



Request for Approval

America's Job Center of CaliforniaSM

Adult and Dislocated Worker

Career Services Provider

Local Workforce Development Board

San Bernardino County
Workforce Development Board

Local Workforce Development Area

San Bernardino County

The EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

The *Workforce Innovation and Opportunity Act* (WIOA) allows Local Workforce Development Boards (Local Board) to be an Adult and Dislocated Worker Career Services Provider with the agreement of the Chief Elected Official (CEO) and the Governor.

This application will serve as the Local Board's or administrative entity's request for Governor Approval to be an Adult and Dislocated Worker Career Services Provider within a Local Workforce Development Area (Local Area) under WIOA. The application must be submitted to the California Workforce Development Board (CWDB) by March 1, 2021, through one of the following methods:

Mail	California Workforce Development Board PO Box 826880 Sacramento, CA 94280-0001
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Overnight Mail Hand Deliver	California Workforce Development Board 800 Capitol Mall, Suite 1022 Sacramento, CA 95814
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If the CWDB determines the request is incomplete, it will either be returned or held until the necessary documentation is submitted. Please contact your [Regional Advisor](#) for technical assistance or questions related to completing and submitting this request.

San Bernardino County

Workforce Development Board

Name of Local Board

290 North D Street, Suite 600

Mailing Address

San Bernardino, CA

92415

City, State

Zip

Fred Burks

Contact Person

909-387-9845

Contact Person's Phone Number

Date of Submission

Request for Approval Adult and Dislocated Worker Career Services Provider

Local Chief Elected Official Statement

A Local Board or administrative entity that seeks approval to be an Adult and Dislocated Worker Career Services Provider within an America's Job Center of CaliforniaSM must provide a statement from the local CEO indicating his/her request as well as responses to the following questions.

Please provide responses to the following items on a separate document:

1. What factors guided the Local Board's or administrative entity's decision to submit this application to be an Adult and Dislocated Worker Career Services Provider within the Local Area?

The San Bernardino County Workforce Development Board's (SBCWDB) request to serve as the Adult and Dislocated Worker Career Services Provider within San Bernardino County's Local Workforce Development Area is based on several factors; these include, but are not limited to:

- *Business Services:* The SBCWDB is an effective deliverer of business services. In PY 2019-2020 alone, the SBCWDB visited over 5,400 businesses, conducted numerous labor market surveys, and 220 jobs were saved with expertise from business consulting services. The continued provision of services by the SBCWDB shall ensure the wide and productive network established between the SBCWDB and the business community remains intact, productive, and continually promotes economic and workforce development.
- *Performance Excellence:* The SBCWDB has consistently met and/or exceeded performance in all key metrics and benchmarks against which its effectiveness and excellence is measured. The SBCWDB attributes these noteworthy results to the quality and breadth of services delivered by its competent, service-oriented, and adaptable staff. The continued provision of services by the SBCWDB shall ensure the sustained delivery of impactful and productive services and result in meeting and/or exceeding local area performance measures.
- *Service Continuity:* The SBCWDB currently delivers Adult and Dislocated Worker Career Services to over 5,000 Workforce Innovation & Opportunity Act (WIOA) enrolled customers. This large volume of customers is engaged in an assortment of employment and training activities during a critical juncture in their careers and personal lives. The

continued provision of services by the SBCWDB shall ensure there is no disruption, impact, or gap in services.

- *County Partnerships:* The SBCWDB has built-in partnerships and established relationships with key San Bernardino County service providers. Noteworthy collaborations to strengthen and maximize connections between SBCWDB and County agencies have occurred with the implementation of inter-agency MOUs involving, Transitional Assistance Department, Sheriff's Department, Probation Department, Child Support Services, and Aging and Adult Services. Moreover, 29 America's Job Center of California partners have signed onto the AJCC System Memorandum of Understanding. By using contracts, resource sharing agreements, and Memorandums of Understanding (MOUs), these relationships maximize consumer choice and access to job-driven service options, with emphasis on individuals with barriers to employment and individuals with disabilities. These agreements leverage one stop personnel, operating costs, and infrastructure costs through the established county relationships. Current partners may be reluctant to shift funds or enter into agreements with agencies not within the county structure, which would result in millions of dollars lost to the workforce system. The continued provision of services by the SBCWDB shall ensure the ongoing leveraging of partnerships and seamless coordination of services with County agencies.

2. How would participants be better served by the Local Board or administrative entity acting in this role rather than through the awarding of contracts?

Participants would be better served by the SBCWDB rather than through the awarding of contracts for several reasons; these include, but are not limited to:

- *Service Capacity:* The SBCWDB has traditionally had a high enrollment rate of Dislocated Worker and Adult customers and ranks in the top five statewide among Local Areas. Additionally, the volume of service delivery is confirmed by the provision of over 1,000 training services. Participants would be better served by the SBCWDB for its service capacity enabling it to deliver a high volume of quality services to a high volume of Dislocated Worker and Adult customers.
- *High Performing Board:* The SBCWDB has been showcased and awarded for partnerships, programs, and best practices. In the last 11 years alone, the National Association of Counties acknowledged over 20 SBCWDB programs for achievement, all of which are related to career services provided through or in partnership with the AJCCs. The SBCWDB was also designated by the California Workforce Development Board as a High Performance Board at the most recent announcement of designations. This merit-based distinction cannot be awarded to a board that fails to meet rigorous standards with respect to career service delivery. Participants would be better served

by the SBCWDB for its established and well-regarded reputation as award winning high and performance board.

- *Customer Centered Design:* The SBCWDB has made Customer and Human Centered design a prominent aspect in the delivery of Adult and Dislocated Worker Career Services. Provision of services occurs with a team approach philosophy and continuously places the customer's needs front and center. The SBCWDB received the high honor of an invitation to the White House for developing an effective Customer Centered Design process. Participants would be better served by the SBCWDB for its knowledge of and adherence to Customer and Human Centered design principles.
- *High Quality Staff:* The SBCWDB makes it a priority to have an effective system to train and develop staff, which is complemented by mentoring arrangements, instructive manuals/handbooks, and formal career advising training. Staff has been thoroughly trained on delivering workshops based on an employer informed curriculum entitled the 'Professional Edge Series'. Participants would be better served by the SBCWDB for its effectiveness in creating, developing, and maintaining a well-trained, competent, and credentialed staff.

3. Describe the Basic and Individualized Career Services the Local Board or administrative entity will provide as well as their past experience providing these services.

The SBCWDB has a successful track record of providing Basic and Individualized Services as a Career Services Provider to enrolled Dislocated Worker and Adult Customers of WIOA, and previously, Core and Intensive Services under the Workforce Investment Act. The wide-ranging services provided by the SBCWDB include, but are not limited to:

Basic Career Services

- Eligibility determination for Dislocated Worker and Adult programs;
- Intake, outreach, and orientation to customers with information about partners, services, and resources;
- Initial assessment to determine skill levels, aptitudes, interests, and supportive service needs;
- Referrals to partner agencies and programs;
- Labor Exchange services, such as:
 - Referrals to job opportunities with appropriate matching of customer skill level to skill level required by employer
 - Job search assistance via resume development, interview preparation, and employment related workshops
- Supportive services to enable customer participation in employment activity;
- Information on performance and cost, Unemployment Insurance, and Financial Aid.

Individualized Career Services

- Comprehensive assessments of the skill levels and service needs;
- Development of an Individual Employment Plan (IEP) to identify employment goals, develop service plan, and measure progress;
- Case management and career planning;
- Short-term pre-vocational services;
- Labor market information to support informed job search and training decisions;
- Workforce preparation activities.

4. Provide the Local Area's performance outcomes for each of the last two Program Years (PY 18-19 and 19-20) and evidence that the Local Board or administrative entity is qualified to provide Adult and Dislocated Worker Career Services, including testimonials that speak to the effectiveness and efficiency with which the Local Board or administrative entity has provided or can provide those services.

PY18-19	2 nd Quarter Employment	4 th Quarter Employment	Median	Credential	Measurable Skills Gain
Adult	68.2%	66.91%	\$6,146.00	67.65%	50.94%
DW	65.49%	69.09%	\$7,734.22	71.89%	43.61%
Youth	77.99%	72.77%	\$3,412.82	77.17%	68.54%

PY19-20	2 nd Quarter Employment	4 th Quarter Employment	Median	Credential	Measurable Skills Gain
Adult	64.54%	67.93%	\$5,975.27	73.98%	52.50%
DW	66.96%	69.73%	\$8,093.85	72.07%	37.25%
Youth	72.81%	73.23%	\$3,450.54	59.09%	67.22%

5. Attach documentation (signed and dated letter) that the members of the Local Board and other relevant parties (e.g., Board of Supervisors) reviewed the information provided in the application and approved the request in a public meeting.

Attached to application.

6. Attach documentation of internal controls, conflict of interest, and firewall policies.

Attached to application.

Signature Page

By signing below, the local CEO and Local Board chair request approval from the Governor to be an Adult and Dislocated Worker Career Services Provider. Each party certifies that this application submission was reviewed and demonstrates that the Local Board or administrative entity will meet all the requirements as an Adult and Dislocated Worker Career Services Provider under WIOA law and regulations.

Instructions

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

Local Workforce Development Board Chair

Signature

Phil Cothran
Name

Chair
Title

Date

Local Chief Elected Official

Signature

Curt Hagman
Name

Chairman, Board of Supervisors
Title

Date

Documents included with Career Services Application

Question 5

Local Chief Elected Official Letter

Signed letter requesting approval from the State for the County to serve as Career Services Provider.

Question 4

Letters of Support

1. Chaffey College
2. San Bernardino County Department of Aging and Adult Services
3. San Bernardino County Probation Department
4. San Bernardino Community College District, Economic Development Corporate Training
5. San Bernardino County Transitional Assistance Department

Customer Testimonials

1. Success Stories from Job Seekers
2. Success stories from Businesses
3. Letters from Businesses Assisted through WDB Consultant Services

Question 6

Administrative Documents

- County Internal Controls
- Firewall Visual via Organizational Chart
- Conflict of Interest Policy



**Workforce Development Department
Administration Division**

Marlena Sessions
Executive Director

February 9, 2021

Tim Rainey
Executive Director
California Workforce Development Board
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

RE: San Bernardino County Workforce Development Board's Request for Approval to be America's Job Center of California Adult and Dislocated Worker Career Services Provider

On behalf of the San Bernardino County Board of Supervisors (Board), this serves as an official request to the California Workforce Development Board and the Governor for the San Bernardino County Workforce Development Board (SBCWDB) to be named as the Adult and Dislocated Worker Career Services Provider at the San Bernardino County America's Job Centers of California (AJCCs). The SBCWDB currently provides the career services at the three AJCCs located in the East Valley, West Valley, and High Desert regions of the County.

I affirm that on February 9, 2021, the San Bernardino County Board of Supervisors (Board) approved the SBCWDB's request and application to move forward for the CWDB's review.

Local Chief Elected Official
Curt Hagman
Chairman, Board of Supervisors

Signature

Date

BOARD OF SUPERVISORS

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Second District

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Third District

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Chairman, Fourth District

JOE BACA, JR.
Fifth District

Leonard X. Hernandez
Chief Executive Officer



Chaffey College

5885 Haven Avenue, Rancho Cucamonga, CA 91737-3002 · 909/652-6100 · 909/652-6104 Fax · www.chaffey.edu

Office of the Superintendent/President

November 30, 2020

Tim Rainey
Executive Director
California Workforce Development Board
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

Dear Mr. Rainey:

The purpose of this letter is for Chaffey College to show support for the San Bernardino County Workforce Development Board's (WDB) application to be the Career Services Provider in the San Bernardino County Local Workforce Development Area (LWDA).

Through the Workforce Development Department (WDD), the WDB has developed a successful, effective and efficient program of providing employment services throughout the LWDA. Currently, the WDB operates three America's Job Centers of California (AJCC), located in the High Desert, East Valley, and West Valley. WDD staff provides job search services, including one-on-one assessment, employment workshops, job development and placement assistance, and vocational and on-the-job training services.

WDD's Business Services Unit serves the business community to support the retention of jobs and develop employment opportunities for the customers who use AJCC services. Businesses have access to customized recruitment services, specialized job fairs, labor market information, customized training, lay-off aversion services, and an access to a large pool of screened job applicants through the AJCC.

We applaud the WDB and WDD for their continued efforts to generate long-term improvements for the workforce system; their success in increasing positive outcomes for job seekers and employers makes us a proud partner. We are dedicated to contributing to the success of this partnership. Through our partnerships with WDD we have collaborated to serve dislocated workers, co-hosted employer advisories, and we consistently work in tandem with Business Services staff to meet with employers to address their workforce needs.

The WDB, WDD and Chaffey College will continue to partner on various projects and look forward to continued success on a regional/local level and whole heartedly support the WDB as the Provider of Adult and Dislocated Worker Career Services for the LWDA.

Sincerely,

A handwritten signature in black ink that reads "Henry D. Shannon".

Henry D. Shannon, Ph.D.
Superintendent/President



Aging and Adult Services

Sharon Nevins
Director
Public Guardian

December 1, 2020

Tim Rainey
Executive Director
California Workforce Development Board
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

Dear Mr. Rainey:

The purpose of this letter is for San Bernardino County Department of Aging and Adult Services (DAAS) to show support for the San Bernardino County Workforce Development Board's (WDB) application to be the Provider of Adult and Dislocated Worker Career Services in the San Bernardino County Local Workforce Development Area (LWDA).

Through the Workforce Development Department (WDD), the WDB has developed a successful, effective and efficient program of providing employment services throughout the LWDA. Currently, the WDB operates three America's Job Centers of California (AJCC), located in the High Desert, East Valley, and West Valley. WDD staff provides job search services, including one-on-one assessment, employment workshops, job development and placement assistance, and vocational and on-the-job training services.

WDD's Business Services Unit serves the business community to support the retention of jobs and develop employment opportunities for the customers who use AJCC services. Businesses have access to customized recruitment services, specialized job fairs, labor market information, customized training, lay-off aversion services, and an access to a large pool of screened job applicants through the AJCC.

We applaud the WDB and WDD for their continued efforts to generate long-term improvements for the workforce system; their success in increasing positive outcomes for job seekers and employers makes us a proud partner. We are a co-located partner at all three AJCC locations where DAAS' Senior Community Service Employment Program (SCSEP) participants assist senior job seekers age 55 and older. We are dedicated to contributing to the success of this partnership.

The WDB, WDD and DAAS will continue to partner on various projects and look forward to continued success on a regional/local level and whole heartedly support the WDB as the Provider of Adult and Dislocated Worker Career Services for the LWDA.

Sincerely,

Sharon Nevins, Director-Public Guardian
Department of Aging and Adult Services

BOARD OF SUPERVISORS

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Vice Chair, Fifth District

Leonard X. Hernandez
Chief Executive Officer



MICHELLE SCRAY BROWN
Chief Probation Officer

TRACY REECE
Assistant Chief Probation Officer

December 3, 2020

Tim Rainey
Executive Director
California Workforce Development Board
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

Dear Mr. Rainey:

The San Bernardino County Probation Department is aware of and supports the San Bernardino County Workforce Development Board's (WDB) application to be the Provider of Adult and Dislocated Worker Career Services in the San Bernardino County Local Workforce Development Area (LWDA).

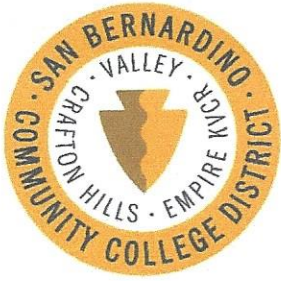
We have worked with this group since 2015. Currently, we have Workforce Development Department (WDD) Employment Specialists co-located in each one of our three Probation Day Reporting Centers. They are a part of our services referral system.

The WDB, WDD, and the San Bernardino County Probation Department will continue to partner on various projects and look forward to continued success on a regional/local level.

Sincerely,

A handwritten signature in black ink, appearing to read "Tracy Reece", followed by a horizontal line.

Tracy Reece
Assistant Chief Probation Officer
San Bernardino County Probation Department.



Economic Development &
Corporate Training
114 S. Del Rosa Drive
San Bernardino, CA 92408
www.sbccd.edu

December 2, 2020

Tim Rainey
Executive Director
California Workforce Development Board
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

**Re: San Bernardino County Workforce Development Board's (WDB)
application to be the Provider of Adult and Dislocated Worker Career Services**

Dear Mr. Rainey:

The purpose of this letter is for San Bernardino Community College District to show support for the San Bernardino County Workforce Development Board's (WDB) application to be the Provider of Adult and Dislocated Worker Career Services in the San Bernardino County Local Workforce Development Area (LWDA).

Through the Workforce Development Department (WDD), the WDB has developed a successful, effective and efficient program of providing employment services throughout the LWDA. Currently, the WDB operates three America's Job Centers of California (AJCC), located in the High Desert, East Valley, and West Valley. WDD staff provides job search services, including one-on-one assessment, employment workshops, job development and placement assistance, and vocational and on-the-job training services.

WDD's Business Services Unit serves the business community to support the retention of jobs and develop employment opportunities for the customers who use AJCC services. Businesses have access to customized recruitment services, specialized job fairs, labor market information, customized training, lay-off aversion services, and an access to a large pool of screened job applicants through the AJCC.

We applaud the WDB and WDD for their continued efforts to generate long-term improvements for the workforce system; their success in increasing positive outcomes for job seekers and employers makes us a proud partner. We are dedicated to contributing to the success of this partnership.

The WDB, WDD and San Bernardino Community College District will continue to collaborate on various projects and look forward to continued success on a regional/local level and whole-heartedly support the WDB as the Provider of Adult and Dislocated Worker Career Services for the LWDA.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Deanna Krehbiel', is written over the word 'Sincerely,'.

Deanna Krehbiel
Interim Executive Director, EDCT



Transitional Assistance Department

Gilbert Ramos
Director

James LoCurto
Assistant Director

December 1, 2020

Tim Rainey
Executive Director
California Workforce Development Board
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

Dear Mr. Rainey:

The purpose of this letter is for San Bernardino County Transitional Assistance Department (TAD) to show support for the San Bernardino County Workforce Development Board's (WDB) application to be the Provider of Adult and Dislocated Worker Career Services in the San Bernardino County Local Workforce Development Area (LWDA).

Through the Workforce Development Department (WDD), the WDB has developed a successful, effective and efficient program of providing employment services throughout the LWDA. Currently, the WDB operates three America's Job Centers of California (AJCC), located in the High Desert, East Valley, and West Valley. WDD staff provides job search services, including one-on-one assessment, employment workshops, job development and placement assistance, and vocational and on-the-job training services.

WDD's Business Services Unit serves the business community to support the retention of jobs and develop employment opportunities for the customers who use AJCC services. Businesses have access to customized recruitment services, specialized job fairs, labor market information, customized training, lay-off aversion services, and an access to a large pool of screened job applicants through the AJCC.

We applaud the WDB and WDD for their continued efforts to generate long-term improvements for the workforce system; their success in increasing positive outcomes for job seekers and employers makes us a proud partner. We are dedicated to contributing to the success of this partnership. TAD continues to have on site staff at each of the AJCC's to ensure that the services we each provide can be delivered in a comprehensive and effective manner to the community served.

The WDB, WDD and TAD will continue to partner on various projects and look forward to continued success on a regional/local level and whole heartedly support the WDB as the Provider of Adult and Dislocated Worker Career Services for the LWDA.

Sincerely,

A handwritten signature in blue ink, appearing to read "Gilbert Ramos".

Gilbert Ramos, Director

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Chief Executive Officer

Customer Success Stories

Eric Brabant

Job Title: Crane Operator

Employer: SNB Engineering



Workforce Development Board

I never thought I would have to use a program like WIOA, but I did and would like to tell you how it changed my life. I was unemployed, receiving unemployment and the Coronavirus was stopping me from finding a good job. I was at the point where I did not know what to do and my unemployment benefits were about to run out.

Right before the Coronavirus hit, I was not working because there was a slow down at work on a construction site. This happens in construction all the time, but after the virus hit, the company I was working for was forced to shut down and permanently lay everyone off.

The Workforce Development Department helped me by allowing me to chase my dream of going back to school to strengthen my chances of going back to work. When I went to the AJCC I did not know what to expect but I filled out the paperwork in the hopes that I could get assistance with paying for school.

At the AJCC, I met Rena Heath who went out of her way to help me and point me in the right direction. Not only did she help me navigate the process but also she helped me be approved for the funding I needed to pay for my schooling. I heard from the school that the approval process usually takes a while to get approval but Rena understood the urgency of my situation and got me approved quickly. I went to Heavy Equipment College of California to obtain training to become a Crane Operator. It was not easy but two weeks later, I graduated. A week after, that I am happy to report that I have a job! I am making a great wage!

I thank the Workforce Development Department and Rena sincerely for helping me get something I can use the rest of my life.

Larry Mason

Job Title: Commercial Truck Driver

Employer: Master Mason Inc

I want to first say thank you to the West Valley AJCC and my workforce representative, Claudia Haro. I grew up in Los Angeles, California. Life in the suburbs came with both good and the bad. As a young adult, I started hanging around the wrong crowd and picked up drinking, which landed me lots of trouble with law enforcement. At the age of 21, I was involved in a DUI hit and run. In 2011, I received my second DUI. This started a landslide of negative events that got progressively worse. At the lowest point in my life, I was

charged with a 2nd degree robbery and was put on formal parole for 3 years. During my parole period, I was found to have been drinking and was then ordered to live in a men's home in Upland, California. Since then, I have been clean and clear of contact with law enforcement. In 2018 I enrolled in a 18 month DUI program and after successfully completing it, I was able to get my driver's license back with no restrictions.

Needless to say, the job market was not easy for me. I was turned down from multiple jobs. Even jobs through temporary agencies. In December 2019, I was able to find employment but when the pandemic hit, I was forced to find a new employer. I was unsuccessful in finding employment on my own, so I did some research on CalJOBS and found the West Valley America's Job Center in my area and realized that they could assist with training. My representative, Claudia Haro, was very helpful. She guided me and referred me to East Valley College to obtain my class A CDL after some discussion about my past. I gave my very best at school and as a result, I was the first of my class to graduate on September 16th, 2020. I obtained my class A CDL with doubles and tankers endorsements. I obtained some good job leads through Claudia, the school, and my peers and mentors. Before long, I became a self-contracted driver through my own corporation, Master Mason Inc. I work a long haul position with Lynn's Trucking Inc. I am dropping and hooking loads from California to Ohio. Now I get an opportunity to grow my own business! I never would have thought it was possible that I would be transporting goods through the states due to my past offenses. I am forever grateful and blessed to be able to provide for my family with my new career. With the help of Claudia and the West Valley AJCC I get to be a part of the solution and not the problem.

Customer: Mia Manchego
Training Program: Radiologic Technician

Mia is a single mom who was attending Crafton Hills College to complete her prerequisites for the Radiologic Technician program as well as working at Macy's. Mia was laid off from Macy's when COVID-19 hit in March 2020. Mia was accepted into the new 8/3/20 - 6/7/22 year Radiologic Tech program at Crafton hills/ARMC which. This program is very strenuous in which students are attending classes & completing their internship hours at the same time during the 2 yrs. Program. This leaves very little time for work.

Mia confided in Melissa Huynh (Program Director) her situation and that she could not afford to continue the program. Mia had to use her savings to survive during the Pandemic, which left very little for her to survive off while going to school as she had planned.

Mia was referred by Melissa Huynh to EV AJCC for possible funding assistance. The Rad Tech Program and the EV AJCC have been working together for over 9 yrs to assist the Radiologic Technician program. The WDB provided funding for supportive service assistance for uniforms, books and State license application fees and license fees upon completion of the program.

Mia also qualified for COVID-19 dislocated worker grant, which enable her to catch up on her bills and not have the added stress of having her services cut off.

The Radiologic Technology Program is an accredited, hospital-based program operated cooperatively by Crafton Hills College and the Arrowhead Medical Center. Graduating Students on the average earn from \$28.00 - \$35.00/hr. right out of school once they obtain their licenses. Radiologic Technologist are an in demand occupation and have a high employment rate. The Radiologic Technologist program is a special project assisting students with supportive services while in program. Mia will also receive job search assistance, supportive services, and help with her resume.

Mia continues to attend the Radiologic Technician Program and is doing very well at this time.

Customer: Linda Pride
Job Title: Intake Clerk
Employer: Operation Grace

Linda Pride came to us with a need to obtain a laptop to work remotely during the pandemic. Linda is an Intake Clerk with Operation Grace (<https://operationgrace.com/>), a non-profit organization that provides temporary shelter and permanent supportive housing to homeless individuals and families in the San Bernardino area. She had been a volunteer for several years until this last summer when she was officially hired as a regular employee. Some of Linda's duties include returning emails and assisting at-risk for homelessness families to complete an online type form, which require access to a computer. Linda is a senior citizen and has pre-existing health conditions, so when the covid-19 pandemic hit, it was imperative that she be able to continue her important work assisting the most vulnerable of our citizens while not putting herself in harm's way. The best way to achieve this was to allow her to telework. However, neither Operation Grace nor Linda herself were able to afford to purchase a laptop to facilitate this. Linda heard about our program and came in with her request. We researched laptops that would meet her work requirements and purchased one from Best Buy. Using our COVID-19 Supportive Services grant, we were also able to purchase the Microsoft Office Suite as part of the package to enable her to work more efficiently. These purchases have allowed her to join online staff meetings, return emails and provide guidance to her customers from the safety of her home.

Linda expressed her sincere gratitude for our assistance at this difficult time. Jessica Alexander, Executive Director at Operation Grace, has also reached out to thank us for enabling Linda to continue serving our community while keeping her safe.

Betty Hasick
Job Title: Administrative Assistant

Employer: Mojave River Valley News Group LLC

Betty came to us with 30 years of experience in customer service and 20 years as an office assistant. She had been working two part time jobs for a total of 28 hours per week earning less than \$15. She lost both jobs very close together due to the COVID-19 Pandemic. She came to us as a strong candidate for the OJT Program.

The WDB provided funding for Betty to participate in our On-the-Job Training (OJT) opportunity. She had sufficient experience in the field but needed to be trained in other areas in order to fit the role the employer was seeking to fill.

Betty has learned many new things while bringing her other areas of talent to the job and continues to thrive. She successfully completed the OJT and has been retained.

Vanessa Gamez**Job Title: Dental Assistant****Employer: Summit Smiles of Fontana**

She came to us in October 2018 with entry-level work experience. She was having a difficult time finding employment that would lead to self-sufficiency even though she had earned her Associates Degree.

She had heard about the Hesperia Unified School District Regional Occupational Program in Dental Assisting with a cost that was out of her reach. The WDB provided the funding for Vanessa to receive the training. With her training ending 1/31/2020 she earned her State License as a Registered Dental Assistant and was offered a position with Summit Smiles of Fontana starting wages of \$18.00 per hour.

Business Services Stories



I just wanted to provide an update on a situation that I am excited about. Several weeks ago, Robyn introduced me to Melissa Parra, one of her customers, who recently completed training. The customer desired a position in HR. In the course of contacting companies to see how they are trending given the Covid-19 outbreak, I first identified ones that were looking for HR candidates. I wanted to kill two birds with one stone. I called SpeedMaster79, spoke with an office lead. I was told that they were in the process of interviewing candidates for an HR Generalist position. I asked if she would consider Melissa; I sent over her resume.

I called Melissa and informed her that I sent her resume. I asked that she contact me if she heard back, just so I would know if my efforts were fruitful. I also informed Robyn of the possibility of Melissa getting at least an interview. Today I received a call from Melissa informing me she was hired. Her first day was Monday. She told me that she is very happy, that the company is looking to hire 14 people now. I am expecting the job announcements today.

I want to send a shout out to Robyn for introducing Melissa and prepping her. This a great example of how we can work together to really impact caseload reduction while still ensuring that our respective priorities are met.

Our partnership with the High Desert American Job's Center has been extraordinary. The business resources provided to our organization have truly made an enormous impact in our search for local talent to hire.

The customer service we have experienced the past year has been remarkable. Mr. Monica and Operation New Hope's Program Manager met at a job fair, from day one Mr. Monica provided genuine guidance and shared a great opportunity through the San Bernardino County Workforce Development Department and Transitional Assistance Department WEX program. At the time, we were in the process of recruiting to fulfill three Case Management positions in the High Desert.

As a small nonprofit the WEX program's support and resources to hire staff with the support of subsidized training time was a win for our organization at the right time. The High Desert AJCC's team has been delight to work with from day one, immediately they provided us with ten candidates to interview.

Once we gave the offer to the top three candidates Mr. Monica came along side with our Program Manager and I, and consistently provides topnotch customer service. His knowledge and reliable availability to answer our questions has been a phenomenal.

We would like to highlight one of our WEX's success stories; Ms. Kaylee Frost has been with ONH now for one year. The growth we have witnessed in her has been a delight to

observe. If was not for the WEX program we would not have found her talents. She was hired as a Career Pathway Coach to assist students in work readiness workshops. Then COVID-19 hit us all and we were forced to furlough staff until schools were able to open our contract back to provide students with our case management services.

Once again, the High Desert AJCC stepped in to provide our organization with a lifeline, Mr. Monica had continued to provide our organization with valuable business updates regarding Human Resource workshops, Employee Rights, COVID-19 business updates, and much more information from the San Bernardino County Workforce Development Department and Board. Through one of his email correspondence I had inquired about support in our re-staffing return from COVID-19.

Our contract to return to provide services to the schools had been modified to add more essential life skills and everyday survival support. This had opened a staff position to hire for a Community Resource staff member; we immediately wanted to provide Ms. Frost with this opportunity. We reached out to Mr. Monica to see if we would be able to collaborate with the High Desert AJCC with some "On the job training" resources. Mr. Monica immediately coordinated with his Supervisor and we are beyond grateful for the one hundred percent support we have been provided to bring back Ms. Frost and hire on a new staff member with the instrumental OJT support. We are beyond grateful as an organization to have the partnership and resources with the AJCC. As we regroup and do all we can to continue to provide the community with our resources and catch up financially we cannot thank San Bernardino County Workforce Development Board, High Desert, and West End AJCC's unwavering support provided to our organization and our mission to create opportunities for youth to succeed in life.

I received a call from an owner of a restaurant notifying me of possible layoffs; she sought guidance on how to direct her employees if she had to let them go. I provided business resources from the county, state, and federal governments, to include loan information from the Small Business Administration.

I visited that business. After introducing myself to the owner's father, who is also part owner, he almost broke down, saying he wanted to cry, and thanked me so much for the resources I sent to his daughter. He said he was a retired fire chief from Los Angeles, who used his 401 to purchase the establishment. He mentioned he had just paid himself back when the Covid-19 pandemic hit. He is currently using his own money to ensure that his employees are paid, that they have healthcare, but warned that he was concern for them and their families, and he did not know how long he could hold out. At this time, he is thinking about closing the restaurant next week.

He said he is encouraged by the passage of the stimulus package, specifically the provisions for small businesses. After further discussion, he asked if I would be able to help him going forward. I assured him I would do my absolute best.

I was reminded through this encounter that every phone call, every resource, and every show of concern you have for these businesses and their employees really matter. I am humbled.





March 6, 2020

San Bernardino County Workforce Development Board (WDB)
290 North D Street, Suite 600
San Bernardino Ca 92415

Dear San Bernardino WDB:

The management and staff at All Star Precision Manufacturing ("ASPM") are appreciative of the support from the San Bernardino County Workforce Development Board (WDB) in assisting us with the customized growth services provided by California Manufacturing Technology Consulting (CMTC).

Founded in 2004, ASPM is a family owned and operated manufacturing company providing high quality, precision-machining services. As we have grown, our customer base has included aerospace, defense, and automotive parts manufacturing needs. Many of those needs require an internationally acclaimed, quality management system; ISO.

Through the WDB support, ASPM partnered with quality engineers at CMTC to implement and incorporate this international standard. Thank you for supporting our ISO certification. This certification will allow us to gain new business and market share and has already provided updated internal flow activities and workplace improvements.

As a result of the services we received, we were able to accomplish the following:

Jobs Retained	14
Job Created (within the next 12 months)	2 +
Sales Retained	\$1.5m
Sales Increased (within the next 12 months)	\$500 k
Cost Savings	\$20 k

The WDB's support made all the difference in our ability to move forward and achieve these results. Thank you for your support!

Sincerely,

Beth Piccio
Manager, ASPM



Beth Picciolo

**CNC Machining
Prototype
Short Run
Production**

8739 Lion St.
Rancho Cucamonga, CA 91730
Tel (909) 944-8373
Fax (909) 944-8345
beth@allstarprecision.com

8739 Lion Street Rancho Cucamonga, California 91730 ph: 909-944-8373 fax: 909-944-8345

6/2/2020

Workforce Development Board
Workforce and Economic Development
290 North D Street, Suite 600
San Bernardino Ca 92415

Dear Workforce Development Board,

Darafeev's goal has been to deliver high quality recreational furniture pieces ranging from multifunctional dining tables and game tables since 1959. Darafeev's products attract star-studded clientele from entertainment, political, and sports spectrums. The magnetism of the product is not in mass yield, rather care in craftsmanship and detail, and state-of-the-art engineering. Darafeev is recognized for an emphasis on quality, integrity, durability, and craftsmanship.

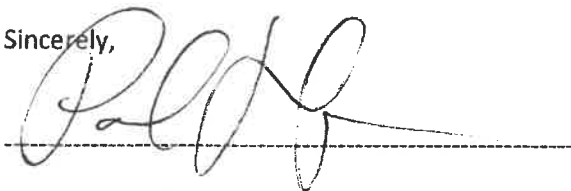
The management and staff at Darafeev are very appreciative of the support from the San Bernardino County Workforce Development Board (WDB) in assisting us with the services provided by PRA-Global. As a result of the services we received, we were able to accomplish the following;

PRA Global was able to help us with the following;

1. Inventory Analysis
2. Backlog Cleanup & Reconciliation
3. Production Visuals based on operation
4. Marketing and Distribution Analysis

With hard work we were able to retain our 40 employees, hire 2 additional employees and start a re-design of our product offering based on the voice of customer.

Sincerely,

A handwritten signature in black ink, appearing to be "Darafeev", is written over a horizontal dashed line.

1150 SOUTH VINEYARD AVENUE
ONTARIO, CA 91761
TEL 909.605.6366
FAX 909.605.6370

June 11, 2020

Dear County of San Bernardino Workforce Development Board,

We here at The Guardian Jet Center would like to thank you for your support.

As we began working with Welborn Social Media we discussed different opportunities for the business including social media marketing, website potential, creating video content and adopting customer relationship management systems.

In working with Welborn Social Media we have gained a new mobile friendly website that improves the online experience for our customers, promotional video content that enhances the perception of The Guardian Jet Center, recommendations for customer relationship management, and a social media marketing plan that will grow awareness and connections.

The Guardian Jet Center focuses on delivering the best customer experience as the Gateway to Southern California. In addition to the premier service, we provide hangar space, aircraft maintenance, and Jet A fuel and additional aviation services.

Through the duration of this program we have retained all 10 full time employees, at The Guardian Jet Center, amidst the coronavirus pandemic and this economic recession.

This is an important time for businesses, thank you again for providing this wonderful service to us and other businesses in San Bernardino County.



Dan LeBouf
General Manager

CHAPTER 2 - INTERNAL CONTROLS

INTRODUCTION

County managers are responsible for safeguarding assets, providing reliable financial records and complying with applicable laws and regulations. By establishing appropriate internal controls, management is provided reasonable assurance that their objectives are being met in a supportive control environment.

BENEFITS OF INTERNAL CONTROL

The benefits of a well thought-out and properly maintained internal control structure may not be tangible or obvious; they are often measured only by the impact of what would have happened if the controls had not been in place.

In long-term planning, as well as in the daily decision-making process, County managers should keep in mind the following benefits of a strong internal control structure:

1. Increased assurance that management's financial policies are followed and financial objectives are achieved.
2. Increased support for budgetary requests due to the demonstrated ability to manage financial resources effectively.
3. Better stewardship of public resources and a reduction in the risk of negative media exposure.
4. Stronger accountability for grant funds, thus insuring continued funding by State and Federal agencies.
5. More stable working environment.
6. Smoother audit process.

PRINCIPLES OF INTERNAL CONTROL

An effective internal control structure should be based on the following premises and principles:

1. Control Environment and Procedures
Control procedures are effective only in a supportive control environment. The control environment includes such factors as management philosophy and operating style, organizational structure, methods of assigning authority and responsibility, and personnel policies and practices.
2. Accounting System
A well-organized accounting system is the foundation for a strong control structure.

CHAPTER 2 - INTERNAL CONTROLS

1. Authorization

All transactions should be properly authorized and approved, which establishes responsibility.

- Advance authorization increases assurance that transactions are executed in accordance with laws, regulations and management policies.
- Authorization should take place at all levels in the organization and can apply either to a group of transactions or to a specific transaction.
- An approving official must be higher in rank than the person incurring the expenditure (elected officials are exempt from this requirement) and must have a signature authorization form on file with Auditor-Controller/Treasurer/Tax Collector (ATC). Elected officials sign their own signature authorization form.
- Authorizations can take many forms, such as laws, ordinances, standard practice manuals, Board resolutions, approved budget, written policies, and manager's signature (County Policy 10-01 SP 3 must be followed regarding signature legibility).

2. Segregation of Duties

No one person should be assigned concurrent duties that would allow him/her complete control over a transaction or an asset.

- Effective segregation of duties reduces the risk that any one person could perpetrate and conceal errors and irregularities in the normal course of his/her duties.
- Control is most effective when only one person is responsible for a given task.
- Custody of assets should be separated from the record keeping related to these assets; authorization of transactions should be separated from the execution of the transactions; planning should be separated from operations; computer programming should be separated from computer operations.
- Often, segregation of duties can be achieved by reorganizing assignments with existing staff.

3. Recording

All transactions and pertinent events should be accurately and properly recorded on documents and records.

- Sufficient and relevant data should be recorded to provide an audit trail and to document evidence that a transaction took place. Desk policies and procedures should be kept for each cash handling position and updated frequently.
- An audit trail allows an independent person to validate a specific transaction by tracing it from summary report to original documentation.

CHAPTER 2 - INTERNAL CONTROLS

4. Safeguarding of Assets

Assets should be recorded and access to and use of valuable assets should be controlled.

- Assets include cash and cash equivalents, prepaid debit and gift cards, gift certificates, vouchers and coupons, notes and accounts receivable, negotiable instruments (including blank warrants, checks and receipts), and equipment and other property purchased with public funds.
- A critical step in safeguarding assets is to record them at the time of acquisition and to verify their existence and value periodically.

5. Periodic Reconciliation

The existence and value of assets should be periodically verified and reconciled with prior records.

- A complete physical inventory of assets should be taken periodically (at least annually) to insure that the assets exist and are completely accounted for.

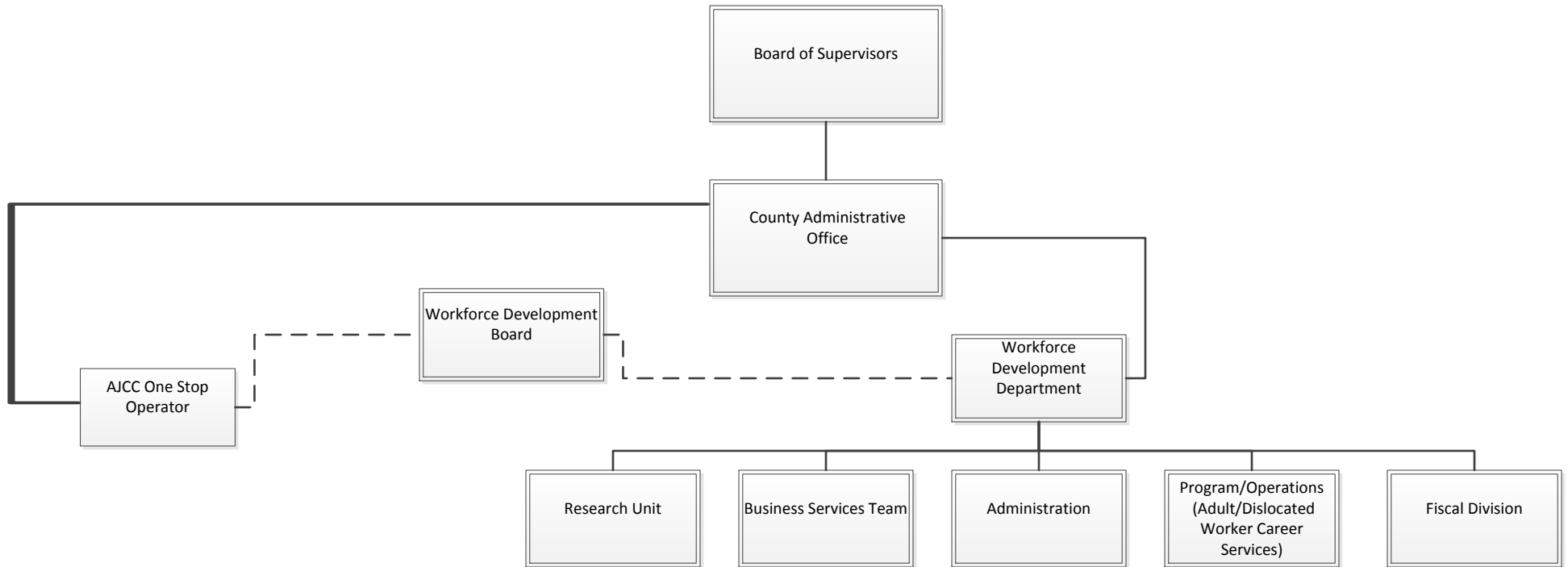
LIMITATIONS


No internal control structure is able to provide absolute assurance that all errors and irregularities will be prevented or detected on a timely basis. Internal control is designed to provide reasonable assurance that assets are properly safeguarded and that the accounting records are reliable. Even the strongest internal control structure is subject to the following limitations:

1. **Need of Continuous Management Involvement**
To be effective, internal controls should be continuously monitored by management to determine that they are operating as intended or are modified to reflect changes in conditions. A lax attitude on the part of management with regard to internal controls will undermine the best-designed internal control structure. Desk policies and procedures should be kept for each cash handling position and updated frequently, preferable annually.
2. **Human Factors**
The core of any department is its people and their individual attributes including integrity, ethical values and competence and the environment in which they operate.

Breakdowns in the application of policies and procedures may arise from the misunderstanding of instructions, mistakes in judgment, carelessness, and collusion among outside the department or by management override.

Workforce Development Department Organizational Chart



	POLICY MANUAL	No. WDB 1 PAGE 1 OF 2 OCTOBER 16, 2019
POLICY: CONFLICT OF INTEREST	APPROVED PHILLIP W. COTHRAN Chair, Workforce Development Board	

INTRODUCTION

With regard to Workforce Innovation and Opportunity Act (WIOA) funded contracts, subcontracts, and purchase orders for (1) services to be provided by any contractor, sub-contractor, staff member of the Workforce Development Department (WDD), member of the Workforce Development Board (WDB) or entity they represent (collectively, “Interested Parties” and individually, as “Interested Party”), or (2) in which the Interested Party has, or has the potential to have, a financial interest; the objective of this Policy is to:

- Promote and maintain the faith and confidence of the public and assure the interests of the County will be protected in all contracts.
- Ensure the provision of comprehensive, quality employment related, and supportive services responsive to the needs of employers, job seekers, and the community.
- Ensure that individuals or representatives of organizations entrusted with public funds not personally or professionally benefit from the award or expenditure of such funds.

This policy is established to provide direction for the Interested Parties, as defined above, in order that business can be conducted within guidelines that will prevent actual, potential, or questionable conflicts of interest.

BACKGROUND

WIOA mandates that workforce development boards be comprised of leaders from the business community, workforce, and education, including representatives from community based organizations, providers of adult education and literacy, and institutions of higher education. Recognizing that key providers of workforce development and training services comprise the membership of the workforce board, which directs the distribution of funds for such services, WIOA permits the provision of WIOA funded services by members of a local board or a local board’s standing committee and the entities they represent as long as processes are in place that prevent a conflict of interest.

WIOA prohibits a member of the local board or standing committee from voting on a matter under consideration by the local board regarding the provision of services by the member or by an entity that the member represents or that would provide direct financial benefit to the member or his/her immediate family.

The WDB is committed to providing effective workforce development, training, and improving the County’s economy, while maintaining the highest moral and ethical standards. All partners at all levels of participation in WDB programs funded by WIOA are expected to read, understand, and apply this policy to ensure system integrity and effective oversight of WDB programs.

Staff members of WDD, contractors, and sub-contractors with decision-making authority must also comply with the policy set forth by the WDB.

REFERENCES

- Title 2 Code of Federal Regulations Part 200
- WIOA Sections 107(a) and 107(h) and 121(d)(4)
- California Government Code Section 1090 and 1091.2
- San Bernardino County Workforce Development Board Bylaws, Sections 4.04 and 5.04
- San Bernardino County Workforce Development Department Administrative Handbook

POLICY

As to Conflict of Interest, no Interested Party shall, in a decision-making capacity, engage in any activity if a conflict of interest is involved, even in perception of impropriety or conflict of interest. This includes decision-making that involves the selection, awarding or administering of grant or contract supported by WIOA funds. As such, no Interested Party shall participate in a decision, including but not limited to, casting a vote, on any matter which has direct bearing on services to be provided by the Interested Party or any organization with which he or she is associated, or would otherwise be the basis for a conflict of interest.

The following standards are established and must be used for the processing of all WIOA funded contracts, subcontracts, and purchase orders directly or indirectly involving an Interested Party :

1. Prior to the submission of an application, proposal, or bid for funding, but no later than contract award, a Conflict of Interest Full Disclosure Certification (attached to this Policy) must be completed by the Interested Party to fully disclose and appropriately characterize the Interested Party's relationship, include any family member, with the entity seeking funding.
2. One Stop Operators must disclose any potential conflicts of interest arising from relationships with training and other service providers.
3. The cost of services charged to the County must be equal to or less than the price charged by the entity to others for comparable services.
4. The Interested Party shall refrain from contacting or having discussions with WDB members or County staff for the purpose of lobbying for the approval of any contract, subcontract, or purchase order related to services to be provided by the Interested Party or entity the Interested Party represents, or that financially benefits the Interested Party, his/her family, or the entity the Interested Party represents.
5. The awarding of any contract, subcontract, or purchase order must be based on a competitive or standard application process, unless there is a determination at a meeting of the WDB that the Interested Party or entity is a sole source provider.
6. The Interested Party cannot solicit or accept gratuities, favors, or anything of monetary value from awardees or other parties to an agreement.

The following additional standards are established and must be complied with for all contracts, subcontracts, purchase orders, grants and subgrants, directly or indirectly financially benefitting WDB or committee members:

1. Contracts, subcontracts, purchase orders, grants or subgrants, related to services to be provided by the WDB or committee member, or entity the member represents, or that financially benefits the WDB or committee member, his/her family, or the entity the member represents can only be approved at a meeting of the full WDB, unless the Executive Board is so authorized per the WDB Bylaws.
2. The WDB or committee member will recuse himself/herself from making, participating in making, or in any way attempting to use his/her official position to influence a decision on a contract, subcontract, purchase order, grant or subgrant.
3. The WDB or committee member will recuse himself/herself from any meeting, including but not limited to a WDB or committee meeting, where there is discussion pertaining to the contract, subcontract, purchase order, grant and/or subgrant. A full recusal is necessary – the member must leave the room during discussion and vote, if any, and will not be counted towards a quorum of the WDB or committee. The conflict of interest disclosure made during WDB or committee meetings shall be documented in the meeting minutes.



WORKFORCE DEVELOPMENT CONFLICT OF INTEREST FULL DISCLOSURE CERTIFICATION

I hereby certify under penalty of perjury that the Conflict of Interest Statement completed below fully discloses and appropriately characterizes my relationship, including that of any family member, with the entity seeking to provide Workforce Innovation and Opportunity Act (WIOA) funded services pursuant to a contract, subcontract, or purchase order with the County of San Bernardino and, to the best of my knowledge, warrants that the cost of the services to be provided is equal to or less than the price charged by the entity to others for comparable services.

Name of Entity Applying: _____

Name of service/program/grant applying for: _____

Name of Interested Party:

Interested Party's connection to the Workforce Development Board (WDB) or the Workforce Development Department (WDD):

I am (*check all that apply*):

- | | |
|---|--|
| <input type="checkbox"/> A Board Member | <input type="checkbox"/> A Committee Member |
| <input type="checkbox"/> Staff | <input type="checkbox"/> Currently under contract with the WDB/WDD for _____ |

Conflict of Interest Statement:

Interested Party Signature

Interested Party Printed Name

Date