



# THE COUNTY OF SAN BERNARDINO WORKFORCE INVESTMENT BOARD

**WORKFORCE INVESTMENT ACT  
LOCAL STRATEGIC WORKFORCE PLAN  
PROGRAM YEARS 2013-17**



LEADING A STRONG AND DIVERSE WORKFORCE  
TO GREATER ECONOMIC OPPORTUNITY



# WORKFORCE INVESTMENT ACT LOCAL STRATEGIC WORKFORCE PLAN PROGRAM YEARS 2013–17

## Local Workforce Investment Area:

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Date of Submission: June 19, 2013

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Check the box if you would like to be considered for High Performing Board Designation

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## County of San Bernardino Workforce Investment Board Strategic Plan 2013-17

### Preface

The County of San Bernardino has been designated as a Local Workforce Investment Area (LWIA) under the federal Workforce Investment Act (WIA) since August 7, 1998. Under this federal Act, the County is eligible to receive an allocation of federal WIA funding. This funding comes from the US Department of Labor to the State of California, and on behalf of the Governor, is administered by the California Employment Development Department. At the state level, the Governor has appointed the California Workforce Investment Board (State Board) to oversee the policies and procedures used to strategically guide the utilization of these workforce funds at the state and local levels.

As part of this responsibility, the State Board is charged with calling for, reviewing and approving Local Workforce Investment Act Plans, and recertifying Local Workforce Investment Boards, ensuring they meet the membership composition requirements under federal law and state statute. In addition, in California with the passage of SB 698—The High Performance Local Workforce Investment Boards (LWIB) legislation, the State Board is required to evaluate and certify LWIBs against a set of high performance criteria, awarding High Performing LWIB status to those that score favorably against this criteria.

The following pages document the Strategic Plan as developed and adopted by the San Bernardino County Workforce Investment Board (SBC-WIB) in partnership with the County of San Bernardino Board of Supervisors, the County of San Bernardino Economic Development Agency, the County of San Bernardino Department of Workforce Development, our partners and, most importantly, our Customers—the County residents and Business that receive the benefit of our services. It is the belief of these entities that this Plan will provide the evidence necessary for the SBC-WIB to be recertified as a LWIB, to receive the designation of High Performing Board, and receive the approval of its overall strategy from the State Board.

The submitted SBC-WIB Plan for 2013-2017 includes comments and input from local and regional workforce development stakeholders and the general public gathered during a 30-day public comment and review period from 04/22/2013 to 05/21/2013, and a SBC-WIB retreat with representatives of the County of San Bernardino Board of Supervisors and the Economic Development Agency.

**Note:** This Strategic Plan is being used to address three (3) individual state and/or federal processes: the State Board Local Planning Requirement, the High-Performance Local Board Standards and Evaluation Criteria for Local Plans and Local Board Certification, and the WIA Local Board Recertification Requirements issued by the State Board and the Employment Development Department on May 22, 2013. It was the decision of the SBC-WIB to organize this document as a Strategic Plan narrative, rather than a compliance report document. With this in mind, text boxes are used throughout this document to assist the reader in understanding how the narrative information presented relates to specific elements of the three (3) state/federal processes mentioned above.

## **Our CONTEXT**

In order for the reader to better understand the SBC-WIB's Strategic Plan and its approach to workforce development; it is important to understand the demographics of our County.

**Local Plan  
Sections 1 and 2**

San Bernardino County is the largest county in the contiguous United States, encompassing a total area of 20,160 square miles. Comprised of 24 incorporated cities and towns, the County is the fifth fastest growing county in the nation. The 2010 Census states that between April of 2000 and April of 2010, San Bernardino County's population increased by 351,987 people to 2,061,421, representing growth of 20.59%. Of the 58 counties in California, San Bernardino registered the 2<sup>nd</sup> largest population increase in numerical terms, and 12<sup>th</sup> largest population increase on a percentage basis. During this 10-year time period, growth was strongest in the High Desert Region – a desert area north of the San Bernardino Mountains. People were attracted to the High Desert Region because of its affordability and the availability of newly built homes.

**High Performance  
LWIB Standards 1  
and 2**

Typically, the County is described as being divided into three regions. The High Desert Region mentioned above is the largest of the three, containing 93% of the County's total landmass, which includes parts of the Mojave Desert. The Valley Region—sometimes subdivided into East Valley and West Valley—is the most populated region in the County. Finally, the Mountain Region is one of the County's recreational “hot spots” and is largely made up of public lands, which are owned and managed by state and federal agencies.

The County's \$96 billion dollar economy is built upon a diverse base of industries ranging from international trade to manufacturing and professional services. On its own, the County's economy would rank 48<sup>th</sup> in the world, placing it among the top quarter of all nations. One of County's most significant economic drivers, Transportation, Distribution and Logistics (TDL), grew as a result of the County's strategic position within the powerful Southern California market, and as a result of the major interstate transportation corridors that form a nexus within its boundaries.

Despite a large economic base filled with opportunity, the County faces many challenges. The Local Workforce Investment Area (LWIA) has been one of the regions hardest hit by the national economic crises. Prior to the recession, San Bernardino County's employment growth was strong in virtually all of the region's sectors. As was the case in many areas across California, construction had been a fast growing sector in the County, coinciding with the housing boom and population growth realized between 2000 and 2010. Once the Recession hit, drastic declines in employment were seen across the board with total nonfarm employment dropping by 81,500 jobs (12.5%) – with 22,000 of those jobs lost in the construction sector alone.

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Contributing to the impact of the Recession were massive foreclosure rates within what was once a booming residential real estate market. The High Desert region noted earlier as an area of high population growth during the County's expansion became one of the epicenters of the foreclosure epidemic. Add to this equation a higher than average concentration of unskilled and under-educated workers, and historical pockets of high unemployment and poverty scattered throughout the County and one can begin to understand the myriad of challenges lying ahead for the SBC-WIB.

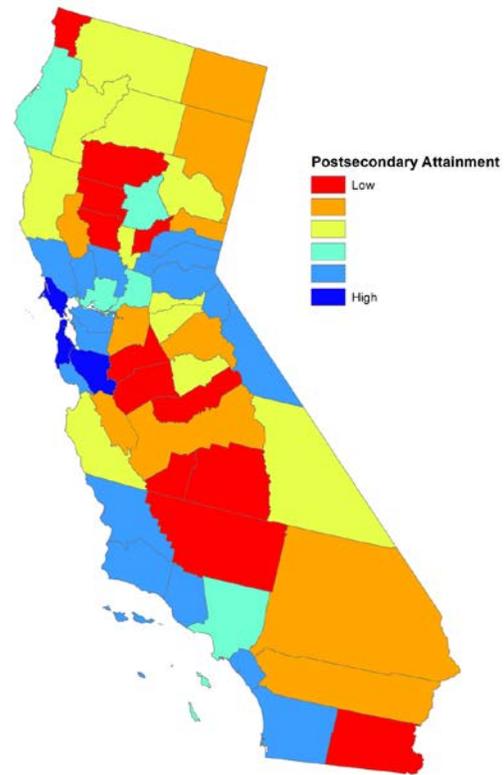
According to a March 29, 2013 report from the State of California's Employment Development Department Labor Market Information Division, the County's unemployment rate currently sits at 10.7%. This measure is the U-3 measure and represents the total unemployed as a percent of the civilian labor force. It is the measure used for official unemployment rates in the states and nation. It is widely understood that the official unemployment rate underestimates the true number of individuals unemployed in a given labor market as it excludes those who are marginally attached, those who are working part-time for economic reasons, or those who have become discouraged and have stopped looking for work. These individuals make up the U-6 rate, which is available from the Bureau of Labor Statistics and more clearly represents the labor underutilization present in our County's current economy. For California, the 2012 annual average U-6 rate was 19.3% (Bureau of Labor Statistics Report- [www.bls.gov/lau.stalt.htm](http://www.bls.gov/lau.stalt.htm)). Anecdotally, we also understand that many workers have received pay cuts and are experiencing the effects of unpaid furloughs as their employers try to mitigate the effects of a soft economy. Many more workers are employed in jobs that are well below their skill level. The SBC-WIB estimates the LWIA's labor force "underutilization rate" to be over 23%.

Population diversity is both an asset and challenge for the County. According to population statistics reported in the Community Foundation's "San Bernardino County 2012 Community Indicators" Report (CI Report), the largest ethnic group reported by County Residents is Hispanic at 49%. Among the remaining 51% of the population, 33% are White, 8% are Black or African American, 6% are Asian or Pacific Islander, and 2% report two or more races. Less than one percent of residents are American Indian/Alaska Native (0.4%). According to the report, in 2010, 22% of the people living in the County were foreign born. Among residents over the age of five, 41% speak a language other than English at home, with 84% of these individuals indicating Spanish as the predominant language. These demographic characteristics are important to keep in mind as we consider the educational attainment levels reported for the County.

While not true in every case, the trends related to educational attainment of minority and underrepresented populations are historically low and our County mirrors this trend. In fact, the LWIA has some of the lowest education attainment rates in the state, with only 28% of its population holding some type of a college degree or award, and the majority of the County's residents holding only a high school diploma (Labor Market Study: "Healthcare Industry & Occupations in the Inland Empire", May 2012).

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High School dropout rates in San Bernardino County remain high—20.9% of the class of 2009/10 dropped out before graduating compared to 17.5% statewide. The County of San Bernardino *“Comprehensive Economic Development Strategy 2012 Report”* (CEDS) asserts that there is a fundamental lack of emphasis on education among many of the County’s residents. In many cases, the economy’s impact on educational facilities and its education-related purchases together with low parental expectations, poverty, health issues and other factors have led to low student performance. The June 2012 Linked Learning Report: *“Can California Compete? Reducing the Skill Gap and Creating a Skilled Workforce through Linked Learning”* indicated that nearly half of the state’s



available jobs will require “middle skills,” meaning a high school education but not necessarily a four-year college degree, placing San Bernardino County residents at a significant competitive disadvantage.

From an age perspective, the County is relatively young with the median age in 2010 at 32 years of age compared to the statewide average of 35. Notably, between 2005 and 2010—a period of significant population growth for the county—no growth was seen in the numbers of individuals between the ages of 5 to 14 and those 25 to 44. Conversely, Census data projects growth of Baby Boomers (those born after World War II and between 1946 to 1964) in the County to skyrocket with a 113.94% increase forecast between 2000 and 2015. The impact of the looming retirement of the Baby Boomer generation is another of several demographic trends expected to challenge the County. While the Recession caused some from this generation to place retirement plans on hold, this trend is expected to reverse as the economy rebounds. Understanding that the first of the Boomers to hit age 65 did so in 2011, and the last of this group will reach 65 in 2029, the sheer size of the workforce lost as retirements occur will have a great impact on the County. Replacement of the workforce experience that this population represents will require concerted effort by education and workforce systems—especially as it compounds the economic stress experienced due to the lagging educational attainment levels previously discussed.

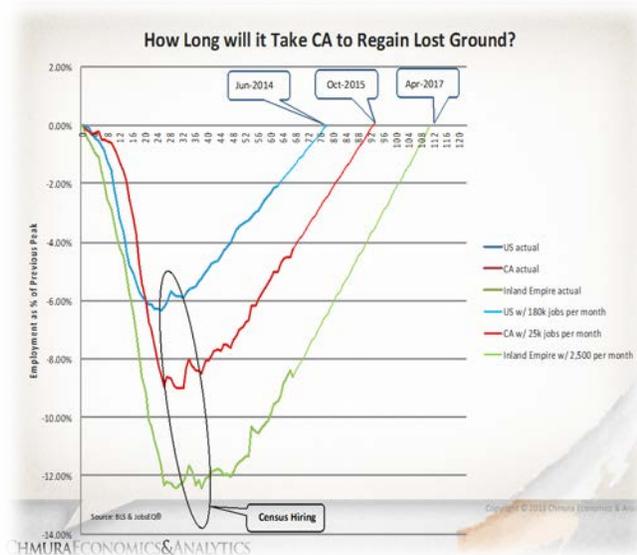
Before the Recession, the County’s per capita income had seen some modest, but promising increases. At \$23,953 in 2001, per capita income rose to a high of \$30,220 in 2008. The most precipitous loss occurred from 2007 to 2010, with a 22.13% decrease in per capita income to

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\$29,609. Comparatively, the state and national rates of decrease were 19.03% and 21.85% respectively. This trend coincides with the nation's economic downturn. In 2010, the County had a median household income of roughly \$52,600 – which registers below the state's median income of \$59,529. It should be noted that from 2005 to 2010, median earnings for county residents with some form of college education grew the most (4.4%). The largest jump in median earnings recorded for any educational attainment level was for those with a graduate or professional degree (7.8%).

Specific to the effects of the Recession on employment in industries critical to San Bernardino County's economic health, the construction industry experienced the greatest drop in employment at a 45.18% decrease, representing the loss of 22,000 jobs in this sector alone. Manufacturing jobs decreased by 27.26%, and retail, rental and leasing employment registering a 27% decrease.

While the ill effects of the recession are beginning to fade, the County is seeing positive movement in job numbers in many key industries. Between March 2011 and March 2012, 11,500 non-farm payroll jobs were added—representing a 2% increase. The Leisure and Hospitality sector grew by 900 jobs—charting growth of 23.8%, with Professional and Business sectors growing by 1.7%. The addition of 4,000 payroll jobs, in the Administrative Support industry led job growth in the County. Manufacturing added 2,100 payroll jobs followed by Wholesale Trade with the addition of 1,500 jobs. While the modest upswing in job growth pales in comparison to the job growth the County experienced prior to 2007, it is a welcomed signal that the recovery process has begun. While encouraged by these positive signs, we remain fully aware that the forecast for San Bernardino County's economic recovery is tracking 3 years behind the Nation's recovery, and 2 to 3 years behind the recovery of the state's overall economy.



## Our VISION

The County of San Bernardino understands the importance of identifying a compelling vision as individuals, organizations, communities; regions and states embark upon a course of action. Vision serves as a rallying point for action, sets a framework for alignment, provides a touchstone for progress and—most importantly, gives us a shared platform and common language to use as we come together as colleagues and citizens to take action on the critical issues we face.

[Local Plan Section 1](#)

[High Performance LWIB Standard 1](#)

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The Vision serves to reinforce our commitment to serving as conscientious stewards of the resources placed at our disposal.

In 2009, the County Board of Supervisors declared that it wanted to move County government in a new direction. With this declaration, there was also acknowledgement that a new direction would require collaboration heretofore unrealized between local government, school districts, water districts, the citizenry and other entities governed by elected bodies. In November 2010, the County Board of Supervisors initiated the Countywide Vision Project by launching a series of more than two-dozen roundtable discussions with experts in education, the economy, the environment, public safety, tourism, community service, and the general public. This cadre of the County's citizenry provided their insights on the County's strengths, weaknesses and potential. They shared candid perspectives on what needs to be done to make San Bernardino County a strong community, a place where people are proud to live, where businesses want to locate, where tourists want to visit, and where future generations will want to grow up, vested in their community and anxious to become a productive part of its strong, educated workforce.

From this input, a Countywide Vision Statement emerged which has been adopted by the County of San Bernardino and the Board of Directors of the San Bernardino Associated Governments (SANBAG)—a council of governments with representation from each of the County's 24 cities and towns. The Vision is continually refreshed and used by the Board of Supervisors and Chief Executive Officer as the guiding principle and performance bar for the County's Agencies and Departments.

### Countywide Vision Statement:

*"We envision a complete county that capitalizes on the **diversity of its people, its geography, and its economy** to create a broad range of choices for its residents in how they live, work, and play.*

*We envision **a vibrant economy with a skilled workforce** that attracts employers who seize the opportunities presented by the county's unique advantages and provide the **jobs that create countywide prosperity**.*

*We envision a **sustainable system of high-quality education**, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure, in which development complements our natural resources and environment.*

*We envision **a model community** which is governed in an open and ethical manner, **where great ideas are replicated and brought to scale and all sectors work collaboratively to reach shared goals**. From our valleys, across our mountains, and into our deserts, we envision a county that is a destination for visitors and a home for anyone seeking a sense of community and the best life has to offer."*

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The SBC-WIB understands that it plays an important role in realizing the stated vision for the County, and believes that there is substantial alignment between the County's vision and that of Governor Brown. Like the Governor, County leadership is emphasizing the importance of capitalizing on the diversity of its population and economic interests. The importance of a skilled workforce that is supported by high-quality education and the ability to achieve prosperity as a result is a theme central to the Countywide Vision, the Governor's vision, and one which is expressed throughout this Strategic Plan.

Through the process of developing the Countywide Vision, six key elements essential for realizing the sustainable community came to the forefront. **High Performance LWIB Standard 1** Education, Healthcare, Housing, Water, Public Safety, along with Jobs and the Economy make up the six elements central to the Vision. SBC-WIB and the County's Workforce Development Department (WDD) are intrinsically linked to the Education and Jobs and the Economy elements. In May of 2012, the Board of Supervisors and the SANBAG Board adopted the first two Regional Implementation Goals:

1. Partner with all sectors of the community to support the success of every child from cradle to career, and
2. Establish San Bernardino County as a model in the state where local government, regulatory agencies and communities are truly business friendly.

As countywide discussions have continued on the tangible actions needed to accomplish these goals it is apparent that the SBC-WIB will serve a major leadership role on some components of the Vision. Potential action items related to the first implementation goals were identified which are in alignment with our roles and responsibilities include: **Local Plan Section 1**

- Focus the County's Economic Development Agency on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce
- Educate the community on the impact of dropping out of high school
- Engage parents and the community as partners in efforts to improve students' educational and career attainment
- Provide adult intervention, tutoring and mentorship to students throughout their educational career
- Address the social and economic needs of families that impact educational commitment and success
- Set higher goals and expectations for educational and career achievement in our community
- Improve "job-student match" opportunities. Educate and the train workforce for existing local career opportunities and attract new high demand jobs to the area
- Foster entrepreneurship and incorporate training that provides students with skills to create their own jobs

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- Have a mission and attitude of “helping” businesses
- Develop an inventory of best practices in use...adopt and promote best practices throughout the County
- Convene ongoing discussions that include the business community to evaluate and improve working relationships
- Develop a central point of contact in the County for business and development assistance
- Work in partnership with the business and educational communities to improve the housing to jobs balance in order to reduce commuter demand on highway capacity to improve quality of life

The SBC-WIB will lead actions to drive innovative workforce development that meets the changing needs of employers and our labor market, resulting in the enhancement of economic development for our region. We will collaborate within and across County boundaries to develop a regional approach to employment-related opportunities. Thus ensuring all have access to available resources and services which will increase employment opportunities, and provide relevant skills training and employment services to job seekers. Specific examples of how we have and will continue to proactively drive effective strategies are presented throughout this document.

**Local Plan Section 1**

**High Performance LWIB Standard 1**

Annually, the SBC-WIB engages in a strategic planning retreat. During this working session, our leadership and members carefully evaluate the results of actions taken over the past year and consider new information and data to advise SBC-WIB members on direction for the future, and establish additional actions that will support that direction. On April 29<sup>th</sup> and 30<sup>th</sup>, 2013, the SBC-WIB gathered in Lake Arrowhead to once again refine our future actions and set strategic direction. As appropriate, the goals and actions set forth are incorporated into this narrative. Thematically, continuing to serve the important role of **Convener** is a priority for this body. In a time of high unemployment and reduced funding, the SBC-WIB understands that it can be more effective in accomplishing the task at hand by working together with other organizations to achieve a common cause. Maintaining and increasing **Strategic Partnerships** was again identified as a key goal during this year’s annual planning retreat.

Within the County structure, the SBC-WIB and the Department of Workforce Development (WDD) are “nested” with the Economic Development Agency (EDA). This structure has been in place since early 2005, and affords the SBC-WIB the ability to align workforce actions with other County departments that hold responsibility for economic development, community development and housing. This organizational configuration provides a firm foundation for the SBC-WIB and WDD to work from as they engage the broader community in impactful workforce solutions. It has also provided a position of strength for the SBC-WIB as it continues to actively expand its strategic partnerships with key workforce development stakeholders outside of the County including business and industry, organized labor, economic development, city/county departments both within our County and those adjacent to us, community based organizations

**Local Plan Sections 2 and 3**

**High Performance LWIB Standards 1 and 2**

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and educational institutions. While the SBC-WIB consistently seeks to get key community stakeholders to align their priorities and policies with our vision for workforce development, we also understand the importance of aligning with our community partners in a way that is mutually beneficial. To this end, we work to reach out to these partners and ensure our strategic actions align and reinforce those of our stakeholders. The nature of the collective and collaborative work we do to identify workforce priorities and challenges, support effective workforce strategies, and discuss short and long term workforce development goals for the County, LWIA and region is in direct alignment with the Governor’s vision for the statewide workforce system, and supports the goals of our Chief Local Elected Official.

A second overarching strategy identified by the SBC-WIB as a critical component to successfully accomplish our mission is to increase awareness of our services with both business and job seekers. To this end, we will continue to place emphasis on **Branding and Outreach** efforts designed to make the SBC-WIB a recognized strategic partner of business, a go-to-place for job seekers throughout the County, and broadly raise awareness regarding assistance available from the County’s workforce system. While we have made significant strides in this area as a result of our public outreach efforts, our members believe the personal touch is critical to establishing and maintaining rapport with our customers. To support improved relationships with some of our largest employers in the area, we are implementing a “WIB member to business” outreach campaign. We believe this campaign will improve our understanding of the needs of these customers by providing us with direct access to their insights on future training and hiring trends, assist with the identification of industries that may be missing from our sector initiatives, and allow us to provide an orientation to the services available through SBC-WIB.

**Local Plan  
Sections 3, 4 and  
5**

**High Performance  
LWIB Standards 2,  
3, 4 and 5**

For our job-seeking customers, the SBC-WIB will continue to place emphasis on increasing educational attainment levels. Ultimately, the economic proof of our success will be their ability to employ or reemploy job seekers following completion of education or training programs. It is also our desire to be a “full-service” organization for the needs of all job seekers. Historically, the County has experienced a phenomenon not uncommon to areas that suffer from high unemployment rates—“brain-drain”. Characterized by those with upper level degrees, especially younger residents, leaving the area for better employment opportunities in more metropolitan areas, the SBC-WIB will lead efforts in partnerships with our educational institutions focused on bridging our resident graduates into employment opportunities within their field of study. We believe this commitment to “full-service” for all job seekers will ultimately result in a positive impact on the educational levels attributed to our County by keeping our more highly educated residents at home, and will also serve to demonstrate to other residents the value education holds. Ultimately, this shift from talent leaving the County to talent residing in the County will prove key to our ability to attract firms offering better paying Science, Technology, Engineering and Mathematics (STEM) related occupations.

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Embarking on a campaign to raise awareness of our services brings with it some element of risk. The funding reality for our programs has been one of diminishing resources while the service demand reality for our programs has been steadily increasing. We realize that we must be concerned about our “market penetration” for this public/private partnership to demonstrate its value, and acknowledge that by working to increase awareness we may overwhelm our available resources. To remain true to our desire to demonstrate the value of this partnership-based system and to ensure we are able to address increased demand for services, the SBC-WIB will continue to **Identify and Increase Funds from Alternative Funding Sources**. Just as pursuing new and expanded opportunities for funding will be an important organizational priority over the next five years, so will the expansion of our role as **Local Collaborator** within other training and employment projects undertaken by our education and community based partners. Specifically, we will work to increase the number of partnerships in which the SBC-WIB and its ERCs are positioned as the nexus for recruitment into and placement out of projects focused on skill attainment and employment as measures of success.

**High Performance  
LWIB Standard 1  
and 2**

With this as context for the presentation of our Strategic Plan, we move to providing information detailing our approach.

**Our INDUSTRIES**

Consistent with past practices the SBC-WIB and WDD reviewed a variety of economic and labor market reports, and received presentations from firms specializing in economic analysis as part of the Annual Planning Retreat. The narrative that follows represents the SBC-WIB’s synthesis of these information sources into strategic direction. We embark upon this important exercise to ensure our approach to workforce development is well informed and grounded in a clear understanding of the industries driving our economy, and the needs of the citizens we serve.

**Local Plan  
Sections 1, 2, 3, 4,  
5 and 6**

**High Performance  
LWIB Standards 1,  
2, 3 and 4**

In 2012, the SBC-WIB commissioned ERISS Corporation to conduct “The County of San Bernardino – Workforce and Cluster Analysis” (Cluster Analysis). This analysis served as a compliment to and update of a 2010 report that the SBC-WIB jointly commissioned with the Riverside County Economic Development Agency’s Workforce Development Division, “The Inland Empire Market Survey” (Cluster Survey). During the SBC-WIB 2013 Annual Planning Retreat, Chmura Economics and Analytics presented information on key clusters that are driving job growth within the County. The results from the reports

Industry	Current			Historical			Forecast		
	Four Quarters Ending with 2012q4			Total Change over the Last 3 Years	Average Annual % Change in Employment 2009q4-2012q4			Next 3-Years	
	Employment	Average Annual Wages	LQ		Employment	Riverside-San Bernardino-Ontario, CA MSA	CA		USA
Health Care and Social Assistance	140,981	\$50,420	0.85	10,929	2.7%	2.2%	1.7%	3.8%	✓
Transportation and Warehousing	68,657	\$43,415	1.51	4,460	2.3%	-0.1%	0.5%	3.0%	✓
Retail Trade	160,932	\$29,003	1.21	4,088	0.9%	0.9%	0.7%	2.2%	✓
Wholesale Trade	51,585	\$49,862	1.02	3,069	2.1%	1.3%	0.5%	2.4%	✓
Arts, Entertainment, and Recreation	29,113	\$31,138	1.33	-31	0.0%	0.7%	0.4%	2.7%	✓
Manufacturing	84,789	\$48,540	0.8	-2,759	-1.1%	-1.0%	0.3%	1.5%	
Construction	60,324	\$49,729	1.19	-7,851	-4.0%	-2.0%	-2.4%	4.0%	
Utilities	9,932	\$82,452	1.37	-132	-0.4%	-1.2%	-0.5%	1.7%	
<b>Total All Industries</b>	<b>1,170,318</b>	<b>\$40,736</b>	<b>1</b>	<b>-2,187</b>	<b>-0.1%</b>	<b>0.5%</b>	<b>0.7%</b>	<b>2.6%</b>	

Source: Job#8  
CHMURA ECONOMICS & ANALYTICS

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and presentations mentioned above, along with quarterly reports from Monster Government Solutions, coupled with Regional Labor Market Index data from the State of California's Employment Development Department, and the San Bernardino County Labor Markets Report from Beacon Economics were used as the foundation for the development of sector based strategies in the following Industry Sectors:

- Healthcare,
- Transportation, Distribution and Logistics,
- Manufacturing,
- Construction, and
- Energy and Utilities

Health Care Will Demand More  
Post-Secondary Education

These economic drivers are recommended and targeted by the Executive Committee of the SBC-WIB for focused investment of WIA funding for Classroom Training, On-the-Job Training (OJT, Customized Training, and development of industry specific "learn and earn" models where this model of training may be un- or under-utilized.



Each of the aforementioned industry sectors offers unique opportunities and requires tailored strategies for our engagement to be effective. What follows is a more in-depth look at each of the priority sectors along with information on the SBC-WIB's high-level planned approach to each.

### **Healthcare:**

Healthcare is an enormous employer for the LWIA. The California Community College Centers of Excellence report, "Healthcare Industry & Occupations in the Inland Empire" ([www.coecc.net/health](http://www.coecc.net/health)) states that the healthcare workforce accounts for nearly 8% of the total workforce in the Inland Empire (IE). It employs more than 115,000 workers and is projected to grow by nearly 14% in the next 5 years. The ratio of healthcare workers to residents in the IE is 1:34. The same ratio in Orange County is 1:22, in LA County it is 1:23 and in San Diego County it is 1:24. This ratio imbalance will certainly have workforce implications within the County as the provision of health related services is extended to an expanded patient base and structural changes occur to the model of healthcare delivery under the Affordable Care Act (ACA). Additionally, because of the rural nature of San Bernardino County and its population diversity, solutions for reaching remote and culturally diverse populations will have to be found which will have significant impact on the workforce development strategies deployed to meet the growing employment needs of rural healthcare providers.

The industry itself is characterized by many high-paying jobs, and offers a wide variety of entry-level jobs that provide opportunity for career advancement. Healthcare occupations are associated with strong career ladder opportunities and present excellent employment access to

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special populations such as veterans, foreign-born medically trained professionals, and individuals with disabilities.

Healthcare embraces all of the goods and services designed to promote health, including preventative, curative, and palliative interventions, whether directed to individuals or to populations.

Healthcare employment opportunities in the LWIA include (but are not limited to) the following:

- Registered Nurses
- Dental Hygienists
- Cardiovascular Technologists and Technicians
- Radiologic Technologists and Technicians
- Pharmacy Technician

The June 23, 2012 issue of Forbes Magazine ran an article titled: “Healthcare Industry is Primed for a Boom, But There’s a Catch”. The author J. Maureen Henderson discussed the primary challenge facing the current and future workforce that will support this industry. Drawing from a report from the Georgetown Center on Education and the Workforce, Ms. Henderson quoted, “The demand for postsecondary education and training in healthcare, already high, will continue to edge upward. In 2010, it was 81%; by 2020 it will rise slightly to 82%. For professional and technical occupations, however, that number rises to 94%. A Bachelor’s degree will be required for 24% of all healthcare jobs, up from 21% in 2010. This high demand for postsecondary talent in healthcare is second only to STEM and education occupations.” Demand for nursing professionals is expected to out-pace supply, as will demand for healthcare support workers such as home health aides and substance abuse counselors. There are some cautions when looking at these support positions. While nurses are well compensated, the article points out that 70% of the healthcare support workers on average earn less than \$30,000 annually. While these occupations may be better compensated than other low-skilled jobs, there is concern that this income differential will diminish as educational requirements for entry and low-skilled health occupations increase. By 2020, the Georgetown report indicates that 54% of the healthcare support jobs will require at least some post-secondary education.

What is not yet clear is the impact of the ACA on growth in occupations focused on preventative healthcare services. The SBC-WIB will continue to work with our healthcare industry partners, high schools, community colleges and universities to anticipate and respond to changes brought about by the changing healthcare service delivery model.

At the SBC-WIB Annual Planning Retreat April 29-30, 2013, the SBC-WIB identified a noteworthy goal of strengthening relationships with healthcare industry leaders in the County and developing a deeper understanding of the current challenges faced by industry as it adjusts healthcare delivery models in response to the ACA, we will begin by establishing a connection to the County Medical Society. Following exploration of a partnership with the Medical Society the SBC-WIB will assess the opportunity to use this organization as a key partner in the design

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of a comprehensive healthcare workforce strategy. We will seek to engage industry representatives from healthcare product and service providers, operators of elder care communities, home care and hospice care providers, and the County's hospitals to work together to understand the opportunity we have to build an effective sector partnership, map career pathways and leverage resources toward effective workforce development for their industry.

Critical to any healthcare workforce strategy formulated will be the articulation of and support for skill enhancement and continuing education opportunities for youth and those in entry and low-skilled positions. Too often the failure of one educational institution to recognize and give credit for coursework completed at another institution creates insurmountable barriers for individuals wishing to enter or advance along healthcare career pathways. To ensure that these individuals do not miss out on long-term access to economic self-sufficiency, the SBC-WIB intends to work with our local high schools, ROPs, Community Colleges, Universities, and local private training providers to encourage the development of comprehensive articulation agreements. Knowing that youth in our County need accurate and consistent information on jobs that provide access to career opportunities, along with help understanding the educational requirements for entry into these jobs, we will partner with our Youth Council, youth serving organizations and schools to increase awareness of healthcare occupations for youth served in our SBC-WIB sponsored programs.

With past success in serving the needs of the healthcare industry, SBC-WIB will continue its well-established relationships with local community colleges, private vocational schools and our universities to meet replacement and new workforce demands. Building on effective models used in the past, we will seek opportunities to implement and/or expand preceptor and mentoring programs with major learning hospitals in the area, support of tutoring services at local colleges giving nursing students critical academic support during some of the more rigorous semesters of their training programs, and customized training to assist workers whose jobs are changing with the introduction of new technology into the workplace just to name a few. The SBC-WIB understands that there is opportunity within this sector to advance the use of "learn and earn", OJT, apprenticeship, and internship models; and to facilitate the exploration, development and implementation of these models in collaboration with our industry and education partners.

We agree with the observation articulated in the Cluster Survey, "The common discussion of cluster strategies often center on their ability to lure the very best jobs. While that is important, a key determinant of almost all cluster strategies' success is the ability to fill entry-level and middle-skill jobs. Healthcare is a perfect example. The SBC-WIB can be a trailblazer in the way that workforce development carves a role in relation to this issue in the WIB's cluster efforts." In addition to building on our previous experience in delivery of workforce services to this sector, we look forward to working closely with our partners in education and industry as we evaluate the need for comprehensive articulation agreements, map pathways from entry-level to middle skill jobs and explore strategies for moving the healthcare workforce along these well-defined pathways. Additionally, the SBC-WIB looks forward to benefiting from the

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foundational work that the State Board has been doing under the auspices of its Health Workforce Development Council, and anticipates aligning with the recommendations of this Council once made public.

### **Transportation, Distribution and Logistics:**

As part of what is known as the Southern California Gateway, San Bernardino County holds a unique value proposition for the Transportation, Distribution and Logistics (TDL) Sector. Over the past 20 years, this interrelated group of industries has become an economic backbone, connecting goods coming into the Ports of Los Angeles and Long Beach with markets throughout the nation, and connecting local workers to well-paying jobs that offer career advancement opportunities.

Initially, entry into this industry was relatively easy, requiring little or no work experience or education. Those who went to work in the industry at the beginning of the TDL boom in the County quickly moved up with the demonstration of the right attitude and willingness to work. They benefited from promotional opportunities that were based more on experience and performance than on educational credentials. Given the education levels of many who reside in San Bernardino County, this practice afforded residents lacking higher education access to middle class jobs and upward mobility. As the TDL industries have matured and become more technology based, the certification and education requirements associated with the jobs they offer has increased as well. The impact of computer technology, information and supply chain management technologies, the introduction of robotics, technological advancements in the transportation industry and the impacts of regulation have all served to push skill and education requirements to higher levels. In a recent interview, Kevin Fleming, Dean of Instruction, Career & Technical Education at Norco College in Norco, CA and Principal Investigator, National Center for Supply Chain Technology Education described the change in TDL as: "The influence of automation in this sector has transformed it. Traditional TDL no longer exists. It's now one part information technology, one part maintenance mechanics, and one part automation/megatronics." The "new" TDL has more in common with advanced manufacturing with the addition of supply chain management technologies, and robotics.

Based on the Cluster Survey, we understand that the LWIA does possess a skilled TDL workforce, but continues to have gaps in worker supply for occupations such as truck drivers. For continued relevance to this sector, we need to work closely to align our workforce development efforts with our economic development partners as they focus on growing and attracting high-value logistics firms. At the same time, we must ensure those employed in entry-level jobs within the sector have access to on-going skill enhancement training, and new workforce entrants have access to the certification and degree programs important for access to higher paying middle skills jobs. The SBC-WIB has had some success in using the OJT model within this sector, and, as with healthcare, will work with sector leaders and our education partners to map out opportunities where "learn and earn" models like apprenticeships may be implemented to the benefit of unemployed and underemployed County residents. With entry-level wages beginning in the \$16 to \$18 range, the sector provides livable wage. Because of the

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sector's importance to the Inland Empire, Norco College has joined a nationwide partnership known as the National Center for Supply Chain Technology Education Center, and is currently working with Barstow and Chaffey Community Colleges to implement a nationally recognized curriculum. The SBC-WIB will partner with these local education leaders in the development of its TDL sector strategy.

Transportation, Distribution and Logistics employment opportunities in the LWIA include (but are not limited to) the following:

- Supply Chain Technicians
- First-Line Supervisors/Managers, Laborers and Material Movers
- Truck Drivers, Heavy and Tractor-Trailer
- Transportation Inspectors
- Forklift Mechanics/Technicians
- Parts, Purchasing and Support Personnel
- General and Operations Managers

Ensuring our efforts are well connected to the current needs of the industry components of this sector, SBC-WIB maintains and will continue to maintain membership in industry related associations and councils. The Distribution Management Association (DMA) of Southern California provides opportunities for logistics, supply chain and various transportation related organizations to exchange ideas, discuss industry related challenges, keep abreast of government policies and regulations effecting the industry and promote the overall health of its industry members. SBC-WIB is actively engaged in the Association. This affords us a frontline connection to the real-time conversations industry members have about the needs of this sector. The SBC-WIB is also a member of the Transportation Council—a working partnership created to address issues directly related to quality of life, economic, infrastructure and employment development for businesses in the transportation and logistics sectors. Through these memberships and the direct connections we have to local employers in the TDL sector, we are able to remain current on industry certification and worker skill level needs.

The SBC-WIB will work in partnership with our TDL businesses, educators and associations to plan and deliver a Logistics Summit. Given the changing nature of this sector, it is essential that we work together to ensure there is a clear pipeline connected to all career opportunities within the sector. The increasing need for STEM related skill sets in occupations at all levels must be communicated to youth and adult job seekers. Much like manufacturing, the image job-seekers may have of TDL may not match the work environment and employment opportunities that this modernized sector presents. While customized training, classroom training and OJT modalities have been used to increase the supply of talent to the industries in the sector, apprenticeships and internships are not well-established vehicles for skill development. The SBC-WIB sees great opportunity in working with our business and education partners to develop these training options and add them into what we believe will be a flagship workforce development strategy for the TDL sector.

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### **(Advanced) Manufacturing:**

Advanced Manufacturing refers to a range of human activity, from handcraft to high tech, but is most commonly applied to industrial production.

While nationally Manufacturing has suffered from employment declines, it is an industry whose presence in the County is relatively high compared to the U.S. as a whole. With many analysts predicting a new renaissance for manufacturing that reverses the declines of past decades we will continue to prioritize this industry because of the strength it shows in our economy, and the diverse employment opportunities it offers to our residents. Manufacturing wages are generally high, including workers without 4-year college degrees.

San Bernardino offers a location advantage to Manufacturers, as they often prefer locations outside the higher real estate costs of major urban areas as long as access to urban areas and shipping locations is available. This is descriptive of the location benefits the eastern portions of the County provide. Because the Manufacturing Industry is widely diversified in the County, the SBC-WIB intends to focus on sub-sets of the sector that demonstrate clear strengths including: Fabricated Metal Products, Plastics Products, Plastics and Rubber Products Manufacturing, Concrete and Cement, Concrete and Brick Building Products, Nonmetallic Mineral Products, Nonmetallic Construction Components, Furniture and Household Items, Wood Products and Furniture, Appliances, Food and Beverage manufacturing, including Breweries, Distilleries, and Soft Drinks.

Notably, many of the sub-sets identified for focus in this sector show strong relationships to the TDL and Construction sectors and the SBC-WIB will be exploring cluster strategies that are mutually beneficial for these sectors. Today's Advanced Manufacturing environment is not the sweatshop of movie imagery, but is a sophisticated, high tech environment. It employs occupations that are also in high demand in many respected service industries. It has amongst the highest share of research & development spending and employment of scientists and engineers of any sector.

In an April 2012 Sector Profile released by the California Community College Centers of Excellence, it was noted that the jobs projected to be in demand in this sector over the next three years require education levels that range from some vocational training to Bachelor's degrees. Baby Boomers fill many manufacturing jobs that require specialized skills, e.g. machinists. The National Research Center for Career and Technical Education report titled "[Forecasting Demand for High School through College Jobs, 2008-2018](#)" indicates that roughly 2 million replacement jobs will open due to retirements, creating labor shortages that currently could not be filled. In its review of the economic and business climate, the CI Report noted that while the Recession caused some decline in Manufacturing in recent years, the overall growth of the sector has been strong, with food manufacturing posting a 49% growth rate from 2001 to 2010, and an 8% growth rate between 2009 and 2010 at the trailing end of the Recession. Of note is the fact that wages in both the food manufacturing and primary metals manufacturing

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sub-sectors grew at a rate of 5% during this same time period, indicating a positive upward trend in manufacturing wages.

Manufacturing employment opportunities in the LWIA include, but are not limited to, the following:

- First-Line Supervisors/Managers of Production and Operating Workers
- Machinists
- Welders, Cutters, Solderers and Brazers
- Industrial Machinery Mechanics
- Millwrights

The SBC-WIB has a long-standing connection to the Manufacturer's Council of the Inland Empire, which was expressly created to address the competitiveness of a group of heavy manufacturers in the County's West Valley Region by working with regional workforce development partners to enhance the knowledge and skills of manufacturing employees. Founded in 2005, the Council attributes its success to the "outstanding collaboration between private business, colleges, technical schools, consultants and local government that has resulted in education and training programs directly beneficial to business outcomes." In addition to meeting regularly to consider the workforce training needs of the industry, the Council hosts an annual IE Manufacturers Summit. With over 400 participants at the 2012 Summit, this event is used to recognize local manufacturers who demonstrate innovative industry approaches to improving efficiency, effectiveness, and addressing employment issues with innovative workforce development solutions.

While the SBC-WIB is proud of the long-standing relationship we have with the Council, we recognize that effective sector strategies require consistent efforts to engage industry leaders. During our 2013 planning session, members identified outreach to manufacturing industry leaders as a priority for their "member to business" outreach campaign. The diversity of the manufacturing base within the County requires a multi-faceted sector approach that will only be well conceived with the direct input of these leaders. While our efforts to date have focused on customized training, OJT and classroom training to deliver skilled workers to the labor needs of these businesses, our intent is to round out our sector strategy by engaging in the following activities over the next 5 year period:

- Collaborate with industry and education partners to structure an effective "learn and earn" model based on the apprenticeship model;
- Collaborate with industry and education partners to structure job shadowing, internships, and entrepreneurship opportunities in Advanced Manufacturing;
- Collaborate with industry, education and youth serving organizations to develop pre-apprenticeship manufacturing programs for youth; and
- Engage with our partners in the K-12 system to develop tools and promote career awareness of occupations within Advanced Manufacturing.

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We also recognize this sector is significantly impacted by regulation at the local, state and federal levels. In order to ensure a healthy business environment for our Manufacturers and continued access to these jobs for our residents we will work with our industry leaders, local, state and federal policy makers and others to better understand the impact of regulation on the industry.

### **Construction:**

The decision of the SBC-WIB to select construction as a cluster of focus may seem counter-intuitive to some. While this cluster demonstrated what seemed like a tsunami of job loss during the height of the Recession, employment numbers in the County remain relatively strong, and wages are generally high—including wages for workers without four-year college degrees. It is the intent of the LWIB to focus its construction cluster strategy on the rural and eastern portions of the County. Growth in the construction industry is tied to the health of the economy and to population trends. Production workers will be needed to keep up with the projected demand for new construction. According to the report “Career Clusters: Forecasting Demand for High School through College Jobs 2008-2018”, published on the National Research Center for Career Technical Education <http://www.nrccte.org/>, jobs for construction managers are expected to see a 17% growth due to the increasing volume, variety and complexity of the industry. Jobs for construction laborers are projected to increase 20% due to demand from a growing population and an increase in public infrastructure projects. Employment opportunities in the construction sector generally pay high wages for mid-skilled workers. Another attractive feature of this sector is the industry’s willingness to hire workers from special populations, especially ex-offenders.

The Construction sector includes businesses involved in designing, planning, managing, building and maintaining the built environment. As with Manufacturing, the old image of a low-tech, “dirty” industry is giving way to high-tech, sophisticated operations. In fact, Construction increasingly has the ability to support industries high up the information economy value-chain, especially as energy and resource conservation grow as concerns. For this reason, construction is also an increasingly “tradable” sector, where local firms’ services can be sold far beyond just the local economy, in many cases across the entire globe for especially sophisticated construction needs.

Construction employment opportunities in the LWIA include, but are not limited to, the following:

- Construction and Building Inspectors
- Construction Managers
- HVAC Mechanics and Installers
- Concrete Technicians
- Estimators

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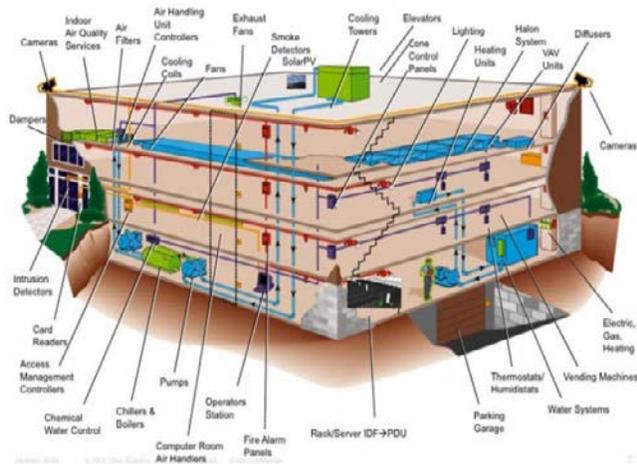
- Plumbers
- Electrician
- Masons

This sector demonstrates strong overlap with the Manufacturing sector largely because the products that sector provides are directly used by Construction related operations. A relationship between the Energy and Utilities sector is also apparent, and one on which SBC-WIB will focus as it increases its knowledge and relationships within these sectors. Over the next 12 to 24 months, the SBC-WIB will engage in research to identify a range of skills transferrable between these sectors, working with our business and business partners to map potential pathways between the sectors. Because technology is also showing strong influence in this industry with the introduction of new building techniques, materials and “smart building” systems, there is a need to work closely with our trades organizations and educational institutions to ensure that existing workers have access to skill enhancement training, and that existing training programs are equipping entry-level workers with the latest skills required. Exploring the opportunities available for up-skilling residential construction workers to transition into commercial/industrial/utility construction related trades is of particular interest to the SBC-WIB.

The looming exit of construction workers from the trades as they enter retirement is a trend of significant interest to the SBC-WIB. It will be necessary to work closely with our K-12 system and Community College partners to ensure youth and young adults are aware of the range of well-paying job opportunities presented by the sector, as well as access to a range of training modalities for skill development. We will rely heavily on our labor partners to forge stronger relationships with local apprenticeship programs, including identifying where apprenticeship programs should be developed to meet the need for future workforce with in the County.

**Energy and Utilities:**

The Energy and Utilities sector is commonly defined as a mix of three industry clusters (April 2012 Community College Centers of Excellence Sector Profile: Energy and Utilities). Power Utilities is primarily focused on generation, transmission and delivery of electrical power to the grid. Energy Efficiency is representative of companies engaged in planning and management of energy, and improving the energy efficiency (broadly defined) of existing building stock. The third component of this sector is Renewable Energy, or those firms involved in developing, introducing and installing technologies that capture renewal sources of energy (solar, wind, geothermal, and biomass). For the purposes of the SBC-WIB



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and because it is such an important resource to the County, Water is being included in this sector as a fourth utility component.

The SBC-WIB is interested in pursuing a sector strategy focusing on Energy and Utilities for a number of reasons. Based on the results of our review of the research conducted on this sector, it is apparent that there is merit to exploring energy extraction, generation and distribution/sales as areas of focus for initial strategy development. With the exception of solar, wind, and hydropower, the County does not possess the same level of natural energy resources as that of its neighbors. However, the resources it does have are considerable and are future-oriented. Moreover, it would offer the County an opportunity to connect to high-value R & D efforts underway in Los Angeles County, and leverage resources available in surrounding counties. Energy and Utilities are also central to an overall Green cluster strategy that will undoubtedly crosscut strategies undertaken in each of the sectors prioritized by the SBC-WIB.

San Bernardino County's position in the very middle of California's most important energy asset dovetails with its strengths in transportation and logistics to recommend energy transportation and shipping. Energy and Utilities also have the benefit of offering opportunities for employment growth throughout the entire County, not just in its western portion. The future trends associated with energy lead to higher wages and employment. In addition, employment in the sector is high and growing and research suggests that the Green sector associated with Energy and Utilities is more recession proof than other areas of the economy. In the traditional industries associated with the sector, total turnover due to retirements is expected to create large numbers of job openings.

The sophistication of this industry is growing rapidly, due to the increasing adoption of Smart Grid capacity. Both policy and market forces will increasingly require a diversification of energy production and resources, and the LWIA possesses manufacturing and TDL strengths that could reinforce its energy advantages, such as in energy shipping and pipelines. Additionally, there is a growing coalescence of economic dynamics whereby strengths in TDL, Green and Energy, and Manufacturing all increasingly reinforce each other.

From an opportunity perspective, Green technology as a sub-set of the Energy and Utility sector is likely to remain a focus of federal economic and workforce development strategies and funding opportunities. Additionally, this sector will be associated with growth in occupations that require significant skills and, in some cases skill credentials, but not four-year degrees.

Energy and Utilities employment opportunities in the LWIA include, but are not limited to, the following:

- Weatherization Specialists
- Solar Photovoltaic Technicians
- Hybrid Vehicle Maintenance
- Water Conservation Specialists
- Leadership in Energy and Environmental Design (LEEDS)

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Focus on this sector represents a new venture for the SBC-WIB. We will look to the work of the State Board's Green Collar Jobs Council and the California Energy Workforce Consortium as we begin to organize our approach to sector strategy development. Central to our approach will be the development of strong relationships to existing energy utility programs. During a partnership with educators from Barstow Community College created a customized training based on area employer needs to upgrade job skills in titanium welding for the mining industry. Curriculum was also created for the many solar projects currently being established in the High Desert Region of Southern California. These initial training programs allowed for many San Bernardino County residents to become employed at high paying technical positions. SBC-WIBs intent is to work with the Community Colleges to evaluate the potential for the sustainability of a solar industry training program based on the initial training program. Many of the skilled trades personnel tapped to work on these projects come from union halls in the Southern California area.



Increasing the numbers of youth interested in pursuing careers in this reinvigorated and reinvented sector is of critical importance. Again, the impact of retirements on the industry will be devastating if measures are not taken to develop strong succession strategies. Working with industry partners, we will work to introduce youth contractors and education institutions to career guidance information such as that available through [Get Into Energy](#). Resources available through this site will also prove useful in our One Stops when career counselors work with our returning Veterans and women to explore career options in the field of energy.

### Our APPROACH

The SBC-WIB intends to build upon successful best practices as it engages in the actions necessary to fulfill its role in accomplishing the Countywide Vision, achieving the outcomes of its own Strategic Plan, and contributing to the Governor's Vision. The SBC-WIB has identified and understands the workforce investment needs of business and job seekers, and our Strategic Plan is based on and supported by data from comprehensive, regional labor market analysis as evidenced by the SBC-WIB 2011-2013 Strategic Workforce Development Plan, Action Plan for 2012-2013, CEDS, the Cluster Report, and most recently, the SBC-WIB goals for 2013-17 emerging from our strategic planning retreat. The results of our most recent stakeholder survey confirm that the strategies we will rely upon to execute this plan are in alignment with the services needs and priorities of our stakeholders.

**Local Plan**  
Sections 1, 2, 3, 4,  
5, 6, 7 and 8

**High Performance**  
LWIB Standards 1,  
2, 3, 4, and 5

The SBC-WIB has the support of the Chief Local Elected Official, Board of Supervisors, other local elected officials, and the engagement of a broad base of stakeholders as it implements the actions necessary to move strategic planning from idea to implementation.

**County of San Bernardino Workforce Investment Board  
Strategic Plan 2013-17**

The SBC-WIB has established five committees as the primary vehicles for managing the work associated with oversight of the LWIA and accomplishing the goals outlined within the Strategic Plan. The **Executive Committee** is responsible for the overall direction of the SBC-WIB, and providing direction to the Executive Director of the Department of Workforce Development. This committee serves as the convening arm of the SBC-WIB by bringing key community stakeholders together on a regular basis to align common goals and resources for workforce activities. Committee membership consists of the Chair, Vice-Chair, Treasurer, and Immediate Past-Chair, Chair positions for the Fiscal, Economic Development, Youth, Legislative and Business Resource Committees, as well as any SBC-WIB members who hold current appointments to the State Board.

Local Plan Section  
6: Administration

HP LWIB Standard  
5: Administration

The **Fiscal Committee** is charged with the development, review and management of budget priorities in support of the Strategic Plan. This includes setting priorities for funding, monitoring expenditure rates—including the tracking of the SBC-WIB’s progress on meeting the training expenditure thresholds required by Senate Bill 734 currently and as it increases to 30% in 2016—and ensuring that the SBC-WIB’s local WIA allocation is managed with integrity, transparency and leveraged with other in-kind and funding resources to maximize its effectiveness.

Local Plan Section  
6: Administration

High Performance  
LWIB Standards 3  
and 5

The **Economic Development Committee** provides interface with economic development professionals countywide ensuring that the SBC-WIB is recognized as a preeminent partner for the delivery of services to business, and has the on-going support of city and county economic development officials. It has a key role in identifying the growth projections and employment needs of the five industry sectors the SBC-WIB has identified as priorities for investment. With the SBC-WIB and WDD’s connection to the County’s Economic Development Agency, this committee functions to align our Strategic Plan with both the Countywide Vision, and the CEDS making certain that mutually reinforcing activities are well identified and coordinated.

Local Plan  
Sections 1, 2 and  
3

High Performance  
LWIB Standards 1  
and 2

Our **Business Resources Committee** is tasked with keeping the SBC-WIB connected to our business customers, and seeing that we are a source of regular and useful information for our business partners. They have been instrumental in the design and implementation of an outreach campaign informing local businesses of the services supported by the SBC-WIB, and serve as members and ambassadors to the various business and industry associations affiliated with our five priority industries. They have a charge to research and identify additional sources of funding that should be pursued in order to enhance the business services delivery strategy.

Local Plan  
Sections 1, 2, and  
3

High Performance  
LWIB Standards 1  
and 2

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The **Legislative Committee** provides the SBC-WIB with critical public policy information, assisting our members understanding of the impacts of existing and proposed public policy on our locally controlled workforce system. It provides insight on the ultimate impacts these policies have on the delivery of services to our customers. In this committee rests the responsibility for the development of our maturing workforce strategic approach that will guide the delivery of services in a demand orientated workforce system to meet the needs of priority industries in the county. This committee may develop position papers on state and federal workforce legislation, and meet with elected representatives at the local, state, and federal levels to apprise them of our positions on public policy issues within the confines of federal law.

Local Plan  
Sections 1 and 6

High Performance  
LWIB Standards 1  
and 5

In addition to the committee structure outlined above, the **SBC-Youth Council** actively supports the SBC-WIB with the development of youth service strategies, and the operation of youth programs and has a seat on the Executive Committee. The Youth Council has built strong relationships with the local community colleges, County Superintendent of Schools, alternative schools and K-12 schools. These relationships prove invaluable as we continually work toward an integrated service system that allows all youth in the area who desire post-secondary education achieve it. The direct programs overseen by the Youth Council provide activities that strengthen basic academic skills to prepare students to meet the requirements needed for post-secondary training.

Local Plan  
Sections 1 and 5

High Performance  
LWIB Standards 1  
and 4

### Research and Planning Strategies:

The SBC-WIB Strategic Plan articulates our commitment to the investment in training programs and initiatives that promote skills development for incumbent workers, adult jobseekers, and youth in our County within the five demand industry sectors described previously. Examples that demonstrate how particular intervention strategies will be used to fulfill the goals of the Strategic Plan are incorporated throughout the remainder of this document.

Local Plan Section  
1, 2, 3, 4, 5 and 6

High Performance  
LWIB Standards 1,  
2, 3, 4, and 5

The SBC-WIB was diligent in its pursuit of information and research that would support the development of a data-driven plan providing a sound evidence base from which to approach policy decisions and implementation strategies. The data reviewed during the planning process came from multiple sources including, but not limited to the Cluster Survey, the County of San Bernardino 2012 Comprehensive Economic Development Strategy Five-Year Plan (CEDS), and the San Bernardino County 2012 Community Indicators Report (CI Report). The SBC-WIB also utilized the State of California Employment Development Department's 2012 Labor Market Data as an augmentation to the other data sources reviewed. Because this is a dynamic process that must be responsive to real-time economic and population trends, this Strategic Plan will be subject to continuous review and improvement based on the best data available to ensure resources are allocated to programs and services addressing the local area's priority industry sector and job seeker needs.

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The following links will connect the reader to the documents relied upon most heavily during the planning process:

- San Bernardino County Workforce Investment Board Action Plan for 2012-2013  
[www.sbcounty.gov/iuploads/Documents/WIB/8566SanBernardinoWIB2012-2013ActionPlan\\_071312.pdf](http://www.sbcounty.gov/iuploads/Documents/WIB/8566SanBernardinoWIB2012-2013ActionPlan_071312.pdf)
- 2011-2013 San Bernardino County Workforce Investment Strategic Plan  
[www.sbcounty.gov/iuploads/Documents/WIB/8430Approved\\_sbwbstrategicplan2011-13.pdf](http://www.sbcounty.gov/iuploads/Documents/WIB/8430Approved_sbwbstrategicplan2011-13.pdf)
- County of San Bernardino Comprehensive Economic Development Strategy, 2012 Five-Year Plan (CEDS)  
[www.sbcountyadvantage.com/media/docs/ED/CEDS\\_Final\\_3-1-12.pdf](http://www.sbcountyadvantage.com/media/docs/ED/CEDS_Final_3-1-12.pdf)
- San Bernardino County 2012 Labor Markets Beacon Report  
[www.sbcounty.gov/iuploads/Documents/WIB/8749Beacon\\_SBCoLaborMarkets052012\\_BW.pdf](http://www.sbcounty.gov/iuploads/Documents/WIB/8749Beacon_SBCoLaborMarkets052012_BW.pdf)
- County of San Bernardino Workforce Investment Board 2010-2011 Annual Report  
<http://www.sbcounty.gov/iuploads/Documents/WIB/8463SBWIB2011Annual.pdf>
- San Bernardino County California Workforce and Cluster Analysis (ERISS Report)  
[www.sbcounty.gov/iuploads/Documents/WIB/8739SanBernardinoCountyWorkforceandClusterAnalysis\(FINAL\)\\_Sean0111813.pdf](http://www.sbcounty.gov/iuploads/Documents/WIB/8739SanBernardinoCountyWorkforceandClusterAnalysis(FINAL)_Sean0111813.pdf)

Stakeholder engagement is critical to any planning process and paramount to the development of this Local Strategic Plan. In order to solicit ideas, validate priorities and provide opportunity for stakeholders to guide the development of this plan, the SBC-WIB constructed and published a Stakeholder Survey seeking input on the development of the Strategic plan. One hundred sixty-six stakeholders representing private business, education, community-based organizations, organized labor, private citizens and government responded to the survey. The Survey specifically asked stakeholders to respond to a series of questions and through their responses to assist in driving the direction of economic and workforce development throughout the County and the Inland Empire. The survey results validated the strategies that are being implemented by the SBC-WIB.

### Collaboration/Collective Impact/Partner Engagement/ Regional Strategies:

The SBC-WIB has fully embraced collaboration and partnerships with internal and external agencies. Engaging the partners and influencers early in the process ensures the SBC-WIB will have the benefit of their expertise, talents,

**Local Plan Section  
1, 2 and 3**

**High Performance  
LWIB Standards 1  
and 2**

## County of San Bernardino Workforce Investment Board Strategic Plan 2013-17

and energy in the execution of our Plan. With all of these talents, the SBC-WIB is well positioned to approach the Plan. The following information provides an illustrative snapshot of the actions of the SBC-WIB as they pertain to collaboration, collective impact, partner engagement, and organization of regional strategies.

The SBC-WIB and Riverside County Local Board have created a working partnership for Regional Sector Strategies that meets quarterly. This partnership is the outcome of the Regional Industry Clusters of Opportunity grant that targeted current and future economic growth for Riverside and San Bernardino Counties. In addition, the management teams from these Local Board's meet every other month to exchange information, ensure continued collaboration and identify new and continued areas for partnership and coordination. The SBC-WIB and Riverside County Local Board share the following industries as priorities for investment: Healthcare, Transportation, Distribution and Logistics, and Manufacturing. The SBC-WIB will continue its work with the Riverside County LWIB and outreach to other Local Boards in the region with the goal of developing a Memorandum of Understanding describing regional goals for leveraging resources, and outlining benchmarks that align with the State Strategic Workforce Development Plan 2012-2017. The agreement will also include strategies for sharing of any economic, sector, business, population or other trend information or research for which either Local Board enters into contracts. It is the intent of the SBC-WIB to have this agreement in place by the end of PY 2016-17.

The SBC-WIB engages priority industry sector employers to ascertain what degrees and credentials they value. The SBC-WIB's Business Service Representatives actively reach out to employers and conduct business retention and expansion surveys to identify employment needs and business concerns. The SBC-WIB will continue inviting employers to discuss demand sectors issues of concern. Additional information regarding our Business Service Strategy is included in this document under section heading **Our Service to Business Customers**.

Beginning in 2011, at the direction of the SBC-WIB, the WDD convened internal County Departments and regional educational institution personnel and began discussing the need for collaboration in the preparation of grant proposals. With the goal of improving how the SBC-WIB will identify resources, and bring in much needed funding to the County in order to meet the educational, supportive services and employment needs of residents and businesses, two groups were developed—**Team Advantage** and **The College Workforce Collaborative**. The SBC-WIB will continue to utilize and lead Team Advantage and The College Workforce Collaborative to vet opportunities for grant collaboration, issues of concern and for identifying new grant resources.

**Local Plan**  
**Sections 1, 2, 3, 4,**  
**5 and 6**

**High Performance**  
**LWIB Standards 1,**  
**2, 3, 4 and 5**

- **Team Advantage** initiated by the WIB is a strategic group of county department representatives that have come together to discuss interagency collaboration and resource maximization.
- **The College Workforce Collaborative** is a group that represents regional educational institutions interested in collaborating and partnering on proposals

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for funding, and increasing communication among educational institutions to identify training specialties and best practices.

In February of 2012 the SBC-WIB was invited to participate in the Desert Regional Consortium’s Strategic Planning Retreat “How Do We Collaborate to Maximize Resources during This Time of Fiscal Uncertainty?” We were brought to the table as a key partner in maximizing and identifying workforce resources and needs in the region. Educators, community leaders and Regional LWIA’s participated in the retreat and contributed to the Consortium’s Strategic Plan. The Desert Regional Consortium is a consortium of community colleges that supports a diverse network of educational and economic development services throughout the Inland Empire/Desert Region. Services address needs in career and technical education, training, and economic development for industry, government and the community. The retreat was the beginning of ongoing communication between the SBC-WIB and the Desert Regional Consortium partners to better understand each other and identify opportunities for partnership. The SBC-WIB will continue to work with the Desert Regional Consortium as it addresses the needs of our Desert communities.

**Local Plan  
Sections 1, 2, 3, 4,  
5 and 6**

**High Performance  
LWIB Standards 1,  
2, 3, 4 and 5**

The SBC-WIB maintains a working collaboration with the Alliance for Education, and is a founding member of this partnership between business, labor, government and education. We support its efforts to align common goals resulting in an educated and skilled community. The SBC-WIB’s future goal in working with the Alliance is to maintain existing partnerships and develop new collaborations that enhance and promote access to lifelong learning. The following goals articulate the focus of the Alliance for Education:

- All students and adult learners will have access to learning opportunities to strengthen math, literacy, critical thinking and employability skills.
- Increase family and community member’s value of and involvement in education.
- Increase graduation rates from high school and completion of post-secondary education and training.

Over the course of this Strategic Plan, the SBC-WIB will continue to create and maintain partnerships that leverage services provided by other organizations. These partnerships include, but are not restricted to partnerships with:

**Local Plan  
Sections 1, 2, 3, 4,  
5 and 6**

**High Performance  
LWIB Standards 1,  
2, 3, 4 and 5**

- Employment Development Department
- Human Services Departments (both Public and Private)
- CA Department of Rehabilitation
- County Probation
- Local Community Colleges
- Local Universities
- County Pre-School Services

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- County Aging and Adult Services
- County Sheriff's Department
- County Probation
- County Housing Authority
- Community based organizations, and other stakeholders
- State of California Department of Corrections and Rehabilitation

These partnerships have resulted in improved services to special populations, innovative training programs to meet employer needs and leveraged research investments. The examples provided below illustrate the working nature of these partnerships and are indicative of the work we will continue to do over the course of this Strategic Plan:

- A successful regional partnership with Kern County to implement a Veterans Employment Assistance Program (VEAP)—the Desert Green Veterans grant to train and place recently separated and other veterans into the green industry sector.
- A partnership with the San Bernardino County Department of Aging and Adult Services to support seniors transitioning back into the workforce.
- An ongoing partnership with the San Bernardino County Department of Probation for the Post-Release Community Supervision Program to provide the County's parolee population with skills and training needed to find employment and reestablish themselves within the community. As a result of AB109, the SBC-WIB provides case managers to assist individuals who are currently on probation and in need of specialized support and job assistance. The funding for this program is leveraged by utilizing AB109 funds for case management and supportive services, federal and local grant funding for training (i.e. Pell grant funding), educators for adult/GED preparation, and WIA funding for intensive services.
- In partnership with Barstow Community College the SBC-WIB was able to offer specialized training in Industrial Maintenance Mechanics and Utility Scale to meet the demands of local employers for a trained workforce.
- In 2012, the United States Government Accountability Office report, "Innovative Collaborations between Workforce Boards and Employers Helped Meet Local Needs" SBC-WIB's Technical Employment Training (TET) initiative was identified as one of fourteen local initiatives recognized for its innovative collaboration to address urgent local workforce needs.
- In May of 2012, a healthcare study was completed in collaboration with Riverside County titled "Healthcare Industry & Occupations In the Inland Empire", providing a comprehensive look at the healthcare labor market for the two county area.
- A joint application for grant funding made to DOL in collaboration with the Riverside and Imperial County LWIA's for the development of a Workforce Innovation Funding project: Linking, Innovation, Knowledge and Employment (@LIKE) resulted in a funding award of \$6 million to assist disconnected youth between the ages of 18 and 25 in attaining education and/or employment. This tri-county partnership will serve a total of 600 eligible youth, with 148 benefiting from services in San Bernardino County.

## County of San Bernardino Workforce Investment Board Strategic Plan 2013-17

- In September 2010 the SBC-WIB partnered with the Riverside County Economic Development Agency's Workforce Development Division and contracted with ERISS to provide an Inland Empire Labor Market Survey. The results from the industry cluster survey have and will continue to lead the development of sector-based strategies identifying the demand occupations. The SBC-WIB meets regularly with the Riverside County LWIA to discuss regional sector strategies.

The SBC-WIB fosters collaboration between community colleges and DIR-DAS approved registered apprenticeship programs through MOUs and other formal mechanisms. The SBC-WIB has a strong labor membership that will play a key role moving forward in assisting the community colleges, WIA, and apprenticeship programs with the development of a career path for individuals looking for careers in unionized occupations. The SBC-WIB currently assists DIR-DAS approved apprenticeship programs with supportive services and short-term approved training opportunities. Members of the SBC-WIB that represent labor organizations will invite educators that have existing pre-apprenticeship programs and other members of the labor community to interweave resources as a strategy for connecting a pipeline of talent to formal apprenticeship programs and immediate job opportunities. In addition, we will make a concerted effort to bring employers who hire represented employees to the table to ensure our approach to apprenticeship is sound and informed by all parties critical to successful outcomes. Continuing education and possible OJT opportunities will be addressed with these partners as a possible solution for overcoming specific basic skills deficits, i.e., math or language barriers, which often limit individual access to these well-paying jobs. The SBC-WIB will continue to lay the foundation for this work, have models established, and will have tangible outcome to report in the next five years.

**Local Plan**  
**Sections 1, 2, 3, 4,**  
**5 and 6**

**High Performance**  
**LWIB Standards 1,**  
**2, 3, and 4**

The SBC-WIB, as represented by WDD staff, will continue to participate in the West End Workforce Opportunity Resource Collaborative (WE-WORC) group, which is part of a larger collaborative known as Career Visions. Career Visions is a dynamic collaborative located in the western end of San Bernardino County and is dedicated to helping reinforce, build, and create opportunities to strengthen the economic development and workforce preparation of the region.

The SBC-WIB collaborates with educators, regional One-Stop operators and training providers to ensure learners can obtain and make effective use of career pathway information. The San Bernardino County Employment Resource Center (ERC) staff created a Career Exploration packet enabling customers to better research career pathways, possible employment opportunities and the minimum qualifications and pay scales for chosen occupational goals. This career exploration tool guides customers through the completion of career assessments to establish current skills, interests and abilities. Completion of the packet has proven instrumental to guiding customer decisions that lead to successful career outcomes. The ERC staff will continue to collaborate with educators, regional One-Stop operators and

**Local Plan**  
**Sections 4 and 5**

**High Performance**  
**LWIB Standards 3,**  
**and 4**

**County of San Bernardino Workforce Investment Board  
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training providers to ensure the Career Exploration Packet remains a current and effective source for career pathway information.

In an effort to increase opportunities for disconnected youth to transition into postsecondary education and careers, the SBC-WIB has begun partnering with the Department of Behavioral Health (DBH) on a Youth Employment and Preparation Program (YEPP). This partnership includes: training and employment services, career guidance, skill assessments, case management, supportive services, classroom, and On-The-Job training (OJT) opportunities to 314 diverse youth. The participating youth are Transitionally Aged Youth (TAY) between the ages of eighteen (18) and twenty-five (25). All youth are “system involved” meaning they are currently receiving Foster Care services, Wards of the Court, Probationers, and/or are receiving Behavioral Health services. It is the intent of the SBC-WIB to continue this critical partnership over the course of this Strategic Plan provided funding remains available.

Local Plan  
Section 5

High Performance  
LWIB  
Standard 4

Adjudicated youth are targeted in another collaboration-based project undertaken with the SBC Juvenile Courts. The goal of this joint project is to increase the number of high school students who complete a challenging education program, including gateway coursework offered through the innovative Juvenile Court Schools’ Gateway program. This partnership between the San Bernardino County Superintendent of Schools and County Probation Department has received national recognition for its achievements. The program offers students employment preparation and placement through a partnership with the SBC-WIB. Students taking part in the program are required to provide a minimum of 40 hours of community service. The Gateway Program focuses not only on rehabilitation, but is also aimed at preparing students for reintegration into their communities. It is the intent of the SBC-WIB to continue this partnership throughout the duration of this Strategic Plan provided funding is available.

Local Plan  
Section 5

High Performance  
LWIB  
Standard 4

Under WIA Section 166: Indian and Native American Programs, California Indian Manpower Consortium, Inc. (CIMCI) receives funding to provide services to Indians and Native Americans residing in San Bernardino County. Headquartered in Sacramento, CIMIC has additional field offices in Bishop, Pala, Fresno, Redding, Moreno Valley and Ukiah. CIMIC holds a seat on the SBC-WIB and through this representative coordinated service delivery and funding utilization to individuals in this special population group. These individuals are also afforded full access to services under SBC-WIB’s WIA Title I B funded programs available countywide.

The SBC-WIB, through the WDD, participates in meetings of the Southern California One-Stop Operators. These peer-to-peer meetings offer us the opportunity to share valuable “field of practice” information and collaborate with other One-Stop Operators. SBC-WIB’s participation in this meeting gives the SBC-WIB a more comprehensive understanding of the similarities and differences between local areas, provides opportunity for collaboration on common issues and concerns, and allows us to share our successes and learn from the best practices of others. We will continue our participation in these meetings.

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The SBC-WIB's three ERCs and its Business Services Representatives work closely with workforce stakeholders including business, industry employers, organized labor, economic development specialists, educational institutions, and community based organizations, and County departments to identify and address workforce needs and opportunities in each or their locations. Each resulting project is unique and the SBC-WIB will continue this practice during the course of this Strategic Plan. Prior efforts have resulted in:

**Local Plan**  
Sections 1, 2, 3, 4,  
5 and 6

**High Performance**  
LWIB Standards 1,  
2, 3, and 4

- Partnerships with County departments to leverage funds and provide training and supportive services to County residents.
- Customized recruitments for local employers saving employers time and money in recruiting qualified employees.
- Customized training contracts with businesses to employ or continue employing a skilled workforce.
- On-the-Job training contracts that allow businesses to receive a time limited wage subsidy for providing skills training to an otherwise under qualified job applicant.

Understanding the importance of statewide networking, the SBC-WIB is a member of the California Workforce Association (CWA). The CWA is a nonprofit membership organization that develops public policy strategies and builds local capacity to address critical workforce issues across California. CWA represents Workforce Investment Boards who are responsible for developing locally based workforce strategies and solutions through a network of One-Stop Career Centers and other workforce partners. Membership composition is reflective of our local partnerships and collaborations with educational institutions, economic development professionals, chambers and business associations, as well as local nonprofits, government and community-based organizations that have a vested interest in workforce excellence. The CWA is a Catalyst for Innovation by facilitating ongoing dialogue among public and private workforce stakeholders to challenge, shape and move the system forward; collecting and disseminating best practices; and developing and delivering professional development and capacity building services to members. CWA is a broker for Opportunities for new strategic relationships and partnerships, expanded funding streams, and innovative business models and collaborations. The SBC-WIB will continue to be a member and fully participate in CWA activities that develop public policy strategies and builds local capacity to address critical workforce issues.

### Leveraged Funding Strategies:

The SBC-WIB's Strategic Plan for 2013-17 includes the following goal: Convene County departments, regional education institutions, nonprofit organizations, and other agencies, and initiate formal agreements to request funding from private foundations, and other state, and federal programs. We view the practice of leveraging as an opportunity to improve systemic alignment in the delivery of comprehensive services to shared customers. Examples presented throughout our Strategic Plan illustrate how this

**Local Plan**  
Sections 3, 4, 5  
and 6

**High Performance**  
LWIB Standards 2,  
3, 4 and 5

**County of San Bernardino Workforce Investment Board  
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strategy has been used in the past and are instructive on how we will continue these successful practices in the future.

Outreach Strategies:

In order to effectively organize, implement and manage sector/cluster initiatives in the five industry priorities identified, it is necessary for the SBC-WIB to enhance its outreach strategies. Improving outreach strategies was previously addressed in this Strategic Plan under the heading **Our VISION**. Currently, the SBC-WIB works with a public relations firm as part of a comprehensive strategy to improve the understanding that businesses, jobseekers, and the public have about the nature of the work it does and services it provides. The SBC-WIB also has Business Service Representatives (BSR) deployed in the community that serve as its frontline presence with local businesses and will continue this practice.

Local Plan  
Sections 3, 4, 5  
and 6

High Performance  
LWIB Standards 2,  
3, and 4

Over the course of this Strategic Plan period, the SBC-WIB will:

- Design specific outreach strategies targeting key private, public and academic stakeholders to serve as advisors as exploratory working groups are formed around the five priority industry sectors. To the extent possible, the SBC-WIB will utilize existing advisory groups, board subcommittees and industry organizations rather than replicating efforts already in play;
- Implement a successful branding/outreach campaign to deliver consistent messaging to the community, business, and industry about the SBC-WIB and the LWIA One-Stop services and effectiveness;
- Develop informational material so SBC-WIB members can consistently and effectively communicate about the programs and services available through the local workforce investment system; and
- Expand participation in industry-led groups and associations, local and regional chambers, and economic development related organizations to ensure effective coordination in strategies connected to the priority sectors.

High Performance  
LWIB Standards 2,  
3, and 4

Membership Strategies:

The SBC-WIB composition meets the requirements as articulated in the WIA, as well as membership composition requirements laid out in SB 293—The Workforce Training Act. A full accounting of the members and their affiliations are included in Attachment 13: the Local Workforce Investment Board Recertification Request. We have looked internally at the board membership with the goal of identifying membership gaps and establishing recruitment strategies to fill positions as vacated to attract key business, government and civic leaders to become more involved in its work. This is an ongoing process which will result in the recruitment, vetting and

Local Plan  
Section 6

High Performance  
LWIB Standard 5

LWIB  
Recertification  
Requirement

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engagement of new SBC-WIB members as the need is identified. The SBC-WIB works hand in hand with the CLEO and Board of Supervisors to nominate and reappoint members to the LWIB. Current members on the SBC-WIB include representatives manufacturing, service, transportation, aerospace, healthcare and the construction trades among others. Currently, the SBC-WIB has one vacancy that was created with the retirement of the representative from the County's Department of Aging and Adult Services. We are working with this department to secure a new member and anticipate the vacancy will be filled within the next quarter.

The membership of the SBC-WIB Youth Council has been established following the guidelines of WIA and SB 293. These members include: private sector businesses, representatives from K-12 education, community based organizations, the Housing Authority, youth representatives, Job Corps, apprenticeship training programs representatives, parents of eligible youth, the Department of Behavioral Health, Foster Care programs and Probation.

Local Plan  
Sections 6

HP LWIB Standard  
5

### Our Service to BUSINESS CUSTOMERS

The SBC-WIB Strategic Plan aligns WIA services with the County's Vision of creating a vibrant economy with a skilled workforce. We have identified and understand the workforce investment needs of businesses and have created a sub-committee, the **Business Resource Committee** (BRC), to increase employer knowledge of and involvement in the SBC-WIB. The role of this committee was discussed earlier in this document under the heading **Our APPROACH**. The BRC is comprised of members of the SBC-WIB who are business owners or representatives from local area demand sector industries. The BRC regularly invites business leaders to discuss local workforce concerns, share sector specific information, and help the SBC-WIB get a clearer picture of the industry environment in which they function. As a quality control function, SBC-WIB regularly request presentations from businesses that use our On-the-Job Training program. Hearing directly from the end user of our services allows us to make sure that the SBC-WIB's practices are carried out in direct response to business need. This important information is used to develop the SBC-WIB's current goals and objectives, and guides the investment of our resources.

Local Plan  
Sections 1, 2, 3, 4,  
5, 6, 7 and 8

High  
Performance  
LWIB Standards  
1, 2, 3 and 4

The SBC-WIB values the business assets that exist within the County and understands the critical role they play in the success of the work SBC-WIB does. We have a well established Business Services Unit (BSU) which has been providing workforce investment services to businesses since the inception of WIA. The unit consists of an experienced group of Business Service Representatives (BSR) who initiate and build relationships with local business contacts to ensure that employer needs are heard, understood, and are being met. These representatives collectively perform an average of two hundred (200) in-person business assessment surveys each month. The surveys ask detailed, yet non-intrusive questions, in an effort to ascertain the overall health of the business and determine if there are

Local Plan  
Sections 3, 4, 5  
and 6

High Performance  
LWIB Standard 2

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any concerns the SBC-WIB might be able to assist with. The information acquired through the surveys includes: types of products/services delivered, year of business/facility start up, employees at each facility, historical employment trends, current sales, projected sales, internet sales, types of international trade, business expansion plans or other factors that may result in changes in the next six months, and interest in collaborating with local education, economic development, or partner agencies. This report allows the SBC-WIB to evaluate the current state of business within the County, and often serves as an advance “early warning system” alerting to problems within a particular region or sector of the County’s economy. The surveys also function to identify skills gaps, training, and educational barriers that hinder job creation. Information gathered is used by the BSU to develop “The Business Intelligence Report”, which is presented regularly to the Business Resource Committee for use in directing strategy.

The BSU functions as a “clearing house” for business assistance. In the event a business indicates they are having difficulty in a particular area, such as recruiting quality candidates or upgrading equipment to meet new state laws, the unit guides the business to the proper State or local agencies for targeted assistance. In some instances, the BSU will work as an advocate for the businesses, helping them navigate the often confusing landscape of governmental agencies and their requirements. The unit also includes Job Placement Specialists (JPS) whose function is to pre-screen and refer qualified job seekers to hiring businesses. Together with the BSRs, the JPSs can organize and provide customized recruitments for employers at any of the three ERCs. Through the efforts of the BSU, the SBC-WIB gains access to critical real-time information that helps identify the training and educational barriers to customer employment and job attraction for the region, understand existing skill gaps that reduce local business competitiveness and be aware of potential emerging industries that would contribute to job growth in the local area. We rely on this source of frontline economic intelligence to ensure our workforce strategies are relevant to our economy and use it to guide adjustments to our strategic plan as necessary.

**Local Plan  
Sections 1, 2, 3, 4,  
5 and 6**

**High Performance  
LWIB Standards 1,  
2 and 3**

In order to hire employees, a business has to be healthy. Additional services provided by the BSU are aimed at providing our business partners with the information they need to function well. Business assistance workshops on various topics such as international trade, social and traditional media marketing, Human Resources management law, and process improvement techniques are offered throughout the County. A Human Resources Hotline has been established so local businesses can speak to human resource professionals regarding pressing HR issues at no cost to the business. We are committed to ensuring our services are of the highest quality, and support the state customer service survey efforts by submitting employer names as part of the WIA Customer Satisfaction Survey for Performance.

**Local Plan Section  
3**

**High Performance  
LWIB Standard 2**

We made customer service a priority in all of our operations. The BSU uses the software program Executive Pulse to record business visits, requests for assistance and services provided. This program enables the SBC-WIB to track

**Local Plan  
Sections 3**

**High Performance  
LWIB Standards 2**

**County of San Bernardino Workforce Investment Board  
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the number and type of services provided and the services most requested by our business customers. The information we gather is shared among EDA departments, local One-Stop partners, and at the SBC-WIB general meetings and subcommittee meetings. In order to ensure effective customer service, the BSU uses Executive Pulse to implement an automatic email notification system that prompts staff to follow-up with businesses to determine if their needs have been met and if other services may be needed. The use of Executive Pulse has proven invaluable as part of a continuous feedback/continuous improvement strategy.

Employers in need of industry-specific skills often have difficulty locating workforce candidates with the specific skills needed. In a recent employer study, when asked if general work skills or industry-specific skills were the greater reason they turned down applicants, “industry-specific skills” were cited more often, and by a substantial margin (County of San Bernardino California Workforce and Cluster Analysis, 2012). The BSRs have a clear understanding of the training models we use to meet employer needs, and as a result, can quickly respond to employer’s hiring challenges by providing them with information on customized workforce solutions. They are able to discuss with the BSRs the advantages of the SBC-WIB OJT program as a way to solve the immediate hiring need, and equip a job candidate with skills to the specifications of the employer. The OJT model is well received by employers because they see the advantage of customizing training to meet their needs, and by jobseekers because they benefit from a “earn-while-you-learn” model that gives them new skills, and immediate employment.

Local Plan  
Sections 3 and 4

High Performance  
LWIB Standards 2  
and 3

The SBC-WIB, through the BSU, will continue to regularly meet and strategize with employers, educators, and apprenticeship representatives from each of the demand sectors to identify current and future training needs. Once these workforce needs are identified, all partners will participate in the development of specific training curriculum to address the skill development needs of the business. As in the past, this process includes the development of career ladder information that will benefit employers, adult, and youth job seekers in the County. Economic Development Representatives are included in many of these meetings to assist businesses with growth and expansion efforts that are often discussed as part of the broader business strategy.

Local Plan  
Sections 3, 4, and  
5

High Performance  
LWIB Standards 2,  
3 and 4

Working with Economic Development, and other relevant organizations, the BSU is often able to design intervention strategies, or organize services that make the difference between businesses staying open or closing their doors. Because of their unique understanding of the County’s businesses, members of this unit serve as the Rapid Response/Lay-off Aversion arm of the SBC-WIB and the WDD. Upon receiving information that a business is at risk BSR’s first work to understand if an intervention strategy can be designed to avert the layoff. Whenever possible, our strategy is to use our Rapid Response funding to support an “ounce of prevention” through layoff aversion. If the business has crossed the threshold where these services cannot restore it to a healthy level of function, staff moves in to provide comprehensive rapid response services

Local Plan  
Sections 3 and 4

High Performance  
LWIB Standard 2

## County of San Bernardino Workforce Investment Board Strategic Plan 2013-17

to the affected employees. These services include: assessment of individual needs, provision of labor market information, financial planning counseling, information on funds available for training and self-substance, and information on a range of community supports available to assist individuals and their families cope with the stress that job loss creates. These effective practices will be continued throughout the duration of this Strategic Plan.

When layoff aversion strategies are warranted, the SBC-WIB will continue its practice of leveraging Rapid Response funds and other resources as appropriate to contract with layoff aversion consulting firms. These firms are expert at assisting struggling businesses in increasing revenues, reducing operating costs and recognizing opportunities for financing to stabilize the business and reposition it for success. For example, marketing and process improvement assessments accompanied with appropriate training services are offered to businesses that are at risk of workforce reductions as a result of poor economic conditions, or changing market demands. This program has been so successful it is now being modeled nationally as a “Best Practice” for Rapid Response/ Layoff Aversion Strategies.

In Program Year 2011-12 the SBC-WIB BSU provided:

- 52 businesses with lay off aversion services,
- Assisted in retaining 2,109 employees,
- Assisted in creating 334 jobs, and
- Hosted 28 business workshops, which were attended by 1,033 businesses. Topics included finance, marketing and human resources.

Local Plan Section  
3

High Performance  
LWIB Standard 2

This successful practice will continue to be deployed as appropriate during the course of this Strategic Plan.

The SBC-WIB’s BSU Rapid Response Team will continue its practice of participating in meetings with regional southern California rapid response coordinators and Local Boards from Ventura to San Diego. By facilitating discussions regarding businesses anticipating layoffs, these meetings allow us to coordinate actions to assist business and affected workers region-wide as well as in our local area.

Small businesses are defined as those with fewer than 100 employees, and make up 98% of the County’s economy. With the implementation of a collaboratively delivered entrepreneurship program, individuals that are interested in starting their own business receive the guidance and support they require. The SBC-WIB partnered with Empact, a training program for entrepreneurs, to deliver an entrepreneurial training program to sixty aspiring business owners. The training was designed to provide the skills necessary to start an Internet or service-based business with very little upfront capital. One of the biggest hurdles most people face in starting a business is the misconception that it is very expensive. With new “lean startup” principles, trainees learn how to start their business inexpensively while turning enough profit to have a living wage. The program includes live and virtual training on market research, marketing tools, strategic

Local Plan  
Sections 3 and 6

## County of San Bernardino Workforce Investment Board Strategic Plan 2013-17

planning, networking and community resources, sales techniques, presentation skills, and financial management. The program also has a human resource, and time management component ([www.sbcstartup.com](http://www.sbcstartup.com)). Small businesses responding to our Strategic Plan Survey confirmed that these services are of high value to this segment of our business stakeholders. It is the intent of the SBC-WIB to continue assisting small businesses in the County with services like those described above. The ability to do this during this Strategic Plan period is dependent on funding and partnership availability.

Customized training is another valuable tool we will continue to deploy as an effective model for meeting very specific training needs for businesses as appropriate. In addition to meeting the needs of our business customer, customized training contracts allow the SBC-WIB to develop a deep knowledge of the advanced training needs and career opportunities that exist within industries. This knowledge is essential when designing training programs to prepare entry and mid-level workers for jobs within these same industries. Appropriate education partners are engaged in the design, and delivery of our customized training programs. The following examples provide the reader with information on how the SBC-WIB utilizes customized training approaches.

Local Plan  
Sections 3

High Performance  
LWIB Standards 2  
and 3

The examples provided below illustrate our past successes with this training modality and are indicative of the projects which will be developed over the course of this Strategic Plan:

- Skills upgrade training for Pre-Advanced, Advanced Cardiac Life Support, and Telemetry Technician Monitoring for a new cardiac care unit in a local convalescent hospital.
- EPA certification training required for work on military equipment coming from combat fields in Iraq and Afghanistan.
- Specialty software application training for employed workers in healthcare settings.
- Career advancement training for hospital medical assistants to promote to Licensed Vocational Nurses.
- Several large businesses in need of specialized skills training for rare mineral mining, solar energy plants and special workforce certifications for military contracts requested customized training services from the SBC-WIB. The SBC-WIB convened the businesses and appropriate community colleges in the area and facilitated the development of specific curriculums that would provide the training and certification needed by workers to become employed and/or retain employment.

## Our Service to ADULT CUSTOMERS

In the opening pages of this report, we discussed some of the educational deficits characteristic of our adult population. Understanding that those with a high school diploma or less experience suffered the highest levels of job loss during the Great Recession; it becomes clear why San Bernardino County has suffered from prolonged unemployment rates that surpass state and national averages.

Local Plan  
Sections 4, 6, and  
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While many of the industries the SBC-WIB have identified for priority investment offer entry-level opportunities for those with limited educational backgrounds, failure to address the lack of degree attainment or acquisition of industry recognized credentials for our adult populations will suppress their long term earning potential and relegate them to reduced opportunities to improve the quality of life for themselves and their families. The relationship between poverty and substandard housing, lower educational attainment, limited employment skills, limited access to child care and transportation challenges has been well documented. Economic instability may have lasting effects on both adults and children. As a measure of family progress toward self-sufficiency and economic stability, the CI Report tracks enrollment in core public assistance programs. According to this report, in 2011 the number of people enrolled in the CalFresh program rose 22% to 306,304 countywide and Medi-Cal participation rose 7% to 420,434 participants.

While the County is realizing some improvements in the educational attainment levels of future generations, the adult workforce faces continued challenges as it struggles to compete in an economy where mid- to high-level skills sets carry greater currency. While there is currently a close match between the number of college degrees granted in the County and the jobs requiring those degrees, most projected job openings in San Bernardino County need only experience or OJT training. This may bode well for moving individuals into immediate employment, but it creates challenges when working with customers on strategies for career advancement and economic self-sufficiency. Understanding the demographics of our population, the SBC-WIB is committed to addressing the importance of increasing skill levels to improve the economic self-sufficiency and quality of life available to residents, as well as meet the long-term employment needs of the business community in our high growth, high demand industries. Any action short of addressing this issue head on would represent a cataclysmic failure on the part of the community members who have been placed in position to lead this effort.

The slowly recovering economy proves to be an ongoing challenge identified by employers surveyed in the same report. Without market demand, employers cannot grow and hire new employees. Companies that are hiring are looking at hiring with the least amount of risk and therefore may be looking for candidates that don't exist or are holding off on hiring to see if the need is still there in the future. All of the factors discussed above require the SBC-WIB to deploy multiple approaches to serving our adult job-seeking customers.

Instrumental to the SBC-WIB's ability to deliver essential employment and training services to County residents is our One-Stop Delivery System, known in the County as the Employment Resource Centers.

### Delivery of Services to Job Seeking Customers:

There are three Employment Resource Centers (ERC) strategically located in the County. The West Valley Region is served by a Center located in Rancho Cucamonga. Our East Valley population is served by a Center centrally

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located in San Bernardino. High Desert residents are provided services through a centrally located Victorville location. Services to County residents in the Mountain Region are provided through agreement with other County departments. A list of the SBC-WIB's Employment Resources Centers along with their locations is provided in Attachments 7, 8 and 9.

The ERCs empower job seekers to become part of the workforce by providing them with access to a wide range of information regarding demand occupations, criteria for entry into specific jobs, training and educational opportunities that prepare them for employment and/or career advancement opportunities, and direct access to employers. The SBC-WIB began the implementation of "Service Integration," as outlined in the California Integrated Delivery Initiative—Strategic Planning Components, a local integration plan submitted to the State in February 2008. Beginning in July of 2008, all of SBC-WIB's ERCs moved to fully integrated services and co-located with EDD. The co-location of these two agencies assists in leveraging funds and staffing, resulting in a continuous delivery of employment services to customers. The SBC-WIB through WDD has launched the Workforce and Employment Development Collaborative (WEDD Collaborative) as a vehicle for managing the ongoing change process inherent in an undertaking as complex as integration. This integration focused collaborative meets regularly to address ERC operations, staffing patterns and issues, celebrate successes, and review and set goals.

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The WEDD Collaborative consists of seven teams, each with members representing both departments. The teams are organized around functions critical to successful service delivery in an integrated setting as described below:

- **Alignment Team**-Suggests strategies for an integrated customer service approach that ensures consistency of service delivery across the County. Implements processes that promote the mission, Visions and Values of the WEDD Team and ensure core processes across all centers are operated in a consistent and systemic fashion.
- **Business Connection Team**-Provides services that lead to a thriving business environment, successful businesses and increased quality jobs throughout the County. This will be accomplished through the delivery of quality customer service, prompt service delivery based on the customer's stated needs, and appropriate referrals to other organizations when service needs cannot be met by WEDD services.
- **Facilitation Team**-Ensures the efficient and effective coordination of all ERC customer activities.
- **Staff Development Team**-Ensures effective and efficient coordination of all staff development and team building activities across WEDD partners. Responsible for training staff on new and updated WEDD policies and procedures, forms, data entry systems and other process or policy changes that impact the way we do business.
- **Quality Assurance Team**-Ensures that WEDD services delivered to our customers are provided in a manner that embodies our values: Trust, Caring, Courtesy, Respect, Fairness, Integrity, Honesty and Accountability.

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- **Marketing Team**-Promotes the services of WEDD to job seekers, the business community and the general public.
- **Career Coaching Team:** Responsible for the development of an assessment process for WEDD customers and information to inform customers of all available services to be used by both agencies universally, allowing for the complete needs of the customer to be understood and addressed through a comprehensive plan for success.

These teams are overseen by a WEDD Leadership Team which holds ultimate responsibility for making certain services from the WIA and Wagner-Peyser funded programs are effectively coordinated and delivered out of the County’s ERCs.

Shared data tracking and reporting technology has proven to be a critical component of our integration efforts. The shared tracking system “CSB-WIN” allows both agencies to view customer data and manage shared customer information. The electronic linking of universal data allows both agencies to see what services are being provided and what employment gaps can be filled by the partnering agencies. While the ERCs are fully integrated, data collection remains a challenge. At this time, the SBC-WIB staff is only able to track WIA data for statewide reporting purposes; non-WIA outcomes cannot be tracked. The SBC-WIB intends to fully participate in this statewide data system as soon as the WIA components of the new “Cal Jobs” are phased in. Common data reporting have long impeded effective delivery of services to shared customers and this data modernization project will positively impact operations for both state and local staff.

All customers using the ERCs have access to a menu of no cost services designed to assist underprepared job seekers and displaced workers based their individual needs. Services offered by the ERCs include job training, job placement, job search, career counseling, skills and aptitude assessment. Additional services include occupational training, resume writing, interview training, and access to computers, printers, telephones and use of copy machines for job search support. Customers may choose from variety of staff facilitated workshops including Resume Writing, Interviewing Techniques, Job Search, Networking, Transferable Skills Identification, and Basic Computer Skills. The workshops are tailored to assist both first time and experienced job seekers achieve their desired career goals. These services are delivered by Workforce Development Specialists who serve as expert advisors assisting customers as they chart a path toward employment. If self-service is the customer’s choice, the SBC-WIB website [www.csb-win.org](http://www.csb-win.org) is equipped to allow customers to research career opportunities, and access online information for the County’s demand jobs as well as assess their personal skill in relationship to those jobs.

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The skills and aptitude assessments administered at the ERCs are essential to the success of our customers who hope to enter and successfully complete education and training programs. The majority of these customers have been out of the education system for some time. Many have been working in the same jobs for long periods of time. In both cases,

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they have not had access to good career information or personal assessment services. The value of this information early in the career planning process is immeasurable. Each customer identified as a candidate for training services completes a comprehensive assessment of skills and, together with support from career guidance professionals, uses his/her assessment results as the basis for selection of an occupation and training program that is consistent with local area priority industries. Comprehensive assessments that are administered may include tests such as the WIN Career Assessment (WIN), Test For Adult Basic Education (TABE) or Adult Basic Learning Examination (ABLE) tests. The WIN is an online program that assesses job skills, personal skills, interests and work values. Either the TABE or ABLE test is used to ascertain a customer's math and reading grade levels. All customers identified as training candidates work with ERC staff to complete an individual employment/education plan. The development of this plan is an important step toward making sure they have a strategy for career development that is comprehensive, have identified critical decision points ahead of beginning in a program and are well prepared for the skill-development journey on which they are embarking.

The SBC-WIB emphasizes the importance of directing our citizens to sustainable-wage jobs as a way of improving their economic security. To this end, the ERCs counsel customers on economic "self-sufficiency" measures that are calibrated to local conditions. During career counseling sessions, staff utilizes a Self-Sufficiency Calculator to evaluate the current income sufficiency customers demonstrate, as well as the projected self-sufficiency level of the customer upon completion of training and entry into employment. Customers are provided with counseling based on this assessment and those who have insufficient wages to be considered self-sufficient at the time of assessment are identified as priority candidates for services.

The SBC-WIB has established a policy for this practice, which states in summary:

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- Staff will continue to use the Federal Poverty Level and the Lower Living Standard Income Level to determine low-income status for WIA Adult program services.
- Adults and Dislocated Workers who meet the WIA statutory requirements for Intensive and Training services may receive these services when their chosen occupation or career objective will lead to Self-Sufficiency as identified by the Insight Center for Community and Economic Development California Self Sufficiency Standard for San Bernardino County.
- Exceptions to the Self-Sufficiency Standard will be determined on a case-by-case basis.

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The largest amount of funding for training services comes from WIA and specialized funding. Priority for this service is given to those most in need, including dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, veterans, public assistance recipients, limited English proficiency individuals, and persons with disabilities, and others facing significant barriers to employment. Often those who seek out our services have faced multiple failures. Our goal is to assist these individuals with a road to

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success. If individuals desiring to go into occupational training have barriers that will impede successful training outcomes, they are referred to agencies that can assist with remediation of these barriers as a first step in the process. In these instances, organizations such as adult education, ESL programs, literacy programs, addiction treatment programs, housing and domestic violence programs may become partners in the delivery of services to the customer. The SBC-WIB has established partnerships with the Department of Aging and Adult Services to assist with older workers, Regional Occupation Programs to assist ESL learners, and Adult Education to remediate low basic skills levels. The Department of Behavioral Health, Probation Department, Sheriff's Department, and the local Police Departments are all partners for delivery of intervention strategies ahead of training enrollment based on individual need. The Community Action Partnership provides training for individuals that have been previously receiving assistance or are homeless, and our Housing Authority supports individuals that have been placed in employment, but need housing.

When training is determined as the appropriate service with a customer, a referral is made to appropriate training providers that are on the state's Eligible Training Provider List (ETPL). If an individual requires specialized training or the provider of the needed training is not on the ETPL the SBC-WIB will provide technical assistance to the training provider, guiding them through the registration process as appropriate. The SBC-WIB also works closely with local and regional educational institutions, business and industry stakeholders in each of the ERCs regions to develop career pathways and transition programs for underprepared job seekers, and to pro-actively identify key training providers and course offerings not on the ETPL list.

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ERC services are accessible and available to all County residents. While all may access services, the SBC-WIB realizes that some customers come to our Centers requiring higher levels of staff assistance than others. One such group is ex-offenders. The SBC-WIB assists recent parolees at all three ERCs. Due to overcrowding and a high recidivism rate, California developed the New Start Program to increase rehabilitation through education, treatment, and skills upgrades to increase the likelihood of successful employment of ex-offenders in the community. Parolees experience a very high rate of unemployment, which has been identified as one of the most important factors contributing to recidivism. It is anticipated that 95% of California prisoners will eventually be released, and employment is a critical component to help these individuals successfully transition to self-sufficient citizens in their communities.

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The SBC-WIB recognizes the need for a coordinated program that provides the necessary services to help parolees obtain and retain jobs in order to reintegrate into society successfully, reduce recidivism, and ensure public safety. We take a holistic approach to serving these customers. Services include specialized workshops, vocational and educational training, job development, along with development of personalized life and career plans. The SBC-WIB also currently collaborates with community-based and faith-based organizations to identify community based resources that may be used to help parolees/probationers overcome barriers

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that restrict their employment success. Job development is focused in the local high demand job sectors as identified by the SBC-WIB, and the BSU staff participate by developing OJTs and working with employers to identify employment opportunities and eliminate barriers to employment for this population. The SBC-WIB will continue the practice of collaboration with community-based and faith based organizations.

Parolees are referred to our services from parole agents and on a walk-in basis. They are assigned to a designated advisor for initial assessment. Recruitment into this service also takes place during Partners Action Committee Team (PACT) meetings where contacts with parolees and parole agents have been established.

This ex-offender service strategy has many similarities to the strategy the SBC-WIB developed with the California Department of Corrections and Rehabilitation (CDCR). Between December 2009 and June 2012, in partnership with the CDCR, the area's New Start Program served 609 parolees, and placed 276 in employment, resulting in an employment rate of 46 percent, producing one of the highest reported job placement rates for this program in the state. Eighty percent of these placements were in the Transportation, Distribution, and Logistics sector. Average wages ranged from \$8 to \$14 dollars per hour. While funding from the California Department of Corrections and Rehabilitation in the amount of \$287,111 ended in June of 2012, the SBC-WIB continues to offer the same services through its ERCs, and fully expanded the program to include people on probation. This project will continue provided adequate funding remains available.

The County has identified the following outcomes as key successes of Project New Start:

- Reduction of Recidivism through training, education and employment.
- Increase in employability of parolees through skills upgrades, education, and training.
- Use of self-discovery and recovery plans to help them "buy in" and commit to a change of lifestyle for success.
- Use of labor market information to guide participants in making informed decisions regarding career pathways in high demand areas.
- Development and implementation of meaningful career pathways through assistance and planning.
- Building of employer relationships to broaden hiring opportunities for parolees resulting in employments with career pathways for parolees.
- Reduction in crime in the local community by successful integration of parolees into society and daily community life.

For very different reasons, another customer group that requires and deserves specialized service assistance is our Veterans population. Pursuant to the Jobs for Veterans Act, the SBC-WIB ensures that all eligible Veterans (and their eligible spouses) receive priority of service for all employment and training programs funded by DOL as applicable within the LWIA. The required

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policy for the Jobs for Veterans Act is shared with all customers, staff, applicable partners, stakeholders, and is prominently displayed in public viewing areas at the ERCs.

Veteran's in San Bernardino County face many challenges re-entering the labor force and require specialized services to transition to private sector employment. The County's double-digit unemployment rate adds stress to this unique segment of the population. The SBC-WIB's partnership with Veterans Services has resulted in a streamlined and expedited enrollment process for veterans seeking job search and training assistance at the ERCs. The partnership has provided insight into Veteran's needs, their employment attainment barriers and allowed for a regional partnership to be developed to serve Veterans and their families.

During the Veterans Employment Assistance Program (VEAP) grant funding period of April 2010 through June 2012, the SBC-WIB partnered with Kern, Inyo, and Mono Counties to provide vocational training in the Green industry sector focusing on jobs in renewable energy. The SBC-WIB collaborated with local community colleges to provide specialized training to Veterans in the rare mining industry and training for jobs in the utility-scale solar and power generation plants, including construction, maintenance and operations. The ERCs provided more than 500 veterans with job search assistance and 232 veterans with vocational training in demand industry sectors and emerging technologies.

As the first-responders to the needs of this dedicated group of heroes, the EDD Workforce Services Branch Job Service personnel, in tandem with Veterans Employment and Training Specialists (VETS) have institutionalized priority of service to veterans and others eligible for Wagner-Peyser funded labor exchange activities. The EDD Local Veterans' Employment Representatives (LVER) and the Disabled Veterans' Outreach Program Specialist (DVOP) stationed in the ERCs are responsible for the delivery of service activities such as case management, assessment, veterans outreach, job development, job placement, and delivery of workshops, and referral to supportive services, job fairs, marketing to employers and advocacy groups for this population.

The County will continue to collaborate with EDD representatives to enhance the provision of specific employment and training opportunities to Veterans including job referrals, job search workshops, and OJT opportunities. Other special projects currently in place under the auspices of the SBC-WIB were highlighted in earlier sections of this document.

In addition to the services previously identified and provided to job seekers, the SBC-WIB places a special emphasis on serving individuals with disabilities, disconnected youth, and other at-risk populations. ERC staff provides employment information at job fairs, disability expositions and various community events that are focused on raising awareness of the business community to the untapped resource of qualified candidates who have disabilities that are seeking employment.

The SBC-WIB is committed to providing accessible services to customers with disabilities, and to this end makes Assistive Technology Equipment available at the three ERCs. Designated ERC

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staff received special training and serve as experts on workforce development issues and policies impacting individuals with disabilities. These staff members are available to individuals who self-identify as disabled when they seek employment, skill development, job retention assistance, or career advancement services through the ERCs.

Additionally, the SBC-WIB administrative arm, the Department of Workforce Development (WDD), is a member of the Inland Empire Disabilities Collaborative, which meets monthly and is comprised of 30 plus regional organizations whose primary mission is to serve/assist people with disabilities. Other partners include:

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- Department of Rehabilitation
- Social Security Administration
- County of San Bernardino Department of Veterans Affairs
- National Guard
- County of San Bernardino Department of Aging and Adult Services
- County of San Bernardino Department of Behavioral Health
- Community Action Partnership of San Bernardino
- Housing Authority of San Bernardino County
- Colton-Redlands-Yucaipa Regional Occupational Program
- San Bernardino County Superintendent of Schools
- Inland Empire Job Corps
- Local community universities

A large majority of customers using our services are unemployment insurance (UI) recipients. The LWIA is well equipped to offer a myriad of jobs services to EDD-UI claimants and to those eligible for US Department of Labor (DOL) Trade Adjustment Assistance and Outreach Partnership Grants (TAA). EDD has been a fully mandated One-Stop Center (ERC) partner, co-located since June 1997. An excellent example of how the SBC-WIB's One-Stop Center's collaborate with EDD in offering services to UI Claimants is the California Training Benefit (CTB) program. CTB allows eligible California Unemployment Insurance (UI) claimants, who lack the job skills needed to compete in the labor market, the opportunity to receive their UI benefits while attending a training or retraining program. Under the CTB program, the traditional role of UI changes from one of partial wage replacement while the individual looks for work, to one of excusing the individual from job search and providing income support while in training or retraining.

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The SBC-WIB is committed to continuous improvement and making sure that effective practices are well known and adopted throughout the organization. To this end, we have convened a Best Practices Team made up of staff from WDD. These individuals are charged with the development, identification and dissemination of internal best practices in the delivery of services to both our internal and external customers. To date, best practices in the following areas have been deployed through out the organization as a result of the efforts of this team:

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Intake, Orientation, Workshop Flow, OJT Contract and Case Management, Assessment, use of Executive Pulse, planning and running Job Fairs, Job Placement Specialist functions, Monitoring, Contracting Procedures and Management, Reception and Customer Service, Fiscal Practices, Internal Communications Business Services/Operations, and many more. It is the intent of the SBC-WIB to incorporate applicable best practices into the WEDD Collaborative, including identified best practices of EDD.

Training Strategies Supporting Adult Customers

Collaboration between the SBC-WIB, local business and the community colleges have resulted in leveraged public and private funding for customized training programs in various manufacturing specialties. This best practice will continue to be used through the period of this Strategic Plan with the full expectation that new customized training ventures utilizing this successful model will be developed and implemented as appropriate. Specific examples of the successful development and use of this model with our priority industries have been presented earlier in this document and provide the reader with clear examples of how this training strategy will continue to be deployed.

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The SBC-WIB provides additional individualized training opportunities through a voucher payment system known as an Individual Training Account (ITA). Referral to a training program is made only after it has been identified as being in a demand industry sector, and the individual's assessment results support an aptitude for such training. The duration of individual training programs may not exceed twenty-four (24) months. ITAs will continue to be used to provide training services to WIA customers throughout the duration of this Strategic Plan.

The SBC-WIB, through the ERCs, has partnered with a local community college district to assist with the identification and referral of individuals for specific courses of training. This technique was used most recently with the "Green Innovative Jobs Training Program". Leveraging the expertise of the ERC staff in making appropriate referrals to training programs, and the expertise of our Community College training partners in the delivery of specific in-demand skills training is a model practice that will continue to be used.

The SBC-WIB is recognized as a top provider of OJT opportunities among Local Boards nationwide. This is one of the premier services that we offer in the priority sectors we have identified. It is our intent to continue and expand the use of this successful training method over the course of this Strategic Plan. In addition, the SBC-WIB intends to increase the use of other "Earn and Learn" models such as apprenticeship. Our ability to do this will require that we work closely with employers and key workforce development stakeholders to increase funding available to serve larger numbers of WIA participants.

The SBC-WIB will continue to utilize available state waivers allowing the use of local Rapid Response WIA funds for incumbent worker training activities, customized training, paid or unpaid work experience and internship for WIA Adults and Dislocated Workers. In addition, the

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SBC-WIB will also make use of state waivers allowing increased reimbursement levels for OJTs developed to help employers fill their skilled workforce needs.

Ongoing partnerships with local businesses and community colleges have led to several customized training programs geared toward either upgrading the skills of incumbent workers or preparing job seekers for entry-level positions in demand industry sectors. The SBC-WIB will continue to foster these partnerships and look for customized training opportunities. Additionally, because this is a critical component of the SBC-WIB's ongoing strategy, we encourage the State Board to continue to seek the extension of waivers that help local businesses seeking to expand or improve their business processes in tough economic times by investing in their employees.

The SBC-WIB will continue partnerships with County departments to assist their customers/clients in developing job skills. Services are currently delivered to the following departments: Probation Department, Department of Behavioral Health and Preschool Services Department.

Partnerships benefiting seniors have proven especially important during the Recession. Through the ERCs, the SBC-WIB provides work experience in an office setting to senior workers who meet eligibility requirements established by the Department of Aging and Adult Services. Work experience is also provided to people receiving assistance from the Transitional Assistance Department. In addition to valuable skill development, these customers also receive individual career counseling and employment services. The SBC-WIB will continue these successful partnerships.

The SBC-WIB ensures pre-apprenticeship and apprenticeship training is coordinated with one or more apprenticeship programs registered by the DOLETA and/or approved by the Division of Apprenticeship Standards for the occupation and geographic area. In PY 2011-12, the SBC-WIB worked with local labor organizations to assist individuals interested in becoming apprentices with tools, clothing, gas, and funding to join apprenticeship programs. Local labor organizations included Southern California Laborers Apprenticeship, Iron Workers Union, and International Brotherhood of Electrical Workers.

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- The SBC-WIB's short-term goal is to coordinate with community colleges and approved apprenticeship programs to identify and strengthen apprenticeship programs for LWIA residents.
- A long-term goal is to convene with community colleges and apprenticeship approved providers to establish tiered apprenticeship programs for local and regional demand industry sectors and allow for customers to complete programs in shorter terms based on experience.
- The SBC-WIB will continue to reach out to local labor organizations, community colleges and apprenticeship programs in the SBC-WIB's priority industry sectors and will formalize relationships in the future through Memorandum of Agreement (MOA) or

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similar documents to strategically coordinate/provide pre-apprentice training, apprenticeship training, and continuing education in apprentice-able occupations to meet local and regional needs.

In summary, actions taken in support of this Strategic Plan will allow us to realize the vision we have for the services delivered by the SBC-WIB One-Stop System. Our effective workforce development practices produce some of the best workers in the nation, making the area a highly attractive place for business enterprise. Our services will ensure workers have equity in opportunity and pathways for professional growth and advancement. The results of these efforts will have a positive impact on the quality of life within the area by decreasing the numbers of individuals who are unemployed and underemployed, increasing the earning potential and standard of living for workers, and increasing the profitability of businesses by supplying them with a competent and competitive workforce.

The SBC-WIB's Adult and Dislocated Worker Participant Plan Summary is presented in Attachment 2. The Title I B Budget Plan Summary for Adults is presented in Attachment 3 and the Dislocated Worker Title I B Budget Plan Summary is presented in Attachment 4.

### Our Service to YOUTH CUSTOMERS

According to the *San Bernardino County 2012 Community Indicators Report*, (CI Report) “The County is succeeding in improving academic performance scores and reducing the high school dropout rate.” Specifically, between 2000 and 2010, the percentage of County residents over 25 years old who possessed a high school diploma rose from 16% to 19%. While this increase is encouraging, we still lag behind the state (30%) and nation (28%) on this indicator.

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While it is encouraging that progress is being made in decreasing the number of children dropping out, there continue to be too many instances of local students entering into middle and high schools behind in foundational academic areas. The CI Report points out that no gains were seen in students' college readiness, further clarifying that our economically disadvantaged students continue to lag behind in English and math proficiency. In addition to the emphasis placed on education in the Countywide Vision, the County Superintendent of Schools' Strategic Plan reinforces the importance of education, identifying it as nothing short of transformative—“in the lives of children, the community, and the economy as a whole”.

As evidenced by a review of the California Academic Performance Index (API), San Bernardino County's schools are improving their performance. 66% of our schools improved API scores, with 73% of all schools in the County meeting or exceeding the API growth targets. Socioeconomic status continues to impede academic achievement for far too many of our young people. For those students identified as economically disadvantaged, 42% tested proficient or above in English-Language Arts, while 41% tested proficient or above in math, as compared to 66% and 56% respectively for those who were not economically disadvantaged. In

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2012, our WIA Youth program served 574 new program year participants. Within this cohort, 90% were assessed as basic skills deficient

According to the CI Report, “fully 24.7% of all San Bernardino County children live in poverty...”. The poverty level for a family of four is \$23,000 annually. In 2010/11, 65.8% of K-12 public school students lived in families with incomes low enough to qualify for free or reduced school meals. Given the effects of the Recession on employment levels within the County, enrollment levels in the two primary public assistance programs have increased. Enrollments in CalFresh rose 22% in a single year (2011) to 306,304, and CalWORKs enrollments rose 6% to 128,992 recipients.

Homelessness and housing insecurity adds an additional challenge for students completing high school and young adults seeking further education and training. The CI Report in 2010/11 states that 27,618 San Bernardino County students, mostly in grades K-12, were identified as living in unstable housing conditions including shelters, cars, parks or campgrounds as well as in motels or with another family due to economic hardship.

We must have a well-educated and highly skilled workforce in order to remain prosperous and competitive in the 21<sup>st</sup> Century global economy. As the influence and utilization of technology grows rapidly in all industries, the demand for individuals with education and training in Science, Technology, Engineering and Mathematics (STEM) is expected to increase. These jobs are expected to have the third-fastest rate of growth nationwide of all occupational groups between 2008 and 2018 (Can California Compete?: “Reducing the Skill Gap and Creating a Skilled Workforce through Linked Learning”, June 2012). By 2018, projections indicate that nine out of every ten STEM jobs will require some postsecondary education, and seven of every ten will require a bachelor’s degree. It is the goal of the SBC-WIB to increase the number of at-risk youth who graduate are prepared for post-secondary vocational training, advanced training, further education, and/or a career, specifically those from low-income communities

The County’s unemployment rate is at 10.8% overall, with youth unemployment at 25%. The downward economic trend that affected the local area over the past 4-5 years still has a negative impact on youth employment. The SBC-WIB has identified that this rate is due to multiple factors. One factor is jobs that have traditionally been held by youth are being filled by older adults. The second factor may be related—youth lacking high-school diplomas or their equivalency are being crowded out as older more educated individuals fill those positions.

The SBC-WIB works with local school districts in setting metrics for dropout rate reduction. The SBC-WIB is a partner with the County of San Bernardino Superintendent of Schools and educational and community leaders in the “A Call to Action: Fighting the Drop Out Rate” campaign. Specifically designed to address the high dropout rate in San Bernardino County, this community effort engages parents, students, teachers, administrators and community based organizations. Over the 2 years since its formation, the County has seen a decline in dropouts of 1% compared to the state with a 3% increase. Additionally the SBC-WIB is actively

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engaged with the District Attorney’s office, educational leaders, community leaders and parents as a member of the Truancy Abatement Collaborative (TAC) which provides support and strategies to promote school attendance and alleviate barriers for students and families. This partnership will continue during the duration of this Strategic Plan.

To provide career information to the local community, the Youth Council developed and launched a campaign highlighting in-demand occupations within San Bernardino County where technical certificates enable individuals to enter the workforce. In collaboration with the County Superintendent of Schools, videos and posters were distributed to every middle and high school career center within the County. To showcase the videos a new youth-driven website, [www.sbcountyjobops.com](http://www.sbcountyjobops.com) was created to provide access to career resources and information about WIA youth programs. This project will continue as it is central to our ability to educate our future workforce on the career opportunities presented by our priority industry sectors.

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Increasingly, the SBC-WIB understands the symbiotic relationship between workforce quality and the economy. The Cluster Survey supports our understanding with a key observation regarding matching economic development efforts with the local workforce. “Perhaps at one time it was enough to align economic development recruitment tactics to supply-chains. Now, the composition of the regional workforce receives top-flight attention from firms and site selectors as they consider expansion and investing decisions.”

The SBC-WIB, envisions a skilled workforce that creates a vibrant economy, with the workforce system playing a lead role. In order to improve the economic and income opportunities of our workforce, the SBC-WIB will leverage program and funding resources to impact educational attainment rates of the youth populations that are served in order to improve their economic and income opportunities in the future.

Local Plan  
Sections 5, 6, and  
7

High Performance  
LWIB Standard 4

Delivery of Services to Youth Customers:

In support of our vision, the SBC-WIB has developed strategies to decrease youth basic skills deficiency rates and prepare our youth for college, post-secondary training, work experience and careers. Under the direction of the SBC-WIB, our youth program will continue to focus on three primary goals:

Local Plan  
Sections 5, 6, and  
7

High Performance  
LWIB Standard 4

1. Improving the local area’s basic skills deficiency rate and helping youth attain their high-school diploma or GED.
2. Creating pathways to allow our participants to gain work experience through on-the-job training (OJT), paid and unpaid work-experience placements.
3. Supporting and providing assistance to participants with enrollment into post-secondary education, advanced training opportunities or college.

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Our year-round WIA Youth Program offers training and employment opportunities to those between the ages of 16 and 21 who reside in the LWIA. Partners delivering year-round youth services include local school districts, community based organizations, Regional Occupational Programs, business partners and social service agencies. These partners utilize WIA funding to provide youth customers with access to the avenues and support necessary to enhance educational performance, employment skills, personal growth and level of independence.

In cooperation with the Youth Council, the SBC-WIB issues Requests for Proposal to procure youth service providers. Through this process successful competitors are awarded service contracts. During Program Year 2012-2013, the SBC-WIB contracted with 13 youth service providers to assist over 1,330 youth with the skill development needed for successful careers. Contracted WIA youth service providers currently include: Apple Valley Unified School District, Career Institute, Chino Valley Unified School District, Colton-Redlands-Yucaipa Regional Occupational Program, Family Service Association, Gang Reduction Intervention Team, Goodwill Industries Southern California, Hesperia Unified School District, Mental Health Systems, Mojave River Academy, Operation New Hope, and Provisional Accelerated Learning Center. SBC-WIB will continue to work with this dedicated group of service providers in the upcoming year.

**Local Plan  
Sections 5, 6, and  
7**

**High Performance  
LWIB Standard 4**

While the specific design of a youth program is the responsibility of the youth provider and must take into account the diverse needs of the local youth population that will be served, all youth service providers are required to deliver ten mandatory WIA youth element either directly or through linkages with various community and public institutions. These comprehensive services provide the framework for academic and employment success. The SBC-WIB will continue to provide these comprehensive services to our youth.

In an effort to realize positive performance results for the WIA youth program, initial eligibility determination of each youth is imperative. WDD has two teams that work in conjunction with one another to assist contracted Youth Service Providers with excellent customer service during the eligibility determination and registration process as well as timely processing of eligibility paperwork.

**Local Plan  
Section 6**

In 2011 a new Centralized Data Unit (CDU) was developed to ensure eligibility for WIA programs was consistent, fully documented and correct. This unit is specifically trained to understand WIA eligibility and the required documentation necessary. In 2012, the CDU partnered with the Youth Team to assist with accurate and timely determination of eligibility for WIA Youth. The SBC-WIB will continue this effective practice during this Strategic Plan.

The success of WIA youth programs is determined utilizing “Common Measures.” The Common Measures are mandatory measures established by the federal Department of Labor and are: Attainment of a Degree or Certificate, Placement in Employment or Education, and Literacy and Numeracy Gains. Combined, WDD funded youth programs have met or exceeded performance target on these measures each year for the last five

**Local Plan  
Sections 5 and 6**

**High Performance  
LWIB Standards 4  
and 5**

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(5) program years.

The SBC-WIB ensures that all Youth Providers placed under contract provide the required youth program design elements focusing on the long-term academic and occupational learning opportunities for youth. This is in accordance with the goal of increasing employment and earnings by developing the work/career potential that will prepare youth to effectively compete in the global economy.

The SBC-WIB is proud of the accomplishments of its Youth Providers and the gains they have made on addressing some of the most intractable problems facing youth today. The SBC-WIB's will continue to fund what is working, work with providers that are underperforming to ensure equitable and quality services are available to all eligible youth throughout the County, and use continuous improvement practices to refine the delivery of high quality and effective interventions to our most in-need youth.

Moving toward continuous improvement and following the “lead by example” model of service, the SBC-WIB will continue its technical assistance philosophy for monitoring. The SBC-WIB approaches monitoring of the Workforce System, sub-recipients, contracts and training providers from a technical assistance posture. All monitoring is conducted as an opportunity to find what is working well. When problems are identified, technical assistance is rendered to correct deficiencies. Communication is paramount to successful WIA Youth Programs. SBC-WIB Monitoring Staff facilitate ongoing communication with the Employment Resource Centers, sub-recipients, contracts and training providers. Being available in a consultative manner throughout the term of the relationship with a contractor is imperative to successful program operation and improvement.

**Local Plan  
Sections 5 and 6**

**High Performance  
LWIB Standards 4  
and 5**

The SBC-WIB has developed a “Youth Team” that is responsible for oversight and technical assistance to our contracted service providers. This team approach has brought all youth service providers together in a united effort to reach contractual and performance goals. Rather than fostering a culture of “I win-You lose” competition, the Youth Team has encouraged youth service providers to collaborate, partner and leverage their resources. The team has provided consistent guidance and direction to all youth providers, a forum for not only the dissemination of information but for the sharing of ideas and projects.

In addition to the continuous improvement efforts over the past several years, the SBC-WIB has convened youth service providers together as one team to share programs and best practices. A mentoring program has been instituted to assist new organizations as they launch WIA youth programs. WDD partners a highly experienced youth service provider with the new organization to assist them with the implementation of their program. The end result is strengthening and building capacity of current providers and ensuring the success of new youth service providers.

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This approach has produced a number of outstanding results, and the SBC-WIB will continue this practice:

- Provider cross-referrals of youth to appropriate program provider based upon need.
- Partnership memorandums of understanding to provide in-demand training programs to youth.
- Interweaving of funding and resources by youth service providers, including bringing youth who demonstrate interest in public service together for leadership activities, workshops, and providing access to “LifeSkills Projects” to all enrolled youth, working as a collaborative to share best practices.
- Information sharing forums with key stakeholders to benefit the entire WIA youth population in the County.

The SBC-WIB’s success in serving special populations has led to additional funding opportunities. An example of this is the Youth Employment Preparation Program (YEPP). YEPP provided \$1.2 million in funding to provide work readiness and paid work experience to over 300 youth. The overall success rate of youth who participated in the services delivered during the term of this project was 78.9%. This success was directly attributed to the strong partnerships and collaboration, commitment and “can do” attitude demonstrated by the youth service providers.

Understanding the intrinsic value that facilitating connections between these providers has for the SBC-WIB, WDD provides space and facilitates meetings where youth service providers can work together on common issues. This team approach has made our WIA youth program a success and one that has met or exceeded negotiated performance measures over the last five years.

In an effort to ensure that WIA Youth Services are delivered equitably to all areas of San Bernardino County, provider networks are strategically placed to deliver services throughout the LWIA.

**Local Plan  
Sections 5 and 6**

The following examples are illustrative of the strategic approaches to youth service delivery the SBC-WIB will utilize throughout this Strategic Plan period that will ensure effective service delivery across the county:

**High Performance  
LWIB Standards 4  
and 5**

Apple Valley Unified School District (AVUSD) and Chino Valley Unified School District (CVUSD) have implemented programs to quickly identify at-risk youth and intervene.

- Through internal report writing, AVUSD identifies students who are behind in credits and assign them to the Unit Recovery Program or Apple Valley Alternative Education. Enrollment in the Unit Recovery Program allows students to begin earning extra credits through independent study courses. Enrollment in the Apple Valley Alternative Education program allows students to take two classes per semester to earn extra

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graduation credits. These students also have the opportunity to become enrolled into the WIA Youth program, where they receive work readiness and soft skills enrichment. Through the support of the WIA youth program, leaders and support staff, these at-risk students are provided with a support system to maintain their engagement and stay the course on the road to a high school diploma.

- Outreach Advisors utilize attendance records at CVUSD to identify at-risk students. Once identified, the advisors host interventions at the student's home through field visits. The advisors will engage the student's family regarding poor attendance. Advisors work diligently to identify the attendance barriers and develop and implement corrective actions. Advisors continue to monitor the student's attendance and provide ongoing support to help re-engage the student.

Serving the unique needs of our homeless youth is a particular challenge in the County. The McKinney-Vento Act Children's Academic Recovery Education program was designed to provide resources to homeless youth in the high school system. Once identified, high school counselors provide supportive services which may include school supplies and transportation assistance. These students have the opportunity to become enrolled in the WIA Youth program. The WIA youth program works to ensure that student's succeed in achieving their high school diploma. The SBC-WIB weaves funding from the WIA youth programs and the McKinney Vento Act to safeguard that no child is left behind. (<http://www2.ed.gov/programs/homeless/guidance.pdf>) The SBC-WIB will continue this partnership.

Regionally, the SBC-WIB is partnering with the Riverside County and Imperial County Local Boards to launch the @LIKE Workforce Innovation Grant (Linking Innovation, Knowledge and Employment) awarded by the Department of Labor grant initiative. The partnership is a four (4) year project from 2012-2016 designed to outreach and recruit area youth between the ages of 18-24 who are disconnected from education and employment. The goal is to engage young people and provide work readiness soft skills; skills training that will lead to an industry-recognized certificate and connect youth to the region's ERCs to assist with entry into unsubsidized training-related full time employment. The SBC-WIB is focusing training for @LIKE on current and emerging career clusters in the LWIA.

The SBC-WIB is focused on increasing opportunities for high school students and disconnected youth to transition into post-secondary education and careers that lead to self-sufficiency. In response to the priority industry clusters identified in the Cluster Survey, the youth program has developed post-secondary education focused curriculum. Under the direction of SBC-WIB and Youth Council, this work will aid our high-school students and disconnected youth increase their opportunities in the local economy. This strategy has been successfully demonstrated at WIA Youth contracted providers in San Bernardino County, including: Career Institute, Colton-Redlands-Yucaipa Regional Occupational Program "Operation M.O.N.E.Y", and Provisional Accelerated Learning (PAL) Center.

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- Career Institute in collaboration with the Sheraton Fairplex Hotel in Pomona developed and launched a highly successful hospitality program for the tourism industry. Of the last graduation class of 16 youth participants, 3 were hired by the Sheraton hotel, 10 youth found employment in the hospitality industry, and 12 are continuing on with higher education.
- Operation M.O.N.E.Y. promotes career pathways to healthcare industries. The organization currently utilizes the Colton-Redlands-Yucaipa ROP center to provide educational certification programs for Certified Nursing Assistant (CNA), Licensed Vocational Nurse (LVN) and Pharmacy Technician (PT). Throughout the education process, Operation M.O.N.E.Y. provides training related on-the-job placements for the participants. This allows the participants the ability to gain hands on experience to begin emerging themselves into the healthcare workforce system.
- Provisional Accelerated Learning (PAL) offers a unique construction program which provides a six (6) week curriculum through which participants earn industry recognized certificates including:
  - Green Technology – Construction 10 offered by the National Association of Environmentally Responsible Mold Contractors (NAERMC) [www.free-mold-training.org](http://www.free-mold-training.org),
  - Fork Lift licensure, and
  - Handyman licensure.

In addition, participants complete 160 hours of paid work experience, participate in community outreach events such as; San Bernardino City beautification day, the Loma Linda community garden, and assisting with the fire department and FEMA.

Participants are trained in skill areas including construction safety, blue print reading, plumbing, drywall, green building, and electrical. An onsite mock model for hands on experience under the supervision of an onsite instructor is provided. To help participants understand the career paths that are within the construction industry they are given instruction and statistics from the July 2012 *California Manufacturing Jobs In Demand* report and California Labor Market and Economic Analysis in order to make knowledgeable career decisions.

School Districts across the County demonstrate their value as WIA Youth Service providers. They possess unique opportunities to develop their own partnerships with local businesses, government offices, probation, community colleges and the local One Stop Career Centers. Partnerships have created networks to assist youth through recruitment, mentoring and providing training and employment opportunities. Adult mentors serve as guides to youth through their path to life-long education and employment. The impact of WIA programs on participants is “life changing”. Eligible youth are provided opportunities that many in their economic and academic positions do not have access to.

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What makes the SBC-WIB unique is the level of engagement of its Youth Council with local stakeholders and youth service providers. The Youth Council has members representing each major industry in our County. Regional collaboration and the inclusion of structured civic leadership opportunities are required in WIA youth programs throughout the County. The emphasis on these important program components will be carried on in our youth programs during this Strategic Plan period. Examples of existing programs include:

- Operation M.O.N.E.Y. is partnering with Arrowhead United Way to provide expanded opportunity for participants to contribute to meaningful civic projects in their own communities, such as Teens Make a Difference and Adopt-A-Family donation campaigns. Youth participants attend Chambers of Commerce and Board Meetings. Youth participants, who are in Follow-Up, staff a volunteer position to assist with the newly enrolled participants as members of the Peer Leader Group. These youth assist staff with group activities, college campus visits, offer peer mentoring, facilitate food and clothing drives and model active citizenship, social awareness and leadership characteristics for newer participants. **Local Plan Sections 5 and 6**  
**High Performance LWIB Standard 4**
- Career Institute has implemented “The Leadership Connection” program sponsored by the local Chambers of Commerce. Designed to nurture and develop young adults in the community by creating a dynamic learning experience with the cooperation and mentorship of local leaders, the program aims to assist youth participants in making real connections with businesspeople, entrepreneurs, and government leaders. This is achieved through visits to community venues such as government offices, hospitals, manufacturing and cultural sites. Local leaders discuss their journey to success, share challenges and disappointments and encourage students to become civically involved through a program called “Ambassadors of Compassion.” Instruction, group activities and rewards encourage compassionate giving and service in the community.
- Provisional Accelerated Learning Center (PAL) requires all youth participants to attend civic and leadership activities that provide youth the opportunity to take on new roles of responsibility, employability, positive behaviors and contributing to the well-being of their community including voting. The Loma Linda School of Public Health has awarded the WIA Youth Program a “Community Garden Green Technology” grant which provides interns from the School of Public Health to teach participants how to plant, maintain, and harvest twenty-seven 5’x10’ gardens plots. Youth also receive information on how to cook healthy vegetable based meals and the value of a healthy lifestyle. Participants also learn civic responsibilities as they share the fruits of their labor with their community.
- Job Corps offers a comprehensive array of career development services to at-risk young women and men, ages 16 to 24, helping them to prepare for successful careers. Job Corps employs a holistic career development training approach which integrates the teaching of academic, vocational, employability skills and social competencies through a

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combination of classroom, practical and work based learning experiences that prepare youth for stable, long-term, high-paying jobs. The Job Corps design is based on the principles of quality services and individualized instruction to meet the needs of each student. Training approaches and methods of implementation vary to allow tailoring of service components and delivery methods.

In an effort to remain forward thinking, pro-active and innovative, the SBC-WIB has initiated several collaborative projects that will come to fruition over the next two (2) years. Of note is an innovative grant partnership proposal with Victor Valley Community College. This proposal seeks to secure YouthBuild grant funding directly from DOL allowing these partners to outreach and recruit area disconnected youth ages 16-24 and provide education, work-readiness and skills training in the Construction jobs sector.

The SBC-WIB has a well-established mechanism for providing job services to area youth via its three (3) One-Stop-Career-Centers. Each center has a permanent infrastructure in place to assist youth participants in the person of a case manager who manages all youth who request services through our One-Stop-Career-Centers. This case manager is specially trained to guide youth through jobs and career path choices, helping them to sort out the daunting process of evaluating training and career opportunities.

Local Plan  
Sections 5 and 6

High Performance  
LWIB Standard 4

The SBC-WIB's Youth Participant Plan Summary is presented in Attachment 2. The Title I B Budget Plan Summary is presented in Attachment 5.

### Our ADMINISTRATIVE CAPACITY

As noted previously, the SBC-WIB is nested within the County Government structure of the County of San Bernardino. It meets the membership requirement of the federal Workforce Investment Act and all applicable state statutes. The By-Laws of the SBC-WIB are presented for review in Attachment 12.

Local Plan  
Sections 6, and 7

High Performance  
LWIB Standard 5

Within the County, the SBC-WIB is housed in and WDD staffed through the Economic Development Agency's Department of Workforce Development. The WDD serves as the entity responsible for the disbursement of grant funds and has developed the organizational structure, processes and procedures required under federal law to serve as the Administrative Entity for funding received under WIA. See Attachment 11 for the Local Area Grant Recipient Listing. Attachment 14 provides information on Program Administration Designation and Plan Signatures. The SBC-WIB and WDD organizational charts are provided as Attachment 16.

The Department of Workforce Development possesses the fiscal expertise and administrative capacity to ensure fiduciary responsibility for funds received under WIA. All policies, procedures and administrative manuals used to ensure operation of the LWIA in compliance with federal,

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state and local regulations are available on the County's Intranet and are made available to the public upon request. The WDD follows competitive procurement procedures for the disbursement of funding for contracted service delivery. The Request for Proposal process is utilized to secure contractors for the delivery of Youth Services throughout the county. This process was described under the section titled **Our YOUTH CUSTOMERS**. Individual training accounts are issued on behalf of customers enrolled in training services to eligible training providers who have met the requirements for inclusion on the Eligible Training Provider List. Customized training agreements are considered special contracts and undergo an approval process that meets County, State and Federal procurement guidelines. OJT Contracts are approved on an individual basis according to SBC-WIB established policies and procedures. See Attachment 17 for detailed information on procurement and contracting policies and procedures.

At the direction of the SBC-WIB, WDD has developed appropriate fiscal and programmatic monitoring policies and processes for the effective monitoring of contractors for WIA services. Using its authority, WDD directs staff to monitor each training provider at least one time per cohort of participants trained. The SBC-WIB's monitoring of ETPL training providers is a comprehensive evaluation of the training provider's services to WIA participants, eligibility to services, case file review, scope of training, interviews with training staff and participants and a review of the training providers placement policy and placement success rates. A complete file of the SBC-WIB's monitoring procedure, guides, letters, questionnaires and forms are available upon request.

Case managers at the SBC-WIB's ERCs maintain a day-to-day familiarity with ETPL training providers and their entered employment rates after training based on follow-up with participants who have completed training. Additionally, all completion of training and placement into unsubsidized employment statistics from all three (3) LWIA ERCs is submitted to the SBC-WIB's Central Data Unit (CDU) where this data is collected, collated, evaluated for WIA performance measures and sent to the state. The SBC-WIB's ETPL Policy is available upon request.

The SBC-WIB prioritizes training funds to be utilized in demand industry sectors identified by business surveys and quantitative analysis of major labor market themes and trends ([2012 San Bernardino County California: Workforce and Cluster Analysis and County of San Bernardino: Comprehensive Economic Development Strategy \(CEDS\) 2012- Five-Year Plan](#)) for the County and its regions. The SBC-WIB's, administrative team has a developed a program guide that details how WIA training services are to be administered and the use of Labor Market Information (LMI) to ensure training is directly linked to a demand occupation in the local area. The SBC-WIB shares its annual Workforce and Cluster Analysis report and State EDD LMI at partner meetings, with community colleges, with youth providers and additional program partners with the goal of ensuring that workforce investments being made are targeted towards the regions demand industries.

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The SBC-WIB annually develops a training budget for each funding stream providing for maximum impact of training dollars in the priority industry sectors and emerging industries. The SBC-WIB's Administrative Team closely monitors the SBC-WIB's approved annual budget to ensure it meets the minimum expenditure levels for WIA Adult and Dislocated Worker formula allocations on workforce training services, as required by the Workforce Training Act [UI Code Section 14211 (SB 734)]. The SBC-WIB has positioned itself to meet or exceed the requirements of SB 734 and the required minimum percentage of adult and dislocated funding expended on training services. Adult and Dislocated Worker formula allocations for workforce training services are distributed to the SBC-WIB's three ERCs and BSU. Each ERC and the BSU is given an annual designated training budget for Adults and Dislocated Workers ensuring that the Local Area meets/exceeds minimum training percentage requirements in accordance with Workforce Services Directive WSD11-9. The SBC-WIB's administrative teams' fiscal unit reconciles workforce training services expenditures with the ERCs and BSU on a weekly and monthly basis. Monthly reports and summaries of expenditures are presented to the SBC-WIB's Executive and Fiscal Committees to ensure they are meeting minimum expenditure levels. The SBC-WIB makes adjustments as needed to ensure training services are aligned with local strategies and demand industry sector needs.

In an effort to ensure continuous improvement, the SBC-WIB reviews performance of its programs and initiatives on a regular basis. This review serves as an important part of our approach to strategizing for the future workforce and business needs of the LWIA. The SBC-WIB uses the Virtual One Stop ([www.csb-win.org](http://www.csb-win.org)) software system from Geographic Solutions (<http://www.geographicsolutions.com/>) to track key WIA metrics. This software system provides client tracking, case management, labor tracking and performance reporting. It provides staff members with the ability to enter and share information on participants receiving core, intensive, and training services. The system allows our customers to update and manage their information online if they choose. With SBC-WIB's performance measures pre-programmed into the system, program performance measure reports are easily produced for internal review. These reports provide critical information on key performance indicators related to tracking of employments, training completions, and funding expenditures. The SBC-WIB will continue to use this information as the basis for measuring the impact of its investments in our priority industry sectors. Over the course of this Strategic Plan, the SBC-WIB will refine the data points to illustrate its return on investment.

The SBC-WIB is committed to continuous improvement in all areas of service delivery. We understand the need to continuously conduct customer surveys to evaluate the satisfaction with the services provided through our ERCs, at job fairs and other community centered events we host. To this end, the SBC-WIB will implement a routine practice of surveying those who have accessed our services as a way of identifying our strengths or operational issues. If issues arise, the SBC-WIB will convene to discuss the matter and develop and implement a corrective action plan.

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The LWIA's process for designation and certification of One-Stop operators follows 20 CFR § 662.410. Specifically, the SBC-WIB assures that it has selected the One-Stop Operator with the consent of the CLEO and the Governor. With the implementation of WIA, the SBC-WIB and its partners opted to have the WDD manage the ERCs. The selection of WDD as the One-Stop operator was based on an agreement reached between the Interim Local Board and a consortium of mandated entities, with the approval of the CLEO and the Chief Administrative Officer of San Bernardino County. No appeal process was utilized for this initial selection since the selection was based on an agreement, which was included in the initial 5-year plan that was approved by the State Board and the Governor. This structure has been described in detail and submitted to the State of California Economic Development Department in the County of San Bernardino Workforce Investment Boards 5-Year Local Plan for all subsequent years and has been approved by the State Board and EDD on behalf of the Governor each year. WDD follows all of the DOL Guidance letters and State Directives regarding the services provided by the ERCs to the public. All ERCs are accessible to the public. As a result, WDD has successfully operated the One-Stop delivery system for San Bernardino County since 1995 and has demonstrated the ability to work with various partners in a collaborative manner.

On a yearly basis, the administrative staff under SBC-WIB direction will conduct monitoring visits of the ERCs. Compliance monitoring will be conducted by reviewing records, and review of documents maintained by the LWIA one stop centers. Compliance monitoring will be done on each program or contract. Review consists of onsite reviews, desk reviews of procedures, review of documents maintained, and by submission of a written report of findings to administrative staff.

Based on the findings corrective action plans are developed and implemented for the purposes of alleviating reported inadequacies. By providing resources that are tailored to client requests, the SBC-WIB can effectively orchestrate operational standards to maintain a desirable standard of customer satisfaction.

### **Our PARTNERSHIPS**

Per WIA Section 118(b)(2)(B), the SBC-WIB is in the process of executing new Memorandums of Understanding and Resource Sharing Agreements (RSAs) with partner organizations. Through these negotiated MOU's and RSA's, customers entering the SBC-WIB's ERCs will continue to have the following programs and funding streams available to them: Adult, Dislocated Worker, Youth Services, Unemployment Insurance, Wagner-Peyser, Veterans Programs, Adult Education, Postsecondary Vocational Education, Vocational Rehabilitation, Title V of the Older Americans Act, Job Corps, Trade Adjustment and NAFTA Transitional Adjustment Assistance, Community Services Block Grant, Family Self Sufficiency activities under HUD, and other appropriate federal, state and/or local programs. All services will be blended to ensure universal access to customers. Existing MOUs and RSAs are presented for review in Attachment 10a. [Local Plan Section 7](#)

## **Our PERFORMANCE MATRIX**

The SBC-WIB has consistently met or exceeded the State's and Local Negotiated Levels of performance for all WIA programs. The SBC-WIB will continue to monitor changes in the economy and will use our BSU, ERCs and One-Stop partners to strategically meet all performance goals. **Local Plan Section 8**

The 2013/14 LWIA Goals are provided in Attachment 6 and represent the formal request of the SBC-WIB to the State Board and EDD Workforce Services Branch for performance targets in each of the Common Measures indicated. The SBC-WIB acknowledges that WIA Performance Goals are set using a negotiation process and welcomes the opportunity to engage in the process with the state as early as possible.

### **Additional Performance Measures**

The SBC-WIB believes that the strategies, approaches and initiatives described in this Local Strategic Plan provide a sound foundation for the delivery of service to the business and job-seeking customers in our LWIA. As an organization, we are committed to the concepts of continuous improvement and utilization of data for evidence-based decision-making. Working with our partners, we will continue to drive the direction of service delivery through consistent monitoring and evaluation of sub-contractor performance, delivery of technical assistance to improve performance where necessary, documenting, sharing and implementing best practices, and transparently sharing our results with our stakeholders. Our SBC-WIB Committees and the working team established by the WDD will continue to be organized around the core values we have adopted: Trust, Caring, Courtesy Respect Fairness, Integrity, Honesty and Accountability. Through our Committees and working teams we will begin the process of establishing meaningful local performance measurements, which will be implemented over the course of this Strategic Plan. As we undertake the process of setting additional performance measures, we will first benchmark current performance, using current performance measures as our baseline for gauging subsequent performance and documenting improvement. The following section describes the additional local performance measurements currently under consideration. **High Performance LWIB Standard 5**

With greater emphasis being placed on enrollment of customers into training services, the SBC-WIB intends to implement a local measure documenting the training completion rates achieved by Eligible Training Providers. When implemented, this measure will establish a completion performance floor for all Eligible Training Providers and will become part of the evaluation process for determining their subsequent eligibility for the ETPL. Currently, the SBC-WIB monitors all contracted training providers annually for performance and follows up directly with training participants to ensure completion, placement and retention. Once the completion performance measure is implemented, the SBC-WIB will provide ERC management with quarterly/yearly reports of training provider performance based on results of the administrative team's monitoring of contracted Eligible Training Providers. This information will provide those

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working with our customers' important quantitative information, helping to ensure they are referring customers to training providers demonstrating successful outcomes. As part of the measurement development and implementation process, the SBC-WIB will consider the use of payment benchmarks to training providers for training related milestones such as certificate attainment, completion and employment.

Our interest in the outcomes achieved by our training providers extends beyond their ability to hit a completion performance or entered employment targets. We want to ensure that the training provided to customers results in the attainment of degrees, certificates and/or credentials that are industry-recognized and directly connected to the SBC-WIB's priority industry sectors. The SBC-WIB will work with the WDD leadership team, our training providers and other stakeholders to develop measurement methods, which will provide both qualitative and quantitative information on the employment outcomes of those receiving training.

Over the course of the next 18 months, it is the intent of the SBC-WIB to benchmark performance in the following areas: outreach/branding strategic partnerships, and alternative funding. This information will then be used to inform the development of goals in each of these areas in future years. It is anticipated that these goals will be both qualitative and quantitative in nature. As is our practice, our partners and stakeholders will be fully engaged in the development of these internal performance measures.

**Our ASSURANCES**

The One-Stop delivery system, of which the operator is a part, existed before August 7, 1998; the existing One-Stop system includes all of the required One-Stop partners; and a Memorandum of Understanding has been executed which is consistent with the requirements of the Act [WIA Section 121(d)(2)(A) and Title 20 CFR Part 662.410].

Please see Attachment 1 for the fully executed version of the SBC-WIB Assurances complete with the SBC-WIB Chair's signature.

**Our PUBLIC COMMENT PROCESS**

The SBC-WIB released its 2013-2017 Local Strategic Plan to the public for a 30-day comment period beginning April 22, 2013 and ending May 21, 2013. The Plan was heard and reviewed at the following public meetings:

SBC-WIB Executive Committee Meeting	April 30, 2013
SBC-WIB Full Board Meeting	April 30, 2013
San Bernardino County Board of Supervisors	June 18, 2013

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All comments, recommendations and modifications arising from comments received during these meetings have been incorporated into the final version of the Local Strategic Plan as presented to the San Bernardino County Board of Supervisors on June 18, 2013 and to the State Board on July 1, 2013.

The SBC-WIB relies upon the private business and labor representatives within its membership to provide commentary and feedback on the Local Strategic Plan. These members were present during the SBC-WIB public meetings listed above, and participated in the April 29-30 Strategic Planning Retreat. In addition, the SBC-WIB constructed and published a Stakeholder Survey seeking input on the development of the Strategic plan. The Survey specifically asked stakeholders to respond to a series of questions and through their responses to assist in driving the direction of economic and workforce development throughout the County and the Inland Empire. One hundred sixty-six stakeholders responded to the survey. Results from this input validated the direction of the SBC-WIB has articulated in this document, and were used to add clarity and reinforce priority strategy areas where appropriate. The survey results may be reviewed upon request by contacting the Administrative Offices of the SBC-WIB and requesting a copy of the County of San Bernardino: Strategic Plan Survey.

As of the close of the public comment period on May 21, 2013, one comment had been received. See Attachment 15 for specific information on the comment received and the SBC-WIB's response to this comment.