



# County of San Bernardino

## Local Workforce Investment Plan for 2013-17

Prepared by the San Bernardino County Workforce Investment Board

215 N. D Street, Suite 301, San Bernardino, CA 92401

## 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 Chief Local Elected Official 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 in draft format by the State Board and the Employment Development Department on 04/12/2013. 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 a bit about our County.

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, 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.

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 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.

**Local Plan  
Section 1:  
Vision**

**Section 2  
Economic &  
Workforce  
Analysis**

**HP LWIB  
Standard 1 :  
Vision, Analysis,  
Planning &  
Implementation**

**Standard 2:  
Business Service  
Plan, Partnerships  
and Sectors  
Strategies**

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 does not count 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. This unemployment rate, the U-6 rate, 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 language spoken. 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). 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 assets 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 already discussed.

Ahead of 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 during that time period to \$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 college 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.

With the ill effects of the recession beginning to fade, the County is seeing positive movement in job numbers in several 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 a 23.8% growth rate, and Professional and Business sectors grew by 1.7%. With the addition of 4,000 payroll jobs, 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 jobs pales in comparison to the job growth engine the County was before 2007, it is a welcomed signal that the recovery process has begun.

## Our VISION

The County of San Bernardino understands the importance of identifying a compelling vision as individuals, organizations, communities, regions or 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. Well cast, it serves to reinforce our commitment to serving as conscientious stewards of the resources placed at our disposal.

**Local Plan  
Section 1:  
Vision**

**HP LWIB  
Standard 1:  
Vision, Analysis,  
Planning &  
Implementation**

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, and community service. 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 able 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 it described came to the forefront. Education, Healthcare, Housing, Water, Public Safety, along with Jobs and the Economy make up the elements central to the Vision, with the SBC-WIB and the County’s Workforce Development Department (WWD) intrinsically linked to the Education and Jobs & the Economy elements. In May of 2012, the Board of Supervisors and the SANBAG Board adopted the first two Regional Implementation Goals:

**HP LWIB Standard  
1.1, 1.2**

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 articulated which are aligned with our roles and responsibilities:

- 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 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
- 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 and improve quality of life

**Local Plan Section 1: Vision-Stakeholder Engagement, Preparing Skilled Workers, Support Regional Networks**

While the SBC-WIB will serve a supporting role in some of the action areas identified, we 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, 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.

**Local Plan Section 1: Vision-Business and Industry Goal**

**HP LWIB Standard 1.1, 1.2, 1.3, and 1.4**

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. To this end, maintaining and increasing **Strategic Partnerships** was identified as a key strategy during the SBC-WIB'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 DWD to work from as they engage the broader community in impactful workforce solutions. It has also provided the 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 and educational institutions. 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 in support of the goals of our Chief Local Elected Official and County Executive Officer.

Local Plan Section  
2: Economic/  
Workforce  
Analysis-  
System Alignment

Section 3:  
Business Services  
Plan-Leveraging/  
Braiding,  
Collaboration

HP LWIB  
Standards 1.2,  
1.4, 2.1, 2.2, 2.3

A second overarching strategy critical for the SBC-WIB to successfully accomplishing our mission is increasing both business and job seeker awareness of our services. To this end, we are placing strategic emphasis on **Branding and Outreach/Marketing** 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 of the offerings and assistance available from the County's workforce system.

Local Plan  
Sections 3, 4 and  
5

HP LWIB  
Standards 2, 3, 4  
and 5

Embarking on raising awareness brings with it some element of risk. The funding reality for our programs has been one of diminishing resource. The service demand reality for our programs has been one of increased demand. We realize that we must be concerned about our "market penetration" for this public/private partnership to demonstrate its value, and acknowledge that by doing so we may overwhelm our available resources. To remain true to our desire to demonstrate the value of this partnership-based system and to insure we are able to address increased demand for services, a third strategic priority has been identified—**Identify and Increase Funds from Alternative Funding Sources**.

HP LWIB Standard  
1 and Standard  
2.4

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

## Our INDUSTRIES

Just as the County sets forth its agenda for strategic action each year during an Annual City/County Conference, the SBC-WIB and DWD engage in an Annual Planning Retreat, which typically occurs in the Spring. The narrative that follows describes the kind of information we review and analyze during our strategic planning session. 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”* (ERISS 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”* (ERISS Survey). The results from the 2010 ERISS Survey, the 2012 ERISS Analysis, and the 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 are being 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

At the recommendation of the Executive Committee of the SBC-WIB, these economic drivers have been targeted for focused investment of WIA funding for Classroom Training, On-the-Job Training, 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-WIBs 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 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 like 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 its upcoming Annual Retreat (April 29-30, 2013), the SBC-WIB will consider the creation of a Healthcare Council with the 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. Sharing the SBC-WIB's commitment to better inform the design of workforce strategies, industry representatives from healthcare product and service providers, operators of elder care communities, home care and hospice care providers, and the County's hospitals will be invited 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 workforce strategy formulated will be the articulation of and support for skill enhancement and continuing education opportunities for those in entry and low-skilled positions, to ensure that they do not miss out on long-term access to economic self-sufficiency.

With past success in serving the needs of the healthcare industry, SBC-WIB will build upon its well-established relationships with local community colleges, private vocational schools and our universities to meet replacement and new workforce demands. Effective models used in the past have included 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, 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, and apprenticeship models and facilitate the exploration, development and implementation of these models in collaboration with its industry and education partners.

We agree with the observation articulated in the ERISS Analysis, "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 benefiting from the foundational work that the State Board has been doing under the auspices of its Health Workforce Development Council.

### **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 LA 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.

Based on the ERISS Analysis, 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.

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

- 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 opportunity 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.

**(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 the County's economy, and the diverse employment opportunities it offers to our residents. Manufacturing wages are generally high, including for 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 reinforcing 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 could currently not be filled.

[www.nrccte.org/sites/default/files/publication-files/clusters-complete-update1.pdf](http://www.nrccte.org/sites/default/files/publication-files/clusters-complete-update1.pdf).

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.

### **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 LWI 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 website ([www.nrccte.org/resources/publications/](http://www.nrccte.org/resources/publications/)) 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
- Plumbers
- Electrician
- Masonries

This sector demonstrates strong overlap with the Manufacturing sector and the products that sector provides which are directly used by Construction related operations throughout the County. 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. Exploring the opportunities available for up-skilling residential construction workers to transition into commercial/industrial construction related trades is of particular interest to the SBC-WIB.

**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 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 that its neighbors do. 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 the 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)

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.

## Our APPROACH

The SBC-WIB intends to build upon successful past 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 envisions itself as the "go to" place for workforce development and job training services in the LWIA and the region now and in the future. The 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, and the ERISS Report.

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.

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 WIB. This committee serves as the convening arm of the SBC-WIB and brings key community stakeholders together on a regular basis to align common goals and resources for workforce activities. It also assists the Executive Director and WDD staff with alignment of common goals internally and oversees the development of Memorandums of Understanding (MOUs) and Resource Sharing Agreements (RSAs). Committee membership consists of the Chair, Vice-Chair, Treasurer, Immediate Past-Chair, Chair positions for the Fiscal, Economic Development and Business Resource

Local Plan Section  
6: Administration

HP LWIB Standard  
5: Administration

Committees, as well as any SBC-WIB members who hold current appointments to the State Board.

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 increasing funding, monitoring expenditure rates—including the tracking of the SBC-WIB’s progress on meeting the 25% training expenditure threshold required by SB 734—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

HP 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 also plays 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, the Comprehensive Economic Development Strategy and the EDA Vision 2020, making certain that mutually reinforcing activities are well identified and coordinated.

Local Plan  
Sections 1, 2 and  
3

HP 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

HP LWIB  
Standards 1 and 2

Finally, the **Legislative Committee** provides the SBC-WIB with critical public policy information, assisting our members understand the impacts of existing and proposed public policy on our locally controlled workforce system, and providing insight on the ultimate impacts these policies have on the delivery of services to our customers. As appropriate and within the confines of federal law, 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. This committee will hold primary responsibility for the development of our workforce strategy platform as it pertains to maturing our sector strategy approach to meeting the needs of priority industries in the County.

Local Plan  
Sections 1 and 6

HP 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. 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 to achieve it. The direct programs overseen by the Youth Council provide activities that strengthen basic academic skills to prepare students meet the requirements needed for post-secondary training.

Local Plan  
Sections 1 and 5

HP 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 have been incorporated throughout the remainder of this document.

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 2012 San Bernardino County California Workforce Cluster Analysis (ERISS Analysis), 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.

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

HP LWIB  
Standards 1,  
2, 3, 4, and 5

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)
- Workforce Access Matrix  
[www.matrix.sbcalliance.org](http://www.matrix.sbcalliance.org)

Collaboration/Collective Impact/Partner Engagement/ Regional Strategies:

In the Strategic Planning process, the SBC-WIB has fully embraced collaboration and partnerships with internal and outside agencies. This was done to make certain the SBC-WIB had the benefit of their expertise as the SBC-WIB approached the Plan, and to engage them early in the process so the SBC-WIB is well positioned to leverage the talents and energy of important partners and influencers in the execution of the SBC-WIB's 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's Action Plan for 2012-2013 includes a goal to formalize a regional Local Board partnership. The SBC-WIB and Riverside County Local Board have created a working partnership for Regional Sector Strategies that will continue to meet 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. The mutual agreement includes sharing of any economic, sector, business, population or other trend information or research for which either Local Board enters into contracts. 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

**Local Plan Section  
1: Vision-Business  
& Industry –  
Regional  
Collaboration  
Section 2:  
Economic/  
Workforce  
Analysis  
Section 3:  
Business Service  
Plan**

**HP LWIB  
Standards 1 and 2**

work with the Riverside County LWIB and outreach to other Local Boards in the region with the goal of developing an MOU which describes a regional approach to braiding and/or leveraging resources, and outlines the regions goals and benchmarks that align with the State Strategic Workforce Development Plan 2012-2017.

The SBC-WIB engages priority industry sector employers to ascertain what degrees and credentials are of value to them. 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.

Beginning in 2011 the DWD, at the direction of the SBC-WIB, convened internal County Departments and regional educational institution personal 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 meeting with Team Advantage and The College Workforce Collaborative to discuss grant collaboration issues of concern and for identifying grant resources.

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Sections 1, 2, 3, 4,  
5 and 6

HP LWIB  
Standards 1, 2, 3,  
4 and 5

- **Team Advantage** 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 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.

San Bernardino County Workforce Investment Board  
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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 in order to produce an educated and skilled community. The SBC-WIB's future goal 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:

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

HP LWIB  
Standards 1, 2, 3,  
4 and 5

- 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.

The SBC-WIB is creating and maintaining partnerships that leverage services provided by other organizations. These partnerships include:

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Sections 1, 2, 3, 4,  
5 and 6

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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
- County Aging and Adult Services
- County Sheriff's Department
- County Probation
- County Housing Authority
- Community based organizations, and other stakeholders

Highlights of these partnerships include:

- 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 New Start 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 573 eligible youth, with 148 benefiting from services in San Bernardino County.
- 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 strong and seamless 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 are inviting educators that have existing pre-apprenticeship programs and other members of the labor community to braid resources as a strategy for connecting a pipeline of talent to formal apprenticeship programs and immediate job opportunities. Other members that will be brought to the table are employers who hire represented employees. 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.

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

**HP LWIB  
Standards 1,  
2, 3, and 4**

The SBC-WIB, as represented by DWD staff, participates and 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 exercise includes customers completing Career Assessment in order to establish current skills, interests and abilities and guide decisions that lead to successful careers.

Local Plan  
Sections 4 and 5

HP LWIB  
Standards 3, and  
4

In an effort to increase opportunities for disconnected youth to transition into postsecondary education and careers, the SBC-WIB partnered with the Department of Behavioral Health (DBH) on a Youth Employment and Preparation Program (YEPP) to provide training and employment services, career guidance, skill assessments, case management, supportive services, classroom, and On-The-Job training (OJT) opportunities to 314 diverse youth. Participating youth were Transition Aged Youth (TAY) between the ages of eighteen (18) and twenty-five (25). All were “system involved” meaning they were currently receiving Foster Care services, were Wards of the Court, Probationers, and/or receiving Behavioral Health services.

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Section 5

HP LWIB  
Standard 4

Adjudicated youth were targeted in another collaboration-based project undertaken with the SBC Juvenile Courts. The goal of this joint project was to increase the number of high school students who completed 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.

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Section 5

HP LWIB  
Standard 4

The SBC-WIB, through the DWD, 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.

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, community based organizations, and County departments to identify and address workforce needs and opportunities in each or their locations. Partnerships and collaborations continue to resulted in:

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

HP 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 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.

#### Leveraged Funding Strategies:

The SBC-WIBs Goals for 2012-2013 include the following: Convene county departments, regional education institutions, nonprofit organizations, and other agencies and initiate formal agreements on our approach to securing funding from grants, private foundations, and other state, and federal programs. During this Strategic Plan period, our specific goal is to increasing the monetary and in-kind value associated with the practice of leveraging. The DWD has brought forward numerous opportunities to the SBC-WIB, which have allowed for the reach of WIA funds to be extended and the impact of our services expanded as a result of effective leveraging. We view the practice of

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Sections 3, 4, 5  
and 6

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Standards 2, 3, 4  
and 5

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 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 in 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. 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 serving as its frontline presence with local businesses and will continue this practice.

Local Plan  
Sections 3, 4, 5  
and 6

HP LWIB  
Standards 2, 3,

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 it can, the SBC-WIB will utilize existing advisory groups, board subcommittees and industry organizations rather than replicating efforts already in play;
- Implement a successful branding/marketing 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
- Actively participate 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.

HP LWIB  
Standards 2.2,  
2.3, 2.4, 3.2, 3.3,  
3.4, 4.2 and 4.3

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. We have looked internally at the board membership with the goal of identifying membership gaps and establishing recruitment strategies 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 engagement of new SBC-WIB members as need is

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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.

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Standards 5.2

## 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.

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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 fourteen (14) 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

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any issues 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 us 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 Resources Committee for their use in directing strategy.

As a whole, 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 four Job Placement Specialists (JPS) whose function is to pre-screen and refer qualified job seekers to hiring businesses. Together with the BSR’s, the JPS’s 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 us 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.

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Standards 1.3,  
1.4, 2.1, 2.3, 3.2

In order to hire, 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 media and traditional media marketing, Human Resources management and law, and process improvement techniques are offered throughout the County. A Human Resources Hotline has also 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.

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Standards 2.3, 2.4

We have made customer service a priority in all of our operations, and the BSU is no different. The BSU uses the software program Executive Pulse to record business visits, requests for assistance and services provided. This

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2.2, 2.3, 2.4

program enables the SBC-WIB to track the number and type of services provided and the services most requested our business customers. The information we gather 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 e-mail 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 BSRs discuss 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.

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Standards 2.1,  
2.2, 2.3, 2.4, 3.2,  
3.4

The SBC-WIB, through the BSU, regularly meets and strategizes with employers, educators, and apprenticeship representatives (as available) from each of the demand sectors to identify current and future training needs. Once these workforce needs are identified all partners participate in the development of specific training curriculum to address the skill development needs of the business. This process includes the development of career ladders information that will benefit both 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.

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2.2, 2.3, 2.4, 3.1,  
3.2, 3.3, 3.4, 4.1,  
4.2, 4.3, 4.4

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 DWD. 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

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Rapid  
Response/Layoff  
Aversion

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threshold where these services cannot restore it to a healthy level of function, staff moves in to provide comprehensive rapid response services 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.

When layoff aversion strategies are warranted, the SBC-WIB may leverage Rapid Response and other resources 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.

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2.2, 2.3, 2.4

The SBC-WIB’s BSU Rapid Response Team participates in meetings with regional southern California rapid response coordinators and Local Boards from Ventura to San Diego to discuss businesses anticipating layoffs. These meetings allow them to coordinate actions to assist business and effected workers in the region and local areas.

Small businesses, defined as those with fewer than 100 employees, make up 98% of the County’s economy. Given the important role they play in local job creation, the SBC-WIB has developed strategies to the launch, sustainability, growth and workforce preparation needs of these economic engines. With the implementation of a collaboratively delivered entrepreneurship program, individuals that are interested in starting their own business can 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 to start. 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 planning, networking and

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community resources, sales techniques, presentation skills, and financial management as well as human resource, and time management topics ([www.sbcstartup.com](http://www.sbcstartup.com)).

Customized training is another valuable tool we will continue to deploy as an effective model for meeting very specific training needs for businesses. 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.

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2.1, 2.2, 2.3,  
2.4, 3.2, 3.4

The SBC-WIB has provided customized training for businesses in the following specialty areas:

- 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 the 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 ADULT CUSTOMERS

In the opening pages of this report, we discussed some of the educational deficits characteristic our adult population. Understanding that those with a high school diploma or less experienced 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. While many of the Industries the SBC-WIB has 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

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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. 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.

When surveying employers regarding the most prevalent reasons applicants are not selected for employment opportunities, the lack of industry-specific skills has been called out as the main reason job applicants are rejected (ERISS Analysis). Occupation- and industry-specific training programs would directly address employers' most important demands. As the SBC-WIB shapes strategies to address job-specific skills gaps we are confronted with barriers from employers themselves. Many employers surveyed in the ERISS Analysis indicated that they are unaware, uninterested or leery of the programs offered by the SBC-WIB, Workforce Development, and Economic Development systems in the county. The SBC-WIB is addressing this disconnect through a new branding and outreach strategy discussed previously.

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 our County residents is our One-Stop Delivery System, known in the County as the Employment Resource Centers.

Delivery of Services to Job Seeking Customers:

San Bernardino County Workforce Investment Board  
Strategic Plan 2012-17

There are three Employment Resource Centers 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 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-WIBs Employment Resources Centers along with their locations is provided in Attachment 8.

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Standard 5.2

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.

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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 and co-locate with the EDD. The co-location of these two agencies assists in leveraging funds and staffing, resulting in a seamless delivery of employment services to customers. 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 ERC’s are fully integrated, data collection remains a challenge. At this time, the SBC-WIB is only able to track WIA data for statewide reporting purposes. Only non-WIA outcomes cannot be tracked. The SBC-WIB looks forward to and is committed to assisting EDD in the transition to the statewide data system. 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. The SBC-WIB will offer guidance and system navigation to our partner agencies and organizations when transition to the new system.

All customers using the ERCs have access to a menu of services designed to assist underprepared job seekers and displaced workers based their individual needs. No-cost services offered by the ERCs include job training, job placement, job search, career counseling, skills and aptitude assessment, occupational training, resume writing, interview training, access to computers, printers, telephones and copy machines for job search support.

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Standard 3.2, 3.3

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 on the County's demand jobs as well as assess their personal skill in relationship to those jobs.

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, 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, TABE or ABLE tests. The WIN Career Assessment 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 they are embarking on.

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 project the 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.

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Standard 3.2

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

- 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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Standard 3.2, 3.3,  
3.4

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 point these individuals on a road to 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.

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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Standard 3.1, 3.2,  
3.3

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 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 County's Probation Department several years ago. In fact, County Probation became a partner to the project. Between December 2009 and June 2012, in partnership with the County Probation Department, 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, 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.

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 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-WIBs 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 regional partnership to be developed to serve Veterans and their families.

During the grant funding period 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 Veterans Employment Assistance Program (VEAP). 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 ED 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 services act 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 U.S. 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 has made Assistive Technology Equipment available at the three ERCs. Designated ERC 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 (DWD), 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:

- Department of Rehabilitation
- Social Security
- 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 Superintendent of Schools
- Inland Empire Job Corps
- Local community colleges.

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HP LWIB  
Standard 3.2, 3.3

A large majority of customers using our services are unemployment insurance 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. Additionally, although this LWIA is not a partner to the two DOL's Community College TAA

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outreach grants, awarded in this region, ERC staff is aware of and prepared to offer a comprehensive menu of services to these partners at any of our SBC-WIB's ERCs.

#### Training Strategies Supporting Adult Customers

Existing collaborations between the SBC-WIB, local business and the community colleges have leverage 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 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 in with our priority industries have been presented earlier in this document.

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HP LWIB  
Standard 3.1, 3.2,  
3.3, 3.4

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.

The SBC-WIB, through the ERCs, has partnered with a local community college district to assist with identifying and referring 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 and believes this is one of the premier services that we can offer to the priority sectors we have identified. Our Strategic Plan calls for continued expansion of the use of this successful training method. 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 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 SBC-WIB will also make use of state waivers allowing increased reimbursement levels for OJTs developed to help employers full 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. In 2012 nine customized training service contracts were approved by the SBC-WIB. The SBC-WIB will continue to foster these partnerships and increase the availability of customized training. Additionally, the SBC-WIB will encourage the State Board to continue to seek the extension of waivers that help local businesses wanting to expand or improve their business processes in the 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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HP LWIB  
Standard 3.1

- The SBC-WIBs 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 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.

## Our 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 we are making progress 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, furthering 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 school 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 2012, our WIA Youth program served 574 new program year participants. Within this cohort, 90% were assessed as basic skills deficient

According 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. According to the CI Report in 2010/11, 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, specifically those from low-income communities, who graduate prepared for post-secondary vocational training, advanced training, further education, and/or a career.

The overall County’s unemployment rate is at 10.8% 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 who 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 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, teacher, 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 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.

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HP LWIB  
Standard 4.1, 4.2,  
4.3, 4.4

To provide information to the local community, the Youth Council developed a marketing 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.

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HP LWIB  
Standard 4.1, 4.2,  
4.3, 4.4

Increasingly, the SBC-WIB understands the symbiotic relationship between workforce quality and the economy. The ERISS Analysis 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 partnership with the education system—elementary, secondary and post-secondary— 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.

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7

HP LWIB  
Standard 4.1, 4.2,  
4.3, 4.4

#### 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 our SBC-WIB, our youth program will continue to focus on three primary goals:

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7

HP LWIB  
Standard 4.1, 4.2,  
4.3, 4.4

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.

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.

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During Program Year 2011-2012, the SBC-WIB contracted with 13 youth service providers to assist over 1,330 youths develop the skills needed for successful careers. SBC-WIB will work with this dedicated group of service providers in the current year. At the direction of the Youth Council, the SBC-WIB issues Requests for Proposals to procure youth service providers. Through this process successful competitors are awarded service contracts. 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, Mojave River Academy, Mental Health Systems, Operation New Hope, and Provisional Accelerated Learning Center.

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HP LWIB  
Standard 4.1, 4.2,  
4.3, 4.4

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.

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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 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, DWD funded youth programs have exceeded performance target on these measures each year for the last five (5) program years.

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Sections 5 and 6

HP LWIB  
Standard 4.1, 4.2,  
4.3, 4.4, 5.3

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 intent is to continue to fund what is working, work with areas 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.

To move toward continuous improvement and follow “lead by example” model of service, the SBC-WIB has adopted a 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 monitoring and real program improvement.

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HP LWIB  
Standard 4.1, 4.2,  
4.3, 4.4, 5.3

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.

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HP LWIB  
Standard 4.1, 4.2,

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.

This approach has produced a number of outstanding results:

- Provider cross-referrals of youth to appropriate program provider based upon need.
- Partnership memorandums of understanding to provide in-demand training programs to youth.

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Strategic Plan 2012-17

- Braiding of funding and resources by youth service providers, including bringing youth who demonstrate interest in public service together for leadership activities and workshops, 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, DWD provide 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 County LWIA.

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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 service delivery across the county:

HP LWIB  
Standard 4.1, 4.2,  
4.3, 4.4, 5.3

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 graduation credits. These students also have the opportunity to become enrolled into the Workforce Investment Act (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.

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- 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 the student's success in achieving their high school diploma. The SBC-WIB braids funding from the WIA youth programs and the McKinney Vento Act to safeguard that no child is left behind. ([www2.ed.gov/programs/homeless/guidance.pdf](http://www2.ed.gov/programs/homeless/guidance.pdf))

Regionally, the SBC-WIB has partnered 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 One-Stop Centers 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 ERISS Analysis, 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.

- 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, 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 California manufacturing jobs in demand report July 2012 and the California labor market and economic analysis 2012.

School Districts across the county demonstrated 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.

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 collaborations and the inclusion of structured civic leadership opportunities are required in WIA youth programs throughout the county. Examples 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

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Standard 4.1, 4.2,  
4.3, 4.4 49

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.

- 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 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.
- Alliance for Education provides the SBC-WIB with a valuable partnership with the San Bernardino County Superintendent of Schools. “Linking Learning to Living” the Alliance has partnerships with education, business, labor, government and community. As part of our partnership, the SBC-WIB has worked with the Alliance to launch a workforce tracking tool called the Workforce Access Matrix (WAM). WAM tracks unfilled jobs and

the training providers who have training in disciplines related to those jobs. It has the capability to be used by business site selectors looking to locate or expand business in San Bernardino County, by business owners looking for qualified employees and by youth looking to be trained in local demand occupations. (<http://matrix.sbcalliance.org/>)

As a complement to WAM, the Partnership Connection was also launched. This website connects businesses with service opportunities throughout San Bernardino County. Opportunities include: a speakers bureau, on-site learning opportunities, project/problem based learning, paid and unpaid internships, job shadowing, mentoring, and field study opportunities which demonstrate the academic skills and knowledge needed in the workplace. WAM and the Partnership Connection are additional resource for Workforce Investment Act youth, providers, training institutions and the community.

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.

Finally, The SBC-WIB has a well-established mechanism for provide 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.

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HP LWIB  
Standard 4.1, 4.2,  
4.3, 4.4

## **Our ADMINISTRATIVE CAPACITY**

As noted previously, the SBC-WIB is nested with in the County Government structure of the County of San Bernardino. Within the County, the WIB is housed in and staffed through the Economic Development Agency's Department of Workforce Development.

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HP LWIB  
Standard 5

The Department of Workforce Development has developed the organizational structure, processes and procedures required under federal law to serve as the Administrative Entity for funding received under WIA. The SBC-WIB and WDD organizational are provided in Attachment "A".

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 that are used to ensure operation of the LWIA in compliance with federal, state and local regulations are available on the County's Intranet and are made available to the public upon request.

At the direction of the SBC-WIB, DWD has developed appropriate fiscal and programmatic monitoring policies and processes for the effective monitoring of contractors for WIA services. Using its authority, DWD 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 the 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 from all three (3) LWIA One-Stops 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 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.

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 Adult and Dislocated Worker WIA 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 be expended on training services. Adult and Dislocated Worker WIA formula allocations for workforce

training services are distributed to the SBC-WIBs 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-WIBs 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-WIBs 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.

The SBC-WIB in an effort for continuous improvement 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-WIBs 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 illustrate its return on investment.

The SBC-WIB has a firm commitment to continuous improvement in all areas of service delivery. We currently participate in the state employer satisfaction survey, and understand the need to continuously conduct customer surveys to evaluate the satisfaction with the services provided through our ERC, 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 operational issues. If issues arise, the SBC-WIB will convene to discuss the matter, develop and implement a corrective action plan.

The LWIA's process for designation and certification of One-Stop operators follows § 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 County Department of Workforce Development (DWD) manage the ERCs. The selection of DWD 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 in San Bernardino's in 5-Year plan in all

subsequent years and has been approved by the State Board and EDD on behalf of the Governor each year. DWD 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, DWD 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 documents maintained by the LWIA one stop centers and on each program or contract, conducting onsite reviews and desk reviews of procedures, records, and documents maintained by the contractor or program operations staff, and by submission of written reports of findings. 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.

- Describe the Local Board public comment process, including comment by representatives of businesses and organized labor and input into the development of the Local Plan prior to submission of the plan. Include any comments that represent disagreement with the plan;
- Identify the entity responsible for the disbursement of grant funds. Provide a description of the competitive process used to award the grants and contracts in the LWIA for activities carried out under this plan;
- A copy of the SBC-WIB's By-Laws is provided in Attachment 11.

## **Our PARTNERSHIPS**

Per WIA Section 118(b)(2)(B), the SBC-WIB has fully executed Memorandums of Understanding and Resource Sharing Agreements with partner organizations.

[Local Plan  
Section 7](#)

Through these negotiated MOU's and RSA's, customers entering the SBC-WIB's ERC's 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.

(See Attachment 9 for specific information on existing MOUs and RSAs)

If the Local Plan identifies specific services that are delivered by a One-Stop partner, the MOU with that partner shall describe what that relationship is and contain the required elements

below. A copy of an executed MOU shall be included for every partner program identified in WIA and all other partners providing services through the One-Stop system.

## 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 expressed in the table below 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.

| WIA SECTION 136(b)<br>COMMON MEASURES    | 2012/13<br>STATE GOAL | 2013/14<br>LWIA GOAL |
|--|-----------------------|----------------------|
| <u>ADULT</u>                             |                       |                      |
| Entered Employment                       | 59.0%                 |                      |
| Employment Retention                     | 81.0%                 |                      |
| Average Six-Months<br>Earnings           | \$13,700              |                      |
| <u>DISLOCATED WORKER</u>                 |                       |                      |
| Entered Employment                       | 64.5%                 |                      |
| Employment Retention                     | 84.0%                 |                      |
| Average Six-Months<br>Earnings           | \$18,543              |                      |
| <u>YOUTH COMMON MEASURES</u>             |                       |                      |
| Placement in Employment<br>or Education  | 72.0%                 |                      |
| Attainment of a Degree or<br>Certificate | 60.0%                 |                      |
| Literacy and Numeracy                    | 54.0%                 |                      |

### Additional Performance Measures

Based on evidence-based data, and working with our partners, we will use strategic directions to drive the activities of the SBC-WIB over the course of the next five years. The focus of the SBC-WIB's working committees will be organized around core values, branding, strategic partnerships and securing alternative funding. All work over the next five years will be benchmarked and evaluated against the strategic directions' performance measures.

HP LWIB  
Standard 5

A future goal for the SBC-WIB is to set training completion as an Eligible Training Provider List (ETPL) eligibility requirement and performance expectations for continued eligibility of its training providers. The SBC-WIB annually monitors all contracted training providers for performance and follows up directly with training participants to ensure completion, placement and retention. The SBC-WIB will provide ERC management with quarterly/yearly reports of training provider performance based on the SBC-WIBs administrative teams monitoring of ETPL and contract providers to ensure they are referring customers to training providers where they will be most successful. The SBC-WIBs' strategies for coming years would be to review current benchmarks for training providers including employment as a major percentage of payment and performance as ongoing eligibility to provide training.

A goal for the SBC-WIB is to identify high-quality training providers based on credentials attained and relevant employment outcomes for graduates. Future plans include a yearly local report created from monitoring results on completion and employment performance broken down by all SBC-WIB contracted providers. The SBC-WIB will identify high-quality training providers based on credentials attained and relevant employment outcomes for graduates and assist them in applying for ETPL eligibility if not already listed.

A goal for the SBC-WIB is to set the attainment of industry-recognized degrees, credentials or certificates in the priority industry sectors identified in its detailed economic and workforce analysis as a measurable expectation in its training investments.

## **Our ASSURANCES**

- A. The SBC-WIB assures that it will comply with the uniform administrative requirements referred to in WIA Section 184(a) (3).
- B. The SBC-WIB assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA Section 181(b)(7)]
- C. The SBC-WIB assures that the board will comply with the nondiscrimination provisions of WIA Section 188.
- D. The SBC-WIB assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.

- E. The SBC-WIB assures that there will be compliance with grant procedures of WIA Section 189(c).
- F. The SBC-WIB assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.
- G. The SBC-WIB assures that veteran workforce investment programs funded under WIA, Section 168 will be carried out in accordance with that Section.
- H. The SBC-WIB assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates, or other special provisions as may be required under Federal law or policy, including the Workforce Investment Act or State legislation.
- I. The SBC-WIB assures that when allocated adult funds for employment and training activities are limited, priority shall be given to recipients of public assistance and other low-income individuals for intensive and training services. [WIA Section 134(d)(4)(E), 118(b)(4), and CUIC Section 14230(a)(6)]
- J. The SBC-WIB certifies that its One-Stop Centers will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right to access by State labor organization representatives pursuant to the Ralph Dills Act. [Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code, and CUIC Section 14233]
- K. The SBC-WIB assures that State employees who are located at the One-Stop Centers shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at One-Stop Centers shall retain existing civil service and collective bargaining protections on matters relating to employment, including but not limited to: hiring, promotion, discipline, and grievance procedures.
- L. The SBC-WIB assures that when work-related issues arise at One-Stop Centers between State employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The One-Stop Career Center operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act [Part 2.8 (commencing with Section 12900) of Division 3, of Title 2 of the Government Code], threats and/or violence concerning State employees, and State employee misconduct.

- M. One-Stop Operator is responsible for administering One-Stop Center services in accord with roles to be determined by the SBC-WIB. The SBC-WIB assures that the selection criteria it has used to determine the One-Stop operator meets the following criteria: 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 an MOU 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}

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