directly or with the support of a facilitator and/or notetaker. Breakout room facilitators were trained and provided sample scripts, workspace links and access, and time for Q&A prior to and after facilitated sessions.

The feedback shared by stakeholders from both sessions was combined and shared with session participants. The IERPU for reviewed the feedback and incorporated it in the development of the new four-year Regional and Local Plans.

Key themes identified by the IERPU were:

- Employers needing HR support for people problems vs. compliance
- The expanded Digital Divide, rapidly changing technology, and lack of access to technology
- The cultural divide with younger workforce - work ethic, language, motivation

- Declining interest in target sectors
- A desire for connection across partners and coordination of services,
- A need for a centralized resource guide or database that provides info about employers, jobs available, etc.
- Increasing access via satellite AJCCs to provide services, resources, and staff with knowledge
- Increasing connection with CTE with community colleges, secondary education, and employers with opportunities for internships, pre-apprenticeships, apprenticeships, and work experience

What are the most pressing workforce challenges your industry (or the primary industry you work with) is facing?			What can workforce programs do to help address these issues and align with your focus industry's evolving needs?		
Finding Classified Employees for Adult School	Finding Application	HR/Onboarding process is lengthy. Candidates recruit due to title.	Understand what job skills are and offer a "bridge" to "industry"	Incumbent working trainings	Possible cover cost for trainings
Decrease in candidates interested in healthcare careers	People are moving from Career to Career very quickly	Click to add text	Would it be helpful to assist with Regional Job Fairs?	Banning in need of regional job fairs for Bus Drivers	Assisting the continuation students with Logistics trainings
Transportation	Seeking Network or Parks	Click to add text	Paraprofessional Training	Banning School District has a current training currently working with AJCCs	District is working with Unions to find to create apprenticeship opportunities
Click to add text	Retention of employees due to minimum wage standards	Click to add text	Look at how to organize hiring event	Referral process for training for Bus Drivers	Henmet works with C.F.L.C. great need for services for youth

Figure A.1

If you could wave a magic wand and change anything in the workforce system, what would you...?		
Start	Stop	Continue
Increased child care and transportation - high cost may be a barrier to employment	Some currently in place procedures are not working/effective	Pay tuition for education training
Focus on lifelong learning to adapt in evolving job markets	Reduce barriers for underrepresented groups-disabilities/older workers	OJT opportunities
Networking with educational institutions and other agencies to better prepare future employees		
A centralized database for all applications for grant funded programs (enrollments)		

Figure A.2

What Are the Biggest Barriers to Upward Mobility for:					
BIPOC	Transportation	Acceptance	Lack of Representation	Uncertainty with regard to health insurance or routine medical services	
LGBTQIA2S+	Transportation	Acceptance	Lack of access to mental health resources		
Immigrant / Refugee	Transportation	Lack of Support Services Education	Fear of Government	In situations, lack of fluency in dominant language	Uncertainty with regard to health insurance or routine medical services
Disabilities / Neurodiverse	Physical and mental health challenges	Limited training programs for "superiorly" employer job training	Lack of access to medical care Limited access to accommodations	Inaccessible workplaces	Bias or misconceptions
Low-income / Parenting	Childcare Flexible programming Convent access	Food Insecurities Housing Insecurities Education	Child Development Knowledge & Generational Inheritance	Lack of adequate transportation	Uncertainty with regard to health insurance or routine medical services
Veterans	Transportation	Housing	Lack of understanding of systems of support available	Crossroads to Civilian Life	Lack of individual support services

Figure A.3

## Job Seeker Listening Sessions Format

The job seeker listening sessions were held in a hybrid format (in-person with a Zoom option), and job seekers from Riverside and San Bernardino Counties attended separately. After a brief introduction, ground setting, and presentation on achievements, attendees were invited to participate in facilitated conversations on the same four topics described above for the Stakeholder Feedback sessions.

All participants were invited to share, discuss, and record their feedback in a series of Google Slides (See Figures A.4 - A6) either directly or with the support of a facilitator and/or notetaker. Due to attendance, all participants participated in a combined breakout session.

The feedback from job seekers in both sessions was segmented, combined, and shared with session participants and the Inland Empire Regional Planning Unit for review, discussion, and utilization in the development of the new four-year Regional and Local Plans.

Key themes identified by the IERPU were:

- High focus on “intangibles” as part of job quality (e.g. clear expectations, training, communication, quality leadership, respect and recognition, clear and lived mission and values)
- A desire for employers to be more skill-focused (over education)
- Barriers to learning new technology (classes not offered, classes full, unaffordable, too far away)
- More professional development for youth (e.g. Internships, apprenticeships, workshops, professional dress, communication training)
- Access to services outside of 9 am - 5 pm Monday through Friday (especially for those who are under-employed or in school)
- Experienced workers unaware of entry points to specific job segments
- Getting the word out about what the workforce development system offers
- More specific information about career pathways (e.g. green careers, specific entry points, specific training and certifications required, where to get the training, employers who are hiring within those career pathways)

In preparing for the future of work (e.g. automation, AI, remote work) what resources or supports do you need?		What tools or services (e.g. job matching, resume writing, training) would help make your job search easier?
Access to fast internet for remote jobs	Access to resources for tech skills such as data mining and data analysis	Someone to follow up with you once you are employed. Having a support guide for issues that arise once you are employed.
Access to programs that businesses are using currently to receive training	Classes offered (e.g. hybrid) are obsolete and would like access to tech skills that are actually useful	When you reach out with colleges they are full and/or no one gets back to you so having external support to connect would be helpful
Using AI to write a resume	Learning how to use multiple platforms at the same time	Classes that are full are computer and writing classes so having an alternative place to access courses.
Employers have interviews via teams or zoom and you aren't proficient in the platform		A tool that will see if your resume even got past the initial screening would help with future builds
		Job matching and learning how to market yourself once you feel you fall out of the target demographics.
		Networking opportunities that are free and reach a variety of employers
		Having someone to practice the interviews with

Figure A.4

What is important to have in a quality job?			What barriers do you need to overcome in order to be successful?		
Feel like you are supported	Everyone works together, feels like family	Benefits	Ageism	Childcare	Transportation
Health insurance, too expensive when adding children	Commute	Phone	Elder care	Employers are looking for recent experience	Resources to get through the first 2 weeks of work until first pay comes
Hybrid Schedule	Support, are they going to support me	Family-friendly	not being strong in interviews, nervousness		
Pay	Location	Retirement			
Hire within, moving up over town	Values continuous learning	Values work / life balance			

Figure A.5

In searching for jobs you want in your desired field(s), what challenges are you finding?			What challenges do you face when transitioning between careers or industries?		
Need more skills	Difficult with resumes	Upgrades with technology	Becoming a subject matter expert in a new field takes time	Having to learn a new skill set	The pressure of now
Work-life balance. Jobs that prioritize this	I spent first job in medical coding because they require experience and in the 2nd field. An on the job training would be very helpful	Click to add text	Click to add text	Lack of support from some colleges	Click to add text
Click to add text	Click to add text	Click to add text	Click to add text	Try to contact colleges to see about internships and get on resume and email. Some are stronger in some industries being able to ask business to get in companies	Click to add text
Click to add text	Click to add text	Click to add text	Also I applied for WIA for help with training and was approved but was told there's no funding	Click to add text	Click to add text

Figure A.6