

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

439



SUBMITTAL DATE:
August 8, 2013

FROM: Economic Development Agency

SUBJECT: Riverside County Strategic Workforce Development Plan Program Year 2013-2017

RECOMMENDED MOTION: That the Riverside County Board of Supervisors:

1. Approve the Riverside County Strategic Workforce Development Plan for Program Years (PY) 2013-17; and
2. Authorize the Chairman of the Board to execute the Plan for submission to the California Workforce Investment Board (State Board).

BACKGROUND: (Commences on Page 2)

Robert Field
Assistant County Executive Officer/EDA

By: *Arnie Sahhar* 7/23/11
 Arnie Sahhar, Deputy County Counsel
 Riverside County Office of County Counsel

Dept's Recomm.: Consent Policy
 Per Exec. Ofc.: Consent Policy

FINANCIAL DATA	Current F.Y. Total Cost:	\$ 0	In Current Year Budget:	Yes
	Current F.Y. Net County Cost:	\$ 0	Budget Adjustment:	No
	Annual Net County Cost:	\$ 0	For Fiscal Year:	2013/14

COMPANION ITEM ON BOARD AGENDA: No

SOURCE OF FUNDS: N/A	Positions To Be Deleted Per A-30	<input type="checkbox"/>
	Requires 4/5 Vote	<input type="checkbox"/>

C.E.O. RECOMMENDATION: APPROVE

BY: *Jennifer L. Sargent*

County Executive Office Signature Jennifer L. Sargent

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Stone, seconded by Supervisor Ashley and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Tavaglione, Stone, Benoit and Ashley
Nays: None
Absent: None
Date: August 20, 2013

Kecia Harper-Ihem
 Clerk of the Board
 By: *Kecia Harper-Ihem*
 Deputy

Prev. Agn. Ref.: _____ **District:** All **Agenda Number:** **3-20**

ATTACHMENTS FILED
 WITH THE CLERK OF THE BOARD

BACKGROUND:

The Local Workforce Investment Board (WIB), with the approval of the Board of Supervisors, is required by the Workforce Investment Act (WIA) Section 118 and California Unemployment Insurance (UI) Code Sections 14221-14222 to submit to the State Board a comprehensive local plan that mirrors the vision, strategy, and goals of the State Strategic Workforce Development Plan (State Plan) – *Shared Strategy for a Shared Prosperity*.

The local plan conveys the WIB's vision, goals, and objectives for the local workforce development system and identifies specific strategies that address regionally specific workforce and economic development needs. The WIB engaged in a comprehensive, data-driven planning process. The process engaged employers from the WIB's priority industry sectors, labor organizations, education partners, including K-12, adult education, community colleges and universities, community based organizations, and other key partners in the development of the WIB's goals and strategies.

The State Board will review the local plan to ensure that it contains key required elements such as:

- WIA Local Plan elements required by the United States Department of Labor Employment and Training Administration (DOLETA) and UI Code Section 14221, such as:
 - Locally negotiated performance levels;
 - Updated MOUs;
 - Budget plans;
 - Participant summaries; and
- State requirements and strategies related to the Workforce Training Act [UI Code Section 14220(c)].

On May 23, 2013, the local plan was published for the mandatory 30-day public comment period. No comments were received during this period, nor during the WIB's Executive Committee meeting held on June 12, 2013. The final local plan will be submitted to the State Board for approval.

Attachment:

Riverside County Strategic Workforce Development Plan PY 2013-2017

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

Local Workforce Investment Area:

Name: County of Riverside

Date of Submission: July 1, 2013

Contact Person: Felicia Flournoy

Contact Person's Phone Number: (951) 955-6615

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

Special requests for services, aids, and/or special formats may be made by contacting the California Workforce Investment Board at (916) 324-3425. The TTY line: (916) 324-6523.

2013-2017

Riverside County's Strategic Workforce Development Plan



RIVERSIDE COUNTY
WIB
orkforce Investment Board



Riverside County
Economic Development Board
1015 Spruce Street, Suite 310
Riverside, CA 92507
(951) 955-1100
(951) 955-8887/1157
www.economicdevboard.com

Message from the Chair

I would like to thank you for your support of the Riverside County Workforce Investment Board whose mission is to provide leadership to the workforce development system in Riverside County. There are approximately 600 Workforce Investment Boards throughout the nation and 49 in California. All of the Workforce Investment Boards serve as conveners to identify and act collectively to address workforce issues.

During the economic downturn, Riverside County has experienced higher unemployment rates than the nation. The Riverside County Workforce Investment Board continues to offer "*Infinite Opportunities and Lasting Prosperity*" through a myriad of innovative, integrated, and comprehensive universal services for jobseekers (adults or dislocated workers and youth) and employers. Our seamless service delivery system is renowned for its state-of-the-art methods of service delivery, while receiving recognition and ongoing acknowledgement from peers and customers for our high performance and continued excellence.

The Riverside County Workforce Investment Board's strategic plan identifies optimal goals combined with outcome measures. The plan ensures the delivery of quality services through a continuous quality improvement process. The current strategy is to address the regional workforce needs by focusing on industry sectors offering high growth and high wage or high demand occupations for job seekers and identifying qualified candidates for employers.

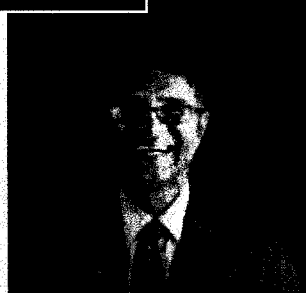
The Riverside County Workforce Investment Board will continue to provide workforce development services for current and future economic needs through strong partnerships with education, the public sector, business, labor and other organizations. Again, thank you for continuing to support the Riverside County Workforce Investment Board's goal to assist Riverside County residents and business in an effort to be globally competitive.

Sincerely,



Jamil Dada, Chair
Riverside County Workforce Investment Board

May 2013



Jamil Dada is a long-time member of the Riverside County Workforce Investment Board (WIB). As a gubernatorial appointee, he has been a member of the California Workforce Investment Board (CWIB) since 2003 and Past Chairman of the National Association of Workforce Boards (NAWB).

Workforce Investment Board Members

Jamil Dada - Chair
Provident Bank

Barbara Olivier
Riverside County Human Resources

Brian Unitt
Holstein, Taylor and Unitt Law Offices

Charles Martin
Morongo Band of Mission Indians

Chuck McDaniel
International Brotherhood Electrical Workers #440

Darryl Rawlings
East West System Solutions

Debra Martin
Wells Fargo Bank

Donna Rayford
SYSCO Systems Inc.

Duane Friel
International Union of Operating Engineers

Francisca LeDoux Hernandez
Painters and Allied Trades District Council #36

Guy Reams
DataLink

Imran Farooq
La Sierra University's School of Business

Juan DeLara
Federated Insurance

Ken Orr
Southern California Laborers' Apprenticeship

Kenny Calvin
Laborers' International Union

Laurie Stalnaker
Central Labor Council, AFL-CIO

Morris Myers - Vice Chair
Economic Development Corporation of Southwest California

Barbara Howison
Riverside County Library Systems and Services, Inc

Brooks Lockhart
California Indian Manpower Consortium, Inc

Cheri Greenlee
Employment Development Department

Claudia Lopez
Inland Empire Job Corps

Deanna Lorson
City of Riverside

Diane Stuart
Skat Trak

Ed Garcia
Painters and Allied Trades District Council #36

Greg Doonan
Riverside Medical Clinic

Iddo Benzeevi
Highland Fairview

Jim King
Strategic Connections

Julie Adams
Kenneth Cole

Kenneth Clark
Citizens Business Bank

Laurie McLaughlin
Mt. San Jacinto College

Layne Arthur
Balfour Beatty Construction

Lisa Brandl
Riverside County Economic Development Agency



Riverside County's Strategic Workforce Development Plan

2013-2017

Lea Petersen
Southern CA Gas Company

Louis Davis
Southern CA Edison

Lupe Del Gado
Schneider Logistics

Maria Juarez
Community Action Partnership of Riverside County

Louise Oppenheim
Morgan Stanley Smith Barney

Michele Wilham
Riverside County Office on Aging

Mark Katan
Office Depot

Paul Marchand
Law Offices of Paul S. Marchand

Patricia Pimentel
Manpower Staffing

Robert Frost
International Brotherhood of Electrical Workers #440

Peter Hubbard
American Medical Response

Scott Mann
Mann Consulting

Ron Vito
Riverside County Office of Education

Shelagh Camak
Riverside City College

Sharon Duffy, Ph.D.
University of California, Riverside Extension

Susan Loew
Department of Public Social Services

Stan Stosel
International Brotherhood of Electric Workers #47

Vincent McCoy
Inland Empire SBDC

Susan Senior
Department of Rehabilitation



Council for Youth Development Members

Michael Belknap
County of Riverside Probation

Josiah Bruny
Music Changing Lives

James Dew
Youth Participant

Lyn Garcia
Community Action Partnership of Riverside County

Robin Goins
Smooth Transitions, Inc.

Carrie Harmon
Housing Authority of the County of Riverside

Jill Marks
Riverside City College

Chuck McDaniel
International Brotherhood Electrical Workers #440

Kim McNulty
Coachella Valley Economic Partnership (CVEP)
Career Pathways Initiative

Laurie McLaughlin
Mt. San Jacinto College

Tony Ortiz
Riverside City College

Rosa Penalzoza
The Oasis Perris Youth Center

Mary Jo Ramirez
California Family Life Center

Nafeesah Tillman
County of Riverside Probation Department

Tracey Vackar
Riverside County Office of Education

Charles Walker
City of Temecula

Michelle Wohl
Riverside County Department of Public
Social Services, Children's Services Division

Caser Navarrete
Family Service Association



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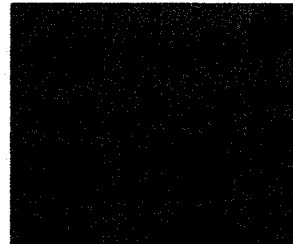
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EXHIBITS

- A. Riverside County LWIA One-Stop Locations
- B. Strategic Priority Setting 2013-2014
- C. Economic and Workforce Information Analysis
- D. Strategic Objectives PY12-13
- E. Comprehensive List of Services
- F. WIB Policy Apprenticeship Coordination

ATTACHMENTS

- 1. Assurances
- 2. Title 1B Participant Plan Summary
- 3. Title 1B Budget Plan Summary (Adult and Dislocated Worker)
- 4. Title 1B Budget Plan Summary (Youth)
- 5. Negotiated Levels of Performance
- 6. Comprehensive One-Stop Center Partner Listing
- 7. Memorandums of Understanding (MOU)
- 8. State of California Local Area Grant Recipient Listing
- 9. Copy of Local Board Bylaws
- 10. Local Workforce Investment Board Recertification Request
- 11. Program Administration Designee and Plan Signatures
- 12. Public comments received that disagree with the local plan



Foreword

I am pleased to present the Riverside County WIB's 2013-2017 Riverside County Strategic Workforce Development Plan. This document will guide us over the next five years as we continue our progress towards achieving infinite opportunities and lasting prosperity for our local residents.

Over the last few years, the WIB and the local one-stop system have taken proactive steps to promote and develop ongoing partnerships within business and industry, education, the local economic development system, and community-based organizations to meet the workforce challenges of California's competitive and increasingly globalizing and rapidly changing economy.

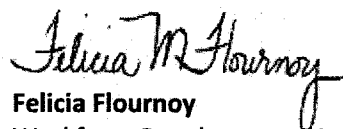
Our local one-stop centers ceaselessly strive for continuous improvement and performance excellence in serving our customers. And I am very excited to share with you the strategies, goals, and innovations that make Riverside County's local workforce development system well-respected by our customers, employers and industry, and peers at the state and federal levels.

During this Strategic Workforce Development Plan cycle, the State Board, on behalf of the Governor, will perform three required activities:

- Approve local plans based on adherence to the *State Strategic Workforce Development Plan*
- Biannually recommend Local Workforce Investment Board (LWIB) recertification
- Evaluate LWIB performance for biannual "High-Performance" certification

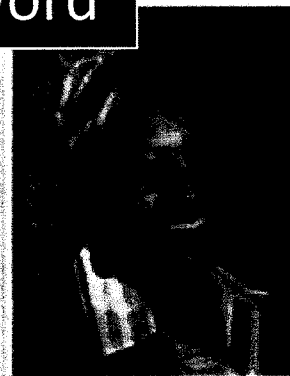
The State Board is combining the three above activities into a single evaluation process for 2012-2013. With this in mind, our local strategic workforce development plan attempts to follow the High-Performance Local Board Standards and Evaluation Criteria for Local Plans as closely as possible.

The goals and measures identified in this dynamic plan are meant to reach out to each and every one of our customers, partners and stakeholders and to provide leadership to the workforce development system in Riverside County.



Felicia Flournoy
Workforce Development Director
Riverside County Economic Development Agency

May 2013



I. VISION

The 2013-2017 Strategic Workforce Development Plan presents the Riverside County Workforce Investment Board's (WIB) vision, goals, objectives, and strategies for the local workforce development system. The plan identifies specific strategies that address regionally specific workforce and economic development needs and is consistent with the State Strategic Workforce Development Plan – *A Shared Strategy for a Shared Prosperity*.

We face a churning economy and even with a double-digit unemployment rate skill shortages continue in many of the county's industries. The increasing diversity of the workforce creates new challenges and opportunities to create a workforce system focused on innovation and skills development. Through strong strategic partnerships with private-sector businesses, local government, community-based organizations, institutions of higher education and K-12 education, the WIB is positioning itself to serve as the pipeline necessary for continued economic recovery and long-term growth.

The Riverside County WIB envisions a workforce development system that is responsive to the demands of not only our local economy but the global economy. The WIB's Mission, Vision, and Values set the framework for strategic objectives and action plans and guide all continuous quality improvements in the operation of our local workforce development system.

VISION

Infinite Opportunity, Lasting Prosperity

MISSION

We provide leadership to the workforce development system in Riverside County by supporting economic development and talent management.

CORE VALUES

- **Trustworthiness:** Be honest • Don't deceive, cheat or steal • Be reliable — do what you say you'll do • Have the courage to do the right thing • Build a good reputation • Be loyal — stand by your family, friends and country
- **Respect:** Treat others with respect; follow the Golden Rule • Be tolerant of differences • Use good manners, not bad language • Be considerate of the feelings of others • Don't threaten, hit or hurt anyone • Deal peacefully with anger, insults and disagreements
- **Responsibility:** Do what you are supposed to do • Persevere: keep on trying! • Always do your best • Use self-control • Be self-disciplined • Think before you act – consider the consequences • Be accountable for your choices
- **Fairness:** Play by the rules • Take turns and share • Be open-minded; Listen to others • Don't take advantage of others • Don't blame others carelessly
- **Caring:** Be kind • Be compassionate and show you care • Express gratitude • Forgive others • Help people in need
- **Citizenship:** Do your share to make your school and community better • Cooperate • Get involved in community affairs • Stay informed; vote • Be a good neighbor • Obey laws and rules • Respect authority • Protect the environment

VALUE PROPOSITION

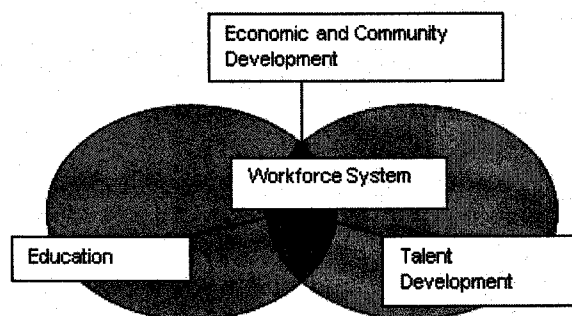
We provide personalized service in meeting our customers' needs by thoroughly analyzing and anticipating those needs; we save our business customers time and money by providing human capital that is assessed and screened thus creating a flow of ready and prepared potential workers; we provide our job seeking customers resources designed to get to work or back to work more quickly; and for all our customers we provide services that are accessible, skilled, and knowledgeable in comfortable and professional environments.

CUSTOMERS

- Our primary external customers are businesses and current and future jobseekers.
- Our workforce partners and staff are our internal customers.

Locally, the WIB has defined the workforce development system as the intersection of three community sectors (Figure 1), where the educational sector (i.e. institutions that provide educational opportunities), the economic development sector, and the talent development sector overlap in a common mission to match supply and demand.

Figure 1



Goals and strategies identified in this plan are meant to clarify our focus to ensure that we attend to:

- Ensuring that the workforce development system is viewed as relevant and important to local, state and national policy makers;
- Ensuring that jobseekers have the skills and competencies required for demand occupations; and
- Ensuring that the WIB enhances its image in the community and communicates to its customers and potential customers using 22nd Century tools and technologies.

This plan and set of strategic goals and strategies are meant to become the methodology for the administration of the local workforce development system. If it is successful, this process will not have yielded a plan to be placed on the shelf, but will have served as a catalyst for the process of planning strategically at all times and at all levels throughout the system. In order to achieve our vision, the plan sets a framework for ongoing re-evaluation of the critical knowledge bases that form the framework of our world, including:

- Sensitivity to the future economic environment;
- Understanding of the capacity and strategic position of the organization; and
- Effective analysis of the ethical implications of policy and program choices.

The quality of the WIB is measured by the quality of its delivery system, staff, and facilities. These are the primary areas where qualitative growth and development are essential. The Riverside WIB's strategic long-range plan represents a compass the organization will use to guide its work into the latter half of the decade. Each year, the plan will be updated based on experience or new circumstances or as new opportunities or challenges emerge. Similar to the California Strategic Workforce Development Plan, it is considered a "living document" that the WIB and community partners will modify and update as needs and economic conditions change. It is our hope that this plan captures the new environment expected to exist in a rapidly evolving world.

California's Strategic Workforce Development Plan – *A Shared Strategy for a Shared Prosperity* – builds on emerging efforts by Local Boards, community colleges, adult education providers, community-based and economic development organizations, unions, and employers to address these and other critical challenges. The State Plan begins with the articulation of broadly shared goals.

- **Business and Industry.** *Meet the workforce needs of regional economies and high demand industry sectors with the best potential for new jobs.*
- **Adults.** *Increase the number of Californians, including from under-represented demographic groups, who complete at least one year of postsecondary education with a marketable credential or degree, with a special emphasis on veterans, disabled individuals, disconnected youth, formerly incarcerated, and other at-risk populations.*
- **Youth.** *Increase the number of high school students, including those from under-represented demographic groups, who graduate prepared for postsecondary education and/or a career.*
- **System Alignment and Accountability.** *Support system alignment, service integration and continuous improvement through shared data, common participant tracking, and evidence-based policymaking.*

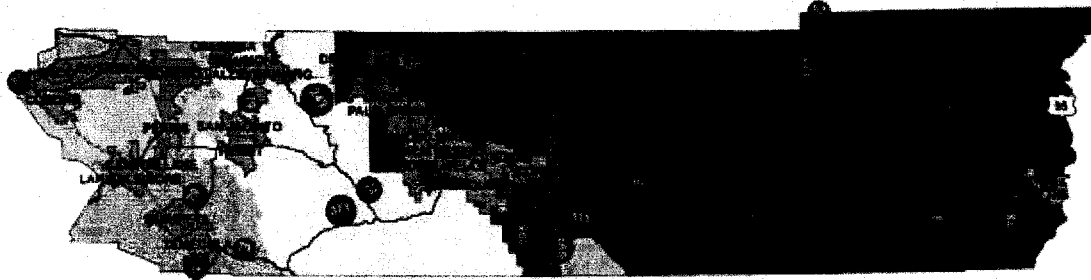
The WIB's priority for 2013-2017 is to link the state goals with the WIB's goals as outlined in §II. Strategic Planning and Implementation – Strategic Goals. Both sets of goals are compatible and will set the framework that will result in a skilled workforce, a vibrant economy, and shared prosperity for all Californians.

BACKGROUND

Riverside County covers 7,295.6 square miles in the southeastern part of California, and stretches from Orange County, California to the Colorado River which forms the border with Arizona (Figure 2). The County's population of 2.3 million in 2012 is expected to reach 3.5 million by 2030, which will make Riverside County California's second most populous county. The county is the fourth largest in population of the fifty-eight counties in California and is the

eleventh largest in the nation.¹ The county is comprised of 27 cities plus unincorporated areas, representing a total of 343 census tracts.

Figure 2



The Riverside County WIB provides oversight for the Workforce Investment Act (WIA) programs in Riverside County. The WIB acts as a catalyst to provide seamless services among various workforce programs, and provides community leadership around workforce issues. We accomplish this task through our comprehensive One-Stop Career Centers, the Riverside County Workforce Development Centers (WDC). The Riverside County Economic Development Agency (EDA) – Workforce Division (WD) is the designated administrative entity for the Local WIB, under WIA Section 117(f)(2), and operates the WIA programs in the local area.

The WIB, through the EDA-WD, operates three WDCs, four satellite offices, and one mobile One-Stop (M1) serving adult job seekers including youth ages 18 years and over, and six Youth Opportunity Centers (YOC) providing a system of support for the educational and employment success of youth in the area (ages 16-21). All 13 centers provide services to employers. Three centers are located in the cities of Riverside, Indio and Murrieta; the satellite offices are located in Blythe, Hemet, Moreno Valley, and Palm Desert; and the YOCs are located in Indio, Perris, Lake Elsinore, Moreno Valley, Hemet, and Rubidoux. All one-stop locations are listed in **Exhibit A**.

The Riverside County WDCs operate as One-Stop Career Centers that are the hub of the county-wide service delivery vehicle for workforce, education, and business services. Workforce Investment Act (WIA) funds allocated to the WIB support the job training, placement, and business services delivered through the One-Stop Career Centers. These Centers, through partnerships with other local, state and federal agencies, education and economic development organizations provide access to job skills development and business services vital to the social and economic well-being of Riverside County communities.

PY11-12 ACCOMPLISHMENTS

We are proud to share our past accomplishments over the past year:

¹ Table 7. Resident Population Estimates for the 100 Largest U.S. Counties Based on July 1, 2011 Population Estimates: April 1, 2010 to July 1, 2011 (CO-EST2011-07)

- Assisted 1,042 businesses with hiring qualified candidates to meet their workforce needs
- Provided an additional 21 businesses and 1,652 affected workers with outplacement services
- 73,173 job seekers received individualized career counseling, skill development and job placement services. Each month an average of 6,100 job seekers accessed services and resources at the centers
- Executed 218 On-the-Job Training and Employment Training Panel contracts with local businesses to help them offset the costs of hiring and training 239 employees
- 45% of adult job seekers and 49% of laid-off workers were placed in employment. 76% of the adults and 80% of the dislocated workers retained their employment six months after initial placement
- Received a Veterans Employment Assistance Program grant to serve 90 veterans in an initiative that recognizes the skills they have gained from military service
- Provided 1,103 low-income, young adults with long-term and comprehensive services through our Youth Opportunity Centers. Services focused on academic achievement, workforce preparation, and leadership development
- 80% of the youth served attained an educational degree or certificate and 58% were placed in employment or enrolled in a post-secondary education program
- Awarded \$6 million in federal Workforce Innovation Funds over four years for a three-county project to provide specialized educational and employment services to disconnected young adults ages 18-24

PURPOSE

WIA Section 118 and California Unemployment Insurance (UI) Code Sections 14221-14222 require the Local Boards to submit a comprehensive five-year Local Plan to the State Board. The Local Plan mirrors the State Strategic Workforce Development Plan and identifies the Local Board strategies to achieve the State Strategic Workforce Development Plan goals and actions.

The Governor's vision calls for a State strategy based on ongoing skills attainment focused on regional growth industry sectors and clusters. By braiding education, training, and employment services together to support these sectors, the workforce system can effectively address employers' needs for a high quality, appropriately skilled workforce and support workers' needs for well-paid, steady work.

Through this plan the WIB is committed to:

- Take on a strategic community leadership role that engages diverse partners and stakeholders;
- Prioritize and invest in worker training;
- Adopt and use sector partnerships as a key part of service delivery;
- Publicize workforce successes; and
- Continuously improve service delivery.

II. STRATEGIC PLANNING AND IMPLEMENTATION

The Riverside County WIB conducts a comprehensive strategic planning process that is currently set on a three-year/12-quarter cycle. The strategic planning cycle engages employers from

priority industry sectors, labor organizations, education partners, including K-12, adult education, community colleges and universities, community based organizations, and other key partners. The strategic planning process is the methodology for the local workforce systems' operations. Every three years a new strategic plan is developed. Approximately six months prior to the strategic planning retreat a series of focus groups are held with job seekers, businesses and partners/stakeholders. The purpose is to identify what individuals value about the services we offer as well as what they expect from the system. The results are then provided to regional committees as part of a data book that is used to conduct Strength, Weakness, Opportunities and Threats (SWOT) analyses and regional action plans.

The regional committees are made up of invited community members and WIB members. Their focus is to review the data, think through the core business of the workforce development system, figure out the challenges of the future and identify how to best provide value-added services to the community, customers, businesses and partners. The committees meet three times over a three month period. The end result is a regional action plan. These plans are then included as part of the strategic planning data book that is used by all those in attendance at the full WIB strategic planning retreat.

At the strategic planning retreat, the WIB and guests (including regional team members) are led through a process where they review the action plans, identify commonalities among the plans and develop a unified Strategic Plan to be followed for the next three years. During the intervening years, annual strategic planning retreats are held where the WIB et.al. reviews progress made in achieving the goals of the plan (including regional goals and objectives), discuss strategies to achieve the goals and makes adjustments mid-course, if warranted. The WIB then develops a strategic action plan to use for the next 12 months. In addition, the standing regional committees all have action plans that support the strategies and goals of the WIBs plan.

ACKNOWLEDGEMENTS

The following individuals/organizations provided their time, energy and commitment to the strategic planning process.

Regional Strategic Planning Team Members:

Mid County

Michael Conner***	Mt. San Jacinto College
Cindy Delanty	Library Systems and Services
Mark Dunlap	Riverside County Office on Aging
Debbie Franklin	City of Banning
Joyce Holzer	California Department of Rehabilitation
Richard Lemire	Community Action Partnership
Robert Little*	Little Insurance Co.
Pat Ramos	Workforce Development
Kyle Warsinski	Beaumont Community Development

Southwest

Carl Burke*	Abbott Vascular
-------------	-----------------

Bruce Coleman	City of Murrieta
Frances Gines	State of California Employment Development Department
Nancy Horton	City of Canyon Lake
Laurie McLaughlin***	Mount San Jacinto College
Morris Myers	Economic Development Corporation of Southwest California
Alicia Ramirez	Center for Employment and Training
Pat Ramos	Workforce Development
Don Sparks	County of Riverside Department of Public Social Services
Jenny Ting	Riverside County Economic Development Agency

Western

Kathy Boyer	Workforce Development
Russell Best	State of California Employment Development Department
Shelagh Camak***	Riverside Community College
LaDonna Jempson*	Flexsteel
Greg Lee	City of Riverside
Susan Loew	County of Riverside Department of Public Social Services
Vincent McCoy	Inland Empire Small Business Development
Rob Moran	Riverside County Economic Development Agency
Nancy Pavelsky***	Riverside County Office of Education

Eastern

Russell Best	State of California Employment Development Department
William Claire	Community Action Partnership of Riverside County
Barbara DeBoom	Palm Desert Chamber of Commerce
Wendy Frederick	Workforce Development
Lee Haven*	Granite Construction
John Jaramillo***	College of the Desert
Pam Licalsi***	College of the Desert
Chuck McDaniel**	International Brotherhood of Electrical Workers Local 440
Kim McNulty	Coachella Valley Economic Partnership
Victor Simmons	Westin
Cathy Van Horn	City of Palm Springs
Israel Vasquez	County of Riverside Department of Public Social Services
Yvonne Villalobos	Workforce Development
Mark Weber	Desert Communities Enterprise Zone
Elizabeth Hawkins	County of Riverside Department of Public Social Services

Facilitated by Lori Strumpf, **Strumpf Associates: Center for Strategic Change**

*Priority Industry Sector Employers

**Labor Organizations

***Education Partners

STRATEGIC APPROACH

During 2010 and the early part of 2011, the WIB developed a new strategic approach for the next three years. This strategic long-range plan is not intended as a substitute for an annual program or operating plan. It does not detail all the initiatives, programs, and activities the WIB

will undertake in the course of serving its customers, nor can it foresee changes to the underlying assumptions on which key strategic choices were based. Instead, the strategic plan identifies what the WIB is not doing today, but must be doing in the future to be successful. This plan is forward thinking and inclusive of stretch goals where work will begin on resource development and implementation; however full completion may take us into the following strategic planning period. The strategic plan implies change--doing new things or doing more or less of current activities to ensure successful and sustainable outcomes.

The strategic plan and the assumptions made are revisited at least once per quarter by the WIB. It also revisits the entire plan annually to engage in two activities: 1) Industry Sector Analysis; and, 2) Priority Setting for the upcoming year (See **Exhibit B**). It is at this time that the WIB also makes modifications and mid-course corrections to the Strategic Plan, if necessary, by examining the current strategy within the context of new data, current accomplishments, and new strategic imperatives.

The WIB considers local industry sectors (See §III. Economic and Workforce Information Analysis – Local Industry Sector Profiles) by considering:

- Industries projected to add a substantial number of new jobs to the regional economy;
- Industries that have a significant impact on the overall economy;
- Industries that are being transformed by technology and innovation that require new skill sets for workers;
- Industries that are new and emerging and are expected to grow;
- Industries that are experiencing or projecting significant job openings or skills gaps due to retirements or labor market volatility/churn.
- Industries that are generating new or increasing the demand for “green jobs”

Industry sectors are systematically evaluated on an annual basis using criteria established by the WIB – **high-wage, high-growth OR high-demand**. The WIB may look at local industry sectors sooner if there is some labor market/data based “trigger” within a given year that would necessitate a closer analysis. Based on the data and the criteria, the WIB also assess whether there should be other industries considered; and sector recommendations for focus moving into a new strategic plan (2014 and beyond).

Each year, Strategic Planning Team members are provided with a comprehensive data book prior to the Strategic Planning Annual Retreat. The Data Book contains: Outcome measures, local and regional demographics, local and regional labor market information, and local industry sector profiles. A regional Economic and Workforce Information Analysis (**Exhibit C**) is prepared that details industry sectors and occupational clusters within the region that are high-growth, high-demand, skill shortages (due to replacements and/or growth), and/or vital to the regional economy. All strategic initiatives are data-driven.

STRATEGIC GOALS

The following three strategic plan goals are the result of an evidence-based strategic planning process (See §II. Strategic Planning and Implementation - Strategic Approach) by the WIB, employers from priority industry sectors, labor organizations, education partners, including K-

12, adult education, community colleges and universities, community based organizations, and other key stakeholders (See §II. Strategic Planning and Implementation - Acknowledgements).

Business and Industry Goal

State Goal: Meet the workforce needs of high demand sectors of the state and regional economies.

Local Goal: We will align the WIB's service delivery system to meet industry needs and to enhance the WIB's image and visibility.

ACTIONS TO GET US THERE:

1. Evaluate the current industry sector approach to ensure targets are in current and future economic growth sectors.
2. Strengthen employer engagement through industry alliances in the targeted industries.
3. Maintain and grow the market share of businesses accessing workforce services through the WIB.
4. Leverage the development of career ladders to move entry level workers to more skilled levels.
5. Define brand equity for the WIB and continue to foster a public image and to increase public awareness.
6. Create a strategic marketing and communication plan that incorporates the use of social networking tools to raise awareness of the usefulness and quality of the existing network of workforce services.
7. Define the WIB's core products and services and continue to evolve the continuous quality improvement system linked to customer expectations.

Adult and Youth Goal

State Goal (Adult): Increase the number of Californians, including from under-represented demographic groups, who complete at least one year of post-secondary education with a marketable credential or degree, with a special emphasis on veterans, disabled individuals, disconnected youth, and other at-risk populations.

State Goal (Youth): Increase the number of high school students, including those from under-represented demographic groups, who graduate prepared for postsecondary education and/or a career.

Local Goal: Prepare the workforce for current and future economic needs.

ACTIONS TO GET US THERE (Adult):

1. Develop sustainable forecasting mechanisms to be proactive in determining current and future skill needs of business and industry.²
2. Align K-16 curricula with industry standards and with high-demand, high-growth occupations that result in sustainable wages.
3. Align training with local economic development forecasts for industry attraction.

² Includes a "skills gap" analysis as defined by the State Plan Appendix H – Local Plan Guidance.

4. Implement pathways to develop skills and obtain certifications required for middle skill jobs.
5. Assist business with identifying workforce needs created by retirements.
6. Continue to explore and maximize the use of new technologies to collect data and to provide information in more accessible, virtual, and user friendly ways.
7. Deliver consistently high quality services that result in connecting employers and qualified workers.

ACTIONS TO GET US THERE (Youth):

1. Examine opportunities for innovative youth funding that expand our outreach to all youth in Riverside County. Continue to expand throughout all Youth Opportunity Centers and the County.
2. Strategically investing in program enhancement; provide ongoing support, and planning of current and new programs i.e. Education Coalition of Hire Opportunities, Roadtrip Nation, Leap Magazine, and the Youth Portal. Expand the Council for Youth Development's outreach to emancipating Foster Youth by utilizing MYIECAREER and creating a small community within the Youth Portal.
3. Provide access to community information that connects youth to workforce resources and services. Ensure viable resources through partnerships with the Department of Social Services Family Community Resource Centers.
4. Identify workforce strategies and solutions that address critical challenges and the needs of youth (i.e. dropout rate, under employment, unemployment, housing, etc.)

System Alignment and Accountability Goal

State Goal: Support system alignment, service integration, and continuous improvement using data to support evidence-based policymaking.

Local Goal: Educate political leaders at all levels about the importance of workforce development and its positive local impact.

ACTIONS TO GET US THERE:

1. Develop a policy agenda to present to policy makers that contains a coherent and simple message that articulates the benefits and the return on investment of workforce development initiatives.
2. Identify, articulate and influence workforce trends and policy through research, benchmarking and evaluation.
3. Identify and advocate for future workforce development issues.
4. Actively engage in the political, media, and community process with regard to policy development.
5. Influence funding decisions by staying connected to the legislature and to government.
6. Leverage related workforce issues and structures (e.g., identify the policy nexus between social services, economic development, and educational issues) to promote joint advocacy efforts when appropriate.

ACTIONS TO GET US THERE (Youth):

1. Educate and work with officials from all levels of government to implement the organization's policy and legislative positions.

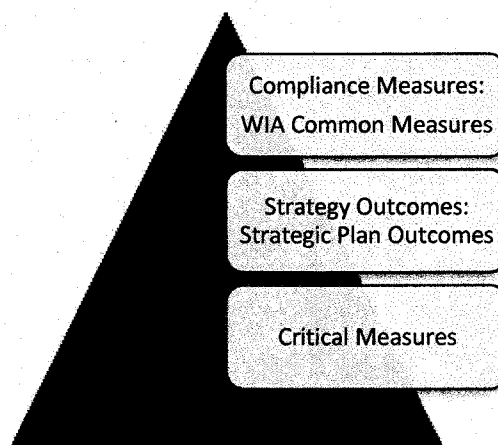
2. Develop and implement programs to involve members and partners in the advocacy and legislative process. Identify legislative platforms, tracking and alerts.
3. Work with other entities (i.e., government, stakeholder groups) to determine their position on youth workforce development and education issues or legislation being proposed at the local, state, or federal levels and determine what needs to be done to achieve cooperation.
4. Participate in the development of the WIB's advocacy agenda.
5. Engage youth in the Advocacy Taskforce. Support Washington D.C. trip for Youth Advocacy Group. Create a statement branding for the Youth Advocacy Group.

PERFORMANCE AND OUTCOME MEASURES

The WIB utilizes an organization-wide performance dashboard to transform its' strategy into quantifiable objectives, measures, and tasks (**Exhibit D**). The dashboard consists of WIA Common Measures, Strategic Plan Outcomes and Critical Measures and is used to drive the policy, financial and daily operational decisions of the local workforce system. The dashboard focuses WIB staff in a uniform direction and allows the WIB to track both positive and negative performance and make necessary improvements.

The dashboard is the tool used by the WIB to monitor the performance of the local workforce system. WIB staff review the performance measures and outcomes on a monthly basis and provide a report to the WIB on a quarterly basis. Performance projections are made on a two-year cycle with a comprehensive review of past performance goals and outcomes in each of the performance areas. Figures 3 and 4 are visual representations of the WIB's system-wide performance and outcome measures that have been established to create a "high performance" workforce system.

Figure 3



WIA Common Measures (Compliance)

The WIA Common Measures are mandated key measures of success in achieving the legislative goals of WIA (See **Attachment 5, Negotiated Levels of Performance**). Three core measures apply to programs serving adults/dislocated workers and three common measures apply to

programs serving youth. These core measures align with the demand-driven strategies identified by the WIB in this strategic plan.

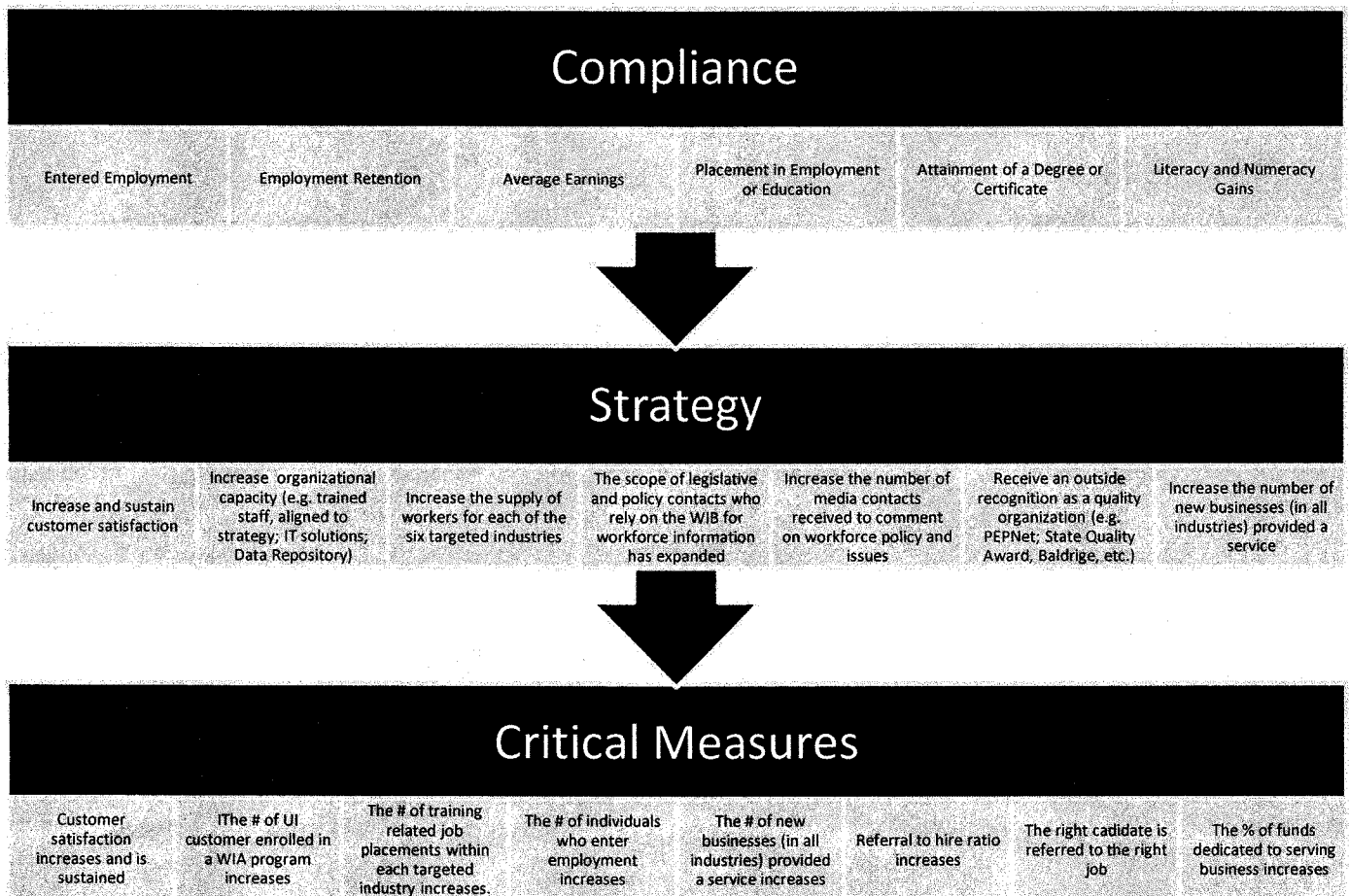
Strategic Plan Outcomes (Strategy)

The Strategic Plan Outcomes are indicators of accomplishments related to the WIB's three Strategic Goals. These are the results that the WIB expects to achieve its desired vision and mission (See Exhibit D). The Strategic Plan Outcomes move the WIB forward to its desired future.

Critical Measures

The Critical Measures, sometimes known as key performance indicators (KPI's), are the basis for the development of an organization-wide electronic performance dashboard used to manage operational goals. The EDA-WD monitors eight (8) Critical Measures on a monthly basis that include customer satisfaction, community involvement, and business engagement (See Exhibit D).

Figure 4



The WIB is committed to working closely with the State to develop system measures less directed toward short-term services and employment outcomes and more aligned with industry-valued and recognized credentials, economic security³, and longer-term skills and educational attainment.

STRATEGIC CONSIDERATIONS

Over the next three to five years, the WIB and the local investment system will be faced by strategic challenges that will drive our organizational strategic planning and sustainability. The WIB will continue to capitalize on its strategic advantages to ensure its future success.

Table 1

Strategic Advantages	Strategic Challenges
Community Relations: Partnerships with key stakeholders – business and industry employers, organized labor, economic development specialists, community-based organizations and education experts	Higher demand for services, including serving a diverse customer base with multiple barriers to employment
Integrated Services: Full comprehensive package of services offered through strong relationships with the Employment Development Department Workforce Services and other one-stop partners	Outdated Federal Law: Provisions in WIA are not aligned to the economic and workforce realities of today
WIB Engagement: Board members are active in promoting and advocating policies that support workforce development activities	Dwindling Resources: Federal and State funding for K-12 and post-secondary education
Integration of Malcolm Baldrige Continuous Quality Improvement Standards in all facets of the organization	Skills gap contributing to the local area’s double-digit unemployment rate
Riverside County System Operation: Operating as a division under Riverside County Economic Development Agency provides a strong connection to county and city economic development efforts	WIA Mandated Performance: Measures do not reflect what should be measured (e.g. closing skills gap, industry-recognize credential attainment, business services)
	Pension Reform: Difficulty in recruiting qualified employees and retirement bubble with potential mass exodus

³ “Economic Security” means, with respect to a worker, earning a wage sufficient to support a family adequately, and, over time, to save for emergency expenses and adequate retirement income based on factors such as household size, the cost of living in the worker’s community, and other factors that may vary by region.

III. ECONOMIC AND WORKFORCE INFORMATION ANALYSIS

The WIB conducted an environmental scan by analyzing strategic challenges through the lens of the current state of demographics, education and economic issues. From these challenges evolved the strategic goals that will set our direction over the next three to five years. Below are some of the data “snapshots” that were used to identify trends and challenges.

- Riverside County has increased in population by 41.7%, from 1.5 to 2.2 million.
- In Southern California, population growth has also been accompanied with demographic transformation and increased diversity, particularly changes in the region's ethnic composition. From 1960 to 2005, the Hispanic population increased dramatically from about 10% to 44% of the total population, while the Asian population share increased from 2% to 11%. The share of non-Hispanic whites reduced dramatically from more than 80% to 36%. Since 2000, non-Hispanic whites and African Americans together accounted for only about 4% of the annual population growth. The ethnic changes make Southern California one of the most demographically diverse metro regions in the nation and the world.⁴
- According to the California Department of Finance Demographic Research Unit, the County of Riverside is projected to grow by 200% in the next forty years. The majority of growth will be experienced in the Hispanic population, increasing from 32% of the population to 52%. Eighty percent of the growth is expected to be as a result of a natural increase while the remaining 20% of growth will be as a result of immigration.

The WIB utilizes several sources in order to accurately assess the regional industry and occupational trends, skill and education gaps, and needs of the local workforce investment area and meet the requirements of WIA Section 118(b) and the Workforce Training Act, including, but not limited to, Decision Data Resources, the State of California Employment Development Department's (EDD) Labor Market Information, and the Green Jobs Council (GCJC). The majority of our data and analysis methodology comes from the Economic Modeling Specialists International (EMSI) Analyst system, which is a web-based tool that puts in-depth, local employment data and analysis in the hands of regional planners, researchers, and developers. The EMSI Analyst gives quick, easy access to well-known labor market data—the most comprehensive and up-to-date employment data available. The data is used mainly to research and understand regional employment trends and dynamics. It is composed of comprehensive information on industries, occupations, demographics — as well as things like occupational skills, education, training, and even the names and size of companies in the region broken down by industry.

In addition to data from these sources, the WIB reviews data and findings from the Annual Riverside County Community Indicators Report which presents research and analysis that reflects key indicators of the county's economic, social, and environmental well-being. The Riverside County EDA provides data and guidance to support the efforts of the Riverside County

⁴ JD Dulgeroff, Ph.D., San Bernardino Valley College, 2011 Retreat Presentation

Task Force assigned to develop this comprehensive community profile including labor market information.

LOCAL INDUSTRY SECTOR PROFILES

The WIB has targeted six industries integral to the success of the local economy: Healthcare, Professional and Business Services, Utilities, Infrastructure, Renewable Energy, and Logistics. Based on data from the EDD as well as results from a 2010 regional labor market industry survey between Riverside and San Bernardino Counties, five industries were initially identified as being vital to the local economy. In January 2013, based on research and further analysis of labor market information, the WIB approved Logistics as a sixth industry that will provide the region with stable, reliable, and high paying jobs.

As part of the WIB's Annual Strategic Planning process, the WIB re-evaluated the industries to determine if the industries should still remain on the WIB's targeted list based on the WIB's criteria of **high-wage, high-growth or high-demand**. The Strategic Planning participants were presented with an industry sector analysis containing an overview of labor market data related to the local targeted industries and projections about growth, demand, and wages in these and other potential target areas. The participants were asked to use the WIB's criteria to assess whether the current targets will continue to meet the criteria over the next few year (to 2017); whether, based on the data and criteria, there should be other industries considered; and what they would recommend become the sectors for focus moving into a new strategic plan. From this systematic evaluation of the sectors, the participants indicated:

- There should be a system in place to more regularly evaluate the targeted sectors, which should include information from the Industry Alliances and information on how much of a demand there was in each of the county's regions (East, West, Mid-County).
- The consensus for the timeframe to evaluate the sectors against the WIB's criteria was at least annually unless there was some labor market/data based 'trigger' within a given year that would necessitate a closer analysis.

The following are local industry sector profiles for each of the WIB's targeted six industries.

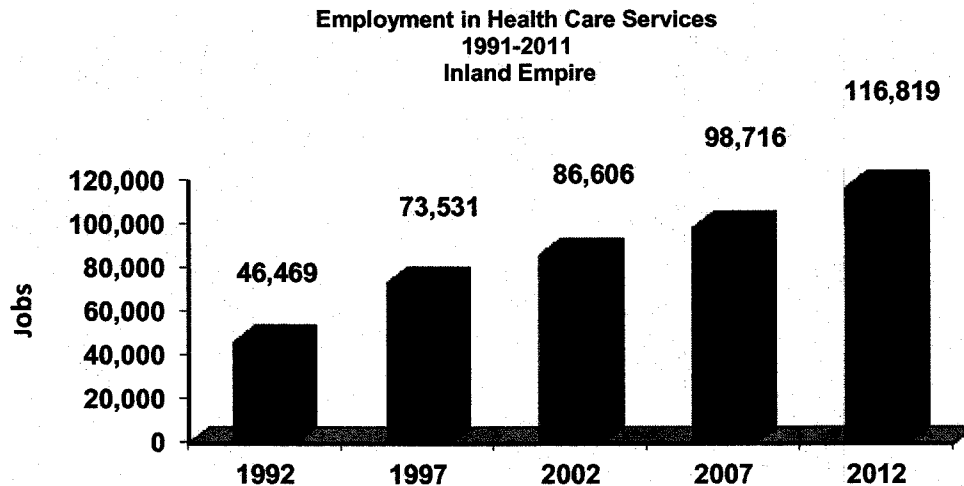
Healthcare (NAICS Codes 6211 through 6239)

Industries in the Ambulatory Health Care Services subsector provide health care services directly or indirectly to ambulatory patients and do not usually provide inpatient services. Health practitioners in this subsector provide outpatient services, with the facilities and equipment not usually being the most significant part of the production process. Industries in the Hospitals subsector provide medical, diagnostic, and treatment services that include physician, nursing, and other health services to inpatients and the specialized accommodation services required by inpatients. Hospitals may also provide outpatient services as a secondary activity. Establishments in the Hospitals subsector provide inpatient health services, many of which can only be provided using the specialized facilities and equipment that form a significant and integral part of the production process.

Employment: Healthcare industry employment grew by 152.4% percent between 1992 and 2012, by adding 70,350 jobs (See Figure 5.)

Wages: Total wages paid in the Inland Empire for this industry totaled \$5.6 billion in 2012, representing an annual average salary of \$62,850.

Figure 5



Occupations:

- Dental Assistants
- Licensed Vocational Nurses
- Medical Records and Health Information Technicians
- Radiologic Technologists and Technicians
- Emergency Medical Technicians & Paramedics
- Psychiatric Technicians
- Dental Hygienists
- Massage Therapists
- Pharmacy Technicians
- Registered Nurses
- Medical Assistants
- Respiratory Therapists

Sample occupations listed include only those requiring an Associate Degree or less.

In order to fully understand the healthcare sector, a group of regional public and private stakeholders led by the Economic Development Agencies and Workforce Investment Boards in Riverside and San Bernardino Counties initiated a comprehensive study of the healthcare labor market in the Inland Empire. The funding for this research was provided in-part through the Regional Industry Clusters of Opportunity Grant (RICOG). The Inland Empire/San Diego-Imperial Center of Excellence of the California Community Colleges conducted the research and developed the study. The landmark multi-region labor market study, *Healthcare Industry & Occupations in the Inland Empire*, can be found at <http://coecc.net/health>.

Professional and Business Services (NAICS Codes 5411 through 5419, 5611, 5612 and 5614)

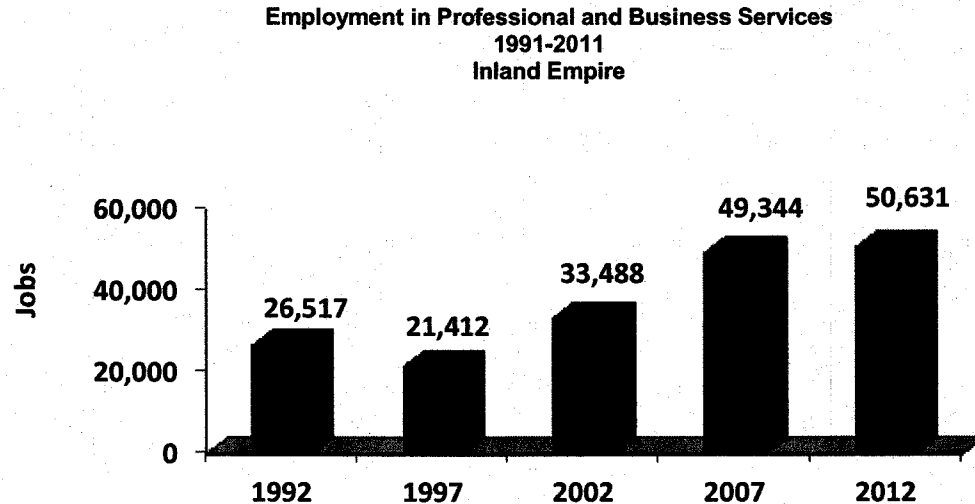
Industries in the Professional and Business Services group include establishments engaged in processes where human capital is the major input. These establishments make available the knowledge and skills of their employees, where an individual or team is responsible for the delivery of services to the client. The individual industries of this subsector are defined on the basis of the particular expertise and training of the services provider. The distinguishing feature

of the Professional, Scientific, and Technical Services subsector is the fact that most of the industries grouped in it have production processes that are almost wholly dependent on worker skills. Thus, the establishments classified in this subsector sell expertise. Much of the expertise requires degrees, though not in every case. Industries in the Administrative and Support Services subsector group establishments engaged in activities that support the day-to-day operations of other organizations.

Employment: Professional and Business Services industry employment grew by 90.9% between 1992 and 2012, by adding 24,114 jobs (See Figure 6.)

Wages: Total wages paid in the Inland Empire for this industry totaled \$2.4 billion in 2012, representing an annual average salary of \$58,889.

Figure 6



Occupations:

- Legal Secretaries
- Paralegals and Legal Assistants
- Bookkeeping, Accounting, and Auditing
- Mechanical Engineering Technicians
- Tax Preparers
- Computer Support Specialists
- Court, Municipal, and License Clerks
- Environmental Engineering Technicians Clerks
- Civil Engineering Technicians

Denotes Green Job

Sample occupations listed include only those requiring an Associate Degree or less.

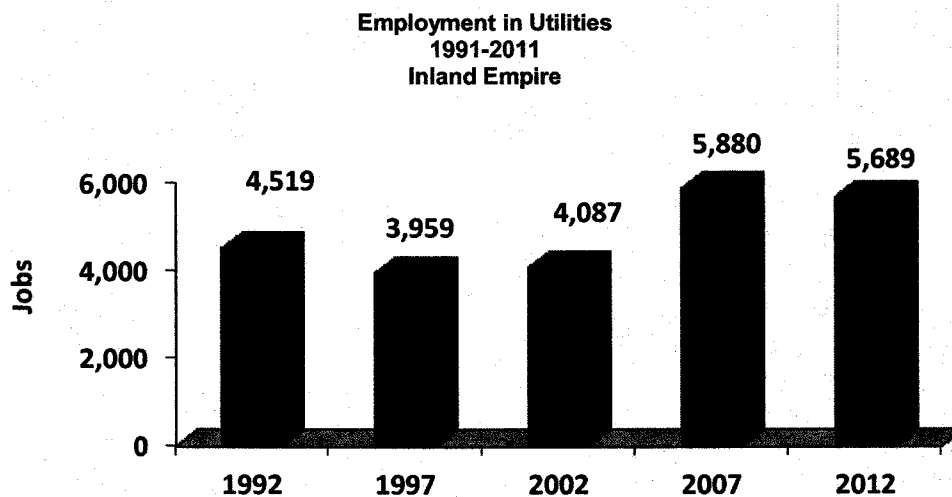
Utilities (NAICS Codes 2211 through 2213)⁵

Industries in the Utilities subsector provide electric power, natural gas, steam supply, water supply, and sewage removal through a permanent infrastructure of lines, mains, and pipes. Establishments are grouped together based on the utility service provided and the particular system or facilities required to perform the service.

Employment: Utilities industry employment grew by 25.9 percent between 1992–2012, by adding 1,170 jobs (See Figure 7.)

Wages: Total wages paid in the Inland Empire for this industry totaled \$360 million in 2012, representing an annual average salary of \$121,813.

Figure 7



* Note: No data available for San Bernardino County

Occupations:

- Bookkeeping, Accounting, and Auditing Clerks
- Computer Support Specialists
- Chemical Technicians
- Aircraft Mechanics and Service Technicians
- Billing and Posting Clerks and Machine
- Electricians
- Stock Clerks and Order Fillers
- Truck Drivers, Heavy and Tractor-Trailer
- Meter Readers, Utilities
- Bill and Account Collectors Operators

Denotes Green Job

Sample occupations listed include only those requiring an Associate Degree or less.

⁵ Note: Other Utilities Industries are listed in Renewable Energy Industries and Infrastructure

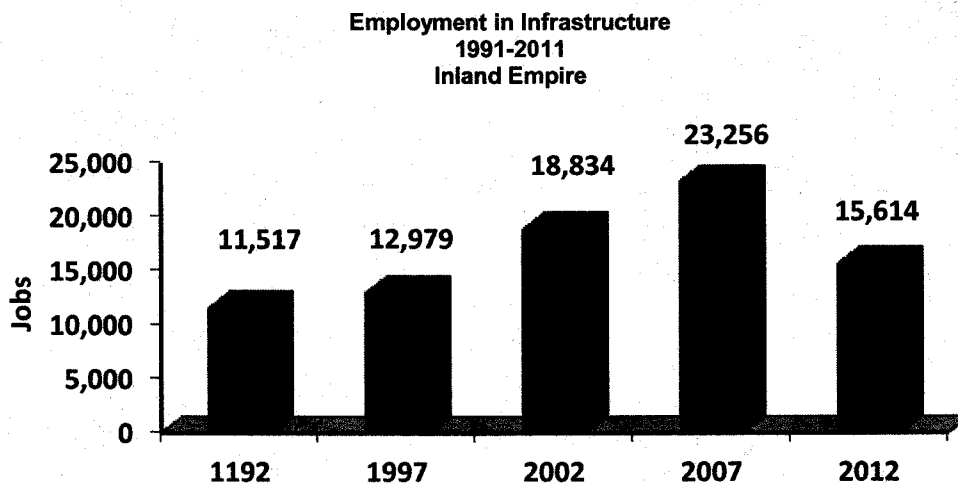
Infrastructure (NAICS Codes 2371 through 2379, and 2389)⁶

The Infrastructure Industry Group includes numerous industries within the Heavy and Civil Engineering Construction subsector and comprises establishments whose primary activity is the construction of entire engineering projects (e.g., highways and dams), and specialty trade contractors, whose primary activity is the production of a specific component for such projects. Specialty trade contractors in Heavy and Civil Engineering Construction generally are performing activities that are specific to heavy and civil engineering construction projects and are not normally performed on buildings but may be engaged in the construction of distribution lines and related buildings and structures for utilities (i.e., water, sewer, petroleum, gas, power, and communication). This group also includes establishments engaged in site preparation activities, such as excavating and grading, demolition of buildings and other structures.

Employment: Infrastructure industry employment grew by 35.6% percent between 1992 and 2012, by adding 4,097 jobs (See Figure 8.)

Wages: Total wages paid in the Inland Empire for this industry totaled \$1.04 billion in 2012, representing an annual average salary of \$83,391.

Figure 8



Occupations:

- Construction and Building Inspectors
- Office Clerks, General
- Maintenance and Repair Workers, General
- Civil Engineering Technicians Clerks
- Crane and power Operators
- Pile-Driver Operators
- Security Guards
- Production, Planning, and Expediting
- Tile and Marble Setters
- Carpenters

Denotes Green Job

Sample occupations listed include only those requiring an Associate Degree or less.

⁶ Note: Other Infrastructure Industries are listed in Utilities and Renewable Energy

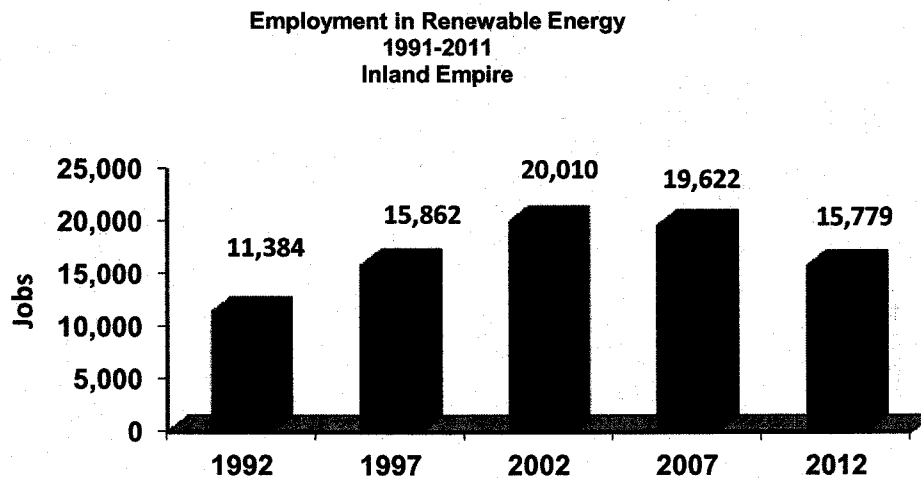
Renewable Energy (NAICS Codes 3251, 3252, 3261, 3323, 5621, 5622 and 5629)⁷

Renewable energy: Any energy resource that is naturally regenerated over a short time scale and derived directly from the sun (such as thermal, photochemical, and photoelectric), indirectly from the sun (such as wind, hydropower, and photosynthetic energy stored in biomass), or from other natural movements and mechanisms of the environment (such as geothermal and tidal energy). Renewable energy does not include energy resources derived from fossil fuels, waste products from fossil sources, or waste products from inorganic source but does include Waste Management and Remediation Services engaged in the collection, treatment, and disposal of waste materials. This includes establishments engaged in local hauling of waste materials; operating materials recovery facilities (i.e., those that sort recyclable materials from the trash stream).

Employment: Renewable energy industry employment grew by 38.6% between 1992 and 2012, by adding 4,395 jobs (See Figure 9.)

Wages: Total wages paid in the Inland Empire for this industry totaled \$705 million in 2012, representing an annual average salary of \$58,548.

Figure 9



Occupations:

- PV Installer ☞
- Solar Thermal Installer ☞
- Sales Representative ☞
- Solar Designer/Engineer ☞
- Installation Manager/Project Foreman ☞
- Maintenance Workers, Machinery
- Machine Feeders and Offbearers
- Structural Metal Fabricators and Filters ☞
- Industrial Truck and Tractor Operators ☞
- Welders, Cutters, Solderers, and Brazers ☞

☞ Denotes Green Job

Sample occupations listed include only those requiring an Associates Degree or less.

⁷ Note: Other Renewable Energy Industries are listed in Utilities and Infrastructure

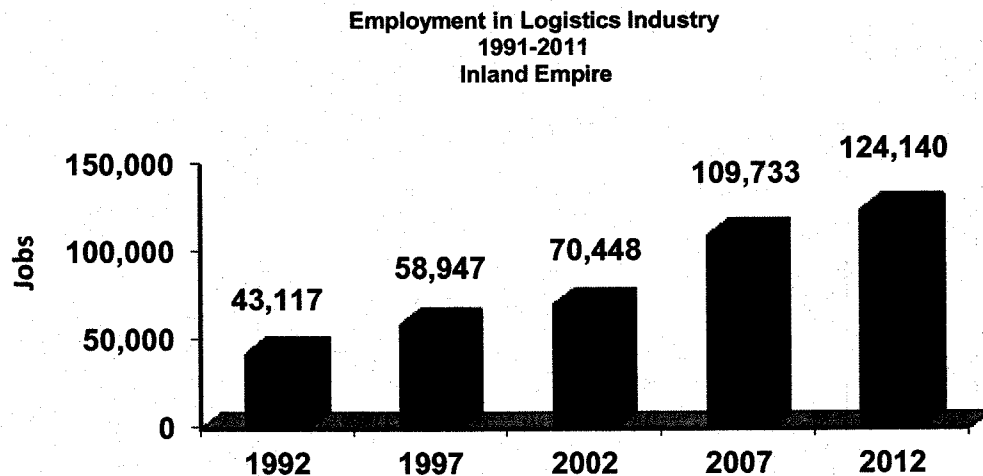
Logistics (NAICS Codes 423 -425; 481; 482; 484; 488; 493; 492110; 541614)

Logistics is the process that ensures that goods or services are available where and when they are needed in good condition and at competitive prices. This enables efficient management of the supply chain. The supply chain process then plans, implements and controls the efficient flow and storage of goods, services and related information from the point of origin to the point of consumption, in order to meet the customers' requirements. Industries in the Logistics subsector include transportation, manufacturing and production, machine & forming technology, retailers, consulting firms, third party logistic firms, and warehouse/distribution centers. Supply chain management subsector is a cross-functional industry that includes international trade, transportation, and logistics. It comprises all of the activities that take place to get a product in a consumer's hands – from the time raw materials are extracted to the minute a consumer takes the final product home.

Employment: Logistics industry employment grew by 187.9% between 1992- 2012, by adding 81,023 jobs (See Figure 10.)

Wages: Total wages paid in the Inland Empire for this industry totaled \$4.9 billion in 2012, representing an annual average salary of \$55,131.

Figure 10



Occupations:

- Accountants and Auditors
- Courier
- Inventory Manager
- Maintenance Mechanic
- Rail Transportation Operator
- Supply Chain Technician
- Buyer and Purchasing Agents
- Import and Export Agent
- Machine Operator
- Purchasing & Procurement Clerk
- Shipping and Receiving Clerk
- Truck Driver

Denotes Green Job

Sample occupations listed include only those requiring an Associates Degree or less.

RIVERSIDE COUNTY ECONOMIC AND DEMOGRAPHIC PROFILE

Riverside County has suffered a long and deep recession from 2007 to the present, marked by a surge in the number of foreclosures, along with plummeting home values and historically high unemployment. The local economy began to recover in 2010 but is not expected to regain full economic health until the housing market completely recovers, which some economists estimate may not be until 2017.⁸ The housing market continues to hold economic recovery at a much slower pace than surrounding regions but according to multiple data sources job growth is strengthening, unemployment is decreasing and consumer spending is up.

According to the 2012 Beacon Economic Forecast for Riverside/San Bernardino, many of the local advantages that were in place before the Great Recession, including affordable housing, access to larger employment centers, and a thriving logistics industry, are still in place today, and should help to bolster growth in 2013 and beyond.⁹

Local Economy

Key Highlights

- From 2012 to 2017, the momentum for employment growth will be broad-based. Nearly every industry grows at least 10 percent, with the only exceptions being the farm, information, and government sectors.¹⁰
- The economic recovery in Inland Southern California continues to be slow but is moving forward.
- Six cities in the county participate in the California Innovation Hub (iHub) Program.

According to the California State University, Fullerton (CSUF) Riverside County Quarterly Update, the outlook for the Riverside County economy has improved over the past year and this momentum is expected to carry over into 2013. The recovery will continue to expand in the county, though the pace is expected to remain moderate at least over the next four quarters. The report also stresses that the economic rebound for the county will remain subpar when compared to previous post-recession rates.¹¹ The report also indicates that the failure of policymakers to completely address the nation's fiscal sustainability issue and increased uncertainty surrounding delays in reaching a compromise have negatively impacted growth and inflation forecasts.¹² The WIB continually monitors local, state, and federal economic activity and trends in order to respond rapidly and adequately to the needs of local businesses and job seekers.

iHub

In 2010, the State of California launched an initiative to create innovation hubs, known as iHubs, to stimulate economic development and job creation around clean technology. The Coachella Valley iHub was among the first 12 areas designated and includes the Cities of Palm Springs,

⁸ 2012-2014 Economic Development Draft Plan, County of Riverside Economic Development Agency, Economic Development & Cultural Services

⁹ 2012 Riverside/San Bernardino Beacon Economic Forecast (December 2012). Retrieved from: www.beaconecon.com.

¹⁰ California Department of Transportation, Office of State Planning, Economic Analysis Branch. October 2012. *California County-Level Economic Forecast 2012-2040*.

¹¹ Farka, Mira, Ph.D. and Fleissig, Ph.D. January 2013. *CSUF Riverside County Quarterly Update*.

¹² Ibid.

Cathedral City and Desert Hot Springs. The Coachella Valley iHub has a focus on entrepreneurship and clean technology development and commercialization. More recently, Murrieta and Temecula became part of the San Diego iHUB. The San Diego iHub, which encompasses the combined area of San Diego, Imperial County, and Inland Southern California along the I-15 corridor will build upon the region's existing innovation infrastructure and strong culture of collaboration to create three convergent clusters: mobile health, biofuels, and solar energy, energy storage and biomimicry. These clusters will utilize the region's wealth of resources to promote new collaborations, create employment opportunities, shorten the commercialization process, and attract funding for technology.

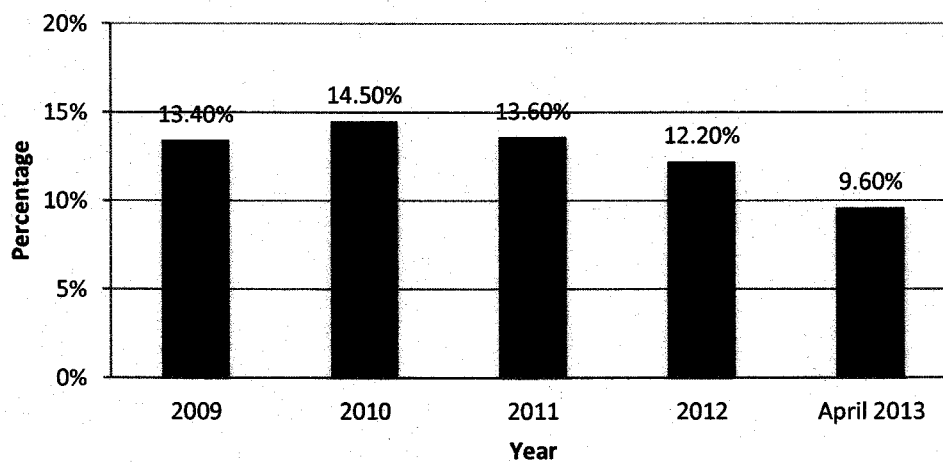
Labor Force and Unemployment

Key Highlights

- Job growth strengthens in 2012, increasing by 1.9 percent.
- From 2012 to 2017, the annual job growth rate is expected to average 3.2 percent per year.¹³

Figure 11

Riverside County Unemployment Rate (Average)



Source: CA Employment Development Department, Labor Market Information Division

The unemployment rate continues to trend downward and has fallen 3.4 percentage points from its average high of 14.50% in 2010. According to the CSUF Riverside County Quarterly Update, during 2012 the Inland Empire (which includes Riverside and San Bernardino Counties) added a total of 12,600 nonfarm payroll jobs. While the region has added jobs for 18 consecutive months, the gains in nonfarm employment fell short of what is required to absorb the employment losses during the recession and the organic growth of the labor force. However, although the labor force was shrinking for most of 2012, it ended the year with a net increase, a positive sign for long-term growth prospects.¹⁴

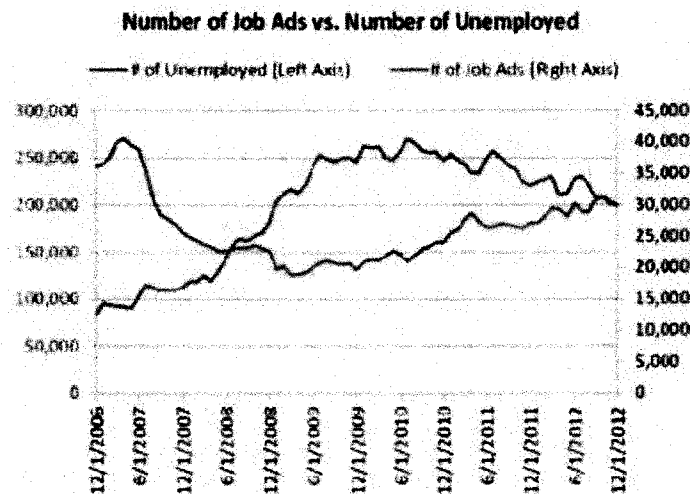
¹³ California Department of Transportation, Office of State Planning, Economic Analysis Branch. October 2012. *California County-Level Economic Forecast 2012-2040*.

¹⁴ Farka, Mira, Ph.D. and Fleissig, Ph.D. January 2013. *CSUF Riverside County Quarterly Update*.

In Riverside and San Bernardino Counties total employment is forecasted to reach approximately 1,465,000 by 2018.¹⁵ An increase of nearly 107,000 jobs and a growth rate of 7.9 percent are projected over a ten-year period. Occupational projections for the period 2008 to 2018 are as follows:

- Approximately 120,700 new jobs from industry growth,
- About 313,500 job openings from Net Replacements,
- A combined total of almost 434,200 job openings.

Figure 12



Sources: CA Employment Development Department, Labor Market Information Division; Help Wanted Online from the Conference Board and WANTED Technologies

The figure above reflects positive trends in both hiring and job vacancies available. Online job postings are an indicator of current demand for employees in specific occupations. This data serves as one indicator of employer demand, with the understanding that many job openings are not advertised or are circulated off-line to a limited audience, such as union members. The Riverside-San Bernardino-Ontario MSA has seen an increase in job advertisements from January 2012 through January 2013.

University of California, Riverside School of Medicine

One of the most promising industry sectors for the local area is Healthcare. Opportunities for long-term job growth, hands-on-training, and innovation are being created by the recent certification of a new school of medicine at the University of California, Riverside (UCR) campus and demand for services created by the Affordable Care Act.

The UCR School of Medicine will be the first new public school of medicine west of the Mississippi in the 21st century and the first research-based school of medicine in California in nearly half a century. It is projected that the medical school will increase local educational attainment rates, encourage hi-tech start-up companies, and create valuable jobs. Also, it is

¹⁵ 2008 – 2018 Riverside and San Bernardino Counties Projection Highlights, California Employment Development Department

anticipated that the medical school will also help to ease the critical physician shortage in Riverside and San Bernardino Counties.

Population

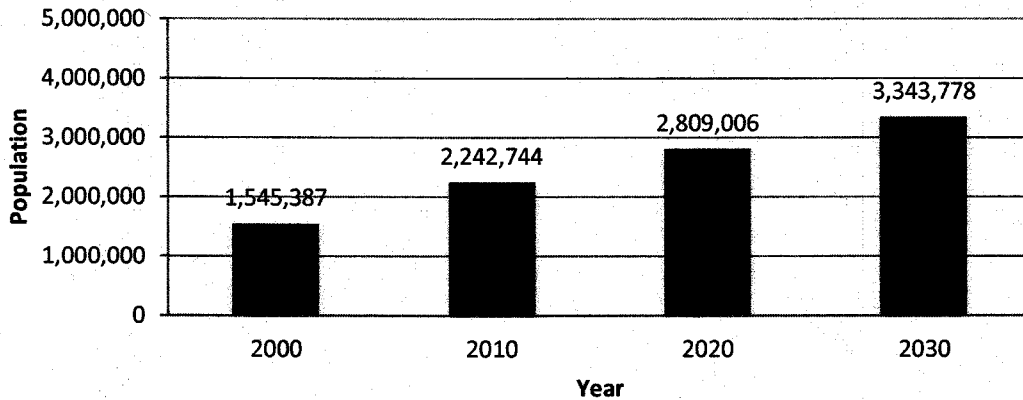
Key Highlights

- The Riverside County population is expected to reach 3.5 million by 2030, making it the second most populous county in the State of California.
- Riverside County is projected to grow the most of any California county by 2060.¹⁶

Recently released data by the State of California's Department of Finance shows that the county's population will almost double to reach 4,216,816 by 2060 — a number second only to Los Angeles County.

Figure 13

Population Growth Projection 2000-2030



Source: Riverside County Center for Demographic Research

The population growth over the next decade and beyond will have serious consequences for all public services and resources in Inland Southern California, including the local workforce development system. Population growth stresses social service programs, public health institutions, economic growth, employment, and poverty.

In-Migration

Key Highlights

- From 2012 to 2017, net migration will gradually increase, though it will remain lower than the peak levels that were experienced between 2002 and 2006.
 - An average of 28,600 net migrants will enter the county per year from 2012 to 2017.¹⁷
- Current migration estimates indicate that Riverside County will have higher-than-average migration into the region for the foreseeable future. Migration will impact the workforce

¹⁶ State of California, Department of Finance, Report P-1 (County): State and County Total Population Projections, 2010-2060. Sacramento, California, January 2013.

¹⁷ California Department of Transportation, Office of State Planning, Economic Analysis Branch. October 2012. *California County-Level Economic Forecast 2012-2040*.

development system if in-flows of residents are individuals with low education and low labor force participation or vice-versa net in-flows of individuals with advanced education.

Table 2

County Population Estimates and Components of Change
Revised July 1, 2011 and Preliminary July 1, 2012

County	Total Population		Change 2011-2012		Components of Change					
	Revised July 1, 2011	Preliminary July 1, 2012	Number	Percent	Births	Deaths	Natural Increase	Net Migration	Net Immigration	Net Domestic Migration
Riverside	2,220,502	2,244,399	23,897	1.08	30,748	13,951	16,797	7,100	3,433	3,667

Source: California Demographic Unit, Demographic Research Unit

The WIB also tracks the migration of businesses and not just jobseekers. Typically, businesses move with population growth, however, this has not been the case in the Inland Region. During the housing boom, businesses did not follow the population growth. Businesses remained in the coastal cities forcing residents to commute to Los Angeles, Orange, and San Diego Counties. The average commute time for work for county residents is 34.0 minutes.¹⁸ Riverside County ranks 2nd and 7th for Top Ten Mega County Commuter Flows in the nation.¹⁹ Mega Commuting is defined as traveling 90 or more minutes and 50 or more miles to work.²⁰

Table 3

Top Ten Mega County Commuter Flows by Frequency²¹

State	County	POW State	POW County	Mean Travel Time	Mean Travel Distance
California	San Bernardino County	California	Los Angeles County	104.2	68.0
California	Riverside County	California	Los Angeles County	109.3	77.4
New York	Suffolk County	New York	New York County	114.2	64.5
Connecticut	Fairfield County	New York	New York County	104.2	60.4
New York	Orange County	New York	New York County	110.7	62.3
New Jersey	Mercer County	New York	New York County	104.6	59.3
California	Riverside County	California	San Diego County	102.3	75.5
New York	Dutchess County	New York	New York County	116.8	76.3
California	San Joaquin	California	Alameda County	104.1	61.5

¹⁸ California Department of Transportation, Office of State Planning, Economic Analysis Branch. October 2012. *California County-Level Economic Forecast 2012-2040*.

¹⁹ Rapino, M.A., Ph.D., Fields, A.K., Ph.D. (2013). *Mega commuters in the U.S. time and distance in defining the long commute using the American Community Survey (Working Paper 2013-03)*. Retrieved from: http://www.census.gov/hhes/commuting/files/2012/Paper-Poster_Megacommuting%20in%20the%20US.pdf

²⁰ Ibid.

²¹ San Bernardino Co., CA to Los Angeles Co., CA and Fairfield Co., CT to New York Co., NY have commuter flow counts that are statistically different at the 90 percent confidence level. The flow from San Bernardino Co., CA to Los Angeles Co., CA has a mean travel time that is statistically different from the next flow and a mean distance that is statistically different from the other flows in the table at the 90 percent confidence level.

Pennsylvania Monroe County New York New York County 120.5 91.1
 Source: Melanie A. Rapino, Ph.D. and Alison K. Fields, Ph.D., Social, Economic, and Housing Statistics Division, United States Census Bureau.

Age

Key Highlights

- As of 2010, 28% of the population is under age 18.²²
- The fastest growing cohort proportionately is age 60+.²³

In 2010, the county's median age was 34, compared to 37 nationwide and 35 statewide. As of 2010, 28% of the population was under age 18, while 12% was 65 years or older. Countywide, from 2005 to 2010, the number of residents increased across all age groups except 25 to 35 year olds, where it decreased slightly.

Table 4

Population Total		
	Number	Percent
Age 0-4	167,931	7.35%
Age 5-14	347,495	15.21%
Age 15-19	190,569	8.34%
Age 20-24	171,105	7.49%
Age 25-34	295,388	12.93%
Age 35-44	295,760	12.95%
Age 45-54	301,975	13.22%
Age 55-64	232,113	10.16%
Age 65-74	153,677	6.73%
Age 75+	128,030	5.61%

Source: Copyright © 2013, Tactician Corp and/or its suppliers

Disconnected Youth

Nearly 6.5 million U.S. teens and young adults are neither in school nor working, according to a 2012 KIDS COUNT® Data Book from the Annie E. Casey Foundation. Youth unemployment correlates with lower wages over a lifetime and decreased prospects for future employment. Early work experience for teens and young adults helps build job readiness skills needed for long-term success.

The WIB, through a \$6 million dollar Workforce Innovation Fund (WIF) grant, is working with San Bernardino and Imperial counties to look for ways to solve this pressing issue including: strengthening collaborations between agencies and organizations across the three counties; creating support systems for youth transitioning from high school to college; and, exploring alternative training opportunities such as training and building skills for trades.

²² California Department of Finance, Demographic Research Unit, State Census Data Center, Demographic Program Summary File, Table 1: Population, Age, and Sex Characteristics, April 1, 2010

²³ Riverside County Office on Aging and Disability Resource Connection. 2012-2016 Strategic Plan on Aging: Focusing on a Healthy Tomorrow. Retrieved from: http://rcaging.org/uploads/Data/Strategic_Plan_2012_2016.pdf

Older Workers

According to a report by the AARP Foundation, *Boomers and the Great Recession: Struggling to Recover*, data continues to paint a gloomy picture of the experiences of and prospects for many older Americans. The report found that:

- Nearly half of boomers who were unemployed when they were interviewed in October 2010 had lost their last job.
- One-fourth of boomers who had left the labor force in the previous three years said that it was because they had lost their last job.
- The “bad economy” emerged as the most difficult barrier job seeking boomers faced in their search for work; 12 to 15 percent said that it was age discrimination.²⁴

Unemployed workers in their fifties experienced especially steep wage declines when they became reemployed during the Great Recession and its aftermath, with median hourly earnings 21 percent lower on their new jobs than their pre-layoff jobs. These wage losses may reflect employer reluctance to hire older workers. Alternatively, older workers may be less productive on their new jobs because the skills they developed in their former positions may not readily transfer to other employers.²⁵

Coincidentally, the AARP Foundation report also found that fully one-third of baby boomers surveyed felt that training would not be relevant or useful, a response most common among the steadily employed (42 percent). This is of concern since employers have long expressed reservations about older workers’ technological competence and ability to learn new technology.²⁶

Race, Ethnicity, and Language

Key Highlights

- Forty-three percent (43%) of Riverside County residents are Hispanic.
- In 2010, 22% of the people living in Riverside County were foreign born.

The large Hispanic population (See Table 5) in Riverside County has important implications for the local workforce development system, including language barriers for native Spanish-speaking job seekers; recruitment and engagement considerations; and low educational attainment levels that restrict training options.

Table 5

Race Total

²⁴ *Boomers and the Great Recession: Struggling to Recover* (pg. 13). AARP Foundation. Retrieved from: http://www.aarp.org/content/dam/aarp/research/public_policy_institute/econ_sec/2012/boomers-and-the-great-recession-struggling-to-recover-v2-AARP-ppi-econ-sec.pdf

²⁵ Johnson, R.W., Butrica, B.A., (May 2012). *Age disparities in Unemployment and reemployment during the great recession and recovery*. Brief No. 3. Retrieved from: <http://www.urban.org/UploadedPDF/412574-Age-Disparities-in-Unemployment-and-Reemployment-During-the-Great-Recession-and-Recovery.pdf>

²⁶ *Boomers and the Great Recession: Struggling to Recover* (pg. 26). AARP Foundation. Retrieved from: http://www.aarp.org/content/dam/aarp/research/public_policy_institute/econ_sec/2012/boomers-and-the-great-recession-struggling-to-recover-v2-AARP-ppi-econ-sec.pdf

	Percent
White, Hispanic	42.5%
White, Non-Hispanic	38.3%
All Other Races	7.1%
Asian, Non-Hispanic	6.1%
Black, Non-Hispanic	6.0%

Source: Copyright © 2013, Economic Modeling Specialists International

In addition, over the next several years any changes to current Immigration policies may result in a high percentage of foreign born individuals entering the workforce system, many who may have cultural and/or linguistic barriers to educational attainment and employment.

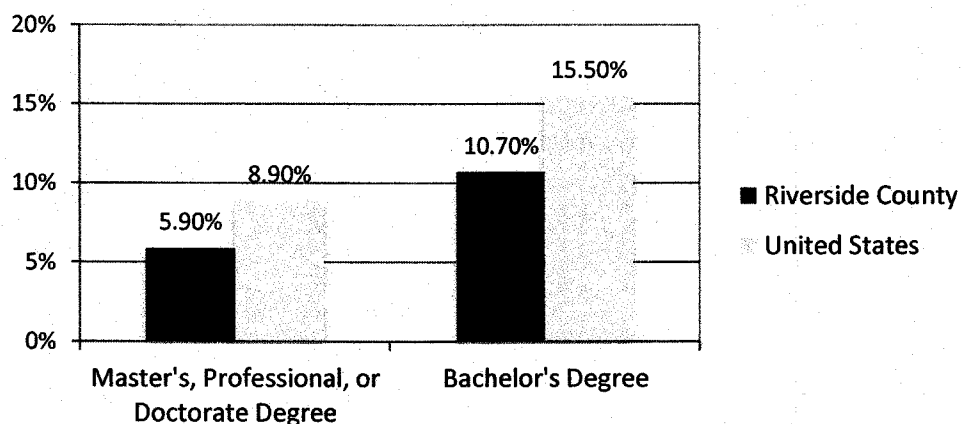
Educational Attainment

Key Highlights

- The share of the population with BA's or higher degrees has moved from 14.8% in 1990 to 16.3% in 2000 and 19.4% in 2011 but still below the balance of Southern California.²⁷
- From 2011-12 to 2021-22, enrollment is expected to increase in most counties with Riverside leading the state with an increase of over 86,000 additional students, followed by San Bernardino (over 35,000 additional students) and Kern (over 27,000 additional students).²⁸

Currently, it is estimated that 5.9% of the population age 25 and over in this area had earned a Master's, Professional, or Doctorate Degree and 10.7% had earned a Bachelor's Degree. In comparison, for the United States, it is estimated that for the population over age 25, 8.9% had earned a Master's, Professional, or Doctorate Degree, while 15.5% had earned a Bachelor's Degree. We anticipate that these percentages will trend upward as the medical school comes on-line and helps to boost academic attainment at all levels. (See Table 6).

Table 6



Source: Copyright © 2013, Tactician Corp and/or its suppliers

²⁷ Husing, John E., Ph.D. (January 2013). *Inland Empire Quarterly Economic Report*. Vol. 25 (No. 1). Retrieved from: <http://www.johnhusing.com/QER%20Reports/QER%20Jan%202013%20web.pdf>

²⁸ State of California, Department of Finance, *California Public K-12 Graded Enrollment and High School Graduate Projections by County, 2012 Series*. Sacramento, California, November 2012.

Poverty

Key Highlights

- In 2011 an estimated 18.3% of Riverside County families, with related children under 18 years, were at/below the poverty line.²⁹
- Of households receiving CalFresh benefits (food stamps) in 2011, 44.9% had 1 worker in the past twelve months and 35.7% had 2 or more workers.³⁰

Households at or below the poverty line rely heavily on public assistance programs. Many underemployed individuals find it difficult to support a family and become self-sufficient. Underemployed individuals cannot take advantage of training opportunities if they are not offered in their immediate area, is affordable, and flexible enough so that training can be accessed around their work schedule.

The WIB recognizes that economic security is multi-faceted and requires more than just obtaining and securing employment. The WIB works closely with community partners, stakeholders, and collaborators to assist customers reach economic security by providing direct and supportive services that cover a range of basic needs. Individuals are connected to services such as: safe and affordable housing; childcare; reliable transportation; and, other supportive services.

Veterans

Key Highlights

- Riverside County has the 4th largest veteran population in California.³¹
- Veterans own 9% of all U.S. businesses.³²

Riverside County has the 4th largest veteran population in California. The WIB considers veterans a key talent pool because of the skills they acquire during their service. Skills such as: learning new software programs and/or operating new equipment. These skills have been clearly identified as sought after skills by employers in targeted industries particularly in the renewable energy and utilities sectors.

Table 7

People QuickFacts	Riverside County	California
Veterans, 2007-2011	7%	9%

Source: U.S. Census Bureau: State and County QuickFacts; U.S. Veterans Administration

In addition, roughly half (49.0 percent) of the jobs in California's labor market are middle-skill jobs – that is, jobs that require some post-secondary education but not a bachelor's degree. Veterans are ideally situated for filling these jobs because 92% of veterans 25 and older have at least a high school diploma. And according to the U.S. Census Bureau, veterans own 9% of all U.S. businesses. This ownership results in 1.2 trillion in receipts generated by these businesses

²⁹ U.S. Census Bureau, 2011 American Community Survey

³⁰ U.S. Census Bureau, 2011 American Community Survey

³¹ USDVA VetPop 2007

³² U.S. Census Bureau via TIME Battlefield. Retrieved from: <http://billmovers.com/2012/07/27/a-snapshot-of-our-nations-veterans>

and 5.8 million people are employed by veteran-owned businesses. This makes veterans critical not only to meeting industry demands but accelerating the economic health of our region.

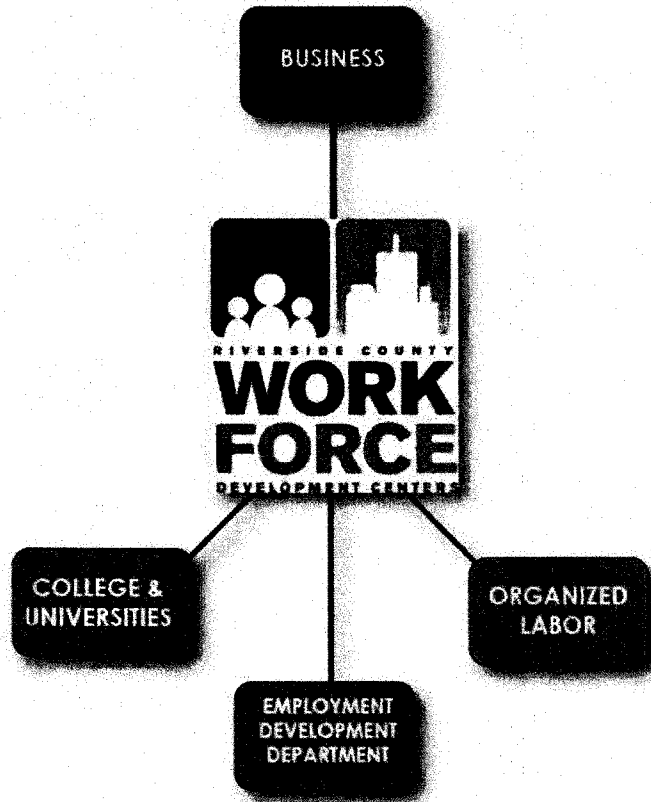
IV. BUSINESS SERVICE PLAN

The WIB's three regional committees serve as the sub-committee of the Local Board that develops recommendations for Business Service initiatives. The regional committees represent three distinct regions of the county and are comprised of industry leaders and business partners that focus on regionally-specific business needs, programs, and initiatives.

The WIB understands the importance of investing workforce resources using an industry sector approach and acting as a convener, and "backbone" organization (Figure 14), to build industry alliances and join with others where an alliance has already been convened for the same or similar purpose.

The WIB oversees workforce development services to more than 33,000 private sector businesses. Numerous services are provided to employers to help them maximize their success with the right workforce. The agency continually monitors the needs of employers, including small businesses and entrepreneurs, through focus groups, surveys, and one-on-one consultations. Any business located in Riverside County is eligible for services.

Figure 14



BUSINESS SERVICES

Employers currently have access to services through a WIB staffed Business Solutions Team that offers a full-array of services beyond recruitments and job matching. A certified internal Business Solutions Consultant is available to conduct business analysis; identify and resolve skills-gaps; determine resources and appropriate partners to meet the needs of businesses; determine and implement business retention strategies; develop proposals and determine cost savings; coordinate resources; monitor the implementation of the proposals; and, conduct follow-up with employers to ensure their needs have been met and to explore new opportunities. Our business services are aimed at:

- Saving businesses time and money
- Reducing the stress placed on a businesses' Human Resources Department
- Prioritizing budgetary constraints
- Aligning labor management relations
- Establishing a strategy plan for improving company relations with stockholders, vendors, organized labor, customers, and the community

The Business Solutions Consultants provide business customers with services that include:

- **Business Analysis**
Business Solutions Consultants help businesses to assess their business and workforce needs.
- **Business Resources and Referrals**
A wide variety of resources and referrals are available to assist businesses.
- **Recruitment Services**
Assistance to businesses to find skilled, qualified candidates including pre-screening, candidate assessment, and testing as well posting job openings.
- **Hiring Incentive Programs**
Assistance to help businesses offset the cost of training new employees or retraining existing employees.
- **Outplacement Services**
Resources and referrals for businesses and workers affected by a lay off or closure.
- **Labor Market Services**
Information about labor market trends, statistics, and economic and demographic data.
- **Human Resource Info**
Information on Human Resources-related topics such as news, trends, employee policies, and problem resolution.
- **Government Resources**
Information on federal programs such as OSHA, Social Security, IRS, wage reporting, labor statistics and commerce.
- **Tax Incentives**
Information on local, state or federal tax incentives, like the Welfare To Work and Work Opportunity Tax Credits and Hiring Incentives to Restore Employment (H.I.R.E.).

A comprehensive list of Business Services is provided in **Exhibit E**.

Cost Savings Analysis

As part of the services provided to business customers, the Business Solutions Consultants create a cost savings estimate that reflects an approximate calculation of the economic value of workforce services being provided to the business.

Business Retention and Expansion Program

A newer effort is having Rapid Response teams act as "Proactive Intermediaries" through our Business Retention and Expansion program. This program is a strategic layoff aversion strategy that allows a Business Retention and Expansion team to contact new businesses and do an analysis that includes financial stability. Resources are then brought together in an attempt to retain jobs and the business. Follow-up is also conducted on referrals from cities or other partners if they have identified a struggling business. Core partners for this program include: Economic Development Organizations (City or County) and the Small Business Development Center. These are also the first responders when an appointment has been set up with a business.

The program is helping the County of Riverside recover from the economic downturn that is still threatening businesses today. The program is designed to assist businesses with 99 employees or less who are identified as "at risk" for closure or loss of employees due to layoff, recover or maintain their business in order to save jobs. The Business Retention and Expansion team uses a list from Dun and Bradstreet that identifies at-risk businesses through a report that emphasizes a company's financial status, including a business summary, credit scores, credit capacity, payments, public filings, history, operations, banking and finance. The team uses this report to contact businesses. The team then establishes partners from Economic Development organizations and Small Business Development Centers as first responders. These first responders analyze the needs of the business and develop an action plan in an attempt to stabilize the business and retain its' employees. First responders identify appropriate resources to assist the business. The Business Retention and Layoff Aversion team then monitors and ensures the delivery of all resources and monitors the outcomes. Should the team be successful in the retention of the business, the team is responsible for following the business for 12 months. Businesses that are not retained are provided Rapid Response services.

Rapid Response Program

The Rapid Response Program assists businesses laying-off employees, by providing guidance and support. Once a California Worker Adjustment and Retraining Notification (WARN) or other notification is received, Rapid Response team members mobilize immediately on behalf of businesses to help employers navigate through government regulations, take advantage of workforce resources, and manage employee expectations. The program provides businesses:

- An initial meeting to develop a transition plan
- Strategies to prevent further job loss
- Coordination with other agencies for services employees may need

The Rapid Response Program also assists employees facing a career change by assisting them to find a job and return to financial and economic security. The program offers services that help employees to seek and obtain alternative jobs and, if necessary, to enter skills training or

retraining that will allow the employees to successfully compete in the job market. The program provides Rapid Response participants with:

- Assessment and counseling services designed to assist them with choosing an occupation
- Instruction on how to prepare and market a resume and self-image
- Instruction on how to write a cover letter
- Preparation and skill building for interviews
- Strategies for finding the "Hidden Job Market"
- Techniques for managing labor market information
- A reasonable approach to securing an interview and an acceptable way of asking for the job

On-the-Job Training (OJT)

The OJT program allows a business to hire and train an individual in the skills required by the job while they are doing the job. The WIB uses OJT to help offset some of the costs of training and low productivity by reimbursing up to 50% of the wages during the training period. The WIB currently has 11 Business Solutions Consultants and 4 EDD partner business liaisons throughout the County. Business Solutions consultants are required to do two OJT's per month or 24 per year for a team total of 264.

California Employment Training Panel (ETP)

The ETP is a statewide business-labor training and economic development program. ETP support the California economy by funding training to ensure employers have the skilled workers they need to compete globally. ETP-funded training supports the creation and retention of high-skilled and secure jobs providing economic security in industries that have the greatest positive impact on California's economy.

Locally, this program provides skills upgrade training for employees of companies facing off-shore competition. Training courses include lean manufacturing, supervisory skills, leadership development, team building, continuous process improvement, and geometrics. In the last program year, 220 employees from ten manufacturing companies benefited from the program.

INDUSTRY SECTOR STRATEGIES

The WIB recognizes that an effective industry sector strategy rests on linking to the workforce needs of local employers and creating deeper employer engagement in the system. Between 2008 and 2012, the WIB used several strategies to identify industry needs, skills gaps, and employment opportunities within the selected industry sectors, including: Business Visitation Surveys, the Industry Clusters of Opportunity Project, and Labor Market Surveys.

Additionally, during the 2013 Strategic Planning Retreat, participants spent time thinking about and commenting on the implications of an industry sector approach. Items discussed included:

- Ensuring that selected sectors have career pathways – either within the sector or transferable skills/paths across related sectors.
- Ensuring that career pathways are real (employers identify them) and are transparent to the worker.
- Addressing training capacity for reach of the specified sectors.
- Assessing the enrollment in training that is related to each of the sectors.

- Addressing the fact that much of the training required for each of the sectors is longer term and expensive. How do we keep individuals in the programs that require longer term training/credentials to meet industry requirements?
- Ensuring the development and design of Industry Alliances as a strategy to engage employers.

Inland Empire Industry Clusters of Opportunity Project

Beginning in 2008, a regional group from Riverside and San Bernardino County's Workforce Development and Economic Development divisions, California Community College's Centers of Excellence, and the California EDD began meeting monthly to uncover regional clusters of opportunity industries. The regional team reviewed industry reports, examined cross-regional issues and analyzed labor market data. As a result of the data analysis, two industry clusters were identified, a renewable energy cluster and a recession resistant cluster. The renewable energy cluster consists of emerging industries that will likely play an important role as a future economic driver in Riverside and San Bernardino Counties. The recession resistant cluster consists of healthcare, logistics and certain professional and business services employers, who have held their own in economic downturns. The collaboration continues to develop action/strategic plans that will provide a skilled workforce in the Inland Empire region. The two counties WIB Executive Committee members meet twice a year to provide direction and support to the two-county regional collaboration.

Industry Sector Skills Panels

In 2013-14, the WIB will be working on establishing Industry Sector Skills Panels for each local industry sector, starting with healthcare and logistics. Industry Sector Skill Panels are public/private partnerships of business, labor and education working together to improve the skills of workers in industries vital to the region.

These Skill Panels will bring regionally-based, industry-driven partners together to collaboratively address critical issues, skill gaps, training needs, and build robust career pathways. Skill Panels will help to build consensus, prioritize local and regional industry workforce needs, and mobilize partners and leverage resources to make the greatest economic impact.

The panels will emulate the roles played by effective industry partnerships including:

- Identifying and articulating current and anticipated skill needs within the industry;
- Mapping out and establishing career pathways in the targeted industry sector;
- Integrating programs and "braiding" funding streams along career pathways;
- Developing training curriculum and/or adjusting existing curriculum;
- Providing students and workers with industry valued skills certifications, credentials, and degrees at multiple points along career pathways; and
- Forming other strategies to support industry workforce needs and worker career advancement.

PARTNERSHIPS

The Riverside County workforce development system is strategically linked with economic development, industry, and employers. Working within the county's economic development system, the workforce system is positioned to be ahead of the needs for a ready and skilled

workforce by cooperatively exchanging workforce and economic intelligence and by being in a position to align education and training to create a steady supply chain of competitive workers.

Economic Development Agency (EDA)

As on one of Riverside's key public workforce development institutions and a member of the WIB, the Riverside County EDA actively supports the State's Strategic Workforce Development Plan and the Local Plan.

Workforce Development is a foundational economic development principle in Riverside County. The county has a wide array of programs and services aimed at stimulating capital investment and supporting the growth of key industries in Riverside County. One of the key initiatives of the county's 2012-2014 Economic Development Plan is Workforce Investment Programs.³³ As part of the EDA, the Workforce Division works closely with other agency divisions to ensure that resources are leveraged to meet the needs of adults, dislocated workers, youth, and businesses.

San Bernardino County Workforce Investment Board

In February 2013, the Riverside County and San Bernardino WIBs' Executive Committees conducted a joint planning meeting to share what each WIB is doing in its' respective counties and to determine the best approach for the two WIBs to build and expand upon the partnership that was started with the Inland Empire Industry Clusters of Opportunity Project (See § IV. Business Service Plan – Industry Sector Strategies.)

Areas of focus for the future are:

- Joint policy decisions;
- Service strategies for special populations, such as, serving Veterans;
- Convening the region's community colleges;
- Conducting joint labor market studies;
- Business services teams working together; and,
- Continuing the work done jointly on the Healthcare Industry Sector.

Quarterly meetings will be established to further plan and implement strategies to achieve the above.

Collaborative Networks

At a time of increasing demand for qualified workers and high unemployment, stronger linkage at the local level between workforce development, education, and economic development efforts is much needed. While employers struggle to fill some jobs with qualified workers, millions of unemployed Americans are struggling to support themselves and their families. In today's economy, jobs not only need to be created, but efforts must be made to ensure that workers have the necessary education and skills to compete for jobs.

The Riverside County Workforce Investment Board (WIB) has called for greater connectivity between workforce development, education, and economic development to more efficiently connect people to jobs and improve regional competitiveness. Building a stronger education

³³ 2012-2014 Economic Development Draft Plan. Retrieved from:
<http://www.rivcoeda.org/Portals/0/ED/Economic%20Development%20Plan%20DRAFT.pdf>

pipeline of skilled workers requires seamless connections between the components of the system and with the skill demands of the workplace of the future. The WIB is active, in a lead or support role, in the following regional networks appropriate to the labor markets for the WIB's six targeted industries.

Center of Excellence: The Center of Excellence (COE) is a labor market research initiative of the California Community Colleges Economic and Workforce Development Program to deliver regional workforce research customized for decision making and resource development. The purpose of the Center is to:

- Inform through real-time regional and local labor market research and data validated by industry partners.
- Connect business and industry with community colleges, and workforce and economic development professionals who are committed to developing an outstanding workforce.
- Advance the economic and workforce development mission of California's community colleges in partnering with employers and preparing the workforce to succeed in the future.

The WIB works closely with the COE on projects such as the Inland Empire Industry Cluster of Opportunity Project. In addition, the Center supplements regional workforce data with environmental scan data, skill gaps analysis data, and supply and demand data on all local industry sectors. In order to fully understand the *Healthcare* sector, the Economic Development Agencies and Workforce Investment Boards in Riverside and San Bernardino Counties initiated a comprehensive study of the healthcare labor market in the Inland Empire. The COE conducted the research and developed the study. This landmark multi-region labor market study, *Healthcare Industry & Occupations in the Inland Empire*, can be found at <http://coeccc.net/health>.

Coachella Valley Economic Partnership (CVEP): The Coachella Valley Economic Partnership, CVEP, is a regional economic development organization. It is devoted to attracting, retaining and expanding business while improving the quality of the workforce -- in order to raise the overall economy and quality of life for the region. CVEP strives to:

- Nurture Competitive Economic Diversification
- Build Strategic Partnerships
- Maintain and Enhance the Quality of Place
- Promote Regionalism
- Optimize Workforce Excellence through Education and Workforce Development
- Be a Regional Economic 'One Stop'

CVEP, in collaboration with the WIB, the Riverside County Economic Development Agency, and The James Irvine Foundation launched the Career Pathways Initiative in 2005. Through a broad network of partners including-- all three K-12 school districts, College of the Desert, California State University San Bernardino, University of California Riverside, every major healthcare industry employer, more than 100 additional industry partners, six major foundations (James Irvine Foundation, College Access Foundation, Desert Healthcare District, Ford Motor Company Fund, Verizon Foundation, Gannett Foundation). The Career Pathways Initiative has impacted more than 2,000 area students and faculty with enriched programs. The Initiative focuses on

Healthcare, Multimedia, and Advanced Technologies (*Alternative and Renewable Energy / CleanTech*) and is about preparing the workforce from K-12 to the colleges with the skills that ensure these industries will thrive.

Institute of Applied Research (IAR) & Policy Analysis – California State University San Bernardino: A full-service consulting and applied research organization. The purpose of the institute is to provide a variety of research and consulting services to public agencies, business organizations, and individuals within the university's service area.

- Services offered include, developing surveys and polls, economic development and strategic planning, program evaluation, quality control systems, and economic forecasting.
- Staff provides current marketing research and marketing plans, including a full range of advertising and promotional tools and design and assistance with sampling, questionnaire construction, and statistical analysis.
- Industry experts in feasibility studies, policy studies, organizational design and development, and data processing and data analysis.

Through this collaborative network, the WIB has participated in Quality of Life Indices published by the IAR by purchasing questions regarding workforce issues. The IAR also publishes the Local Purchasing Managers Index for Riverside and San Bernardino Counties that the WIB utilizes as an indicator of the state of the economy.

Inland Coalition: The goals of the Inland Coalition are to achieve a health workforce in Riverside and San Bernardino Counties that is diverse and community responsive; work collectively to identify and facilitate solutions to the educational, social and environmental barriers to a seamless health pipeline; and support coalition members through information dissemination, training/technical assistance, research and evaluation, policy development, advocacy & coalition building. The Coalition's work includes:

- Prioritizing regional health workforce planning and support for students in health career programs as key components of organizational goals.
- Defining key strategies to address gaps and expand programs that lead to student exposure and success in health careers/professions.
- Aligning and leveraging resources in the region to meet community health workforce needs, achieve greater collective impact on students, and amplify efforts and outcomes.

The WIB in its role as workforce analyst provides the coalition with data and labor market information on the **Healthcare** industry sector. The WIB, as convener, is also serving as the sponsor for the Riverside County Nexus group. The Nexus group will convene key partners from education, business, community, public sector and funders who have an interest in the Riverside County region to address healthcare workforce pipeline needs, break down barriers for local students to enter the health career pipeline, and expand opportunities in health career education pathways and college for local students.

Desert Regional Consortium – California Community Colleges: The Desert Regional Consortium of community colleges supports a diverse network of educational and economic development services throughout the region. These services address needs in career and technical education,

training, and economic development needs of industry, government, and the community. The Consortium seeks to:

- Organize and continuously improve the process for identifying, validating, and submitting priority and emergent sectors to the community college system.
- Provide convening, technical assistance, curricular, and logistical support to regional projects that affect common metrics and accountability measures and meet the labor market needs of regional priority and emergent sectors.
- Outline a plan for administering and monitoring mini grants and sub-contracts that empower grant management and application.

The Consortium is the regional lead for the statewide “Doing What Matters for Jobs and the Economy” Initiative through the California Community College Chancellor’s Office (CCCCO). The WIB fully supports this initiative that targets regional skills gaps, and will participate as a key partner to identify and meet the skill needs of the WIB’s *six targeted industries*. This initiative supports the alignment of programs, the leveraging of resources, and is consistent with the State’s Strategic Workforce Development Plan and the Local Plan.

National Center for Supply Chain Technology Education – Norco College: The Center focuses on increasing the number of skilled supply chain technicians by 14,000 over four years, creating new opportunities for students studying science, technology, engineering, and mathematics (STEM). By developing career pathways for supply chain technicians and meeting the industry need for this skilled workforce.

- To identify and develop skills based education pathways, facilitate professional development, and disseminate educational materials with the goal of increasing the number of skilled supply chain technicians.
- Conduct a gap analysis of existing technician training, identify technologies being used and develop training modules.
- Develop and deliver professional development training related to these technologies.

The WIB in its role as capacity builder works with the Center to connect interested customers with professional development training and to meet the workforce needs of local employers in local industry sectors, including *Logistics* and *Professional and Business Services*.

Chambers of Commerce

The EDA-WD’s Business Solutions Consultants work closely with eleven (11) local Chambers of Commerce to highlight the One-Stop’s Business Services. Consultants attend regular Chamber meetings and many of their functions and events to market the One-Stop’s services. This is another unique opportunity to reach out to local businesses and include them in the local workforce development system.

Small Business Development Center

As on one of Riverside’s key public workforce development institutions and a member of the WIB, the SBDC actively supports the State’s Strategic Workforce Development Plan and the Local Plan.

In order to provide effective services to the county's entrepreneurs and small businesses, the WIB partners with the Small Business Development Center (SBDC). The SBDC is the region's premier provider of business consulting and training services for the existing and aspiring business owners. The main components of this partnership are:

Education: The WIB, in partnership with the SBDC host 9 business seminars on pressing topics identified by the county's entrepreneurs and small businesses. SBDC offers over 240 training workshops to ensure that important business topics are addressed.

Consultation: The SBDC delivers quality consulting services. Through the partnership with the SBDC the following services are available to the WIB's business customers: One-on-one business consulting; access to financial analysis tools and consulting; and strategic planning to businesses.

V. ADULT STRATEGIES

The local Workforce Development System provides a continuum of services that aid adults and dislocated workers in reaching their employment and career goals and provides the opportunity for job seekers to attain economic security. The WIB continually looks for ways to streamline services and provide services that are responsive both to job seekers and employers.

The local service delivery model includes triaging customers to prioritize needs and direct them to the appropriate services or resources. The following mini-group counseling sessions are offered to job seekers seeking basic assistance:

- Resume writing techniques
- Research and Preparation (interviews and researching the job and company)
- Staying Organized (tips and techniques on organizing job search)
- Networking (provide tips and information on networking groups and popular on-line social networks)
- Budget Strategies to Win in Changing Times (resources for spending and saving money buying groceries, housing, transportation, clothing, insurance and investments)
- Labor Market Information (tools to assist in job search, industry change, occupational profiles, wage and job descriptions, training programs, career resources)
- Educational Alternatives and Financing (exploring training alternatives such as Adult Education, Registered Apprenticeships Programs, Regional Occupation Programs (ROP), vocational institutes to enhance career goals)

Job seekers move through three levels of WIA Adult and Dislocated Worker services (Core, Intensive, Training) based on individual needs. Once a job seeker has met the eligibility requirements for training services he/she may immediately proceed to training to obtain or retain employment that leads to economic security.

A comprehensive list of Adult Services is provided in **Exhibit E**.

ADULT TRAINING ACTIVITIES

The mission of Riverside County's WIB is to link resources, people, business and education together to help form a globally competitive workforce. In support of this mission, one of the top priorities of the WIB is to strengthen the bridge between education and business.

Continued collaboration between community colleges and businesses through the WIB's Regional Committees helps create the types of courses and certificate programs most valuable to job seekers and employers.

The WIB administers a program that supports an increase in worker skills and workplace competencies and the development and use of career pathways. This provides a diversity of job seekers with the necessary skills to obtain, retain, and advance in **high wage, high growth OR high demand** occupations and careers. In compliance with SB734 [UI Code Section 14211] the WIB invests *more than* 25 percent of local Adult and Dislocated Worker dollars on skills training (See **Attachment 3, Title 1B Budget Plan Summary**). Training funds are invested in the WIB's six targeted industries or to current employment opportunities. Training outside of targeted industries must be justified. In the upcoming program year, the WIB will be looking at how to strategically invest in training opportunities that meet the demands of businesses and yield the greatest return on investment based on participant outcomes (i.e., OJT; Community College Classroom Training; Apprenticeships; Vocational Schools).

The ongoing **regional partnership** of Riverside and San Bernardino County's Workforce and Economic Development Departments and California Community College's Centers of Excellence relies on cluster employers to inform decision-making about program development. Employer needs are identified through surveys and focus groups as well as by active participation in numerous regional industry roundtables and collaborative networks (§IV. Business Strategies – Partnerships.)

Higher Education

The WIB's partnership with local higher education partners is vital to the success of the State Strategic Workforce Development Plan, the Local Plan, and the realization of the Governor's vision. Several of the WIB's higher education partners are WIB members, through their participation on the WIB, key public workforce development institutions will be able to align programs, apply for grants and allocate resources in support of the Local Plan. Developing collaborative partnerships in support of regional workforce and development networks, career/sector pathway partnerships will remain and continue to be a top priority for our local area and ensure consistency with the State's Strategic Workforce Development Plan. The role of some of our current educational partnerships are highlighted below:

College of the Desert (COD): COD was founded in 1958 and opened its doors for the first time in September 1962. As a two-year college, COD offers transfer students an affordable option for starting college and transferring to a four-year institution. COD's Economic and Workforce Development (EWD) programs provide education, training, and technical assistance to prepare workers for emerging industries as well as for updating the skills of those currently employed. COD works closely with companies to identify knowledge and skill gaps, develop training solutions, and implement effective strategies for ongoing professional development. By meeting the educational needs of industry in our region, COD is making a significant contribution to economic recovery and growth.

For four years, COD has partnered with the WIB in conducting green technology workforce training. This training has been available to unemployed and underemployed individuals. Under its EWD Division, COD currently offers workforce skills training in several green technology

fields. They are Utility-Scale Solar Energy in support of large solar energy projects being constructed in our region, Wind Turbine Maintenance and Repair to prepare entry-level maintenance technicians for the regional wind industry, and BPI and HERS energy efficiency and audit systems to train workers for meeting new building retrofit and construction standards. These programs are currently available through COD's partnership with the EDA-WD. In addition, COD has several career and technical education programs that are preparing students for careers in high growth industries in our local area.

Mt. San Jacinto College (MSJC): As on one of Riverside's key public workforce development institutions and a member of the WIB, MSJC actively supports the State's Strategic Workforce Development Plan and the Local Plan.

MSJC, established in 1962, is a single college with two campuses: one campus in San Jacinto and another in Menifee. As part of MSJC's Workforce Development/Contract Education branch, the college serves local businesses by offering a variety of services designed to improve the bottom line through an investment in people. MSJC provides tailored business solutions to train and educate valued employees. The college has dedicated time and resources to pinpoint the training needs of employers in Riverside's Mid-County. The WIB partners with MSJC to provide college education programs connecting youth to post-secondary education and a school-to-work transition strategy between school and employment.

Riverside Community College District (RCCD): As on one of Riverside's key public workforce development institutions and a member of the WIB, the RCCD actively supports the State's Strategic Workforce Development Plan and the Local Plan.

Riverside Community College District is the seventh oldest community college district in California, and the fifth largest. RCCD is a three-college higher education system serving 1.4 million people living in Riverside County. RCCD colleges are located in the cities of Riverside, Moreno Valley, and Norco. Preparation of students for the modern workforce extends outside the classroom to include partnerships with leading businesses, resulting in the development of specialized high-tech programs and freestanding centers of learning that attract both traditional and non-traditional students.

Riverside City College's Workforce Preparation Department offers several training and education opportunity for adults, dislocated workers and youth. The basic services provided include; career assessment and interpretation, career counseling and educational advisement, case management, workplace skills training; occupational education and employment resources. They work extensively with at-risk and disconnected young adults age 18-24 to connect them with basic skills development, general and career educational opportunities leading to industry-recognized certificates and transfer opportunities (See§ VI. Youth Strategies – Youth Training Activities.)

Other higher education partners include: **California Baptist University; La Sierra University; California State University, San Marcos; University of California, Riverside; and, University of California, Riverside, Extension.**

Eligible Training Provider List (ETPL)

The EDA-WD conducts a Pre-Award site review for all new vendors approved for training. Upon successful completion of the Pre-Award, the WIB submits the vendor Eligible Training Provider and Eligible Training Program Applications to EDD for posting to the ETPL. Training providers already listed on the ETPL are encouraged to submit applications to the WIB to become a training provider in Riverside County. The WIB enters into an Individual Training Account (ITA) Master agreement with the vendor for one year. Vendor renewals are processed on an annual basis for vendors in compliance with their agreement.

The WIB conducts annual monitoring of vendors from a desk review to a comprehensive, onsite monitoring that includes a review of the vendor operations, status of insurance coverage, program performance including completion and attainment of a degree and/or other credential valued and used by the WIB's six targeted industry sector employers, customer files, complaint log, grievance processes, review of required Equal Employment Opportunity (EEO) and wage postings and physical facility inspection. The monitoring insures the vendor is in compliance with all regulatory requirements and provisions of their agreement as well as insuring the vendor is providing quality training to the WIB's customers. Should the monitor determine the vendor to be out of compliance with the provisions of their agreement, a written report is completed identifying the findings with recommended remedies for the vendor to respond within a specific time frame. If the vendor is unable to remedy the finding in a timely manner, the WIB may place the vendor on a hold status and may discontinue all enrollments until the issues are resolved.

ITA's must be linked to the WIB's six local industry sectors or to current employment opportunities in the LWIA. Training outside of the WIB's targeted industries must be justified by labor market information and documented prior to approval. The duration of the training cannot exceed 24 months without special approval. Limitations to use of training funds may be invoked by WIB policy. The Director of the EDA-WD or designee will invoke the WIA Priority for Service provision when funds are limited. When invoked, recipients of public assistance and other low income individuals and veterans and/or eligible spouses are given priority for intensive and training services offered through the county's WDCs in accordance with the priority established in the WIB's policy.

Career Pathways

Local partnerships of adult education, workforce development, community colleges, Community Based Organizations (CBO), employers, and labor organizations are essential to successful career pathways and bridge programs. At the local level there is a focus on preparation for college and career success rather than a focus on GED as the ultimate goal. In its role as convener and capacity builder, the WIB advocates to ensure that career pathways developed in the local area are based on the following evidence of best practices:

- Accelerated and integrated program models that shorten the time to a meaningful credential
- Robust and wraparound supportive services
- Coordination of Financial Aid and other benefits
- Employer-verified pathways and curriculum and potential job opportunities

For Adults and Dislocated Workers, it is of particular importance to develop career pathways strategies which align adult education, job training, and higher education programs to allow participants to obtain progressive educational or occupational credentials even as they continue seek employment. The WIB provides training options such as distance learning, accelerated job training, and short-term training. Research indicates that the sooner students enter a program of study, the more likely they are to complete a credential (See also § VI. Youth Strategies – Youth Training Activities). As mentioned earlier, once a job seeker has met the eligibility requirements for training services he/she may directly proceed to training to obtain or retain employment that leads to self-sufficiency.

Additionally, local workforce staff is trained to assist participants in accessing the full range of financial and other assistance they need to succeed in training. Workforce staff and training providers coordinate available funds to pay for training. WIA funds only cover that portion of tuition not covered by other grant awards. And some participants may also receive special claimant trainee status in coordination with the Unemployment Insurance (UI) program while in an approved training program.

Supportive Services are also available to participants. Examples of Supportive Services include but are not limited to:

- Transportation Assistance
- Child/Dependent Care
- Housing
- Needs Related Payments
- Clothing Assistance
- Medical Needs
- Test, Certifications, and License Fees
- Work Tools

The WIB works closely with education, corrections, social services, economic development, and other key partners to align resources, reduce administrative costs, and reduce duplication in order to fully support participants.

Apprenticeship Training

As part of Riverside's key public workforce development institutions and as members of the WIB, five local labor organizations actively support the State's Strategic Workforce Development Plan and the Local Plan.

There are five (5) local labor organizations represented on the local board: **International Brotherhood of Electrical Workers (IBEW) #440; Southern California Laborer's Apprenticeship; Laborers' International Union; Central Labor Council; AFL-CIO; and International Brotherhood of Electrical Workers #47.** The WIB works closely with these partners to identify opportunities for job seekers to enter into apprenticeship programs approved by the DIR-DAS (UI Code Section 14230(3)). The WIB recognizes that apprenticeship programs provide:

- **Valuable Career Pathways:** Registered Apprenticeships can provide job seekers valuable post-secondary pathways to rewarding careers.

- **Pathways for Under-Represented Populations:** Diverse populations in the local area will have access to growing opportunities in Registered Apprenticeships.
- **A Versatile Training and Employment Strategy:** Apprenticeship training advances the goals of the local workforce development system.

Currently the WIB is working on institutionalizing the value of apprenticeships throughout the workforce development system. The WIB has developed a policy directly addressing the goals of AB 554 (EXHIBIT F) and is in the process of exploring how WIA funding can best support Apprentices and Registered Apprenticeship programs and how systems can effectively partner, through Memoranda of Understanding (MOUs), to assist job seekers and employers. Including activities such as:

- **Individual Training Accounts:** For WIA-eligible Registered Apprentices to support Related Instruction
- **Customized Training and OJT**
- **National Emergency Grants:** To Address Major Economic Dislocation
- **Trade Adjustment Assistance:** Training for Trade-Affected Workers
- **Implementing "Earn and Learn" models:** Allowing workers to learn much of their new skills on the job.

The WIB is also collaborating with labor organizations through the development of a multi-craft trade orientation seminar for job seekers interested in entering a pre-apprenticeship or registered apprenticeship program. The seminar curriculum will be based on the nationally recognized and DOLETA-approved pre-apprenticeship curriculum: "Multi-Craft Core Curriculum" (MC3). This includes working with our community colleges to develop and provide pre-apprenticeship training and with labor organizations to ensure that opportunities are available for job seekers completing training to enter U.S. Department of Labor Employment and Training Administration (DOLETA) registered and California Department of Industrial Relations Division of Apprenticeship Standard (DIR/DAS) approved apprenticeship training, and/or continuing education in apprenticeable occupations. [CIUC Section 14230 (AB 554)]. Labor organizations are also invited to participate in job fairs, at no cost, so that they are available to inform job seekers about the value and importance of apprenticeship programs.

Past projects have included providing in-kind resources such as facility use in cooperation with the EDD, so that labor organizations could offer apprenticeship training classes at no cost. Courses have been offered by labor organizations at every level of apprenticeship training. Through this collaboration, the IBEW has been able to support ongoing work at the Desert Energy Enterprise Center (DEEC). The Desert Energy Enterprise Center houses energy-related professional development, workforce training, and energy technology demonstration projects. The WIB and labor organizations also partnered on a Construction Talent Transfer Grant – which provided training to individuals in the building trades to shift from residential to heavy industry construction. Funds were committed by the WIB to provide training classes for participants entering a registered apprenticeship program.

VETERANS

The WIB is committed to providing a comprehensive approach to veterans by integrating all services so that the veterans' experience is one of full saturation of workforce services. Veterans

and eligible spouses are identified at each "point of entry" and provided with priority of service. Once self-disclosed they are immediately referred to an available WIB or EDD representative to be assessed for all (WIA/EDD) services. Cross training of these representatives with other WIA and/or EDD services has afforded us the opportunity to merge program elements and cut down on duplicative program services and streamline services for our veteran job seekers. Services are integrated to allow a wide range of program services to be offered to the veteran at one time. The spouse is also triaged in the same manner as the veteran customer. We ensure adherence to legislative requirements, codified at Title 20 CFR Section 1010, by communicating and providing training to Veterans staff on Veterans Priority of Service policies and procedures at all One-Stop locations.

Veterans Employment-Related Assistance Program (VEAP)

The local area also provides services to veterans through a Governor's Discretionary 15 Percent funds grant to transition veterans into high-wage, high-growth occupations. The Riverside County Veterans Employment-Related Assistance Program (RivCoVEAP) uses a sectoral employment strategy using industry-specific training to prepare recently-separated veterans, campaign veterans and service-connected disabled veterans for skilled positions and connect them with high-wage, high-growth occupations in the Healthcare and Renewable Energy sectors. Working with our partners, the program supports and advocates for the tailoring of training and education programs that can help veterans build on their military experience and transition to new careers. Already, California is at the forefront of streamlining credentialing and licensing for service members, veterans, and their spouses.

SELF-SUFFICIENCY PROGRAM

The Riverside County Housing Authority has implemented self-sufficiency programs (FSS and ROSS) in partnership with the EDA-WD to provide job training and job search assistance to Public Housing/Section 8 program participants. The goal of these programs is to expand employment opportunities and earning potential for extremely low and low income households. This partnership also ensures that low income households have opportunities to become part of the "skilled labor pipeline" which is necessary for economic recovery.

SENIOR EMPLOYMENT PROGRAM

The Senior Community Service Employment Program (SCSEP) is a community service and work based training program for older workers administered and operated by the Riverside County Office on Aging (OoA). As one of Riverside's key public workforce development institutions and a member of the WIB, the OoA actively supports the State's Strategic Workforce Development Plan and the Local Plan.

Authorized by the Older Americans Act, the program provides subsidized, service-based training for low-income persons 55 or older who are unemployed and have poor employment prospects. Eligible Program Participants must be at least 55, unemployed, and have a family income of no more than 125% of the federal poverty level.

SCSEP provides both community services and work-based training. Participants work an average of 20 hours a week, and are paid minimum wage. They are placed in a wide variety of community service activities at non-profit and public facilities, including day-care centers, senior

centers, schools and hospitals. It is intended that community service training serves as a bridge to unsubsidized employment opportunities.

PERSONS WITH DISABILITIES

One of the primary goals of the Riverside County LWIA is to provide opportunities for eligible job seekers to utilize the services of the Workforce Development Centers (WDC). Understanding that persons with disabilities may face barriers to employment, the WDC employs a full time Americans with Disabilities Act (ADA) Coordinator. The ADA Coordinator, in partnership with the Equal Opportunity (EO) Officer, assists customers with navigating the workforce system, educates staff and partners and serves as a vital link between the WDCs and various community organizations. Increasing the number of people with disabilities who access workforce programs is a priority of the ADA Coordinator. The EO Officer also ensures that all of our WIA Title I programs and activities are universally accessible pursuant to Title 29 CFR Section 37.42.

All customer service staff participates in disability awareness training and attends reasonable accommodation sessions where new auxiliary aids and services are demonstrated with a hands-on approach. In addition to classroom training, an extensive in-house resource library and a membership with the Taleo Mind Leaders library provides staff with alternate resources to build their skills. The WDC intranet has a section devoted to ADA resources, guides and online classes to assist workforce professional with effectively meet the needs of persons with disabilities.

Inland Empire Disabilities Collaborative

The WIB is a member of the Inland Empire Disabilities Collaborative, a regional network designed to build cooperative relationships and promote advocacy with and for people with disabilities. The group meets monthly to promote equal opportunity, universal access, employment and full participation of people with disabilities in all aspects of life. In addition to participating in monthly meetings, the ADA Coordinator attends the annual Inland Empire Disabilities Expo to disseminate information about programs and services available to job seekers and businesses at the WDC's.

LIMITED ENGLISH PROFICIENCY

Customers with limited English proficiency (LEP) are provided meaningful access to WDC programs and services. Whenever possible, a LEP customer is served by an employee who speaks the customer's language. Our local LEP procedures are below:

- If an individual is identified as needing language access assistance during the point of first contact, staff conducting the triage determines his/her primary language through verification of foreign language proficiency either by a bilingual staff (in-person) or self-identification by the LEP individual or identification by a companion.
- The LEP individual is provided with a welcome packet that translates vital documents to ensure the individual has meaningful access to important written information in the most frequently encountered language. All vital documents are provided in English and Spanish. (If a customer requires assistance in a non-frequently encountered language then a bilingual staff roster is used to determine if there a bilingual staff member who can provide assistance in the LEP person's language.)
- If an LEP customer requests core, intensive, or training services, a bilingual staff member is assigned to provide oral language assistance services in the LEP person's language.

PRISONER RE-ENTRY PROGRAM

For the last 6 years, the WIB in partnership with, and funded by the Riverside County Sheriff's Department have operated the Re-ENTRY program at the Smith Correctional Facility in Banning, CA, the Southwest Detention Center in Murrieta, CA, and the Robert Presley Detention Center in Riverside, CA. The program assists incarcerated and recently paroled inmates with mentoring, case management, individualized career transition planning, family and community reunification, employment and training opportunities, and assistance in connecting with other community resources. Through specialized workshops and activities the program assisted 2,489 individuals of whom 1,676 were participating in the post release Residential Substance Abuse Treatment Program operated by the Sheriff's Department. Additionally, workshops were presented to 155 in-custody individuals.

INVESTMENTS IN TECHNOLOGY

The WIB continually looks for ways to use technology in creative and flexible ways in order to reach out to customers, stakeholders, and partners. Technology is incorporated into our service delivery processes and assists us to enhance services, address accessibility, promote professional development for workforce personnel, and assist in data collection (See also, §VII. Administration.)

Virtual One Stop (VOS)®

The WIB purchased the VOS system to enhance individual access to needed services and training. The VOS site is a powerful online job seeker/workforce services system, accessed as a web site on the Internet or on the Intranet at the WDCs. It was specifically designed for job seekers, students, case managers, employers, training providers, workforce professionals, and others seeking benefits and services. The system provides fast access to a complete set of employment tools in one web site. The site is also a valuable resource for policy makers, researchers, and others seeking to explore and analyze local labor markets.

Job Seekers: The site lets job seekers search for jobs by a radius from their home zip code, or by city, county, workforce region, specific metropolitan area, or statewide. New advanced job search features let job seekers focus their search for the perfect job. An integrated Background Wizard / Resume Writing tool makes it easier to create a professional resume and fine tune job searches.

Employers: The site lets employers select from a larger number of selection criteria, identify them as required, desirable, or not applicable, and rank resumes by how well they match the employers' selection criteria. This can help limit the number of resumes that an employer must sort through and focuses their attention on the best matches for current job openings.

With thousands of job listings extracted from nearly every employer in the state, finding job opportunities that fit an individual's needs and skills are easily accessed with a few mouse clicks. Employers searching for suitable candidates benefit from the convenience of one website for potential candidate searches and review of job market trends. This dynamic information is contained in a statewide database to expand the job selection and recruitment process for every individual and employer.

Current data available on the site includes a strategic mix of job openings, career exploration, employer information, education, and labor market research information. Job seekers, students, or employers may click on the site whenever they need accurate data to make informed decisions on careers, training, wages, occupation searches, and resource recruitment.

Rivcoworkforce.com

In 2011, the WIB website was redesigned in for design and functionality to better meet our customer needs. The new website viewable at: www.rivcoworkforce.com reflects improvements to readability and style from the perspective of a business owner or a job seeker visiting the site for the first time. The site is the virtual representation of the Riverside County Workforce Development system and is fully accessible to persons with disabilities. The site is also the mechanism used to transparently communicate the results of the WIB's efforts with the community. The WIB publishes its meeting summaries and communicates the success of its programs to employers and jobseekers on the site.

RivcoNetwork.com

In partnership with Monster Public Sector & Education (PSE), the Workforce Investment Board offers job seekers a web-based employment portal that provides social networking, forums, ability to post links to Riverside sites, private job posting, search tools and technologies for novice and experienced job seekers, toolkit for success, career management tools (career snapshot, career benchmarking, career mapping). The employment portal is an online gated community accessible only to our job seeker customers.

VI. YOUTH STRATEGIES

Riverside County's eligible youth population face challenges and barriers to economic security and empowerment that include excessive rates of poverty, unemployment and crime, low educational attainment, teenage pregnancy, drug use and gang involvement. Community collaborations have established an integrated service system, meeting the needs of our at-risk youth to improve educational attainment, occupational skills training, preparation for unsubsidized employment, leadership development, mentoring, job placement assistance and long-term follow-up which are the integral components of the workforce investment system. All Youth Strategies are based on priorities established by the WIB's Council for Youth Development (CYD) (See § VII. Administration – Local Board Organization Structure). The CYD guides and informs an integrated vision for serving youth in the regional economy within the context of workforce investment, social services, juvenile justice, and education.

The WIB provides the following activities aimed at the "whole youth" in the local area: juvenile diversion, gang prevention, alternative education, GED instruction, health and mental health services, job readiness, career counseling, adult mentoring, job placement, occupation skills training, career pathways/bridge programs, school-to-career, substance abuse counseling, and youth development. Although numerous services exist, they are not always available in sufficient quantity, nor accessible to those youth who are most in need in all areas of the county. However, working collaboratively with other youth-serving organizations and systems the WIB will continue to meet the entire spectrum of needs facing our county youth. The WIB recently endorsed a locally developed work readiness certificate available to all youth participants.

The CYD and the WIB continue to support the U.S. Department of Labor's Employment and Training Administration's (DOLETA) Strategic Vision for the Delivery of Youth Services.

Out-of-school youth (and those most at risk of dropping out) are an important part of the new workforce "supply pipeline" needed by businesses to fill job vacancies in the knowledge economy. WIA-funded youth programs will provide leadership by serving as a catalyst to connect these youth with quality secondary and postsecondary educational opportunities and high-growth and other employment opportunities.

Youth services are accessible through the WIB's stand-alone Youth Opportunity Centers (YOCs), via Internet-based programs, and information and referrals between all workforce centers.

YOUTH OPPORTUNITY CENTERS (YOC)

The foundation for the Riverside County Youth Opportunities System is six, community-driven YOCs. Located in areas most accessible to youth, the YOCs serve as "One Stops" where youth can receive the support and services they need. The centers are located in Lake Elsinore, Indio, Moreno Valley, Hemet/San Jacinto, Jurupa and Perris. The centers serve 1,100+ youth on an annual basis.

YOC operators are competitively procured on behalf of the WIB and the CYD (See §VII. Administration – Competitive Procurement Process). Partnerships are sought that demonstrate measurable, positive impact on youth through the operation of one or more of the existing YOCs. The overall goal is to provide youth with the opportunities to improve academic performance, achieve major educational attainment, access higher educational opportunities, gain the skills needed to progress in career goals, and obtain employment.

In support of SB734 [UI Code Section 14211] all providers must include the following education services as part of their program design:

- **Tutoring and study skills training:** Services must be available to assist youth toward the completion of secondary school or skill attainment.
- **Dropout prevention strategies:** Development of strategies that describe various methods to keep youth engaged in the program.
- **Basic skill levels:** Instruction and activities to raise basic skill levels and English as a Second Language (ESL) instruction.
- **Alternative, secondary school services, including GED preparation:** This component requires a strategy that emphasizes strong and demonstrated linkages between all service providers.
- **Preparation and exposure to post-secondary, educational opportunities:** Development of strong linkages between academic and occupational learning, with connections to the job market through local and regional businesses. Post-secondary institution partnerships are included in the design of the program. Experience has demonstrated that the most successful programs have on-site educational providers as a strategy.
- **Pre-employment and work maturity skills training:** Based on SCANS competencies
- **Work-based learning opportunities:** To include job shadowing, paid and unpaid work experience, including private-sector internships subsidized by WIA funding

- **Summer employment opportunities:** Directly linked to academic and occupational learning
- **Occupational skills training:** Including approved pre-apprenticeship and apprenticeship programs

A comprehensive list of youth services is provided in **Exhibit E**.

Preference is given to Partnerships that can demonstrate capacity and experience executing the National Retail Foundation certification program, or similarly established certification programs based on nationally approved work skill standards.

In addition, all YOC operators must pass a supplier certification system. YOCs are assessed against Continuous Quality Improvement (CQI) criteria and must reach a score of 75% in order to be eligible for WIA funding. This quality assurance system is based on a certification process that provides a license to youth program providers permitting them to receive funding and display the CYD Seal of Quality. The Workforce Investment Board and the Council for Youth Development have established a Quality Assurance System to ensure the WIA Youth System delivers high quality services to its customers. The performance standards are based upon the Malcolm Baldrige criteria for performance excellence.

Each YOC is unique in size and physical design. All centers are required to have a resource area where youth can obtain information about employment opportunities, training options, community resources and Youth Center activities; classroom space for workshops, group activities and training; computers for learning and exploring; and, office space for program staff. A sound studio, multi-media production equipment, recreation room, comfortable couches, video games, stereos and televisions are just a few of the amenities that keep youth coming through the doors. The centers provide a safe, comfortable, youth-friendly environment for young people. Services are provided to a youth participant, based on each participant's objective assessment and individual service strategy (ISS).

YOUTH TRAINING ACTIVITIES

The WIB and CYD's training activities focus on helping youth to understand career pathway options; and to encourage attainment of post-secondary degrees and credentials valued by industry in the regional labor market.

Career Technical Education (CTE)

As on one of Riverside's key public workforce development institutions and a member of the WIB, the Riverside County Office of Education (RCOE) actively supports the State's Strategic Workforce Development Plan and the Local Plan.

The RCOE combines career interests with workforce skills to produce employable high school graduates through CTE. Year in and year out, the WIB is one of the CTE's strongest partners. There are 2,000 businesses that provide internships for RCOE's CTE students and those who take part in their Summer Work Experience Program. RCOE's CTE program – incorporating traditional ROP courses – offers more than 553 classes to 33,000 students in 50 career areas, and more than 2,000 places of employment.

K-12

The RCOE has been serving students throughout Riverside County for more than 115 years. With 431,000 students, they are California's fourth largest county office of education. There are 23 school districts in Riverside County. These districts vary in size from Desert Center, which serves just over a handful of students to Corona-Norco, with more than 50,000 students.

The WIB supports the mission of the RCOE to ensure the success of all students through extraordinary service, support, and partnerships. Their Pledge contained within this mission is that all students in Riverside County will graduate from high school well-prepared for college and the workforce. RCOE and the WIB, through the YOCs, have an established relationship with school programs such as the Office's Come Back Kids Program that offers prevention and/or intervention services to students of all ages who wish to re-enroll in an educational program. The partnership continually looks for opportunities to ensure that youth in the local area are able to gain meaningful and appropriate social, work and academic skills to succeed in the workplace.

Training activities may include:

- Institutional skills training/upgrading/retraining
- Job-specific competency training
- On-site industry specific training
- Customized training designed for specific employer(s) with a commitment to hire upon successful program completion
- Entrepreneurial training
- Internships in public or private sector
- Pre-apprenticeship training to prepare for longer term on-the-job apprenticeship programs and apprenticeship training [CIUC Section 14230(e) (AB 554)]

Career Pathways

In partnership with RCOE, the WIB and the EDA-WD have organized a countywide coalition to increase the college going rates of high school graduates, reduce the high school dropout rates and to ensure young people are well prepared to enter the workforce. The Coalition has convened key partners and leaders to more effectively connect employers and workplace partners, schools, training programs, community organizations and social service agencies to serve the needs of young people as they prepare for life as adults.

Many incoming community college students grapple with the "readiness gap," the difference between students' academic skills upon enrolling in college and the skills they need for college-level studies. Nearly 60 percent enroll in at least one developmental reading, writing, or math course; often these students fail to progress towards a certificate or degree or transfer to a four-year school.³⁴ Locally, in order meet this readiness gap, "bridge programs" are being developed along career pathways. Key evidence-based characteristics of these programs are that they:

- Connect to a longer pathway that can include "stacked" short-term credentials toward a certificate or degree.

³⁴ *Improving College Readiness in the Age of the Common Core*. (2013). MDRC.

- Include all elements of a bridge program, but include integrated or co- or dual enrollment in postsecondary courses.

Research conducted by MDRC (2013), indicates that interventions that begin the summer after a student graduates from high school are often too late. The potential impact of college readiness “bridge” programs could be greater if students started during — not after — high school and adopted a long-term approach.³⁵

Coachella Valley Economic Partnership (CVEP) Career Pathways Initiative: An example of a locally developed “longer” Career Pathways Bridge Program is the highly successful Coachella Valley Economic Partnership (CVEP) Career Pathways Initiative. The initiative was developed by CVEP, in collaboration with the WIB, Riverside County Economic Development Agency, The James Irvine Foundation, employers, education partners and key community stakeholders.

The Career Pathways Initiative was launched in 2005. Three years later, the Coachella Valley’s public and private education providers have partnered on this initiative – all three K-12 school districts, College of the Desert, California State University San Bernardino and University of California, Riverside are on board. Further, every major healthcare industry employer, more than 100 additional industry partners, six major foundations (James Irvine Foundation, College Access Foundation, Desert Healthcare District, Ford Motor Company Fund, Verizon Foundation, Gannett Foundation) are fully engaged and the Career Pathways Initiative has impacted more than 2,000 area students and faculty with enriched programs. The WIB provides one staff person and labor market assistance for the Initiative. The Initiative focuses on Healthcare, Multimedia and Advanced Technologies and is about preparing the workforce from K-12 to the colleges with the skills that ensure these industries will thrive. The objectives of the Initiative are:

- Make industry cluster workforce development a key driver and contributor to regional economic development efforts.
- Align education and economic/workforce development strategies regionally.
- Create a fully articulated valley-wide network of education programs P-20 that is informed by industry needs and provides multiple pathways to college and career for valley youth.
- Connect partners, leverage resources, engage students and parents.
- Provide ongoing professional development for educators and business partners.

Riverside City College “Step Into College”: Riverside City College provides significant preparation for post-secondary education to low-income high school drop outs. The “Step Into College” program includes coursework, tutoring coupled with self-paced refresher courses to ensure their highest level of course placement. The program offers academic options and support to youth to provide a strong bridge of activities to assure college and career success. The program provides multiple pathways to a recognized high-school diploma, General Equivalency Diploma (GED) credential, offers flexible open-entry and exit, provides opportunities to make-up missing academic credits, offers career-oriented curricula, provides support services, and offers post-secondary transition support to increase persistence and retention in education. The college also offers a variety of career education certificate programs

³⁵ Ibid.

that can connect youth to achieve a credential and/or degree in career pathways important to the WIB's priority industries' employers.

Individual Training Accounts (ITAs)

Out-of-school youth participant ages, 16-21, may receive an ITA, under waiver authority. Participants select training services from eligible vendors in consultation with YOC staff. Staff inform youth about the market value of attaining industry-valued credentials and certificates. In order to provide the best quality training vendors, ITA vouchers are issued to approved vendors listed on the Employment Development Department's ETPL (See §V. Adult Strategies – Eligible Training Provider List). Many of the training courses listed on the ETPL require less time than a two or four-year degree.

DISCONNECTED YOUTH

On July 1, 2012, the WIB was awarded a \$6 million dollar U.S. Department of Labor Workforce Innovation Fund (WIF) grant to serve disconnected young adults, age 18 to 24. The WIB was one of 26 grantees nationwide. The @LIKE (Linking Innovation, Knowledge and Employment) project is a Consortium of three Workforce Investment Boards – *Riverside, Imperial, and San Bernardino Counties*. EDA-WD is the lead agency for the grant.

The @LIKE project will serve disconnected young adults who have not been in school, working or serving in the military for at least 90 days. Sixty-percent of enrollees will be age 22 to 24. These "disconnected" young adults, so-called because of their disconnection from educational and career options that lead to economic independence have fallen through the cracks of the Workforce Investment Act (WIA) Youth and Adult Programs in all three counties.

It is a growing national and regional problem. A 2010 Columbia University study estimates that 14.8% of the age 18 to 24 population in the U.S. are disconnected, up from 11.4% in 2000. The Hamilton Project reports that America's youngest workers (ages 16 to 19 and 20 to 24) were hit hardest by the Great Recession, citing drastic drops in employment as measured by the employment-to-population ratio. The report also states that both job openings and the number of people quitting their jobs or retiring during the Great Recession plunged to extremely low levels. For new high school and college graduates, this has meant fewer opportunities to find work. As recent college graduates take any sort of entry level job unrelated to their degree, disconnected young adults are even further crowded out of the labor market.

The problem has numerous social and economic consequences. The Columbia University study indicates that young adults out of school or unemployed for extended periods of time may be more likely to turn to illegal activities for income or be incarcerated. In addition, the study finds that young adults disconnected for three or more years are about 14 times more likely to be poor and rely on some form of public assistance. It is important to reach this older group as these are hardest to serve and research shows that if you don't 'reconnect' these individuals by age 24, that it is likely they will not be integrated back in society). A total of 675 young adults will be served in the tri-county area under the grant.

There are three broad goals for the @LIKE project: 1. To help participants advance in terms of education and/or employment; 2. To build a system where the three counties collaborate to

serve disconnected adults; and 3. To create a replicable service model at the program level that others can learn from and adapt.

The project has an independent third party evaluator to rigorously evaluate program and partnership outcomes. Program results will be compared with WIA program results across the 3 counties. It is expected that the project will contribute to the national research knowledge base for disconnected young adults.

GANG INVOLVED YOUTH

In April 2011, Riverside County EDA/WIB through a competitive process was awarded \$500,000 in 15% Governor's Discretionary funding to administer the California Gang Reduction and Intervention Program (CalGRIP). The grant is currently being used to pilot a program in the largely low-income Jurupa Valley/Rubidoux area of Riverside County that is identified as a High Intensity Gang Activity Area (HIGAA). The program has built a strong network of community and partner agencies providing supporting roles in the intervention services provided to the at-risk youth through our Rubidoux Youth Opportunity Center.

The project engages youth in positive community alternatives, increases their vocational and job readiness skills and links them to career pathways, with the ultimate goal to connect the youth to unsubsidized employment in a high wage/high growth industry. The duration of the program runs 21 months from PY 2011 through 2013. If the pilot program is successful and based upon future funding opportunities, the program may be replicated county-wide.

YOUTH WITH DISABILITIES

The recent economic crisis has resulted in a dramatic decrease in the number of employed youth nationwide and particularly in Southern California. Competition for jobs is fierce and youth are being squeezed out of entry level positions by experienced adults seeking employment. Youth with disabilities experience additional barriers which compromise their ability to become gainfully employed and self-sufficient.

Working with the disabled student services programs at high schools, the WIB ADA Coordinator provides annual seminars to disabled students to assist them with connecting to workforce development programs and services. The ADA Coordinator facilitates annual workshops at the YOCs on topics ranging from disability awareness to assistive technology and reasonable accommodations. Each YOC provides a warm, welcoming ADA compliant environment for youth to participate in educational and career related activities.

YOUTH ECOLOGY CORPS

The Eastern Municipal Water District (EMWD) and the WIB are partnering on a pilot program for area youth who will perform a number of projects the summer of 2013 as part of a Youth Ecology Corps. Six students will get hands-on training as part of the first-year program and will work for six weeks to obtain on-the-job training in real-world environments.

Throughout the program, the students will participate both independently and alongside EMWD staff on a number of projects, including the rehabilitation of district-owned fire hydrants, maintenance at the manmade San Jacinto Wetlands and a beautification of the Temecula Valley Regional Water Reclamation Facility. Corps members will also have the opportunity to shadow

EMWD employees, tour district facilities, learn about water and wastewater issues and interview staff across multiple departments to learn more about potential career paths. Corps members will perform work in several different cities within EMWD's 542-square-mile service area and were also given extensive training on safety protocols while on the job.

The goal of the program is to provide real-world opportunities for youth, ages 16-21, to better prepare them for long-term success in the work force. The program focuses on academic achievement, leadership, career guidance and job retention. Riverside County's Empower YOC, operated by the California Family Life Center, administers the program on behalf of the WIB.

ROADTRIP NATION

Road Trip Nation (RTN) is an added component to existing WIA youth programs. RTN is a unique organization which empowers young people to define their own roads in life by interviewing people who are doing what they are interested in about how they got there. RTN has been in existence since 2003. With its "behind the Wheel" program and its Indie-Road Trip Network, RTN provides financial and logistical support to enable students across the world to hit the road and interview their own list of individuals.

The length of the program for each participant is approximately 3 weeks. The first two weeks, participants are guided through the curriculum learning how to research, cold call, and interview professionals. The next week, participants "hit the road" in their own communities to interview and video tape their interviews. Participants generally work in a team of two or three who share some common interests.

YOUTH COMMISSION

The Youth Commission serves as the liaison between the Riverside County Board of Supervisors and the county's youth. This enables the Supervisors to interact on a personal level with the county's youth, and thereby address their specific issues and concerns. The Supervisors' vision is that the Commission serves three major purposes:

- First, the Commission is charged with advising the Board of Supervisors and county agencies on current, youth-related issues and will work to develop youth-focused strategic visions for the future.
- Second, the Commission makes recommendations to enhance and expand the resources for youth related programs and projects.
- Third, the Commission prepares an annual report to the Board of Supervisors on their accomplishments and their activities for the year.

CHARACTER COUNTS YOUTH AWARDS

For the past eight years, the WIB and the CYD have held an annual CHARACTER COUNTS! Youth Awards Ceremony. The CYD has focused on recognition of youth accomplishments by creating a sub-committee to oversee the Character Counts initiative. Character Counts encourages youth to align their lives to the six pillars of character: Trustworthiness, Respect, Responsibility, Fairness, Caring, and Citizenship. All honorees receive legislative and Riverside County Board of Supervisors Certificates of achievement. In addition, some awardees all receive educational scholarships.

VOICES FOR YOUTH

The Voices for Youth program provides youth, ages 16 to 21, with an opportunity to participate in an intensive youth leadership development project. The project is focused on how youth voices can make a difference in changing the lives of youth in their communities and throughout the county.

The youth are engaged in a curriculum designed to teach them how to have a voice in the political process around issues that affect their lives. The curriculum is designed to actively engage youth in their own learning process and to provide authentic leadership experiences for them. They learn how to understand the local, state and national political process. They research who their politicians are and how each body (i.e., local boards of supervisors, the state legislatures, and the Congress) make decisions and where constituent voices may have an impact.

Youth address three key areas and provide their perspective on how communities need to help youth to become productive and engaged citizens. The areas of focus are:

- Providing more opportunities for all youth with regard to education, jobs, and support.
- The need for more youth centers with broader reach.
- The need for more resources and political support.

LABOR MARKET YOUTH MAGAZINE

The Labor Market Youth magazine, LeapRC, was created by the youth at the YOCs and included eight (8) youth from the YOC's as writers, editors, and designers to address their need to understand the vast career industries and the occupational opportunities. Youth created articles that defined the local industry sectors.

The goal of the magazine is for youth to have an overall appreciation, intimate understanding of and rudimentary skills in magazine publishing, as well as knowledge of the "career clusters" in the local industry sectors, the magazine itself has served two (2) purposes:

1. An effective promotional tool for future youth job opportunities for county youth centers and the WIB; and,
2. A quality portfolio/resume asset that each YOC participant will be proud to present.

The magazine features a 32 page full color 8.5x11 publications. The magazine is distributed to all six (6) YOC's, local youth serving organizations, RCOE's CTE program, school districts, City Of Riverside, Libraries, and post-secondary career base programs.

YOUTH INVESTMENTS IN TECHNOLOGY

The WIB and CYD recognize that it is imperative to take advantage of the opportunity to work with youth participants who are beginning to make decision concerning career options and higher education and expose them to new technologies. All investments in technology are tailored to match the ideas, energies and creativity of local youth with the enabling power of global technology. In addition to the technology investments listed under §V. Adult Strategies –

Investments in Technology, youth participants have access to a youth-designed employment portal, MyEcareer.com.

MyEcareer.com

MyEcareer.com is a career social-networking website that is a highly flexible and a customizable gated community for Riverside County's youth ages 14-24. The portal is a comprehensive system tailored to each individual user. Members can explore and access job information and employment opportunities in the priority industry sectors, career pathways that lead to economic security in the region, internships, post-secondary education options, relevant news, events, discussions, networking, career mentoring and career assessments.

VII. ADMINISTRATION

In concert with the Riverside County Board of Supervisors, the chief local elected officials, the WIB provides administrative and policy oversight at the local level for the delivery of Wagner-Peyser Act and WIA services and for the operation of the local one-stops. A list of one-stop locations is provided in **Exhibit A**.

The WIB is a community leader on workforce issues through their role as:

- ❖ **CONVENER** - Bringing together business, labor, education, and economic development to focus on community workforce issues
- ❖ **WORKFORCE ANALYST** - Developing, disseminating and understanding current labor market and economic information and trends
- ❖ **BROKER** - Bringing together systems to solve common problems, or broker new relationships with businesses and workers
- ❖ **COMMUNITY VOICE** - Advocating for the importance of workforce policy, providing perspective about the need for skilled workers
- ❖ **CAPACITY BUILDER** - Enhancing the region's ability to meet the workforce needs of local employers

COMPOSITION OF THE BOARD

As mandated by regulation and the WIB By-Laws (**Attachment 9**), the board is business-led with at least 51% membership from the private sector. All mandated One-Stop partner programs are also represented as well as other key stakeholders such as organized labor, economic development, and community colleges. Public Sector, education, labor and community based organization member appointments are made by the Riverside County Board of Supervisors as follows:

1. At least one representative from the community college system;
2. Two representatives from Community-Based Organizations, (i.e., private nonprofit organizations which are representative of communities or significant segments of communities);
3. At least four representatives from Organized Labor;
4. Two representatives from the public or non-profit economic development entities;
5. One representative from each of the following organizations:
 - Office on Aging - Title V of the Older Americans Act;
 - State Department of Rehabilitation;

- Riverside County Department of Public Social Services;
 - State Employment Development Department representing WIA programs: Wagner-Peyser, North America Free Trade Act, Trade Adjustment Act, Migrant Seasonal Farm Workers, Unemployment Insurance and Veterans;
 - Job Corps;
 - Operator of Housing and Urban Development Training programs if such programs are available in the County;
 - Native American Program;
 - Small Business Development Center; and
 - Riverside County Office on Education representing Adult Education and literacy
6. Optional partners may include but are not limited to: University of California, Riverside Department of Community Action; Chamber of Commerce and other organizations beneficial to the achievement of the WIB's vision, mission, goals and purpose.

LOCAL BOARD ORGANIZATION STRUCTURE

The WIB accomplishes its work through a committee structure (Figure 15) comprised of a standing Executive Committee, regional committees, a policy and Legislative ad hoc committee, and the Council for Youth Development.

Executive Committee

The WIB Executive Committee oversees funding and WIB Membership recommendations; fulfills legislative requirements of the Workforce Investment Act; coordinates WIB activities; and performs other responsibilities designated by the WIB.

Regional Committees

The Regional Committees represent Riverside County's East, Mid-County, Southwest and West regions. Each committee is comprised of WIB and stakeholders that have a vested interest in the workforce services and advocacy in their respective areas. The WIB Executive Committee receives recommendations for Business Service initiatives from these advisory committees. The recommendations are related to each committee's key strategies that align with the WIB's Strategic Plan and Goals.

Policy and Legislative Ad Hoc Committee

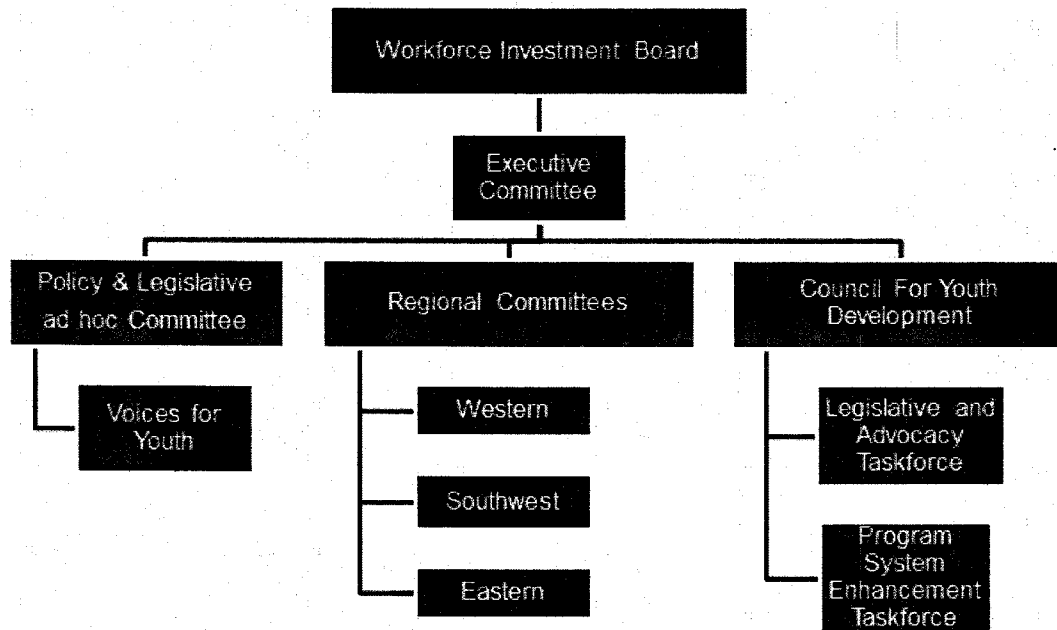
The Riverside County Workforce Investment Board's Policy and Legislative ad hoc Committee's purpose is to inform membership and partners regarding current State and Federal legislation that have significant influence on laws, rules and regulations affecting workforce development programs, services and partnerships.

Council for Youth Development (CYD)

The WIB appoints a Youth Council that helps establish youth policy for local education and job training. The CYD creates and advocates youth policies and oversees youth services provided throughout Riverside County and is made up of members representing the WIB, labor organizations, youth participants, youth-serving organizations, juvenile justice and law enforcement agencies, public housing authority, and organizations with expertise related to youth activities.

The Riverside County CYD envisions a community where all youth have a voice and vote, we envision a community where all youth are a success in school, work, and life. The CYD envisions a community that provides youth with access to services and resources. We envision all youth as leaders of our community.

Figure 15



LWIA OPERATING SYSTEM

The following principles define the way the WIB operates with regard to the goals and strategies identified. The core processes employed by the organization selected to administer WIA funding in the local area to accomplish the goals will operate in the following fashion.

- ❖ Strategies are developed that make services accessible to people with all levels of ability, geographic location, income, age and life circumstances are used to strengthen organizational effectiveness and to build capacity.
- ❖ Continuous Quality Process Improvement strategies are used to ensure our strategies meet changing expectations of our customers and the market place.
- ❖ The CQI principle of data-driven decision-making is used in the operational end of all systems and processes.
- ❖ We seek to collaborate and to build strategic alliances around all of the goals, strategies and tasks we are engage in.

Participant Plan Summaries and Budget Summaries are incorporated as **Attachments 2 and 3**.

EDA-WD

Located within the Riverside County Economic Development Agency (EDA) , alongside the WIB, the EDA-WD administers the WIA Title I programs in local area. The EDA-WD is the designated administrative entity for the Local WIB, under WIA Section 117(f)(2) . The Riverside County EDA-WD is one of 49 state designated LWIAs and is a part of the national workforce investment system created under the WIA. The agency answers to two governing bodies, the WIB and the Riverside County Board of Supervisors, for their actions and performance. The WIB is responsible to all of the agency's stakeholders for the ethics, actions, and performance of the agency. The WIB, in coordination with the EDA-WD, ensures compliance with all applicable laws, regulations, contracts, and grants.

Integrated Service Delivery Model

The EDA-WD has implemented an integrated service delivery (ISD) system that has coordinated the services of state and federal programs since 2004. In 2004, the WIB understood the need for cooperation and support from each One-Stop Career Center partner in the planning, development and implementation of integrated services. Inclusion of partners in every aspect of the integration process proved to be a successful technique in garnering support and participation and in 2008 the local area became a "learning lab" pilot site. The ISD model continues to create synergy between all One-Stop partners, particularly with the EDD.

Currently, EDD and EDA-WD staff have similar position responsibilities i.e. business and customer services representatives are strategically located together in "mini-units" within each center. By integrating services, we have been able to leverage staff and resources for both partners, while enhancing and expediting seamless delivery of services to customers. EDD staff is also actively involved in the strategic planning process for the local area. See §II. Strategic Planning and Implementation.

The following programs are provided at the One-Stops:

- Title I WIA (Adult, Dislocated Worker, Youth, Rapid Response)
- Wagner-Peyser Act
- Title II Adult Education and Literacy Activities (Basic Skills, GED, ESL)
- Title I of the Rehabilitation Act of 1973 (Vocational Rehabilitation)
- Department of Public Social Services (TANF)
- Title V Older Americans Act (Employment Services)
- Carl Perkins and Applied Technology Act (Vocational Education)
- Title II of the Trade Act of 1974 (Employment Services/Vocational Training)
- Title 38, USC, chapter 41 (Veterans DVOP/LVER)
- Community Services Block Grant Act (Support Services)
- Department of Housing and Urban Development (Employment and Training)
- State Unemployment Compensation (Financial Assistance)
- Title I, 167 Grantees (Training and Employment, One-Stop Services)
- Title I-C Job Corps (Youth education, vocational training)
- California Senate Bill 293 (Small Business Development Center-SB293)
- Social Security Benefits (SDI/SSI)

Grant Funded Programs:

- Governors Discretionary 15%
- California New Start Program
- California Gang Reduction Intervention and Prevention Program (CalGRIP)
- California Community Colleges Chancellor's Grant-Healthy Communities Forum Grant
- Riverside County Sheriff's Program (County Jail pre-release employment services)
- Employment Training Panel (ETP) Program
- Veterans Employment Assistance Program (VEAP)
- @LIKE Program – Workforce Innovation Fund (WIF)

Strategies are in place to ensure that the full range of employment and training services delivered through the local One-Stops are accessible to, and will meet the needs of, dislocated workers, displaced homemakers, low-income individuals, veterans, public assistance recipients, and individuals with barriers to employment (including older individuals, limited English proficiency individuals, and persons with disabilities). See §V. Adult Strategies.

Unemployment Insurance (UI) Customers: The EDD also offers services to UI customers who are required to look for work and keep a resume active in the California State Labor Exchange System. This service is offered at the four local Workforce Development Centers (WDC) located throughout Riverside County. In the case of high demand, each center is equipped with UI direct dial phones to provide assistance.

Personalized Job Search Workshops and Initial Assistance Workshops target UI customers exclusively and explain services offered virtually or at one of the WDC's. These workshops provide a continuous flow of dislocated and adult customers into the integrated delivery service system. The Reemployment Assistance (REA) workshops are currently available in two of the five centers and provide work-test intensive interviews, assessments, remedial and skills training and ultimate enrollment in Workforce Investment Act (WIA) services.

Trade Adjustment Assistance (TAA): TAA customers are targeted initially by the Business Solutions Rapid Response team (See §IV. Business Strategies) that is trained to identify potentially eligible separations by working with the employer to file petitions. When the Rapid Response Coordinator does the initial meeting with the employer who is laying off, she asks questions about the layoff to determine if the laid off employees may qualify under TAA. Once the employees have been identified under TAA, the Rapid Response Coordinator and an EDD Representative conduct a special orientation regarding TAA eligibility, benefits and the services available at the One-Stop. After the orientation, the employee receives a letter from EDD determining TAA eligibility and a Career Coach is assigned who will assist them with available TAA and Workforce services. Walk-in customers to any of the WDC's are given a TAA Question and Answer Guide Card which assists One-Stop staff in identifying possible eligible customers. All TAA customers are co enrolled in WIA, and are monitored while in training. In addition, post training services and intensive job search assistance is provided to ensure successful connection to training-related employment.

CONTINUOUS QUALITY IMPROVEMENT (CQI)

Recognizing the need to meet the challenges of California's competitive and rapidly changing economy, in 2003, the EDA-WD developed and implemented a CQI system to promote

continuous improvement activities and performance excellence in workforce development throughout the county.

The concepts of CQI were introduced with extensive training in self-assessment, benchmarking, performance measurement, and data collection and analysis creating a continuous improvement organizational culture. Since the initial CQI kick-off, staff, workforce, and partners have used CQI tools such as: teaming; voice of the customer (VOC) listening and learning methods; process improvement cycle; and, process control methods. CQI principles, in conjunction with the implemented service delivery integration model, are the foundation on which Riverside County's competitive status in today's 21st Century global workforce endures. In 2004, the WIB took performance improvement efforts to the next level by applying the BPEP criteria system-wide. On a biennial basis, a self-assessment team is assembled to evaluate the strengths and opportunities for improvement (OFIs) against the BPEP standards. The result is a CQI plan that is used to guide performance improvements. The CQI process is customer-focused, process oriented, and includes a set of critical measures that are used to assess services.

The CQI criteria and model emulated the Baldrige Performance Excellence Program (BPEP), but was customized for the local workforce development system. To ensure deployment of these world-class principles, the organization implemented a supplier certification system that YOCs must pass. YOCs are assessed against the CQI criteria and must reach a score of 75% in order to be eligible for WIA funding. This quality assurance system is based on a certification process that provides a license to youth program providers permitting them to receive funding and display the CYD Seal of Quality.

The principles of CQI are the core operating principles guiding all the activities of the Riverside County workforce development system. These principles have resulted in improved services to job seekers and businesses and have further developed effective leadership, the creation of action plans and strategic objectives, a customer-focused design of products and service delivery, the refinement of performance data and performance dashboard (See §II. Performance and Outcome Measures), and enhanced staff training and development. In addition, the principles of CQI are compatible with SB 698 [UI Code 14200(c)] that sets the bar higher for Local Board Performance.

In May 2013, in recognition of the WIB's continuous quality improvement efforts the WIB was awarded the California Awards for Performance Excellence (CAPE) - California Prospector Award™. The CAPE Award is a prestigious award given to organizations that have demonstrated high quality and performance excellence based on the nationally recognized Malcolm Baldrige quality standards.

Data Collection

The local workforce system is data-driven and focused on performance excellence. The WIB measures levels and trends in key areas of product and process performance in serving our customers by using a number of methods to collect customer data (Table 8). The WIB publishes the results of its efforts with the community using an electronic dashboard (See § II. Strategic Planning and Implementation – Performance and Outcome Measures) and communicates the

success of its programs to employers and jobseekers utilizing the WIB's website at www.rivcoworkforce.com (See §V. Adult Strategies – Investments in Technology.)

The WIB is involved in an on-going CQI process of “plan, do, check, act” and its key measures are monitored, compared, and benchmarked by surveying external customers on a daily basis and internal staff and partner customers annually. Customer satisfaction issues that are identified are responded to through the WIB's Complaint and Grievance Resolution process.

Table 8

Data Collection Methods	Posting Frequency
Business Comment Cards	Every Tuesday
Enrollment Reports	15th of each month
Employment Training Panel	2nd Friday of each month 1st Wednesday of each month
Job Seeker Comment Cards	Every Tuesday
Annual Job Seeker and Business Customer Satisfaction Survey	Yearly
Mystery Shopper Reports	Yearly
Focus Group Results	Yearly
Business Solutions	15th of each month
Annual Telephone Interviews	Yearly
Outplacement Services	15th of each month
Special Projects	1st Wednesday of each month
Youth Programs	Monthly
Summer Work Experience Program (SWEP)/ Summer Temporary Employment Program (STEP) Reports	Weekly
SWEP Selective Service	Weekly

The WIB utilizes a statewide data collection system, Virtual OneStop (VOS)®, for capturing program-specific information on performance. The system provides integrated services via the Internet for individuals, employers, training providers, workforce staff, and one-stop partners. All customer information is tracked through the VOS system that tracks every service provided to program participants. Services are tracked and measured by individual, event, location, and staff member. The system allows program coordinators to conduct common intake and program enrollment, record detailed case notes, complete IEPs, identify Veterans, provide referrals, track placement and outcomes, and conduct timely follow-ups.

At a minimum, the organization collects 94 data elements for every job seeker, adult, dislocated worker and youth, accessing services. Additional data elements are collected as required for specific programs. The data collected provides the information needed for performance management using leading indicators for employment, skills gains, credentials attainment, earnings gains, and retention.

Business Intelligence Unit

Within the EDA, the Business Intelligence Unit provides the WIB with data collection, data analysis, data dissemination and GIS mapping of labor market information. The Unit is affiliated with the State Data Center, a program instituted by the U.S. Census Bureau to increase and improve public access to census data products. As the State Data Center Affiliate, the Unit co-sponsored, with the U.S. Census Bureau, two training workshops on the New American FactFinder data portal and two additional workshops on Local Employment Dynamics analytic and mapping tools. The Unit supports projects such as the annual WIB strategic planning retreat, the Riverside County Community Indicators Report, and the Workforce Innovation Fund grant application.

Staff Development

Recognizing the importance of developing the skills and knowledge of staff and partners to effectively deliver services and activities, the Riverside LWIA has a dedicated Staff Development Unit (SDU), comprised of several trainers to support the continuous professional development of staff and partners.

The local learning and development system (administered by the SDU) maintains a comprehensive learning centric approach for workforce members and leaders with a focus on supporting the achievement of goals and strategies of the system. Core competencies are addressed by identifying skill and knowledge gaps through staff/leader annual Professional Development/Training Needs survey results, internal and external customer survey results, frequent observation, annual performance evaluations, team input and conversations with staff and leaders. Such feedback provides the foundation for the development of an annual training plan. In order to provide exceptional customer service to job seekers and business it's imperative to focus on developing the skills of the workforce for both short and long term needs. The SDU uses various training tools to connect across audiences, disciplines, and jurisdictions. Trainings are available online and/or through live training courses throughout the year.

COMPETITIVE PROCUREMENT PROCESS

The Riverside County LWIA imposes a restrictive Procurement policy that must be followed by all EDA-WD staff and any Subrecipients when conducting any and all procurement activities. The procurement activities of the agency are governed by federal, state, and county ordinances, regulations, rules and/or directives.

It is the intent of this local policy to ensure that all procurement activities provide for free and open competition, secure the best possible value, and are consistent with all applicable authority. In addition, a cost or price analysis must be conducted in connection with every procurement action including contract modifications.

Competitive procurements are required for goods and services whose value is \$25,000 or more either per item or per transaction. The LWIA's Youth Opportunity Centers are competitively procured through this process.

PUBLIC COMMENT PROCESS

The WIB conducts its business in an open manner and makes the activities of the board available to the public. The draft plan is posted for 30 days on the Riverside County WIB Web site at www.rivcoworkforce.com for review and comment with a legal ad published in local papers announcing its availability. Relevant comments are incorporated in the final version of the local plan. Public comments received that disagree with the local plan are included as **Exhibit 13**.

LEVERAGED RESOURCES

The EDA-WD is the subgrantee for the local area. As a county entity, the agency has the advantage of pooling resources to quickly deliver additional services to our customers. It has developed strategic connections with federal and local agencies located in the county, including cities and community-based organizations. By utilizing the funding streams afforded these programs, the agency can provide comprehensive non-duplicative services to businesses and job seekers. The agency has also enhanced grant seeking activities and actively pursues funding opportunities that support the state and the WIB strategic plan and SB 734 leveraging.

In addition, being an integrated partner with the EDD, EDA-WD has access to all EDD funding stream programs for adults and dislocated workers. The programs include Wagner Peyser, Migrant and Seasonal Farm Workers, Trade Adjustment Assistance Act (TAA)/North American Free Trade Agreement (NAFTA), Transitional Adjustment Assistance Title II Trade Act 1974, Veterans Services, and State UI Programs that our customers are able to access. The agency is an active participant in the community-wide economic development process by building relationships with business and providing them knowledge on incentives and opportunities available to help create local jobs.

MEMORANDUMS OF UNDERSTANDING

To ensure system integration, universal access to Wagner-Peyser Act and WIA services, and shared responsibility for the support of the One-Stop System, Local Boards are required to develop Memorandums of Understanding (MOU) and Cost Sharing Agreements with One-Stop partners as required by Title I of WIA.

Riverside County's One-Stop delivery system includes all the required WIA Partners pursuant to WIA Section 117(b)(2)(A). Each One-Stop Partner Memorandum of Understanding (MOU) includes an outline of the services they will provide to our mutual customers. Partners who are co-located at the WDC's provide the services as part of the integrated delivery system. A copy of the local MOU template [WIA Section 118(b)(2)(B)] and each signature page are included as **Attachment 7**. Partner MOUs are reviewed annually to ensure they still accurately reflect the service delivery model in the local area and the ongoing relationship between the partners and the WIB.

The vision of the WIB's One-Stop system is built upon four guiding principles that are the essence of the One-Stop delivery system. They are the guiding principles in the development of MOUs, and cannot be accomplished without partnerships based on trust, cooperation and collaboration. These four principles are:

- ❖ **Integrated:** offers as many employment, training and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills.
- ❖ **Comprehensive:** a large array of useful information with wide and easy access to needed services.
- ❖ **Customer Focused:** the ability to support informed choice by providing a means for customers to judge the quality of these services.
- ❖ **Performance Based:** where clear outcomes to be achieved and methods for measuring the agreed-upon outcomes, including customer satisfaction, are identified.

EXHIBIT A

Riverside County LWIA One-Stop Locations

Blythe WDC



1277 W. Hobson Way
Blythe, CA 92225

Business Hours: Monday through Friday
from 8:00 am to 5:00 pm
Phone:(760) 922-0103
TTY: (760)921-3996

Hemet WDC



749 North State Street
Hemet, CA 92543

CLOSED EVERY FRIDAY

Business Hours: Monday through Thursday
from 7:30 am to 5:30 pm
Phone: (951)791-3500
TTY: (951)765-1761

Indio WDC



44-199 Monroe Street, Suite B.,
Indio, CA 92201

CLOSED EVERY FRIDAY

Business Hours: Monday through Thursday
from 7:30 am to 5:30 pm
Phone: (760)863-2500
TTY: (760)863-2555

PaCE Center



72-840 Highway 111, Suite C-101
Palm Desert, CA 92260

Self-Directed Services for Job Search and Career Exploration

Business Hours: T, TH from 10:00 am to 3:00 pm (closed 12:30 pm - 1:00 pm)
Phone: (760)776-7419

Riverside WDC

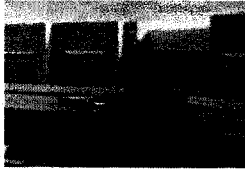


1325 Spruce Street, Suite 110
Riverside, CA 92507

CLOSED EVERY FRIDAY

Business Hours: Monday through Thursday
from 7:30 am to 5:30 pm
Phone: (951)955-3100
TTY:(951)955-3744

Southwest WDC



30135 Technology Drive,
Murrieta, CA 92563

CLOSED EVERY FRIDAY

Business Hours: Monday through
Thursday
from 7:30 am to 5:30 pm
Phone: (951)304-5900
TTY:(951)304-5796

City of Moreno Valley Employment Resource Center



12625 Frederick Street, Suite K-3
Moreno Valley, CA 92553

**Self-Directed Services for Job
Search and Career Exploration**

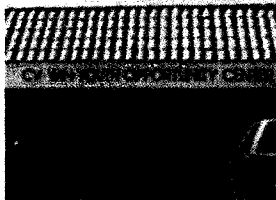
Business Hours: Monday through
Thursday
from 8:00 am to 5:00 pm
Phone: (951)413-3920
Email: erc@moval.org

Empower Youth YOC



Address: 930 N. State Street Hemet, CA 92543
Phone: (951)765-0917
TTY: (951)652-0216
Hours: M-S 8:00 am - 8:00 pm

Arbor Win YOC



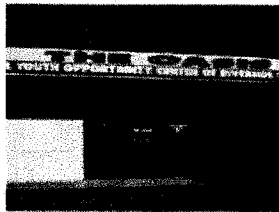
Address: 45-570 Grace St., Suite 1 Indio, CA 92201
Phone: (760)775-2887
TTY: (760)775-7135
Hours: M - F 8:30 am - 7:00 pm

Planet Youth YOC



Address: 400 W. Graham Lake Elsinore, CA 92530
Phone: (951)471-8415
TTY: (951)471-8625
Hours: M -Thurs 8:00 am-6:00 pm F 8:00 am-5:00 pm

Oasis YOC



Address: 351 Wilkerson Ave., Suite F Perris, CA 92570
Phone: (951)657-7105
TTY: (951)943-8628
Hours: M, TH, F (8:30 am - 5:30 pm) and T-W (8:30 am - 7:00 pm)

Rubidoux YOC



Address: 5656 Mission Blvd. Riverside, CA 92509
Phone: (951)683-9622
TTY: (951)683-9631
Hours: Monday - Thursday 9:00 am - 6:00 pm; Friday 8:00 am - 5:00 pm

Moreno Valley YOC



Address: 22635 Alessandro Blvd., Suite C, Moreno Valley, CA 92553
Phone: (951)653-1311
TTY: (951)653-8740
Hours: Monday and Friday 8:30 am - 5:30 pm; Tuesday-Thursday 8:30 am - 7:00 pm

EXHIBIT B

Strategy Priority Setting 2013-2014

RETREAT 2013

Areas of focus for the final year of the WIB Strategic Plan, 2011 – 2014

Attendees at the 2013 Strategic Planning Retreat engaged in two activities to assist with recommending the focus of the organization's strategy, based on the strategic plan, into the final year.

1. Industry Sector Analysis

Participants were presented with an overview of labor market data related to the current industry targets and some projections about growth, demand, and wages in these and other potential target areas. The retreat participants were then asked to use the criteria identified at last year's retreat – **high wage, high growth OR high demand** – to evaluate the current industry sectors that are the targeted industries and to assess whether the current targets will continue to meet the criteria over the next few years (to 2017); whether, based on the data and the criteria, there should be other industries considered; and what they would recommend become the sectors for focus moving into a new strategic plan (2014 and beyond).

Systematic Evaluation of Sectors:

The conversation at each table indicated that all the groups support the current criteria (HW; HG or HD). All of the tables indicated that there should be a system in place to more regularly evaluate the targeted sectors, which should include information from the Industry Alliances and information on how much of a demand there was in each of the county's regions (East, West, Mid-County). The consensus for the timeframe to evaluate the sectors against the criteria was at least annually unless there was some labor market/data based 'trigger' within a given year that would necessitate a closer analysis. One table suggested that the trigger could be 4% (growth/decline) relative to projections for every 5 years. Another group suggested that the annual review should include more than just labor market projections but also a review of educational institutions enrollment rates for the related programs and graduation rates from those programs as well as 6 month post graduation employment within the related industries. Another table suggested using CUEP industry structure as a feeder into the WIBs decision making.

Current Sector Analysis Results:

Current Sectors of Opportunity for focus	Comments from each table
Healthcare	<p>Keep (from all groups)</p> <p><i>Summary of comments:</i> Sector is growing and will continue to grow</p>
Infrastructure	<p>May need further consideration: 5 groups indicated keeping it 2 groups indicated eliminating it The others were not sure</p>
Logistics	<p>Keep (almost all the groups indicated keeping it – 9 out of the 12)</p> <p><i>Summary of comments:</i> Good wages, important to regional economy</p>
Professional and Business Services	<p>Keep but with more focus on specific clusters/occupations within the sector (9 groups out of 12)</p> <p><i>Summary of comments:</i> One group suggested revamping the focus on service categories including automotive repair,</p>

	mechanics, cosmetology, laundry/dry cleaning, and maintenance and repair workers One groups comment was that this is the most questionable to keep. It is very broad based and may be difficult to create an industry alliance because it is so broad. If dropped, the group suggested putting some key occupations in the other sectors (such as civil engineer techs into Infrastructure)
Renewable	Needs further consideration. 6 groups said keep it and 3 said to eliminate it...3 discussed combining it with Utilities.
Utilities	Needs further consideration. 6 groups said keep it and 3 said to eliminate it...3 discussed combining it with Renewable.
Recommended new sectors (all tables agreed a sector should not be added without eliminating or combining something): ❖ Construction ❖ Combine utilities and renewable ❖ One group suggested creating a career cluster: Entry level career cluster to include: retail, customer service, salesmanship, hospitality	1
	111 (either delete or combine)
	1

Conclusions:

Most groups did NOT recommend that any of the emerging sectors presented (tourism, retail, construction) be added at this time either because they did not meet high wage (tourism) or barely met it (retail) or the demand was almost totally replacement jobs and not real growth (construction).

The participants at the retreat were thoughtful in how they evaluated the data presented and in the comments they made to support their decisions on which sectors to continue over the next year. The following current sectors emerged as strong candidates to continue and to grow:

- Healthcare
- Logistics
- Professional and Business Services with some focusing on specific subsectors and occupations within the sector using the same HW/HD or HG criteria.

Infrastructure had less of a consensus. Some of the groups that questioned this sector acknowledged that the sector was important to the region, however, it was noted that the jobs are only there if there is funding to start the building projects.

A consensus emerged around combing the utilities and renewable sectors. Some of the groups called these 'duplicative' sectors and others saw them as having substantial areas of overlap.

Regional issues: One group suggested that if an industry was only a 'localized need' that it should not be the WIBs focus. Another group suggested more attention needed to be paid to local demand industry/occupations. The rest of the groups did not comment on this issue.

Challenges and Opportunities that Need to Be Addressed: Many of the groups spent time thinking about and commenting on the implications of an industry sector approach. These issues included:

- Ensure that selected sectors have career pathways – either within the sector or transferable skills/paths across related sectors.
- Ensure that career pathways are real (employers identify them) and are transparent to the worker.
- Address training capacity for each of the specified sectors.
- Assess the enrollment in training that is related to each of the sectors.
- Address the fact that much of the training required for each of the sectors is longer term and expensive. How do we keep individuals in the programs that require longer term training/credentials to meet industry requirements?
- Ensure the development and design of Industry Alliances as a strategy to engage employers.

2. Priority Setting

Participants were asked to identify **ONE** key thing **within** each goal that they thought ‘absolutely’ had to get done (or be substantially moving along) in the final year, above all the other strategies. The tally from the 12 groups is below. The strategy with the highest number of tables identifying it as the priority for the last year is highlighted in red.

As can be seen from the results below for goals 2 and 3, there seems to be a strong consensus to use Industry Alliances as one strategy to engage employers within the targeted industries (3.2). Industry Alliances that are formed to work with employers on a regular and consistent basis to identify and respond to their workforce needs will identify skill areas that are required for the occupations in their industry. Thus the priority area identified in goal 2 – aligning curricula (2.2) – could be seen as a result or outcome of the success of the Industry Alliances. Given the alignment of these two strategies as key priority areas, it seems that the message from the retreat attendees is clear – the WIBs priority should be to focus on skills and addressing the skills gap thru teaching/learning systems alignment based on sustained and ongoing employer feedback.

Goal One: Educate political leaders at all levels about the importance of workforce development and its positive local impact.

Key Strategies:	Number of Tables that considered it THE priority for the final year
1.1 Develop a policy agenda to present to policy makers that contains a coherent and simple message that articulates the benefits and the return on investment of workforce development initiatives.	(3)
1.2 Identify, articulate and influence workforce trends and policy through research, benchmarking and evaluation.	(1)
1.3 Identify and advocate for future workforce development issues.	(4 - with one table suggesting it be combined with 1.4)
1.4 Actively engage in the political, media, and community process with regard to policy development.	(0)
1.5 Influence funding decisions by staying connected to the legislature and to government.	(2)
1.6 Leverage related workforce issues and structures (e.g., identify the policy nexus between social services, economic development, and educational issues) to promote joint advocacy	(2)

efforts when appropriate.	
Goal Two: Prepare the workforce for current and future economic needs.	
Key Strategies:	Number of Tables that considered it THE priority for the final year
2.1 Develop sustainable forecasting mechanisms to be proactive in determining current and future skill needs of business and industry.	(1)
2.2 Align K-16 curricula with industry standards and with high demand, high growth occupations that result in sustainable wages.	(6 – with one table suggesting it be combined with 2.4)
2.3 Align training with local economic development forecasts for industry attraction.	(1)
2.4 Implement pathways to develop skills and obtain certifications required for middle skill jobs.	(3)
2.5 Assist business with identifying workforce needs created by retirements.	(0)
2.6 Continue to explore and maximize the use of new technologies to collect data and to provide information in more accessible, virtual, and user friendly ways.	(1)
2.7 Deliver consistently high quality services that result in connecting employers and qualified workers.	(0)

Goal Three: In support of goals one and two, we will align the WIB's service delivery system to meet industry needs and to enhance the WIB's image and visibility.

Key Strategies:	Number of Tables that considered it THE priority for the final year
3.1 Evaluate the current industry sector approach to ensure targets are in current and future economic growth sectors.	Completed at this retreat
3.2 Strengthen employer engagement through industry alliances in the targeted industries.	(11)
3.3 Maintain and grow the market share of businesses accessing workforce services through the WIB.	(1)
3.4 Leverage the development of career ladders to move entry level workers to more skilled levels.	(0)
3.5 Define brand equity for the WIB and continue to foster a public image and to increase public awareness.	(0)
3.6 Create a strategic marketing and communication plan that incorporates the use of social networking tools to raise awareness of the usefulness and quality of the existing network of workforce services.	(0)
3.7 Define the WIB's core products and services and continue to evolve the continuous quality improvement system linked to customer expectations.	(0)

EXHIBIT C

Economic and Workforce Information Analysis

Riverside County Workforce Investment Board (WIB)



1325 Spruce Street, Suite 500
Riverside, California 92507
951.955.3100
<http://www.rivcoeda.org/>

Economic & Workforce Information Analysis

Region: Riverside County

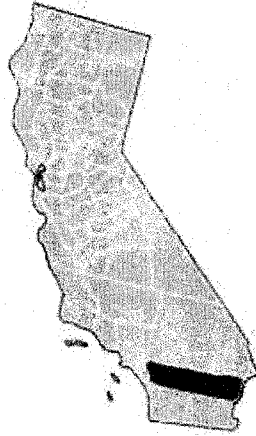


February 21, 2013

Report Information

Dataset Version	2012.4
Timeframe	2011 – 2012
Region Name	Riverside
Counties	Riverside, CA (6065)



















Riverside County



Population (2012)	2,295,545
Jobs (2012)	833,400
Average Earnings (2012)	\$39,868
Unemployed (9/2012)	112,322
Completions (2011)	16,908
GRP (2011)	\$48,366,052,403
Exports (2011)	\$61,358,536,108
Imports (2011)	\$80,289,694,408

Riverside | Population

2,295,545 2012 Population 6.0% of State	10.6% Population Growth for the Last 5 Years State Growth 5.1%
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Age Group	2012 Population	% of Population	
Under 5 years	167,853	7.3%	
5 to 9 years	171,829	7.5%	
10 to 14 years	180,951	7.9%	
15 to 19 years	184,572	8.0%	
20 to 24 years	171,703	7.5%	
25 to 29 years	152,854	6.7%	
30 to 34 years	149,062	6.5%	
35 to 39 years	144,174	6.3%	
40 to 44 years	154,705	6.7%	
45 to 49 years	152,351	6.6%	
50 to 54 years	149,850	6.5%	
55 to 59 years	127,111	5.5%	
60 to 64 years	109,035	4.7%	
65 to 69 years	88,476	3.9%	
70 to 74 years	67,569	2.9%	
75 to 79 years	50,934	2.2%	
80 to 84 years	37,791	1.6%	
85 years and over	34,727	1.5%	

Riverside | Jobs by Industry

833,400 Total Jobs (2012)	52.5% Male (National: 52.2%)	47.5% Female (National: 47.8%)
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NAICS	Industry	2012 Jobs	
11	Agriculture, Forestry, Fishing and Hunting	16,711	■
21	Mining, Quarrying, and Oil and Gas Extraction	761	
22	Utilities	1,768	
23	Construction	55,745	■
31-33	Manufacturing	41,765	■
42	Wholesale Trade	25,281	■
44-45	Retail Trade	98,365	■
48-49	Transportation and Warehousing	28,975	■
51	Information	11,892	■
52	Finance and Insurance	35,042	■
53	Real Estate and Rental and Leasing	47,255	■
54	Professional, Scientific, and Technical Services	40,134	■
55	Management of Companies and Enterprises	2,985	
56	Administrative and Support and Waste Management and Remediation Services	66,821	■
61	Educational Services (Private)	10,337	■
62	Health Care and Social Assistance	77,757	■
71	Arts, Entertainment, and Recreation	19,141	■
72	Accommodation and Food Services	67,162	■
81	Other Services (except Public Administration)	62,299	■
90	Government	120,794	■
99	Unclassified Industry	2,408	

Riverside | Average Earnings by Industry

\$39,868 Avg. Earnings (2012) 78% of Nation Avg.	\$45,817 Male Avg. Earnings (2012) 75% of Nation Avg.	\$33,297 Female Avg. Earnings (2012) 84% of Nation Avg.
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NAICS	Industry	Avg. Earnings (2012)	
11	Agriculture, Forestry, Fishing and Hunting	\$29,232	██████
21	Mining, Quarrying, and Oil and Gas Extraction	\$58,571	██████████
22	Utilities	\$115,437	████████████████████
23	Construction	\$45,544	██████████
31-33	Manufacturing	\$61,688	██████████
42	Wholesale Trade	\$52,491	██████████
44-45	Retail Trade	\$30,916	██████
48-49	Transportation and Warehousing	\$45,359	██████████
51	Information	\$55,423	██████████
52	Finance and Insurance	\$37,475	██████████
53	Real Estate and Rental and Leasing	\$19,655	██████
54	Professional, Scientific, and Technical Services	\$39,894	██████████
55	Management of Companies and Enterprises	\$77,790	██████████████
56	Administrative and Support and Waste Management and Remediation Services	\$26,185	██████
61	Educational Services (Private)	\$26,202	██████
62	Health Care and Social Assistance	\$48,628	██████████
71	Arts, Entertainment, and Recreation	\$22,723	██████
72	Accommodation and Food Services	\$21,463	██████
81	Other Services (except Public Administration)	\$21,771	██████
90	Government	\$64,591	██████████
99	Unclassified Industry	\$49,777	██████████

Riverside | Unemployment by Industry

112,322

Total Unemployment (9/2012)

NAICS	Industry	Unemployed (9/2012)	% of Unemployed	
11	Agriculture, Forestry, Fishing and Hunting	2,339	2%	■
21	Mining, Quarrying, and Oil and Gas Extraction	95	0%	
22	Utilities	329	0%	
23	Construction	12,748	11%	■
31-33	Manufacturing	8,981	8%	■
42	Wholesale Trade	1,485	1%	■
44-45	Retail Trade	16,397	15%	■
48-49	Transportation and Warehousing	2,435	2%	■
51	Information	3,007	3%	■
52	Finance and Insurance	1,776	2%	■
53	Real Estate and Rental and Leasing	667	1%	■
54	Professional, Scientific, and Technical Services	1,013	1%	■
55	Management of Companies and Enterprises	1	0%	
56	Administrative and Support and Waste Management and Remediation Services	10,157	9%	■
61	Educational Services (Private)	2,377	2%	■
62	Health Care and Social Assistance	6,871	6%	■
71	Arts, Entertainment, and Recreation	2,393	2%	■
72	Accommodation and Food Services	9,436	8%	■
81	Other Services (except Public Administration)	5,429	5%	■
90	Government	5,939	5%	■
99	No Previous Work Experience/Unspecified	18,447	16%	■

Riverside | Top Program Completions

CIP	Program	Completions (2011)	
51	Health professions and related programs	3,293	██████████
24	Liberal arts and sciences, general studies and humanities	2,445	██████████
52	Business, management, marketing, and related support services	1,941	██████████
45	Social sciences	1,250	██████
12	Personal and culinary services	1,153	██████
30	Multi/interdisciplinary studies	1,050	██████
26	Biological and biomedical sciences	647	████
42	Psychology	588	████
19	Family and consumer sciences/human sciences	379	██
43	Homeland security, law enforcement, firefighting and related protective services	345	██

Riverside | Gross Regional Product (GRP)

\$33,118,015,689 Earnings (2011)	\$11,893,407,656 Property Income (2011)	\$3,960,929,865 Taxes on Production (2011)	\$48,366,052,403 Total GRP (2011)
--	---	--	---

NAICS	Industry	GRP (2011)	% of Total	
11	Agriculture, Forestry, Fishing and Hunting	\$669,701,584	1%	■
21	Mining, Quarrying, and Oil and Gas Extraction	\$108,586,738	0%	■
22	Utilities	\$706,457,796	1%	■
23	Construction	\$2,746,565,934	6%	■
31-33	Manufacturing	\$4,717,111,880	10%	■
42	Wholesale Trade	\$2,506,317,296	5%	■
44-45	Retail Trade	\$5,141,026,573	11%	■
48-49	Transportation and Warehousing	\$1,695,316,762	4%	■
51	Information	\$2,028,013,794	4%	■
52	Finance and Insurance	\$2,600,344,796	5%	■
53	Real Estate and Rental and Leasing	\$3,515,617,899	7%	■
54	Professional, Scientific, and Technical Services	\$2,145,140,231	4%	■
55	Management of Companies and Enterprises	\$274,425,889	1%	■
56	Administrative and Support and Waste Management and Remediation Services	\$1,919,573,536	4%	■
61	Educational Services (Private)	\$325,653,471	1%	■
62	Health Care and Social Assistance	\$4,128,058,877	9%	■
71	Arts, Entertainment, and Recreation	\$589,214,034	1%	■
72	Accommodation and Food Services	\$2,277,154,397	5%	■
81	Other Services (except Public Administration)	\$1,550,411,851	3%	■
90	Government	\$8,721,359,063	18%	■

Riverside | Region Exports

\$61,358,536,107.79

Exports (2011)

64% of Supply

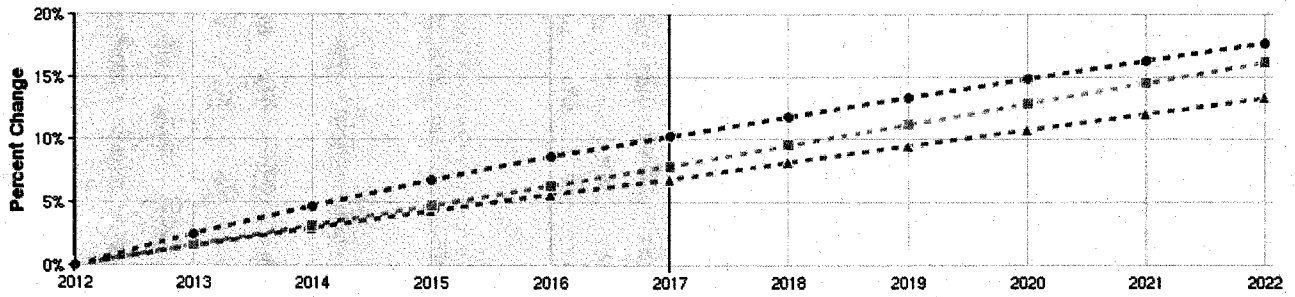
NAICS	Industry	Exports (2011)	
11	Agriculture, Forestry, Fishing and Hunting	\$1,343,885,105	■
21	Mining, Quarrying, and Oil and Gas Extraction	\$115,997,788	
22	Utilities	\$746,107,956	■
23	Construction	\$2,979,241,378	■
31-33	Manufacturing	\$9,248,660,738	■
42	Wholesale Trade	\$2,635,619,576	■
44-45	Retail Trade	\$3,973,111,347	■
48-49	Transportation and Warehousing	\$2,245,107,808	■
51	Information	\$2,813,919,132	■
52	Finance and Insurance	\$3,040,732,258	■
53	Real Estate and Rental and Leasing	\$2,751,639,211	■
54	Professional, Scientific, and Technical Services	\$1,809,007,173	■
55	Management of Companies and Enterprises	\$302,932,658	
56	Administrative and Support and Waste Management and Remediation Services	\$1,858,971,027	■
61	Educational Services (Private)	\$181,239,267	
62	Health Care and Social Assistance	\$2,639,117,388	■
71	Arts, Entertainment, and Recreation	\$656,349,744	■
72	Accommodation and Food Services	\$2,207,351,347	■
81	Other Services (except Public Administration)	\$1,382,841,694	■
90	Government	\$18,426,703,514	■

Riverside | Region Imports

\$80,289,694,408 Imports (2011) 70% of Demand	\$34,472,792,019 Locally Produced & Consumed (2011) 30% of Demand
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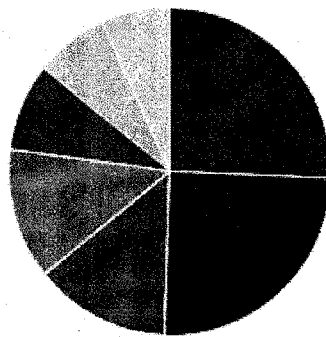
NAICS	Industry	Imports (2011)	
11	Agriculture, Forestry, Fishing and Hunting	\$599,758,400	█
21	Mining, Quarrying, and Oil and Gas Extraction	\$973,455,564	█
22	Utilities	\$1,314,712,250	█
23	Construction	\$2,040,945,031	█
31-33	Manufacturing	\$14,287,020,804	██████████
42	Wholesale Trade	\$3,511,910,299	█
44-45	Retail Trade	\$2,654,893,744	█
48-49	Transportation and Warehousing	\$1,773,245,402	█
51	Information	\$3,749,652,417	█
52	Finance and Insurance	\$7,462,678,295	██████
53	Real Estate and Rental and Leasing	\$3,329,739,658	█
54	Professional, Scientific, and Technical Services	\$4,025,914,663	█
55	Management of Companies and Enterprises	\$959,874,868	█
56	Administrative and Support and Waste Management and Remediation Services	\$1,172,062,684	█
61	Educational Services (Private)	\$980,494,112	█
62	Health Care and Social Assistance	\$4,570,223,818	████
71	Arts, Entertainment, and Recreation	\$669,686,973	█
72	Accommodation and Food Services	\$1,351,209,093	█
81	Other Services (except Public Administration)	\$1,171,203,136	█
90	Government	\$23,691,013,198	████████████████████

Regional Trends



Region	2012 Jobs	2017 Jobs	% Change
• Riverside	833,400	918,803	10.2%
• State	20,631,126	22,255,086	7.9%
• Nation	179,134,597	191,387,030	6.8%

Educational Attainment



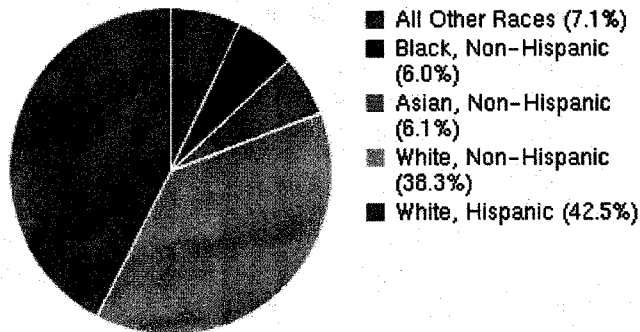
- Some College (25.6%)
- High School Diploma (24.9%)
- 9th Grade to 12th Grade (13.6%)
- Bachelor's Degree (13.0%)
- Less Than 9th Grade (8.7%)
- Associate's Degree (7.4%)
- Graduate Degree and Higher (6.8%)

Largest Openings/Completions Gaps

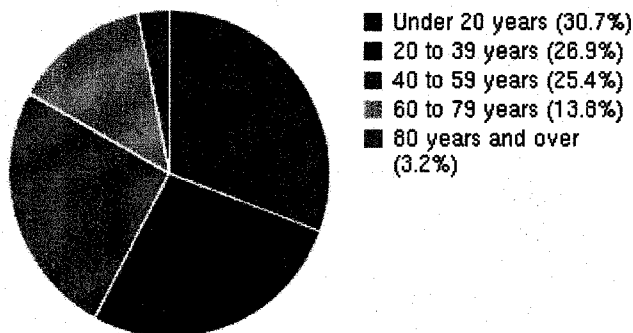
Occupation	Related Completions (2011)	Annual Openings (2012)
Personal Financial Advisors (13-2052)	37	665
Securities, Commodities, and Financial Services Sales Agents (41-3031)	0	502
Accountants and Auditors (13-2011)	42	296
Elementary School Teachers, Except Special Education (25-2021)	205	411
Teachers and Instructors, All Other (25-3999)	0	168

Race Demographics

Race	Percentage	Visual Representation
All Other Races	7.1%	■
Black, Non-Hispanic	6.0%	■
Asian, Non-Hispanic	6.1%	■
White, Non-Hispanic	38.3%	■
White, Hispanic	42.5%	■



Age Demographics



Growing/Declining Occupations

Occupation	Change in Jobs (2012-2017)
Retail Salespersons (41-2031)	3,846
Maids and Housekeeping Cleaners (37-2012)	3,304
Combined Food Preparation and Serving Workers, Including Fast Food (35-3021)	3,040
Military occupations (55-9999)	-258
Drywall and Ceiling Tile Installers (47-2081)	-283
Door-to-Door Sales Workers, News and Street Vendors, and Related Workers (41-9091)	-594

Growing/Declining Industries

Industry	Change in Jobs (2012-2017)
Full-Service Restaurants (722110)	4,096
Private Households (814110)	3,990
Discount Department Stores (452112)	3,737
New Single-Family Housing Construction (except Operative Builders) (236115)	-1,237
Department Stores (except Discount Department Stores) (452111)	-1,248
Framing Contractors (238130)	-1,349

Top Regional Businesses

Business Name	Local Employees
Liaison International	5,144
Riverside County Regional Medical Center	1,956
The Betty Ford Center At Eisenhower	1,665
Sun World International Inc.	1,500
Menifee Valley Medical Center	1,223

Target Industry Sectors – Staffing Patterns

The Riverside County Workforce Investment Board has adopted six industry sectors: healthcare, renewable energy, utilities, infrastructure, professional & business services, and logistics, which have historically proven to be in high demand and recession resistant. The objective of the Riverside County WIB has been to establish industry sectors that will provide the region with stable, reliable, and high paying jobs. Through research and analysis of labor market information, these industries meet the criteria of being top industries with the greatest potential for economic growth and resiliency during our current economic conditions. Workforce development strategies will be implemented to meet the workforce needs of targeted industries, therefore promoting economic recovery, diversity, and growth.

Healthcare:

SOC	Description	2011 Jobs	2012 Jobs	Change	% Change	Median Hourly Earnings	Regional Completions (2011)	Education Level
29-1111	Registered Nurses	9,234	9,491	257	3%	\$38.13	431	Associate's degree
29-2061	Licensed Practical and Licensed Vocational Nurses	2,986	3,066	80	3%	\$21.25	325	Postsecondary non-degree award
31-9091	Dental Assistants	2,044	2,124	80	4%	\$15.34	194	Postsecondary non-degree award
	Total	14,263	14,681	418	3%	\$31.31	950	

Infrastructure:

SOC	Description	2011 Jobs	2012 Jobs	Change	% Change	Median Hourly Earnings	Regional Completions (2011)	Education Level
47-2061	Construction Laborers	8,400	8,705	305	4%	\$15.49	0	Short-term on-the-job training
47-2031	Carpenters	7,680	7,842	162	2%	\$18.09	0	Long-term on-the-job training
47-2073	Operating Engineers and Other Construction Equipment Operators	1,561	1,651	90	6%	\$27.29	0	Moderate-term on-the-job training
	Total	17,641	18,198	557	3%	\$17.68	0	

Logistics:

SOC	Description	2011 Jobs	2012 Jobs	Change	% Change	Median Hourly Earnings	Regional Completions (2011)	Education Level
53-3032	Heavy and Tractor-Trailer Truck Drivers	11,790	12,244	454	4%	\$17.19	0	Short-term on-the-job training
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5,395	5,785	390	7%	\$22.71	50	Moderate-term on-the-job training
13-1111	Management Analysts	4,341	4,542	201	5%	\$25.84	1,478	Bachelor's or higher degree, plus work experience
	Total	21,526	22,571	1,045	5%	\$20.34	1,528	

Professional & Business Services:

SOC	Description	2011 Jobs	2012 Jobs	Change	% Change	Median Hourly Earnings	Regional Completions (2011)	Education Level
43-4051	Customer Service Representatives	7,593	7,989	396	5%	\$15.90	0	Short-term on-the-job training
43-3011	Bill and Account Collectors	1,500	1,724	224	15%	\$16.27	0	Moderate-term on-the-job training
43-3031	Bookkeeping, Accounting, and Auditing Clerks	8,096	8,288	192	2%	\$16.43	68	Moderate-term on-the-job training
	Total	17,189	18,001	812	5%	\$16.18	68	

Renewable Energy:

SOC	Description	2011 Jobs	2012 Jobs	Change	% Change	Median Hourly Earnings	Regional Completions (2011)	Education Level
53-3032	Heavy and Tractor-Trailer Truck Drivers	11,790	12,244	454	4%	\$17.19	0	Short-term on-the-job training
53-7081	Refuse and Recyclable Material Collectors	327	360	33	10%	\$16.68	0	Short-term on-the-job training
51-4121	Welders, Cutters, Soldiers, and Braziers	1,517	1,532	15	1%	\$16.36	17	Postsecondary non-degree award
	Total	13,634	14,136	502	4%	\$17.09	17	

Utilities:

SOC	Description	2011 Jobs	2012 Jobs	Change	% Change	Median Hourly Earnings	Regional Completions (2011)	Education Level
49-9051	Electrical Power-Line Installers and Repairers	334	344	10	3%	\$35.24	85	Long-term on-the-job training
51-8013	Power Plant Operators	45	49	4	9%	\$30.93	0	Long-term on-the-job training
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	33	36	3	9%	\$33.05	85	Postsecondary non-degree award
	Total	413	429	16	4%	\$34.56	170	

Methodology Analysis

The majority of our data sources and analysis methodology comes from the Economic Modeling Specialist International (EMSI) Analyst system, which is a web-based tool that puts in-depth, local employment data and analysis in the hands of regional planners, researchers, and developers. EMSI Analyst gives quick, easy access to well-known labor market data—the most comprehensive and up-to-date employment data available. The data is used mainly to research and understand regional employment trends and dynamics. It is composed of comprehensive information on industries, occupations, demographics — as well as things like occupational skills, education, training, and even the names and size of companies in your region broken down by industry.

Riverside County EDA staff has determined the parameters and standards of our methodology in regards to targeted industry sectors and occupations. Target industry sectors were determined based on historic research on industry growth, jobs available, unemployment rate, and job training standards. Staff also considered industry with high demand and recession resistant characteristics. Occupations were chosen based on the number of jobs and median hourly wage in the region. Occupations must have a minimum of \$14.45/hr. (\$30,680/year) and have an educational level of an Associate's Degree or less to be considered in this study.

Currently the unemployment rate in Riverside County is 11.1%, compared the adjusted unemployment rate of 9.7% in California and 7.6% on the federal level. Some of the challenges associated with the local area population are access and affordability to educational programs that allow for targeted industry jobs. Riverside Community Colleges District and the University of California, Riverside are having difficulty in meeting the demand of possible student applicants due to budget cuts from the state, increase tuition, decrease of course availability, and insufficient classrooms. The Riverside County area was drastically affected by the housing crisis, forcing a lot of target industry businesses to leave the area to corresponding urban areas, such as Los Angeles, San Diego, and Orange County. This leads many residents of Riverside County to commute to these areas, increasing traffic congestion and carbon emissions in the area. Outdated infrastructure and inaccessible public transportation systems make it difficult for residents to find reliable and environmental friendly means of travel to these target industry jobs.

The Riverside County Economic Development Agency (EDA) operates as a One-Stop Career Centers which is the hub of the county-wide service delivery vehicle for workforce/education/business services. Workforce funds allocated to Local Boards support the job training, placement, and business services delivered through the One-Stop Career Centers. These Centers, through partnerships with other local, state and federal agencies, education and economic development organizations provide access to job, skill development and business services vital to the social and economic well-being of Riverside County communities. The Workforce Development Division, in partnership with the Workforce Investment Board, administers four comprehensive Workforce Development Centers and three satellite offices as well as five (soon to be six) Youth Opportunity Centers. Through this group of centers we support our mission to provide leadership to the workforce development system in Riverside County by linking resources, people, business and education resulting in a globally competitive workforce.

The WIB and its workforce development partners provide a comprehensive array of services to over 30,000 residents and over 750 businesses in Riverside County each year. These services are supported by federal Workforce Investment Act funds and the funding sources of our partners, such as the Employment Development Department, the community college system and Department of Vocational Rehabilitation. Our programs are also preparing our youth for work, higher education and leadership in our communities.

Data Sources and Calculations

Input-Output Data

The input-output model in this report is created using the national Input-Output matrix provided by the federal Bureau of Economic Analysis. This is combined with the national Total Gross Output, the regional Total Gross Output, the land area of the subject region, regional DIRT data and regional in/out commuter patterns in order to calculate regional requirements, imports and exports. After using matrix algebra to calculate the regional multiplier, the resulting matrix is multiplied by the sales vector and converted back to jobs or earnings. Specifically, this data comes from the U.S. Department of Commerce, Bureau of Economic Analysis, and Industry Economic Accounts: Benchmark & Annual Input-Output (I-O) Accounts.

Institution Data

The institution data in this report is taken directly from the national IPEDS database published by the U.S. Department of Education's National Center for Education Statistics.

Completers Data

The completer's data in this report is taken directly from the national IPEDS database published by the U.S. Department of Education's National Center for Education Statistics.

Demographic Data

The demographic data in this report is compiled from several sources using a specialized process. Sources include US Census Bureau annual estimates, birth and mortality rates from the US Health Department, and projected regional job growth.

Unemployment Data

The unemployment data in this report comes from the Bureau of Labor Statistics' Local Area Unemployment Statistics and is updated every two months.

State Data Sources

This report uses state data from the following agencies: California Labor Market Information Department

Educational Attainment Data

EMSI's educational attainment numbers are based on Census 1990, Census 2000, the Current Population Survey, and EMSI's demographic data. By combining these sources, EMSI interpolates for missing years and projects data at the county level. Educational attainment data cover only the population aged 25 years or more and indicate the highest level achieved.

Equifax Business List Data

Data for individual businesses is provided by Equifax (<http://www.equifax.com/commercial/>), which maintains a database of more than 20 million U.S. business entities. Note that in aggregate it will not be consistent with EMSI labor market data due to differences in definitions, methodology, coverage, and classification.

Equifax Business-Level Data

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EXHIBIT D

Strategic Objectives PY12-13

**Critical and Strategic Measures Performance Dashboard
 Program Year 2012-2013**

MEASURE*	STANDARD	PERFORMANCE	STATUS																								
<p>GM 1 (SP1) MONTHLY Customer Satisfaction increases and is sustained</p>	<p>100% of all customers Surveys of: Jobseekers Businesses Employees</p>	<table border="1"> <thead> <tr> <th>CATEGORY</th> <th>% REPORTING SATISFIED</th> <th>GOAL</th> </tr> </thead> <tbody> <tr> <td>Job Seeker</td> <td>93%</td> <td>100%</td> </tr> <tr> <td>Businesses</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Employee</td> <td>75%</td> <td>100%</td> </tr> <tr> <td colspan="3">Total Job Seeker Responses: 598</td> </tr> <tr> <td colspan="3">Total Job Seeker Satisfied Overall: 474</td> </tr> <tr> <td colspan="3">Total Business Responses: 13</td> </tr> <tr> <td colspan="3">Total Business Satisfied Overall: 13</td> </tr> </tbody> </table> <p>NOTES: Data sources include comment cards for Job Seekers and Businesses and the annual internal customer satisfaction survey for employees.</p>	CATEGORY	% REPORTING SATISFIED	GOAL	Job Seeker	93%	100%	Businesses	100%	100%	Employee	75%	100%	Total Job Seeker Responses: 598			Total Job Seeker Satisfied Overall: 474			Total Business Responses: 13			Total Business Satisfied Overall: 13			<p>● 93% ● 100% ● 75%</p>
CATEGORY	% REPORTING SATISFIED	GOAL																									
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<p>SP2 QUARTERLY Increase organizational capacity (e.g., trained staff, aligned to strategy; IT solutions; Data repository)</p>	<p>100% of staff trained in the identified competencies</p>	<table border="1"> <thead> <tr> <th>CRITERIA</th> <th>TRAINED</th> <th>GOAL</th> </tr> </thead> <tbody> <tr> <td>Business and Employer Svcs</td> <td>30</td> <td>32</td> </tr> <tr> <td>Career Coaching</td> <td>45</td> <td>36</td> </tr> <tr> <td>IT Solutions</td> <td>396</td> <td>130</td> </tr> </tbody> </table> <p>NOTES: This measurement requires an established set of criteria for staff training and post-training testing to confirm competency. The WDC is currently establishing such criteria and training.</p>	CRITERIA	TRAINED	GOAL	Business and Employer Svcs	30	32	Career Coaching	45	36	IT Solutions	396	130	<p>● 94% ● 125% ● 305%</p>												
CRITERIA	TRAINED	GOAL																									
Business and Employer Svcs	30	32																									
Career Coaching	45	36																									
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* Critical Measure (CM)
 Strategic Plan Measure (SP)

Critical and Strategic Measures Performance Dashboard Program Year 2012-2013, continued

Q3

June 2013







MEASURE*	STANDARD	PERFORMANCE	STATUS																												
SP3 QUARTERLY Increase the supply of workers for each of the 5 targeted industries	Healthcare = 165 Infrastructure = 73 Professional = 135 Renewable = 57 Utilities = 111 Total 541 trained to increase the supply	<table border="1"> <thead> <tr> <th>INDUSTRY</th> <th>TRAINED</th> <th>GOAL</th> </tr> </thead> <tbody> <tr> <td>Healthcare</td> <td>75</td> <td>165</td> </tr> <tr> <td>Infrastructure</td> <td>181</td> <td>73</td> </tr> <tr> <td>Professional</td> <td>67</td> <td>135</td> </tr> <tr> <td>Renewable</td> <td>5</td> <td>57</td> </tr> <tr> <td>Utilities</td> <td>0</td> <td>111</td> </tr> </tbody> </table>	INDUSTRY	TRAINED	GOAL	Healthcare	75	165	Infrastructure	181	73	Professional	67	135	Renewable	5	57	Utilities	0	111	<table border="1"> <tbody> <tr> <td>●</td> <td>45%</td> </tr> <tr> <td>●</td> <td>248%</td> </tr> <tr> <td>●</td> <td>50%</td> </tr> <tr> <td>●</td> <td>9%</td> </tr> <tr> <td>●</td> <td>0%</td> </tr> </tbody> </table>	●	45%	●	248%	●	50%	●	9%	●	0%
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SP4 QUARTERLY The scope of legislative and policy contacts who rely on the WIB for workforce information has expanded (e.g., economic development entities; different state legislators)	25% increase in new contacts from 448 total contacts last year 50% of the total for the year are repeat contacts	<p>NOTES: Still investigating methods to collect and report accurate data.</p>																													
SP5 QUARTERLY Increase the number of media contacts received to comment on workforce policy and issues.	No standard being set due to no information at all on current metrics. 1st year will be used to track and set the baseline for year 2	<p>NOTES: Still investigating methods to collect and report accurate data.</p>																													

* Critical Measure (CM)
Strategic Plan Measure (SP)

Critical and Strategic Measures Performance Dashboard Program Year 2012-2013, continued

Q3

June 2013

MEASURE*	STANDARD	PERFORMANCE	STATUS												
SP6 QUARTERLY Receive an outside recognition as a quality organization (e.g., PEPNet; State Quality Award, Baldrige, etc.)	Award received.	NOTES: California Award for Performance Excellence (CAPE) Prospector application submitted in January 2013.	 Received Award												
CM2 (SP7) MONTHLY Increase the number of new businesses (in all industries) provided a service.	30% increase in the number of new businesses	NUMBER OF NEW BUSINESSES <u> </u> ANNUAL GOAL <u> </u> 217  640 NOTES: 217 new businesses represent 68% of the milestone of 320 at the end of 2Q, 2012/2013.	 68% On Target												
CM3 QUARTERLY The # of UI customers co-enrolled in a WIA program increases	100% of customers co-enrolled	<table border="1"> <thead> <tr> <th>Program</th> <th>% Co-Enrolled</th> <th>Co-Enrolled</th> </tr> </thead> <tbody> <tr> <td>TAA</td> <td>17</td> <td>17</td> </tr> <tr> <td>REA/PJSA</td> <td>266</td> <td>266</td> </tr> <tr> <td>VETS</td> <td>-</td> <td>-</td> </tr> </tbody> </table> NOTES: Effective Q3/2012-13, the REA/PGSA and VETS will be measured on the number of referrals who are co-enrolled in WIA. The REA/PGSA data above reflects total enrollments co-enrolled in WIA. The REA/PGSA data will be revised along with VETS data beginning Q4/2012-2013.	Program	% Co-Enrolled	Co-Enrolled	TAA	17	17	REA/PJSA	266	266	VETS	-	-	 100%  100%  -
Program	% Co-Enrolled	Co-Enrolled													
TAA	17	17													
REA/PJSA	266	266													
VETS	-	-													

* Critical Measure (CM)
Strategic Plan Measure (SP)

Critical and Strategic Measures Performance Dashboard Program Year 2012-2013, continued

Q3

June 2013

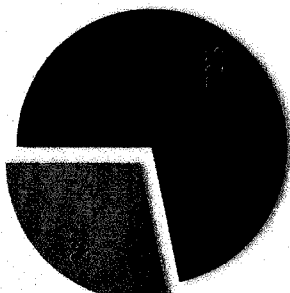
MEASURE*	STANDARD	PERFORMANCE	STATUS																					
CM4 MONTHLY The # of training related job placements within each targeted industry increases	80% for each industry Healthcare=132 Infrastructure=58 Professional=108 Renewable=45 Utilities=88	<table border="1"> <thead> <tr> <th>INDUSTRY</th> <th>PLACED</th> <th>GOAL</th> </tr> </thead> <tbody> <tr> <td>Healthcare</td> <td>15</td> <td>132</td> </tr> <tr> <td>Infrastructure</td> <td>59</td> <td>58</td> </tr> <tr> <td>Professional</td> <td>40</td> <td>108</td> </tr> <tr> <td>Renewable</td> <td>1</td> <td>45</td> </tr> <tr> <td>Utilities</td> <td>0</td> <td>88</td> </tr> </tbody> </table> <p>NOTES: Still investigating methods to collect and report accurate data.</p>	INDUSTRY	PLACED	GOAL	Healthcare	15	132	Infrastructure	59	58	Professional	40	108	Renewable	1	45	Utilities	0	88	11% 102% 37% 2% 0%			
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CM5 QUARTERLY The # of individuals who enter employment increases.	Adult - 51% DW - 47% Youth - 65%	<table border="1"> <thead> <tr> <th>CATEGORY</th> <th>% PLACED</th> <th>GOAL</th> </tr> </thead> <tbody> <tr> <td>Adult</td> <td>42%</td> <td>51%</td> </tr> <tr> <td>Dislocated Worker</td> <td>53%</td> <td>47%</td> </tr> <tr> <td>Youth</td> <td>76%</td> <td>65%</td> </tr> <tr> <td>Adults Entering Employment</td> <td></td> <td>212 of 499 Exiters</td> </tr> <tr> <td>Dislocated Worker Entering Employment</td> <td></td> <td>235 of 447 Exiters</td> </tr> <tr> <td>Youth Entering Employment</td> <td></td> <td>104 of 136 Exiters</td> </tr> </tbody> </table>	CATEGORY	% PLACED	GOAL	Adult	42%	51%	Dislocated Worker	53%	47%	Youth	76%	65%	Adults Entering Employment		212 of 499 Exiters	Dislocated Worker Entering Employment		235 of 447 Exiters	Youth Entering Employment		104 of 136 Exiters	% OF GOAL 83% 112% 118%
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* Critical Measure (CM)
Strategic Plan Measure (SP)

Critical and Strategic Measures Performance Dashboard Program Year 2012-2013, continued

Q3

June 2013

MEASURE*	STANDARD	PERFORMANCE	STATUS												
CM6 MONTHLY Referral to hire ratio increases	80% increase in number of hires from referrals	<p>COUNTS</p> <table border="0"> <tr> <td>CLIENTS REFERRED</td> <td>1820</td> </tr> <tr> <td>CLIENTS HIRED</td> <td>1305</td> </tr> </table> 	CLIENTS REFERRED	1820	CLIENTS HIRED	1305	72%								
CLIENTS REFERRED	1820														
CLIENTS HIRED	1305														
CM7 MONTHLY The right candidate is referred to the right job	100% of all screened candidates referred are judged qualified by the business	<table border="0"> <tr> <td>% REPORTING QUALIFIED</td> <td>92%</td> <td>GOAL</td> <td>100%</td> </tr> <tr> <td>Total Responses:</td> <td>24</td> <td></td> <td></td> </tr> <tr> <td>Total Reporting Qualified:</td> <td>22</td> <td></td> <td></td> </tr> </table>	% REPORTING QUALIFIED	92%	GOAL	100%	Total Responses:	24			Total Reporting Qualified:	22			92%
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CM8 QUARTERLY The % of funds dedicated to serving businesses increases	Funds dedicated to serving businesses increases by 10% over previous year	<p>Funding Dedicated to Serving Business</p> <table border="0"> <tr> <td>Dedicated</td> <td>\$2,132,726</td> </tr> <tr> <td>Goal</td> <td>\$1,785,444</td> </tr> </table> <p>NOTES: Previous year's expenditures was \$1,623,121. Status is based on amount expended compared to the estimated expenditures at the end of Q2.</p>	Dedicated	\$2,132,726	Goal	\$1,785,444	19% Increase								
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Goal	\$1,785,444														

* Critical Measure (CM)
Strategic Plan Measure (SP)

EXHIBIT E

Comprehensive List of Services

Riverside County

Workforce Development Center

Business Services



Business Analysis-

Business Solutions Consultants will help you assess your business and workforce needs.

Business Resources & Referrals-

A wide variety of resources and referrals to assist your business.

Recruitment Services-

Assistance to find skilled, qualified candidates includes pre-screening, candidate assessment, and testing as well as posting job openings.

Hiring Incentive Programs-

Assistance to help you offset the costs of training new employees or retraining your existing employees.

Outplacement Services-

Resources and referrals for businesses and workers affected by a lay off or closure.

Labor Market Services-

Access information about labor market trends, statistics, and economic and demographic data.

Human Resource Info-

Find information on HR-related topics, such as news, trends, employee policies, and problem resolution.

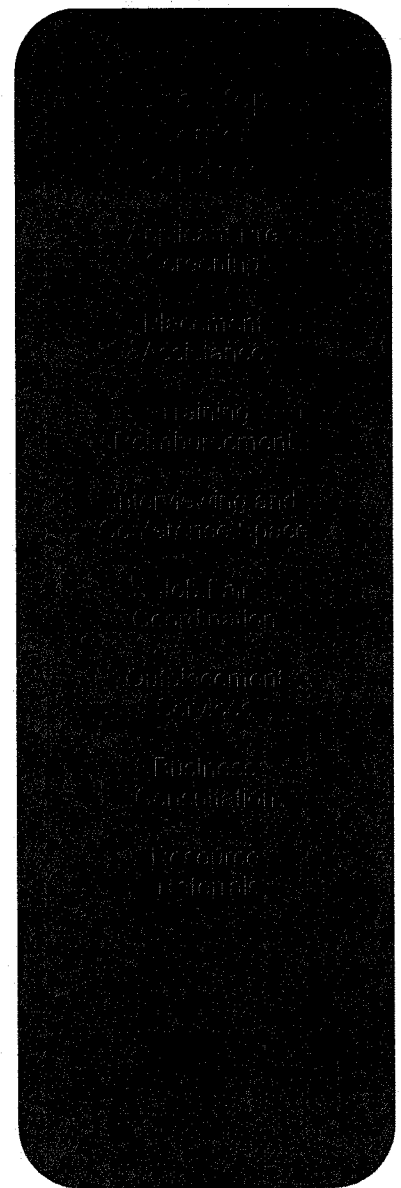
Government Resources-

Find information on federal programs such as OSHA, Social Security, IRS, wage reporting, labor statistics and commerce.

Tax Incentives-

Find out if you qualify for local, state or federal tax incentives, like the Welfare To Work and Work Opportunity Tax Credits and Hiring Incentives to Restore Employment (H.I.R.E)

For Information Contact:



Phone: 951.955.3100
TTY: 951.955.9050, CA Relay 711

www.rivcoworkforce.com

*Equal Opportunity Employer/Program. Auxiliary aides and services are available upon request to individuals with disabilities.

Riverside County

Workforce Development Center

Job Seeker Services

Staff Provided Services-

Learn about what services are available to you when you make a visit to your local One Stop Career Center. Individual career counseling and training classes available on site.

Career Services-

Research specific occupations, choose a new career, or analyze your skills to find an occupation that best suits you.

Education Services-

Find a suitable training or educational program, as well as information on training providers and schools.

Job Search Services-

Find assistance in looking for or getting placed in a new job and learn how to develop effective résumés and cover letters.

Labor Market Services-

Access information about labor market trends, statistics, and economic and demographic data.

Veteran Services-

Career coaching sessions are available with our Veterans Specialists. Referrals available for: health, pension, education and vocational rehabilitation benefits.

Experience Unlimited- This networking program provides a place where job seekers can meet regularly with other career professionals to share job leads, provide support, and update their job search skills.

Unemployment Services-

Computers and phones are available to contact the Unemployment Insurance Branch for filing unemployment claims and follow-up. Contact info: (800)300-5616 www.edd.ca.gov

Community Services-

Find community services for which you are eligible, such as health, welfare, nutrition and financial assistance programs.

Youth Services-

Find information about finding a job, exploring different careers, and alternative post-high school paths for youth.

Financial Services-

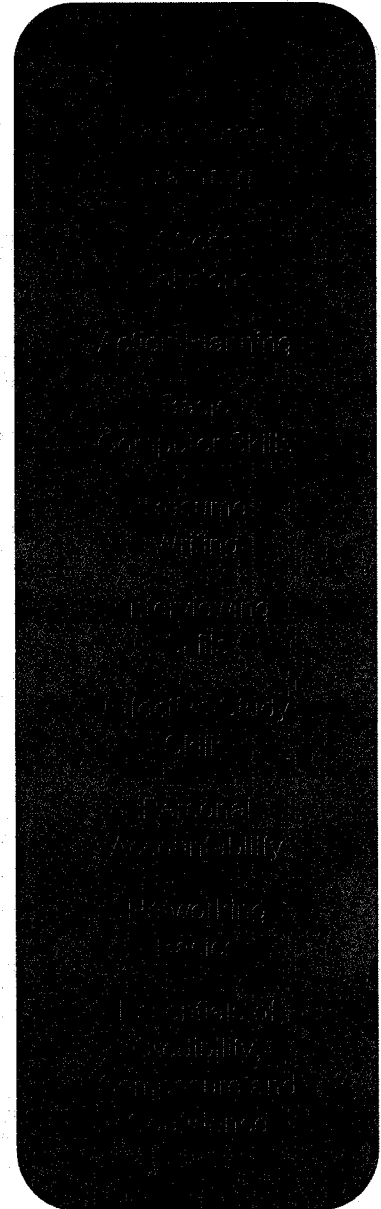
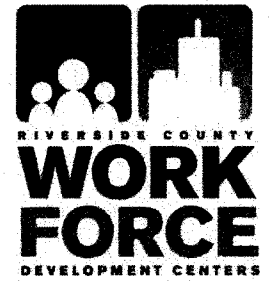
Prepare a basic budget analysis and create financial plans to help make your training and education goals a reality.

Senior Services-

Learn about topics of interest to seniors; including health care, employment, and federal benefit programs.

RivCoNetwork-

Engage in useful and productive professional social networking activities that will help you navigate your career and take it to the next level.



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Riverside County Workforce Development Center Youth Services



Educational Opportunities-

With the help of our professional staff, youth ages 14-24, can develop the skills, support and self-esteem necessary to achieve academic success, enter the workplace and become productive citizens. Educational services offered include: Basic Skills Competency assessments, alternative methods to obtain a High School diploma or GED, exploration of post-secondary education, tutoring and Life Skill classes.

Work Readiness Skills-

Interactive learning activities are available to help prepare youth with the skills and knowledge necessary to get a job and succeed in the workplace. Activities include: resume writing, interviewing skills, job search techniques, "Dress for Success" and workplace communication.

Career Exploration & Guidance-

In an effort to prepare youth for the next step in their educational and vocational careers, a variety of programs and training opportunities are available to help them learn more about themselves and to assist them in selecting and developing college and career options. Programs available include: career planning, mentoring, occupational skills training, paid and unpaid work experience and job retention.

Leadership Development & Advocacy-

Leadership activities, projects and training are available to youth members to help them acquire a specific set of skills necessary to become effective leaders in the workplace and in their communities. Activities include, but are not limited to, community service projects, leadership camps, workshops, peer-centered activities, Voices for Youth, Youth Council, Roadtrip Nation and CHARACTER COUNTS!

MyIECareer.com-

Available 24/7, youth members can explore and access career options, internships, employment opportunities, post-secondary education options, relevant news, events, discussions, networking, career mentoring and career assessments through this password-protected, gated, social networking website.

San Diego
4445 La Jolla Village Drive
San Diego, CA 92161
619.451.3100

San Marcos
200 N. Main Street
San Marcos, CA 92583
951.955.3100

San Juan Capistrano
200 N. Main Street
San Juan Capistrano, CA 92675
949.251.3100

Orange
200 N. Main Street
Orange, CA 92667
714.951.3100

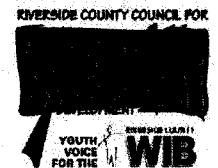
Fullerton
200 N. Main Street
Fullerton, CA 92731
714.951.3100

Costa Mesa
200 N. Main Street
Costa Mesa, CA 92626
714.951.3100

San Clemente
200 N. Main Street
San Clemente, CA 92673
949.251.3100

San Juan Capistrano
200 N. Main Street
San Juan Capistrano, CA 92675
949.251.3100

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EXHIBIT F

WIB Policy Apprenticeship Programs



RIVERSIDE COUNTY
WORKFORCE INVESTMENT BOARD

APPRENTICESHIP COORDINATION
POLICY

Date: June 12, 2013

Number: 19-19

PURPOSE:

The purpose of this policy is to promote apprenticeship programs in the local workforce development system and foster collaboration between labor organizations and community colleges pursuant to California Assembly Bill (AB) 554.

EFFECTIVE DATE:

June 12, 2013

REFERENCES:

DOL Training and Employment Notice 44-11 and 13-12
California Assembly Bill No: AB 554
EDD Workforce Services Information Notice WSIN 12-19

**LOCALLY IMPOSED
REQUIREMENTS:**

N/A

BACKGROUND:

On October 7, 2011, AB 554 (Atkins) was chaptered into law. AB 554 requires each local board to develop a policy of fostering collaboration between community colleges and approved apprenticeship programs in the geographic area to provide preapprenticeship training, apprenticeship training, and continuing education in apprenticeable occupations through approved apprenticeship programs.

Furthermore, the bill requires each local board to ensure that programs and services funded by Work Investment Act (WIA) and directed to apprenticeable occupations, including preapprenticeship training, are conducted to the maximum extent feasible, in coordination with apprenticeship programs approved by the Division of Apprenticeship Standards (DAS).

POLICY:

The WIB recognizes that apprenticeship programs advance the goals of the local workforce development system and provide jobseekers from diverse populations valuable post-secondary pathways to rewarding careers. Accordingly, the WIB shall work to increase preapprenticeship training opportunities in the local area by creating linkages and fostering collaboration among local labor organizations and community colleges.

Service providers are also encouraged to develop and to enhance their partnerships and resource leveraging efforts with registered apprenticeship programs, where feasible, to promote the development of a well-educated and highly skilled workforce, to expand availability of “earn and learn” models of training, and to provide access to growing opportunities in Registered Apprenticeships.

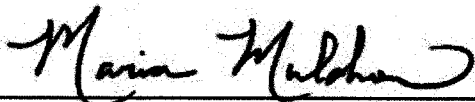
If Workforce Investment Act (WIA) training funds are used to target apprenticeable occupations, including preapprenticeships, then they must be conducted to the maximum extent feasible, in coordination with the Department of Industrial Relations – Division of Apprenticeship Standards (DIR-DAS)-approved apprenticeship programs.

PROCEDURES: N/A

REVISION HISTORY:

Revision Dates: N/A

Original Policy Date: 06/12/2013



Maria Muldrow, Community Partnerships Manager