



**Jamil Dada**  
**Chair**

**Members**

Layne Arthur  
Michael Burke  
Juan De Lara  
Sharon Duffy  
Angelov Farooq  
Mirna Flores  
Duane Friel  
Cheri Greenlee  
Francisca Hernandez  
Barbara Howison  
Peter Hubbard  
Robert Loeun  
Deanna Margaritha  
Charles Martin  
Debra Martin  
Chuck McDaniel  
Morris Myers  
Sonia Nunez  
Ken Orr  
Lea Petersen  
Mary Jo Ramirez  
Tina Sewell  
Laurie Stalnaker  
Diane Strand  
Jeffrey Van Wagenen  
Ron Vito

March 31, 2016

Tim Rainey, Executive Director  
California Workforce Development Board  
P.O. Box 826880  
Sacramento, CA 94280-0001

Subject: Riverside County Workforce Development Board Recertification Application

Dear Mr. Rainey,

The Riverside County Workforce Development Board (WDB) hereby submits the recertification application for period(s) July 1, 2016, through June 30, 2018. Included with the recertification application is a genuine vested commitment in implementing the Workforce Innovation and Opportunity Act (WIOA) in Riverside County in years to come.

The Riverside County's WDB in conjunction with Riverside County Economic Development Agency-Workforce Development Division continues to be a high performance area through intact fiscal integrity, continued and sustained performance and a well-rounded board composed of primarily business as required under WIOA.

Additionally, the recertification application provides a status update that outlines service delivery initiatives, strategies, goals and objectives that will lead to enhanced workforce services to job seekers and employers.

Should you have additional questions, please contact Heidi Marshall, Director of Workforce Development, at 951.955.3100. We, in advance, thank you for your support and consideration on this request.

Sincerely,



Jamil Dada, Chair  
Riverside County Workforce Development Board

# **Local Workforce Development Board Recertification Request**

**Program Years 2016-18**

**Local Workforce Development Board**  
Riverside County Economic Development Agency-  
Workforce Development Division

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## Local Board Recertification Request

This will serve as our request for Local Workforce Development Board (Local Board) recertification for Program Years (PYs) 2016-18 under the *Workforce Innovation and Opportunity Act (WIOA)*.

If the California Workforce Development Board (State Board) 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.

Riverside County Workforce Development Board

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Name of Local Board

1325 Spruce Street

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Mailing Address

Riverside, CA

92507

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City, State

Zip

Heidi Marshall, Director of Workforce Development

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Contact Person

951.955.3100

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Contact Person's Phone Number

March 31, 2016

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Date of Submission

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### Instructions

If additional pages were added to the *Local Workforce Development Board Recertification Request*, the page numbers may be updated by hovering over the gray box above, clicking, and then selecting “Update Table” on the top left corner.

## Local Board Membership

### Instructions

Enter the names of the Local Board members in the appropriate membership categories found in the tables below. If the Chief Local Elected Official (CEO) has approved additional members, enter the information under the "ADDITIONAL MEMBERS" table. If an individual represents multiple categories, after the first time he/she is identified (subsequent to the first notation), please asterisk his/her name at all subsequent entries. Address any vacancies under "CORRECTIVE ACTION COMMENTS." If additional rows are needed, add a table following the membership type.

## BUSINESS

WIOA Section 107(b)(2)(A) – a **majority** of the members of each Local Board shall be representatives of business in the Local Workforce Development Area (Local Area), who (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority; (ii) represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the Local Area; and (iii) are appointed from among individuals nominated by local business organizations and business trade associations.

- WIOA Section 107(b)(3) – the members of the Local Board shall elect a chairperson for the Local Board from among the representatives described in Section 107(b)(2)(A).
- Must include **two or more** members that represent small business as defined by the U.S. Small Business Administration.

Name	Title	Entity	Appointment Date	Term End Date
Jamil Dada	Chairperson/ Vice President	Provident Bank	08/18/2015	10/12/2016
Francisca Ledoux-Hernandez	Small Business/ Vice President, Human Resources	Riverside Medical Clinic	08/18/2015	06/04/2017
Sonia Nunez	Small Business/ Human Resource Manager, SPHR	McLane Foodservice Supply Chain Solutions	08/18/2015	07/30/2017
Debra Martin	Vice President/ District Manager	Wells Fargo Bank	08/18/2015	03/20/2016
Deanna Margaritha	Administrator	Kaiser Permanente	08/18/2015	07/15/2016
Lea Petersen	Public Affairs Manager	Sempra Energy Utilities	08/18/2015	01/24/2018
Barbara Howison	Administrator	LSSI Library Systems and Services	08/18/2015	06/04/2017
Layne Arthur	Vice President	Balfour Beatty Construction	08/18/2015	08/28/2016
Juan De Lara	Risk Manager	Federated Insurance	08/18/2015	07/31/2016
Peter Hubbard	Government Affairs Manager	American Medical Response/ Emergency Medical Services	08/18/2015	08/28/2016
Diane Strand	President	JDS Video & Media Productions, Inc.	08/18/2015	07/16/2017
Charles Martin	Council Member	Morongo Band of Missions Indians	08/18/2015	12/15/2017
Tina Sewell	Area Manager	Manpower	08/18/2015	07/16/2017
Darlene Wetton*	Director	Temecula Valley Hospital	03/01/2016	03/01/2017
Vacant*				

## WORKFORCE

WIOA Section 107(b)(2)(B) – not less than **20 percent** of the members of each Local Board shall be representatives of the workforce within the Local Area, who— (i) shall include representatives of labor organizations (for a Local Area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a Local Area in which no employees are represented by such organizations) other representatives of employees; (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists; (iii) may include representatives of community based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and (iv) may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

- Must include **two or more** representatives of labor organizations, where such organizations exist in the Local Area. Where labor organizations do not exist, representatives must be selected from other employee representatives.
- Must include **one or more** representatives of a joint labor- management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists.

*California Unemployment Insurance Code (CUIC) Section 14202(c)* further requires and specifies that at least **15 percent** of Local Board members shall be representatives of labor organizations unless the local labor federation fails to nominate enough members. If this occurs, then at least 10 percent of the Local Board members shall be representatives of labor organizations.

Name	Title	Entity	Appointment Date	Term End Date
Laurie Stalnaker	Labor Organization/ Executive Secretary- Treasurer	Central Labor Council AFL-CIO of San Bernardino and Riverside Counties	08/18/2015	04/26/2017
Chuck McDaniel	Labor Organization Representative	International Brotherhood Electric Workers 440	08/18/2015	09/14/2016
Ken Orr	Labor Organization Representative	Southern California Laborer's Apprenticeship	08/18/2015	02/15/2017
William Perez	Joint Labor-Management Apprenticeship	Southern California Building Trades Council	08/18/2015	06/07/2017
Mirna Flores	Community-Based Organization-Director	Center for Employment Training	08/18/2015	04/22/2016
Mary Jo Ramirez	Youth Organization- Director	California Family Life Center	08/18/2015	08/18/2017

## EDUCATION AND TRAINING

WIOA Section 107(b)(2)(C) – each Local Board shall include representatives of entities administering education and training activities in the Local Area, who— (i) shall include a representative of eligible providers administering adult education and literacy activities under title II; (ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges); (iii) may include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

- Must include **at least one** eligible provider administering adult education and literacy activities under WIOA title II.
- Must include **at least one** representative from an institution of higher education providing workforce investment activities, including community colleges.

Name	Title	Entity	Appointment Date	Term End Date
Ron Vito	Adult Education & Literacy/Vice President	Riverside County Office of Education	08/18/2015	10/02/2016
Michael Burke	Institution Higher Education/Chancellor	Riverside Community College District	08/18/2015	09/09/2016
Morris Myers	Director of Institutional Advancement, External Relationships, & MSJC Foundation	Mt. San Jacinto College	08/18/2015	02/15/2017
Sharon Duffy	University of California, Riverside	Dean, UCR Extension and Professor	08/18/2015	02/15/2017

## GOVERNMENTAL AND ECONOMIC AND COMMUNITY DEVELOPMENT

WIOA Section 107(b)(2)(D) – each Local Board shall include representatives of governmental and economic and community development entities serving the Local Area, who— (i) shall include a representative of economic and community development entities; (ii) shall include an appropriate representative from the State employment service office under the *Wagner-Peyser Act* (29 U.S.C. 49 et seq.) serving the Local Area; (iii) shall include an appropriate representative of the programs carried out under title I of the *Rehabilitation Act of 1973* (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the Local Area; (iv) may include representatives of agencies or entities administering programs serving the Local Area relating to transportation, housing, and public assistance; and (v) may include representatives of philanthropic organizations serving the Local Area.

- Must include **at least one** representative of economic and community development entities.
- Must include **at least one** representative from the state Employment Service Office (EDD) under the *Wagner-Peyser Act* (29 U.S.C. 49 et seq.) serving the Local Area.
- Must include **at least one** representative from programs carried out under title I of the *Rehabilitation Act of 1973*, other than Section 112 or Part C of that title.



Name	Title	Entity	Appointment Date	Term End Date
Jeffrey Van Wagenen	Managing Director Executive Management	Riverside County Economic Development Agency	08/18/2015	08/18/2017
Angelov Farooq	Economic Development- Partner	Ominus Group/UCR	08/18/2015	10/12/2016
Cheri Greenlee	Employment Service /Deputy Division Manager	Employment Development Department	08/18/2015	12/13/2017
Robert Loeun	Rehabilitation Act of 1973/Director	California Department of Rehabilitation	03/09/2016	03/20/2018

### ADDITIONAL MEMBERS

WIOA Section 107(b)(2)(E) – each Local Board may include such other individuals or representatives of entities as the Chief Elected Official (CEO) in the Local Area determines to be appropriate.

Name	Title	Entity	Appointment Date	Term End Date
None				

### CORRECTIVE ACTION COMMENTS

Explain any vacant appointment(s) regarding the required membership composition only. Include the length of time the appointment(s) has been vacant, efforts made to fill the vacant appointment(s), and dates by which the vacant appointment(s) should be filled.

Vacant Area	Vacancy Length of time	New Appointment Efforts made	Date vacant Appointment(s) should be filled.	Name	Title	Entity
Business	One month	Recruitment Complete Pending approval	03-31-2016	Prospect: Darlene Wetton	Director	Temecula Valley Hospital
Business	One month	On-going recruitment	04-30-2016	Prospect: None		

## COMPLIANCE WITH MAJORITY OF BUSINESS REPRESENTATIVES

The table below will assist Local Boards determine compliance with WIOA Section 107(b)(2)(A), which requires that a **majority** of the members be representatives of business in the Local Area.

**Instructions** – Double click the table below to open in Excel.

Total number of individuals currently sitting on local board =	28
Number of vacancies currently on local board =	1
Total local board membership =	<u>29</u>
Total number of Business Representatives currently sitting on local board =	14
Number of Business Representative vacancies currently on local board =	1
Total local board Business Representatives =	<u>15</u>
Divide total local board Business Representatives by total local board membership =	<u>51.72%</u>
	<b>(Must be greater than 50%)</b>

## COMPLIANCE WITH 20% OF WORKFORCE REPRESENTATIVES AND 15% LABOR ORGANIZATION REPRESENTATIVES

The table below will help Local Boards determine compliance with WIOA Section 107(b)(2)(B), which requires not less than **20 percent** of the members be representatives of the workforce within the Local Area and compliance with CUIC Section 14202 which requires that at least **15 percent** of Local Board members be representatives of labor organizations unless the local labor federation fails to nominate enough members, in which case it is **10 percent**.

**Instructions** – Double click the table below to open in Excel.

Total number of individuals currently sitting on local board =	28
Number of vacancies currently on local board =	1
Total local board membership =	<u>29</u>
Total number of Workforce Representatives currently sitting on local board =	8
Number of Workforce Representatives vacancies currently on local board =	0
Total local board Workforce Representatives =	<u>8</u>
Divide total local board Workforce Representatives by total local board membership =	<u>27.59%</u>
	<b>(Must not be less than 20%)</b>
Total number of Labor Organization Representatives currently sitting on local board =	4
Total number of Apprenticeship Program Representatives currently sitting on local board =	2
Number of Labor Org/Apprenticeship Program Representatives vacancies =	0
Total local board Labor Representatives =	<u>6</u>
Divide total local board Labor Representatives by total local board membership =	<u>20.69%</u>
	<b>(Must be at least 15%)</b>

## Local Board Performance Accountability Measures

### Instructions

Enter your Local Board's negotiated levels of performance and actual levels of performance for PYs 2013-14 and 2014-15.

<b>Performance Table</b>				
Name of Local Area: <u>Riverside County Workforce Development Board</u>				
Common Measure	Negotiated PY 2013-14	Actual PY 2013-14	Negotiated PY 2014-15	Actual PY 2014-15
<b>Adult</b>				
Entered Employment Rate	50.7%	51.1%	51.5%	55.1%
Employment Retention Rate	74%	78.4%	72%	82.0%
Average Earnings	\$12,177	\$14,336	\$10,700	\$10,991.42
<b>Dislocated Worker</b>				
Entered Employment Rate	57.6%	60.6%	56.5%	64.7%
Employment Retention Rate	75%	83.9%	75.5%	85.4%
Average Earnings	\$13,748	\$15,208	\$13,750	\$15,237.67
<b>Youth (ages 14-21)</b>				
Placement in Employment or Education	45%	66.4%	54%	69.1%
Attainment of a Degree or Certificate	54.8%	81.7%	60%	83.3%
Literacy and Numeracy Gains	65%	77.2%	70%	71.1%

## Local Board Sustained Fiscal Integrity

The Local Board hereby certifies that it has not been found in violation of one or more of the following during PYs 2013-14 or 2014-15:

- **Final determination of significant finding(s)** from audits, evaluations, or other reviews conducted by state or local governmental agencies or the Department of Labor, identifying issues of fiscal integrity or misexpended funds due to the willful disregard or failure to comply with any *Workforce Investment Act* (WIA) requirement, such as failure to grant priority of service or verify participant eligibility.
- **Gross negligence**, which is defined as a conscious and voluntary disregard of the need to use reasonable care, which is likely to cause foreseeable grave injury or harm to persons, property, or both.
- **Failure to observe accepted standards of administration.** Local Areas must have adhered to the applicable uniform administrative requirements set forth in Title 29 *Code of Federal Regulations* (CFR) Parts 95 and 97, appropriate Office of Management and Budget circulars or rules, WIA regulations, and state guidance.

Highlights of these responsibilities include the following:

- Timely reporting of WIA participant and expenditure data
- Timely completion and submission of the required annual single audit
- ***Have not been placed on cash hold for longer than 30 days***

(In alignment with WIOA Section 106[e][2])

## Local Board WIOA Implementation

Using the questions below, describe your Local Board's efforts toward implementing the following key WIOA implementation provisions and designing a better system for customers.

1. **What activities have you undertaken to design a better system for customers? Specifically, describe any actions you have taken, or actions you plan to take, for the following topics:**

a. **Developing new services-**

1. **Job Seekers:**

- Local Adult School Access: discussions are underway to provide adult education services at each local One-Stop Center. Research indicates that in close proximity to each One-Stop Delivery System is an adult school provider. AB 104 Adult Education Consortium Block Grant will provide the funding to have other education opportunities at the One-Stop as we work together to address the basic skills needs and employment or retraining needs of Riverside County residents.
- Re-Entry Program Services: the Riverside County Sheriff's department is a strong supporter of our career readiness workshops, and One-Stop Career Coaches will be stationed in the jail system to help the recently released inmate transition to the working world.
- Probation Services: the Riverside County Probation Services is another partner interested in our career readiness workshops for recently released parolees. A Career Coach provides a specific tailored workshop around preventing recidivism, parolee education, and employment opportunities with felon-friendly employers, attitude adjustment and creation of a resume portfolio. These services are provided at Probation approved day-reporting centers.
- Rehabilitation Services: a representative participates in the Employment Development Department workshop orientations to learn of State of California Rehabilitation services and how to access the system while working on their employment needs. This service is valuable to those customers with undiagnosed learning disabilities, and physical impairments.
- Apprenticeship Opportunities-a labor representative from the Inland Empire region participates in orientation to provide and recruit needed apprentices for various in-demand industries across the region.
- Financial Literacy Workshops-another partner, Coachella Valley Women's Business Council provides QuickBooks Training to interested individuals pursuing business training skills.
- Specialized services for specific targeted population: One-Stop Career Coaches work side by side with a Senior Support Program Representative from the Riverside County Office on Aging to coordinate and customize employment needs of senior citizens.
- Mobile One-RV motorized vehicle –provides educational, employment, training, and rapid response services to rural areas in Riverside County. For example, the Mobile One has been taken on location for rapid response so affected laid-off individuals could immediately apply for unemployment. A recent trip allowed immigrant seasonal farmworkers to apply for unemployment insurance benefits during the crop freeze. The Mobile One has been driven to rural areas to provide a place to access computers and classes. The Mobile One has been driven to numerous job fairs and allows applicants to apply on-line after meeting with prospective employers.

## 2. Employers:

- Integration of Business Services into the One-Stop System:  
Employers are the secondary customers of our WIOA One-Stop Delivery System. The Riverside County One-Stop Business Solutions Unit continually monitors the needs of employers, including small businesses and entrepreneurs. Employers currently have access to consulting services through partnership with the San Bernardino Business Development Center (SBDC). Local business can receive customized assistance from the Business Services Unit including recruitment services, screening of job applicants, and conducting interviews. These services will continue to be augmented to offer a full array of services for businesses. The WDB Business Services website was created to offer a variety of virtual resources to employers, such as a job board, access to business related forms, and links to community business groups. The WDB employs an active engagement strategy to stay abreast of services needed by businesses. The WDB is actively involved with the Economic Development Community, EDD, the Chamber of Commerce, the Council of Industries, and businesses within the community.
  
- Riverside ExCITE is a unique incubation/acceleration program created in collaboration between business leaders, local government with representatives from both the City and County of Riverside, and our local research university at UC Riverside.
  - Riverside ExCITE is organized for the purpose of facilitating the successful incubation and acceleration of start-up companies engaged in entrepreneurial research and development of advanced technologies with the intent to create high technology jobs in the county of Riverside. By providing a location for business synthesis, mentorship and management; access to financial resources and information; access to marketing and professional services; and technology transfer from domestic and foreign universities, organizations and governments this unique operation will increase successful start-ups in the region.
  
  - ExCITE will accelerate new technology businesses through facilities, networks, mentorship, management, and access to financial resources thereby creating diversified high paying careers in Riverside County.
  
- Homegrown Talent Initiative-collaboration between local business leaders and One-Stop are working in unison to identify a number of workers or commuters that work out of Riverside County. Identify commonalities among commuters and develop a plan to attract and keep local talent in the county.

### b. Entering into collaborative partnerships –

- Trade Adjustment Assistance Community College and Career Training (TAACCCT) Partnership: Chaffey College was awarded nearly \$15 million for advanced manufacturer training which is co-administered by the Department of Labor and Department of Education. The grant will enable Chaffey College and the Inland Empire Regional Training Consortium (IERTC) to create a STEM Education Business Incubator Center to focus on Advanced Manufacturing Applications. The IERTC is a regionally coordinated, large-scale effort to develop the highly trained/highly technical workforce necessary to advance industry and the economy of our region. Educational programs and certificates will be aligned with the National Association of Manufacturers' (NAM), Institute for Manufacturing including ACT, NIMS, MSSC, NCCER, AWS and OSHA. IERTC plans to implement an advanced integrated career pathway approach that

includes multiple entry and exit points with various certificates and degrees. The IERTC is a partnership with employers to develop training programs to enable workers to build skills that will help them obtain good jobs. Partnerships with Employers: Ashley Furniture; Brithinee Electric; California Quality Plastics; California Steel Industries; Cott Beverages; Horizon Hobby; Michaels; Nestle Waters, North America; Niagara Water; Penn Emblem; Packing Corp; Safariland; Southern California Edison; Spray-Tech; Steelscape; Total Resources International; Ventura Foods; TST and Vista Metals. Public Workforce System Partners: Riverside County Workforce Development Board (WDB), San Bernardino County WDB, California Workforce Services Division Economic Development Department. Other Key Partners: Manufactures' Council of the Inland Empire, Inland Empire Economic Partnership, Alliance for Education, San Bernardino County Superintendent of Schools, Baldy View ROP, San Bernardino County ROP, Riverside County Regional Occupation Program (ROP), CRY ROP, Goodwill Foundation, CAP Program, Career Ladders Project, California Community Colleges Chancellor's Office and The California Manufacturers' and Technology Association.

- AB 104 Adult Education Consortium: Three consortiums exist in Riverside County which includes Riverside, Southwest (Murrieta) and Indio. The Workforce Development Division participates as a consortium member and partners to integrate existing programs and create seamless transitions into postsecondary education or the workforce. The consortium is working on aligning and connects existing and future adult education programs to postsecondary academic pathways and/or career pathways leading to employment. The Consortia is addressing the alignment of placement tools, curriculum, assessment tools and rubrics, and student performance outcomes across delivery systems to ensure that student transition paths, both between providers and into postsecondary credit programs, are understood and supported across all systems. We will be integrating services within our local One-stops to increase services to the Workforce Innovation and Opportunity Act (WIOA) customers.
- Riverside County Legislative Internship Partnership: Legislative aides provide support to legislators and their staff in several broad areas – administration, research and analysis, public relations and communication. Adults between 21-27 years of age, low-income and basic skills deficient in Math and English are screened and placed for a work experience at Riverside County Supervisory District Office to gain valuable work experience in the government sector.
- County of Riverside Department of Public Social Services (DPSS) Partnership: EDA/Workforce Development Division is collaborating with DPSS to augment work experience opportunities to low-skilled and low-income California Work Opportunities and Responsibility to Kids (**CalWORKs**) participants. Participants enroll in a subsidized work component for three months. Exposure to government, private, and nonprofit employers allow for a unique job shadowing assignment to learn of growing and in demand career fields.
- Riverside County Internship Partnership: A Memorandum of Understanding (MOU) has been developed with California State University San Bernardino, Riverside Community College, College of the Desert and Mt. San Jacinto College for the federal work-study program. Workforce Development staff is committed by providing a hands-on work experience to graduating students with bachelor's and above. The goal is to equip the intern with the world of work experience in the human services field.
- The Inland Empire Disabilities Collaborative (IEDC): brings together over 900 service providers from regional organizations that serve people with disabilities and seniors. We network to build cooperative relationships, promote advocacy with and for people with

disabilities, partner to host events that benefit the community. For the past few years IEDC has sponsored a Disabilities Expo at the Riverside Convention Center in September for the public, and Riverside County Workforce Development has been an exhibitor.

- Employment Training Panel (ETP) Partnership: Workforce Development assisted the JFK Memorial Hospital to apply for ETP funding to train new graduating Registered Nurse's (RNs) with work experience through the JFK Memorial Hospital Versant program and to upgrade incumbent RNs in order for them to be able to go into specialty areas. The contract was awarded last February and the training started in March 2015. There have been two cohorts of five (5) new grad RNs, for a total of 10 that have been hired and gone through the Versant program. The second cohort just completed the Versant program and is in their retention period. JFK has started training incumbent RNs on various subjects and will continue until November 2016 at which time an estimated 80 incumbent workers will have had some type of customized training. The contract will end February 2017, but JFK has discussed applying for additional funding and an extension to continue to address the nurse shortage in Riverside County.

**c. Creating innovative workforce development strategies in alignment with WIOA**

2015-2018 Workforce Development Board (WDB) Strategies and Objectives:

- Strategic Goal 1: Meet the current and future workforce needs of targeted and key industry sectors.

Key Objectives:

- Continuously improve the process by which talent is matched to specific openings to ensure it is both effective (e.g., workers have the right skills) and efficient (e.g., meets business specifications in terms of timeliness, appropriateness of talent pool, etc.).
  - Expand the Green Pathways=Green Paydays model established in the Coachella Valley.
  - Expand staff capacity to include career coaches who use labor market information with customers to help them make informed choices and to help individuals get connected to jobs within targeted industries.
- Strategic Goal 2: Engage industry partners in robust ways to inform training needs, curriculum, and skills gap issues.

Key Objectives:

- Establish and regularly convene industry and alliances in targeted sectors to:
  1. Identify current and future skill needs and skill gaps.
  2. Identify high demand and growth occupations and hard to fill jobs.
  3. Articulate how they define whether a potential candidate will 'fit' into the organizational culture.
  4. Prioritize training needs and identify credentials or certifications that are required.
  5. Define and establish career pathways in selected occupations within the industry.
  6. Establish work-based learning opportunities.
  7. Build career awareness.



- Create formal Memorandum of Understanding for Industry Alliance members that articulate commitments, expectations, and outcomes.
  - Maximize the use of technology to create a way for jobseekers to access labor market information and career maps.
- Strategic Goal 3: Significantly reduce the number of long term unemployed and disconnected young adults and other groups that lack access to the workforce.

Key Objectives:

- Promote entrepreneurship and small business development and provide entrepreneurship training.
  - Identify employment opportunities that provide work experience for those who may start off as 'low skilled' as a first step to entering career pathways within a targeted industry.
  - Sustain and expand the @LIKE approach as a promising practice to serving disconnected young adults.
  - Expand work based learning opportunities, specifically on-the-job-training and Registered Apprenticeship, to assist the long term unemployed fill gaps in their resume and return to work.
  - Work with employers to acknowledge the value and talents of the long term unemployed and to evaluate their outreach and recruitment strategies to ensure that advertising does not discriminate against those who are unemployed.
  - Establish formal working partnerships with organizations that can help individuals who have been unemployed for a long time address the psychological factors (e.g., depression, lack of confidence) that may keep them from getting back to work.
- Strategic Goal 4: Expand the use of apprenticeships as a work-based learning strategy.

Key Objectives:

- Convene labor representatives to identify where the workforce system can best support existing trade apprenticeships.
  - Create 'non-traditional' apprenticeship programs within targeted industries based on best practice information.
  - Align with K-12 career and technical education pre-apprenticeship and apprenticeship programs.
- Strategic Goal 5: Continue to establish and bring recognition to the WDB as the focal point between employees, employers, education, economic and community development.

Key Objectives:

- Position the WDB to be the intermediary between employers and the workforce system.
- Use real time labor market information (LMI) systems to integrate LMI information that is actionable in designing training curriculum (for educators and trainers), for making career choices (for jobseekers), and for making business decisions (such as prevailing wage rates for businesses).

#### **d. Redesigning service delivery**

The Riverside County Workforce Development Board is committed to sustain a regional workforce that is globally competitive into the future, and focuses on the following four strategic priorities in redesigning the service delivery.

1. Maintain the viability of the workforce system's financial growth, quality delivery system and relevancy to job seekers and businesses.
2. Maintain and improve on an efficient labor market system to ensure that the talent meets the demand.
3. Ensure that the workforce system is high performing by placing workers in sustainable jobs with identifiable career pathways and access to family sustaining wages over time.
4. Increase access for businesses and jobseekers through efficient, effective, and accountable workforce services.

In preparation for redesigning the service delivery system, major stakeholders composed of government, community-based organizations, nonprofits, and faith-based organization have been recruited to assist in building a competitive national model in Riverside County. The new system creates 17 partnerships which includes four Tribes in Riverside County, under Native American Programs (WIOA Section 166).

A first meeting was held on October 7, 2015, which involved a variety of organizations throughout the County. The objective of this meeting was to explain the Workforce Innovation and Opportunity Act (WIOA) and gather information from attendees on the needs of each organization.

The following three questions on integrated services within in a One-Stop were posed to the group:

- 1) How would you start to align technology to enhance services?
- 2) How can we share eligibility documentation?
- 3) How can we manage cases and funding sources?

A second meeting was held on March 17, 2016 with core partner's to discuss the feasibility of collocating services under a comprehensive career center or an affiliate career center and address the internal strength and weaknesses and external opportunities and threats.

The system will be built on the following principles:

- Strategies are developed that make services accessible to people with all levels of ability, geographic location, income, age and life circumstances and are used to strengthen organizational effectiveness and to build capacity.
- Continuous Quality Improvement (CQI) strategies are used to ensure our services meet changing expectations of our customers and the community.
- CQI strategies are data-driven, decision-making and are used in the operational end of all systems and processes.
- The Workforce Development Board (WDB) corroborates to build strategic alliances around all of the goals, strategies and tasks we are partnered in.
- The WDB aligns and maximize all resources required to carry out our strategic initiatives and seek to increase our resources as required to achieve our mission.
- The WDB conducts ongoing evaluation to continuously assess the outcomes and appropriateness of programs and delivery systems for which we will hold ourselves accountable.
- The WDB continuously strengthens organizational effectiveness and build capacity.

The Comprehensive America Job Centers of California (AJCC) locations: Riverside and Indio and Affiliate locations: Moreno Valley, Hemet, and Murrieta.

e. Other WIOA transitional activities to design a better system for customer

The system level transitional activities will employ the principles and practices of a continuous quality improvement model which involves a constant Plan-Do-Check-Act process. The Riverside County WDB has practiced these principles for 10+ years and has developed the structure under which all program operations, outcomes and critical measures are developed to guide progress, identify opportunities for improvement and make necessary changes. Reducing or removing training barriers, assisting participants with braided funding and providing education/training in a high demand occupations will rely on effective and efficient systems navigation between all the core partners as we move to implementation of a better system for customers. Efficiency will be measured against benchmarks or baseline data in the first year and program corrections will be made to more closely align services with the outcome measures.

The purpose of CQI is to align core processes for a systematic and institutionalized approach that result in:

- More efficient systems and operations.
- More consistency in systems and operations.
- A leaner approach to operations (maximizing value and minimizing waste in the process. Waste in service processes includes rework and human capital inefficiencies).
- A higher level of quality in the development and deployment of policies and procedures.
- Greater integration of workforce systems and operations across all workforce partners.

**2. What steps have you taken to implement the new WIOA youth program requirements, including the 75 percent out-of-school youth and 20 percent work experience minimum expenditure requirements?**

To meet or exceed the WIOA Youth program requirements, Riverside County conducted a new procurement in November 2015. The Request for Proposal (RFP) contained the new WIOA youth program components and these requirements are also contained in the current Program Year 2015/2016 contractual agreements with the service providers.

The following required program requirements are being implemented in Riverside County for Program Year 2016/2017:

1. The target population is economically disadvantaged, out of school youth, ages 16-24 or in school youth ages 14-21, who reside in County of Riverside and face one or more barriers to employment.
2. At least 75% of funds are spent on out-of-school youth (OSY) and 90% of all youth enrolled will be OSY.
3. Not less than 20% of funds allocated to the local area must be spent on activities supporting paid and unpaid work experience that have academic and occupational education components. To achieve this, Riverside County is requiring 25% of contracted funds be spent on activities supporting paid and unpaid work experience that have academic and occupational components. In addition, all youth will have the opportunity to receive work-based learning to enhance their work skills.

4. All youth will receive an objective assessment of the academic level, skill levels, and service needs of each participant. The assessment includes a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and development needs.
5. Riverside County utilizes the following service strategies to identify career pathways that include education and employment goals, appropriate achievement objectives, and appropriate services for the participant:
  - Activities and service strategies leading to the attainment of a secondary diploma or its recognized equivalent or a recognized postsecondary credential.
  - Preparation of postsecondary educational and training opportunities.
  - Strong linkages between academic learning and occupational learning.
  - Preparation for unsubsidized employment and opportunities.
  - Effective connections to intermediaries with strong links to the job market and local, regional employers.
  - Tutoring, study skills training, and evidence based dropout prevention strategies that lead to completion of a secondary school diploma or its recognized equivalent or for a recognized postsecondary credential.
  - Alternative secondary school offerings.
  - Summer employment opportunities directly linked to academic and occupational learning.
  - Paid and unpaid work experiences, including summer employment opportunities, internships, pre-apprenticeship programs, job shadowing and on the job training opportunities.
  - Occupational Skills Training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations.
  - Leadership development opportunities, which may include such activities as positive social behavior and soft skills, decision making, and team work.
  - Life Coach and mentoring activities component for duration of at least twelve (12) months that may occur both during and after program participation.
  - Follow-up services for a minimum 12-month period.
  - Comprehensive guidance and counseling, including drug and alcohol abuse counseling, mental health counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.
  - Financial literacy education.
  - Entrepreneurial skills training.
  - Workforce preparation.
  - Leadership and Character Development-6 Pillars of Character
  - Job placement and Retention services.
  - Comprehensive alcohol and substance abuse guidance and counseling.
  - Services that provide labor market and employment information about in-demand industry sectors and occupations.
  - Activities that help youth prepare for and transition to post-secondary education and training.

Riverside County has revised/updated WIOA Youth Program Policies and Procedures to be reflective of the WIOA Youth Program requirements.

6. The following demand industries are approved by the Workforce Development Board (WDB) for 2016/2017 and shall be used as a "framework" for all youth entering the program. This consists of sectors that the WDB will focus on region-wide and that support some of the County's economic development targets.

- Healthcare
- Utilities and Renewable Energy
- Construction
- Logistics
- Advanced Manufacturing

**3. Describe your efforts to comply with the Uniform Guidance requirements.**

The County of Riverside Economic Development Agency Workforce Development Division (WDD) has fully implemented the Uniform Guidance 2 CFR Chapter I, Chapter II, Part 200, et al. for all grants received after December 26, 2014. Efforts for implementation included training of key staff, revision of applicable policies and procedures concerning collection and maintenance of confidential and sensitive information, conflict of interest, procurement, allowable costs and audit requirements. The Uniform Guidance Requirements have been incorporated in all necessary contractual agreements and financial Memorandums of Understanding.

In 2014, the County of Riverside WDD was monitored by the State of California Employment Development Department (EDD) for compliance with these requirements. As part of the 2014 monitoring, the WDD completed a Uniform Guidance Readiness Assessment for the State of California Employment Development Department's Compliance Review Office which covered sections 200.303 – 200.509. In 2015, the WDD was monitored by EDD for fiscal and procurement compliance and had no major findings to resolve.

The County of Riverside solicits independent auditors to review departments countywide. As a part of these annual audits, the WDD is audited annually by independent auditors.

The County of Riverside Economic Development Agency is currently in the process of applying for an indirect cost rate. Currently, the WDD is working in conjunction with the Riverside County Auditor-Controller's Office to prepare the indirect cost rate proposal and submission.

**4. Describe your efforts to develop sector initiatives and career pathways in high demand industries in coordination with community colleges, apprenticeship programs, adult basic education, and other training providers.**

▪ **Riverside County Sector Initiatives:**

Providing a qualified workforce to meet the business needs through sector strategies has been a hallmark of Riverside County Workforce Development Board since 2010. The strategic planning process culminated in adoption of five targeted industries (Healthcare, Infrastructure-Construction, Utilities and Renewable Energy combined, Logistics, Manufacturing and Business and Professional Service. The industry analysis was based on selecting industries that were High Wage/High Growth and/or High Demand. Under the Workforce Opportunity and Innovation Act (WIOA) Individual Training Accounts and On-the-Training fund expenditures have been tracked by targeted industries. During the 2015 Strategic Planning session the industries were slightly enhanced as such, Healthcare, Logistics, Advanced Manufacturing, Utilities/Renewable Energy and Construction. The plan allowed each of the three regional advisory boards to include "key industries" important to their local economy. To date, the Eastern Region of Riverside County has selected Agriculture, Tourism and Hospitality as key industries.

- **Additional Initiatives:**

- IEEP-Launch: The Inland Empire Economic Partnership (IEEP) business advocacy group, led by local business leaders, hopes to soon begin official planning for the "Launch Initiative," which aims to bring together local businesses, government agencies, schools and non-profits to fight poverty in the region.
- Inland Empire Clusters of Opportunity: A Riverside and San Bernardino initiative to identify renewable Energy cluster of emerging industries and recession resistant cluster of existing industries.
- Slingshot: Two Counties, San Bernardino and Riverside, bringing a new training market, convene and engage selected industry, including larger employers that significantly contribute to the regional and state economies. Develop a coordinated process for training in a demand sectors, beginning with two large sector industries. The main sectors include Healthcare, Manufacturing and Transportation.
- Collaborating for Clients (C4C)- Riverside County Workforce Development has participated in the launch of Collaborating for Clients (C4C), a groundbreaking initiative that is bringing nonprofit organizations together in an effort to reduce hunger and improve the lives of low-income families. Partners in the Collaborating for Clients initiative will work to address food insecurity and will help families find affordable housing, job training, steady employment, and health care services.
- The Convergence Group-lead by Reach Out, nonprofit, enhances a collaborative partnership of health service educators, providers, associations, and payers to actively support the education, training, and placement of demographically diverse health service providers to meet the growing health and economic needs within the Inland Empire of Southern California

- **Partnerships:**

The Riverside WDB continues to work closely with all components of the regional education System to address the needs of workers and priority-sector employers. The WDB collaborates with the colleges to develop career pathways that meet the needs of local industry. In addition, we maintain strong alignment and cooperation with Riverside Community College District, College of the Desert and Mt. San Jacinto College in the development and provision of career pathways, and for the adult education school providers in Riverside County are vested in providing basic education services. Included in our efforts to develop career pathways in high demand industries in coordination with education, WDB staff are collaborating with representatives from the community colleges and employers from in-demand sectors to create career pathways that are understandable, navigable, and result in an increased number of Riverside residents obtaining skills that give them access to living wage jobs.

- Riverside County key industries that are hiring within the local area and region.
  - Healthcare Services will grow by 49% between 2002 and 2017, adding 43,429 jobs with an average annual salary of \$61,193 in 2013.
  - Advanced Manufacturing, a subset of traditional Manufacturing will decrease by 29% between 2002 and 2017, shedding 32,343 jobs although showing significant stabilization by 2012. The average annual salary was \$62,136 in 2013.
  - Logistics will grow by 69% between 2002 and 2017, adding 67,689 jobs. There was an annual salary of \$49,152 for 2013.
  - Construction has decreased between 2002 and 2017, losing 532 jobs, but has shown outstanding growth during the recovery from the Great Recession. There are currently 22,872 jobs in the Inland Empire, with an average salary in 2013 of \$52,828.

- Utilities and Renewable Energy has decreased by 9% between 2002 and 2017, losing 2,272 jobs but stabilizing at 45,628. The average annual salary for 2013 is \$58,691.
- Professional and Business Services will grow by 62% between 2002 and 2017, adding 20,676 jobs with an annual average salary of \$56,357 for 2013.
- Hospitality and Tourism (no retail) will grow by 45% between 2002 and 2017, adding 48,553 jobs with an annual average salary of \$21,181 for 2013.

5. Describe your efforts to adopt, implement, and promote the AJCC brand.

The Riverside County WDB has not begun the process of adopting, implementing and promoting the AJCC brand. The WDB was on hold until guidance was received from the state on how to incorporate the AJCC naming convention along with present, "Workforce Development Centers of Riverside County" on all our one-stops in Riverside County. However, we have been involved in an ongoing effort to educate stakeholders of the AJCC brand within our local area; both the board and the One-Stop Delivery System staff will soon embrace the mission, vision and values incorporated in the branding of the AJCC logo.

The co-branding of the "Workforce Development Centers of Riverside County, a proud partner of America's Job Center of California" will soon be adopted to allow the Workforce Development Centers of Riverside, Indio, Hemet and Southwest Murrieta to maintain its original brand identity while being consistent with the statewide and nationwide career center network brand. The brand to be used will be in accordance with the guidelines and permissions set forth by the California Workforce Development Board.

In order to ensure that the public has a quick and easy method of identifying that the services provided at the One-Stop location are provided by a WIOA America's Job Center, the Riverside WDB will place the logo on all public entrances to the One-Stop. Additionally, the Workforce Development Centers of Riverside County, a proud partner of America's Job Center of California" (AJCC logo) will be placed on its press releases, brochures, advertisements, reports, and other documents describing projects and programs funded in whole or in part with WIOA funds.

6. Describe your efforts to complete Phase I of the MOU development process. What challenges are you facing?

The County of Riverside Economic Development Agency/Workforce Development Division (EDA/WDD) has convened a work group to plan Phase I of the MOU development process. The work group consists of EDA/WDD-Acting Economic Development Manager that oversees the America Job Center of California throughout Riverside County, site managers and operational staff, as well as our partner, the Employment Development Department. The work group has reviewed and established a strategic timeline to implement the MOU process based on the Workforce Services Directive (WSD) 15-12, WIOA Memorandums of Understanding and Greg Newton's Strategic Timeline information recently received at a conference. In short, we will be deploying a temporary timeline, an alignment of services checklist from WSD 15-12, and a sample MOU template at a first core partner meeting scheduled on March 17, 2016. The core partners required under WIOA and EDA/WDD will enter into conversation with regards to developing a comprehensive one-stop delivery model that has a common vision and is results-oriented for Riverside County residents and partners.

**Table 1-Timeline**

<b>Date</b>	<b>MOU Development Activities</b>
March 17, 2016	Initial Meeting of All Partners
To be determined	First Draft of Phase I MOU
To be determined	Second Meeting of All Partners
To be determined	Develop Second Draft of Phase I MOU
To be determined	Third Meeting of All Partners
To be determined	Seek Signature of All Partners
6/30/16	Complete Phase I MOU
6/30/17	One-Stop Operator Selected
12/31/17	Complete Phase II MOU (Await Guidance on Cost Sharing)

Anticipated challenges:

- Establishing cost sharing practices that are fair to all core partners
- AJCC location vs. demographics
- Braid funding to increase resources



## Local Board Assurances

For PYs 2016-18, the Local Board assures that it will do the following:

- A. Comply with the applicable uniform administrative requirements, cost principles, and audit requirements included in Title 2 CFR Parts 200 and 2900 (WIOA Section 184[a][2] and [3]).

Highlights of this assurance include the following:

- The Local Area's procurement procedures will avoid acquisition of unnecessary or duplicative items, software, and subscriptions (in alignment with Title 2 CFR Section 200.318).
- The Local Area will maintain and provide accounting and program records, including supporting source documentation, to auditors at all levels, as permitted by law (Title 2 CFR Section 200.508).

*\*Note that failure to comply with the audit requirements specified in Title 2 CFR Part 200 Subpart F will subject the Local Area to potential cash hold (Title 2 CFR Section 200.338).*

- B. Do financial reporting in compliance with federal and state regulations and guidance.

Highlights of this assurance include the following:

- Reporting will be done in compliance with Workforce Services Directive WSD12-3, *Quarterly and Monthly Financial Reporting Requirements*.
- All close out reports will comply with the policies and procedures listed in Workforce Services Directive WSD09-12, *WIA Closeout Handbook*.

*\*Note that failure to comply with financial reporting requirements will subject the Local Area to potential cash hold (Title 2 CFR Section 200.338).*

- C. Expend funds in accordance with federal and state laws, regulations, and guidance.

Highlights of this assurance include:

- The Local Area will meet the requirements of State Senate Bill 734, to spend a minimum of 30 percent of combined total of adult and dislocated worker formula fund allocations on training services (CUIC Section 14211).
- The Local Area will not use funds to assist, promote, or deter union organizing (WIOA Section 181[b][7]).

- D. Select AJCC operator(s), with the agreement of the local CEO, through a competitive process such as a Request for Proposal, unless granted a waiver by the state (WIOA Section 121[d][2][A] and 107[g][2]).

- E. Collect, enter, and maintain data related to participant enrollment, activities, and performance necessary to meet all CalJOBS<sup>SM</sup> reporting requirements and deadlines.
- F. Comply with the nondiscrimination provisions of WIOA Section 188, including the collection of necessary data.
- G. Comply with State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under federal law or policy, including the WIOA or state legislation.
- H. Give priority of service to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career and training services funded by WIOA Adult funding (WIOA Section 134[c][3][E] and *Training and Employment Guidance Letter 10-09*).
- I. Comply with Assembly Bill (AB) 1234 and ensure that local members receive ethics training every two years. AB 1234 requires Local Boards to consult with the California Fair Political Practice Commission (FEPC) and the California Attorney General's office regarding the content of the ethics training course they can use. Local Boards may consider using the free, two-hour, on-line ethics training course available from the FPPC: [AB 1234 Ethics Training for Local Officials](#).
- J. Comply with the conflict of interest provisions of WIOA Section 107(h).

## Signature Page

By signing below, the local CEO and Local Board chair request Local Board recertification. We certify that the Local Board appointed members as described in WIOA Section 107(a), (b), and (c), performed successfully and sustained fiscal integrity during PYs 2013-14 and 2014-15, and developed and implemented strategies to improve and continuously strengthen the workforce development system in accordance with WIOA. Additionally, we agree to abide by the Local Area assurances included in this document.

### Instructions

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

#### Local Workforce Development Board Chair

\_\_\_\_\_  
Signature

Jamil Dada  
\_\_\_\_\_  
Name

Chairman  
\_\_\_\_\_  
Title

03/31/2016  
\_\_\_\_\_  
Date

#### Local Chief Elected Official

\_\_\_\_\_  
Signature

John J. Benoit  
\_\_\_\_\_  
Name

Chairman  
\_\_\_\_\_  
Title

03/31/2016  
\_\_\_\_\_  
Date