



Riverside County Workforce Development Board PUBLIC ANNOUNCEMENT

The Riverside County's
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Plan Modifications
for Program Years 2021 – 2024

is available for Public Review and Comments from:
January 6, 2023 through February 5, 2023

Hard copies of this Local Plan is available upon request
at the following locations:

Riverside:	1325 Spruce Street, Suite 110 Riverside, CA 92507
Hemet:	749 North State Street Hemet, CA 92543
Indio:	44-199 Monroe Street, Suite B., Indio, CA 92201
Moreno Valley:	12625 Frederick Street, Suite K-3 Moreno Valley, CA 92553

Comments can be submitted through the
Workforce Development Board by email: rivcowdb@rivco.org



Riverside County
Workforce Development Board
2021 – 2024
Local Workforce Development Plan
Two-Year Modification

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I. Introduction and Overview

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

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

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

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

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

II. Local Context

The Riverside County Workforce Development Board and Local AJCC System

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

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

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

Local Workforce Goals

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

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

New Sectors

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

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

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

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

Progress in Sector-Based Career Pathways

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

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

Modified Tactics and Alignment with Regional Goals

A key modification to the RCWDB’s tactics for this goal is to identify “clean and green” occupations in each of these sectors to focus on. These are occupations that either directly or indirectly support reducing the impacts of climate change through reducing the carbon footprint of an organization or supporting the development of renewable energy and related technologies. In the Construction sector, this could be solar panel installation or building energy-efficient buildings. In Manufacturing, this could include working with manufacturers with strong environmental sustainability practices or who produce renewable energy technology such as lithium-ion car batteries used in electric cars. This goal and its related tactics align with goals #1-3 and 11-12 in the IERPU Regional Plan Two-Year Modification.

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

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

Progress in High Road Workforce System

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

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

IERPU Job Quality Definition

A measurable, high-quality job...

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

Modified Tactics and Alignment with Regional Goals

The RCWDB intends to leverage the IERPU Job Quality definition to develop high-road employment opportunities with local employers. In addition, it plans localized the small business engagement strategy in the modified regional plan (Goal #5). Employers in the County have been more open to discussing job quality and RCWDB will take advantage of this opportunity to discuss the definition and the jobs that they have available. A high-quality job may be different for a small business compared to a mid-size one and discussions with local employers will identify these nuances. This goal and its related tactics align with goals #4-6 in the IERPU Regional Plan Two-Year Modification.

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

Progress in Access and Inclusion for All

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

IERPU Equity Definition

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

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

Modified Tactics and Alignment with Regional Goals

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

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

Progress in Future of Work

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

Modified Tactics and Alignment with Regional Goals

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

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

Progress in Response to COVID-19

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

Modified Tactics and Alignment with Regional Goals

To monitor the ongoing impacts of COVID on the economy, and to build a county culture of adaptiveness, regular engagement with partners, job seekers and employers will be necessary. The RCWDB will also leverage collocated staff to continue virtual services, improving upon them. Finally, the RCWDB intends to continue developing Rapid Response services to be able to respond to future economic shocks such as COVID.

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

III. WIOA Core and Required Partner Coordination

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

Riverside County (RC) AJCC Mission and System Value Propositions

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

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

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

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

Coordination of WIOA Core and Required Partners

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

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

Monthly, Quarterly and Annual Partner Meetings

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

Individual MOU Partner Review Meetings

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

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

Table A: CQI Activities for AJCC MOU Partners

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

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

Co-Enrollment and Common Case Management

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

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

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

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

Community Career Services Team

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

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

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

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

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

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

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

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

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

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

Article XV of the MOU states:

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

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

IV. State Strategic Partner Coordination

Strategic Coordination

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

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

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

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

Residents can apply by visiting or calling one of the fourteen DPSS district offices in Riverside County. DPSS administers the CalFresh Employment and Training (E&T) program, which provides a multitude of job search training, education, job retention, and supportive services. Some examples of these services include employment counseling, obtaining job leads, resume building, mock interviews, internet access, online tutorials, Occupational Information Network (O*Net) tools, and Comprehensive Adult Assessment System (CASAS) testing.

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

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

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

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

The RCWDB collaborates with the Riverside County Department of Child Support Services (DCSS) to assist individuals with child support obligations with employment and training services. The county agencies work together to ensure that non-custodial parents (NCPs) with a child support obligation are aware of employment services and that barriers to employment are eliminated. Job seekers receive supportive services to remove barriers to compliance such as dispute resolution, parenting time, domestic violence education, and employment services.

The DCSS Child Support Resource Team is connected to numerous RC stakeholders in connection with RCWDB and AJCC MOU Partners, which facilitates service coordination. They have provided trainings and/or presented at jails, prisons, DPSS offices, the County Probation office, the Salvation Army, city and county resource fairs, employment fairs, and community events—such as the 27th Valley Wide Employment Expo in September 2022. As part of their “Serving Our Community” events, they host open appointments at local community centers and public libraries across the county, sending staff with laptops so that services can be provided on the spot.

DCSS has an agreement with the Riverside County Probation whereby DCSS case managers are stationed on-site to provide services to customers visiting their Probation Officers. DCSS staff also participate in job and resource fairs for the re-entry population.

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

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

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

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

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

Staff at WDCs are expected to understand the needs of jobseekers with ID/DD and be knowledgeable about programs and resources that can aid in their success. To assist this effort, there is continued training for front line staff about disability awareness, and training for all staff on the use of assistive technology.

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

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

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

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

RCWDB has delivered trainings about workforce services available to partner organizations who serve ELL. They included information about eligibility, how to refer customers to WIOA services, opportunities for collaboration among partners, and protocols for co-enrollment or dual enrollment. At the request of Adult Education partners in the last local workforce plan modification process,

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

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

V. WIOA Title I Coordination

All WIOA Title I programs are coordinated by the RCWDB and its OSO, delivered through the AJCC MOU Partners. Services provided to adults, dislocated workers and youth (ages 16-24) include, but are not limited to, orientation, WIOA eligibility and intake, individualized assessment, counseling, supportive services, internships, work experience, vocational training, and on-the-job training. Employer services include, but are not limited to, recruitments, job fairs, on the job

training, lay-off aversion, and Rapid Response. Please see Tables B, C, and D below for more details on services provided.

Staff Training

Digital Fluency and Distance Learning

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

Cultural Competency and Trauma-Exposed Populations

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

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

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

Coordination of Workforce Development Activities with Statewide Rapid Response

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

workforce. In addition, the RRT often brings employers and training providers to these events to give them immediate potential options and hope for the future.

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

Adult Training Services

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

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

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

Table B: RC AJCC System Adult and Dislocated Worker Services

Basic Career Services	
<ul style="list-style-type: none">• Referrals to community resources• Career guidance• Labor exchange services• Labor market information (LMI)• Eligibility for all AJCC/WDC programs• Information on program cost• Unemployment Insurance (UI) Information	<ul style="list-style-type: none">• Orientation• CalJOBS• Career resource center for self-service• Initial assessment of skills, aptitudes, abilities, supportive services• Information on Supportive Services
Individualized Career Services	
<ul style="list-style-type: none">• Career assessments• Skill-level assessments• Career planning• IEP development• Case management	<ul style="list-style-type: none">• Resume writing• Soft skills development• Supportive services• Stress solutions• Effective study skills

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

Employer Services

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

Table C: RCWDB Employer Services

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

Youth Services

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

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

Specific digital literacy skills taught include:

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

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

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

Table D: YOC Youth Services

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

AJCC Assessments

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

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

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

activities. This requirement is included in all contract assurance for subrecipients and subcontractors as required by WIOA, OMB and Uniform Guidance regulations.

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

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

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

Appendix A: Stakeholder and Community Engagement Summary

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

Sessions and Attendance

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

Feedback, Analysis and Inclusion in the Two-Year Modification

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

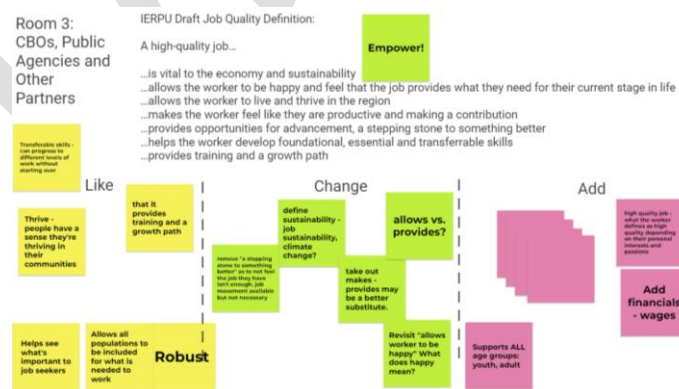
Stakeholder Feedback Sessions Format

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

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

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

Sample Jamboard Slide for Draft Job Quality Review



Sample Jamboard Slide for Regional Goal Review

Room 2: Employers		Progress		To-Do		
Sector Career Pathways	Co. Fire has been focusing on retention. Progress through entry level positions to advance through the ranks.	High schools are helping to increase awareness and knowledge of careers.	New pre-apprenticeship program for direct entry of veterans.		Retention Plan - Wages and benefits and Promotion of diversity and inclusion. Improve the work environment around these.	
High Road Workforce	The development of pre and regular apprenticeship programs.	Development of the pipeline of youth available for jobs, training, apprenticeships.		Helping small business owners understand the benefits of training, apprenticeships, OJT. These are often overlooked.		
Access and Inclusion	In Co. Fire - marketing to wider array of populations in our communities to show there are local jobs.	Marketing opportunities to populations that do not ordinarily see themselves in the role.				
Future of Work	Working from home for those that are able			Work-life balance, COVID caused a shortage of applicants causing burnout in the incumbent workforce. Increase focus in industries is required now to meet rising demand.	Lack of writing skills by the younger generation. The need for foundational skills.	Flexibility in the construction industry is not there for customers.
Other Notes and Feedback						

Appendix B: RCWDB Modified Local Workforce Goals

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

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

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

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

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