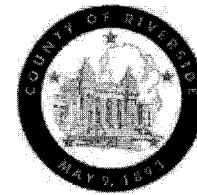


**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



ITEM
3.8
(ID # 6213)

MEETING DATE:

Tuesday, January 23, 2018

FROM : SUPERVISOR KEVIN JEFFRIES AND SUPERVISOR V. MANUEL PEREZ :

SUBJECT: SUPERVISOR V. MANUEL PEREZ AND SUPERVISOR KEVIN JEFFRIES:
Authorization to Establish Business Attraction & Retention Incentives.

RECOMMENDED MOTION: That the Board of Supervisors approve and authorize incentive policies and programs to stimulate job development, job retention, and create new revenue sources:

- 1.) Directs the County Executive Officer, Chief Operating Officer, Assistant CEO - Economic Development Agency, & Assistant CEO-TLMA, to create a series of economic development incentives to be used in business attraction, retention, and job creation for the unincorporated areas of the county
- 2.) Directs the above leadership team to create, on a case by case basis, the Partial Retail Sales Tax Sharing Agreement Policy for selected business, in accordance with California State Law and Regulations
- 3.) Directs the above leadership to create, on a case by case basis, the Partial Transient Occupancy Tax Revenue Sharing Agreement, in accordance with California Laws and Regulations
- 4.) Directs the above leadership team and appropriate staff, to create a Development Fee Deferral Agreement Program, on a case by case basis, for targeted business in accordance with California State Law and Regulations

ACTION: Policy

Supervisor Kevin Jeffries

1/16/2018

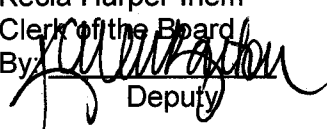
Supervisor V. Manuel Perez, Supervisor

1/16/2018

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Perez, seconded by Supervisor Tavaglione and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as amended to revise the recommended motion to read as: "The Board of Supervisors direct staff to evaluate incentive policies and programs to stimulate job development and job retention programs that create new revenue sources."

Ayes: Jeffries, Tavaglione, Washington, Perez and Ashley
Nays: None
Absent: None
Date: January 23, 2018
xc: Supvr. Jeffries, Supvr. Perez, EO, EDA, TLMA

Kecia Harper-Ihem
Clerk of the Board
By: 
Deputy

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

RECOMMENDED MOTION:

- 5.) Directs the above leadership team to expand and or review the Industrial Development Bond program that assists eligible and targeted industries in the issuance of bonds, on a case by case basis, in accordance with State law and Regulations
- 6.) In accordance with Board Policy B-4, directs a separate review of current fees for job creators, and seeks staff recommendations on fees that could be reduced, frozen, and/or eliminated to stimulate investment, growth, and job creation
- 7.) Directs the authorization to utilize, on a case by case basis, Enhanced Infrastructure Finance Districts, in the unincorporated areas of the county as appropriate
- 8.) Directs the authorization to utilize, on a case by case basis, Community Revitalization and Investment Authorities (CRIA) programs, as authorized by Assembly Bill 2
- 9.) Directs that County leadership team, EDA staff, and co-authors' staff work cooperatively to jointly develop and refine the above programs in a timely manner for presentation to the Board of Supervisors
- 10.) Directs that all the above proposed incentives and any additional incentives be reviewed and approved by the full Board of Supervisors within 90 calendar days.

BACKGROUND:

Congress has passed sweeping business tax reforms and Riverside County would be well served to create a series of business attraction & retention incentives that will assist our Economic Development Agency in its efforts to attract business and jobs to the unincorporated areas of the County of Riverside. Numerous California cities and counties offer a range of incentives to attract and retain business. Riverside County should, at a minimum, consider matching or even exceeding those incentives to attract and retain business in this competitive market. Site selectors in countless sectors analyze all cost of doing business from Development Impact Fees to the value of incentives. The proposed reforms, when used on a case by case basis, will make our county more attractive to business owners and job creators. The federal government and state currently offer a list of generic incentives that could be used in conjunction with those proposed here, and staff is encouraged to offer those incentives to businesses as well. Given the reports of existing county property tax revenues and sales tax revenues being insufficient to meet the needs of America's 10th largest county and its 2.4 million residents, incentives to attract and retain business are in order. It is believed that the above incentive programs will increase our competitiveness, lead to new job creation in the permanent and temporary employment ranks, increase assessed property values, and increase revenues to the general fund. County leadership team members shall work with the coauthors' staff to develop the actual policies and programs to determine if the above recommendations should take a blanket approach or be utilized via Form 11 for incentives on a case by case basis. Once completed, staff recommendations shall be brought before the full Board of Supervisors for approval within 90 days or fewer, if possible. Should the county leadership team determine that additional incentives are appropriate, they are encouraged to incorporate them in their recommendations to the Board of Supervisors for consideration. Consideration should also be given to the County Treasurer and County Auditor Controller's recommendations and comments regarding the incentive program policy and procedure. It is the intent of the authors to make these programs available to small business owners and all other categories of business owners.

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

FISCAL IMPACT:

The above incentives are proposed to stimulate investment, create jobs, and increase property and sales tax revenues for the county general fund. No adverse fiscal impacts are anticipated.

the **R**ilington group

January 22, 2018

Mr. Tom Freeman
Chief-Public Policy
Board of Supervisors
Office of V. Manuel Perez
4080 Lemon Street, Suite 532
Riverside, CA 92501

Re: Riverside County Business Incentive Policies and Programs

Dear Mr. Freeman,

We are pleased to work with the County of Riverside staff on the Blue Ribbon Committee. I am happy to report we have had positive progress on our Domani project located in the County of Riverside, due to the changes in policy and relations we have made as a member of the Committee.

This letter is written in support of the Business Incentive Policies and Programs to help retain and attract business in Riverside County.

Sincerely,



Mickie Riley
President



Leslie Locken
Project Manager, Domani Housing Community
December 20, 2017



77-933 Las Montanas Road
Suite 101
Palm Desert, CA 92211
(760) 360-4200 – Phone
(760) 360-4204 – FAX

January 22, 2018

Ms. April Boyd
Deputy Clerk of the Board
Riverside County Board of Supervisors
4080 Lemon Street – 1st Floor
Riverside, CA 92501

Re: Riverside County Business Incentive Policies and Programs

Dear Ms. Boyd,

Thank you for the opportunity to participate with the Blue Ribbon Committee.

This letter is written in support of the Business Incentive Policies and Programs to help stimulate job development as well as to retain and attract business in Riverside County. We trust the Board of Supervisors will develop a comprehensive policy that will benefit each community in Riverside County.

Sincerely,

A handwritten signature in cursive script that reads 'David B. Turner'.

David B. Turner
President



Desert Pacific
PROPERTIES, INC.
COMMERCIAL REAL ESTATE
77-933 Las Montanas Rd. | Suite 101 | Palm Desert CA 92211

January 22, 2018

Ms. April Boyd
Deputy Clerk of the Board
Riverside County Board of Supervisors
4080 Lemon Street – 1st Floor
Riverside, CA 92501


Re: Riverside County Business Incentive Policies and Programs

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This letter is written in support of the Business Incentive Policies and Programs to help stimulate job development as well as to retain and attract business in Riverside County. We trust the Board of Supervisors will develop a comprehensive policy that will benefit each community in Riverside County.

Sincerely,



Paula Turner
Principal
CalBRE License #00702492



SHADOW HILLS RV RESORT

40-655 Jefferson St. Indio, California, CA 92203
760-360-4040 | ShadowHillsRVResort.com

January 22, 2018

Ms. April Boyd
Deputy Clerk of the Board
Riverside County Board of Supervisors
4080 Lemon Street – 1st Floor
Riverside, CA 92501

Re: Riverside County Business Incentive Policies and Programs

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Sincerely,

Paula Turner
Owner



January, 22 2018
Board of Supervisor
Riverside County
State of California

The Greater Coachella Valley Chamber of Commerce supports creating a series of business attraction and retention incentives that will assist our Economic Development Agency in its efforts to attract business and jobs to the unincorporated areas of the County of Riverside.

Numerous California cities and counties offer a range of incentives to attract and retain business. Riverside County should, at a minimum, consider matching or even exceeding those incentives to attract and retain business in this competitive market.

Site selectors in countless sectors analyze all cost of doing business from Development Impact Fees to the value of incentives. The proposed reforms, when used on a case by case basis, will make our county more attractive to business owners and job creators. The federal government and state currently offer a list of generic incentives that could be used in conjunction with those proposed here, and staff is encouraged to offer those incentives to businesses as well.

Given the reports of existing county property tax revenues and sales tax revenues being insufficient to meet the needs of America's 10th largest county and its 2.4 million residents, incentives to attract and retain business are in order. It is believed that the above incentive programs will increase our competitiveness, lead to new job creation in the permanent and temporary employment ranks, increase assessed property values, and increase revenues to the general fund. County leadership team members shall work with the coauthors' staff to develop the actual policies and programs to determine if the above recommendations should take a blanket approach or be utilized via Form 11 for incentives on a case by case basis.

These incentives are the direct result of conversations with business leaders and job creators across the 4th district and our county.

The Chamber would respectfully request the Board of Supervisor create a committee made up of business and community leaders to help in the development of the incentive program.

For the reason stated above the Greater Coachella Valley Chamber of Commerce supports the Board of Supervisors establishing a Business Attraction and Retention Incentives.

About the Greater Coachella Valley Chamber of Commerce

The Greater Coachella Valley Chamber of Commerce was created in 2016 in cooperation with the former Cathedral City, Coachella, La Quinta, and Indio Chambers, along with the Cabazon Band of Mission Indians and Twenty-Nine Palms Band of Mission Indians. It enhances and significantly improves the way businesses interact with each other and the community in the entire Coachella Valley. As a Regional Chamber, the GCVCC delivers services and benefits to its members on a scope not seen before in the area.

Coachella
1258 6th St.

Cathedral City
68733 Perez Rd., #C8

Indio
82-921 Indio Blvd.

La Quinta
78-495 Calle Tampico

BOYDD, April

From: Margit F. Chiriaco Rusche <mchiriacor@aol.com>
Sent: Monday, January 22, 2018 7:59 PM
To: BOYDD, April
Subject: Proposal from Sup Perez

I support the basic concept of encouraging growth and opportunities in Riverside county, however it should mention supporting the return of the enterprise and empowerment zone credits. Realizing one is federal and the other state however both address needs of business owners in low income and isolated areas. Helping make investing in low income areas by providing incentives will create more jobs and a better economy overall for the areas and the County.

Margit F Chiriaco Rusche

Sent from AOL Mobile Mail
Get the new AOL app: mail.mobile.aol.com



January 22, 2018

Ms. April Boyd
Deputy Clerk of the Board
County of Riverside
2080 Lemon Street
Riverside, CA 92501

Re: Letter of Support for Supervisor V. Manuel Perez and Supervisor Kevin Jeffries' Legislative Proposal for Establishing Business Attraction and Retention Incentives.

Dear Ms. Boyd,

On behalf of The Glorious Land Company, LLC, we would like to express our support for Supervisor Perez and Supervisor Jeffries' legislative proposal which will be heard at the upcoming January 23rd Board of Supervisors' public hearing.

We advocate and support the concepts as outlined in the proposed policy, which we believe will help to create jobs and stimulate the economy throughout the unincorporated areas of Riverside County. We believe that this "out of the box" approach to developing programs and incentives for new and existing businesses will not only bring in additional revenue to bolster economic development, but also expand job opportunities in the region, all of which will improve the overall quality of life for residents County-wide.

Sincerely,

Paul P. Lin
President
The Glorious Land Company, LLC

NOBLE & COMPANY, LLC

January 22, 2018

Ms. Kecia Harper-Ihem
Clerk of the Board of Supervisors
Riverside County
By e-mail: cob@rcbos.org


Re: Item 3.8 (ID #6213)
Board Meeting of Tuesday, January 23, 2018

Dear Ms. Harper-Iehm,

On behalf of Noble & Company, LLC, our affiliated firms and myself, I would like to be on record as fully supporting the referenced item. It is clear to us that the proposed Business Attraction and Retention Incentives program will stimulate business development in our County which, in turn, will provide substantial economic benefits for our government, residents and businesses.

Sincerely,
Noble & Company, LLC

By:



Thomas S. Noble
Manager



January 22, 2018

Mr. Tom Freeman
Chief-Public Policy
Board of Supervisors
Office of V. Manuel Perez
County Supervisor, 4th district
4080 Lemon Street Suite 532
Riverside, CA 92501

RE: Riverside County Business Incentive Policies and Programs

Dear Mr. Freeman,

Thank you for the opportunity to work with the County of Riverside staff on the Blue Ribbon Committee.

This letter is written in support of the Business Incentive Policies and Programs to help retain and attract business in Riverside County.

Please contact me should you have any questions, or need any additional information.

Sincerely,

Matthew V. Johnson

Matthew V. Johnson
President



EAST VALLEY
COALITION

January 19th, 2018

Dear Ms. Boydd,

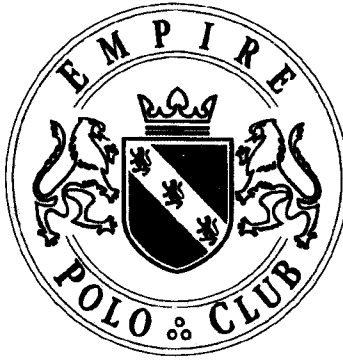
The East Valley Coalition supports the proposed legislative incentive package submitted by Supervisor V. Manuel Perez and Supervisor Jefferies. As a Blue Ribbon Committee member the EVC looks forward to working closely with Committee and the County Board of Supervisors.

Please contact me if I can be of any substantive assistance in the future.

Regards,

Bob Wright

EVC Manager



January 19, 2018

Via Electronic Mail
Aboydd@rivco.org

Ms. April Boyd
Deputy Clerk of the Board
COUNTY OF RIVERSIDE
4080 Lemon St.
Riverside, CA 92501

RE: Letter of Support for Legislative Incentive Package proposed by Supervisors Perez and Jeffries

Dear Ms. Boyd:

My purpose in writing to you is to extend the support of Empire Polo Club relative to Supervisor V. Manuel Perez and Supervisor Ken Jeffries proposal to establish business attraction and retention incentives throughout Riverside County. I understand this matter is the 8th item on the Board of Supervisors January 23, 2018 Meeting Agenda. Please provide copies of this letter to the Board in advance, as we want to affirm to them our sincere belief that the proposal offers strong incentives to assist the Economic Development Agency in creating jobs and attracting & retaining development to our area and its 2.4 million residents that make up America's 10th largest county. We strongly encourage the Board to authorize incentive policies and programs as defined in Supervisor Perez and Jeffries proposal.

Regards,

A handwritten signature in black ink, appearing to read 'Robert E. Del Mas', written in a cursive style.

Robert E. Del Mas
General Manager

81-800 Avenue 51 * Indio, California 92201 * (760) 342-2762 * Fax (760) 775-3303



via electronic mail: Aboydd@rivco.org

January 19, 2018

Ms. April Boyd
Deputy Clerk of the Board
County of Riverside
4080 Lemon Street
Riverside, CA 92501

RE: Letter of Support for Legislative Incentive Package proposed by Supervisors Perez and Jeffries

Dear Ms. Boyd:

This letter is provided in support of Supervisor V. Manuel Perez and Supervisor Kevin Jeffries proposal to establish business attraction and retention incentives (8th item on the Board's January 23, 2018 Agenda). Their proposal offers incentives to create jobs and attract development throughout the County of Riverside. Please approve and authorize incentive policies and programs as defined in Supervisor Perez and Jeffries legislative proposal.

Sincerely,
Granite Construction Company

A handwritten signature in cursive script that reads "Jayne Powell".

Jayne Powell
Environmental and Aggregate Resources Manager
Desert Cities Region

Desert Cities and South Coast Regions
38000 Monroe Street
Indio, CA 92203
Phone 760/775-7500
Cell 760/578-1863
FAX 760/775-8227



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Nobell Energy Solutions

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Nethery Mueller Olivier
Alan Pace
Petr: Geotechnical
John Powell, Jr.
Coachella Valley Water District
Phil Smith
Sunrise Company
Patrick Swarthout
Habitat for Humanity
Jeff Wattenbarger
Wattenbarger Construction

January 18, 2018

Riverside County Board of Supervisors
4080 Lemon Street
Riverside, CA 92501

Attn: Deputy Clerk of the Board

RE: Recommended Motion Related to Job Development/Retention & Other
Incentives for Economic Development


To Riverside County Board of Supervisors:

On behalf of the Desert Valleys Builders Association (DVBA), representing nearly 200-member companies comprised of builders, trade contractors and associates throughout the Coachella and Imperial Valleys, we support the proposed establishment business attraction and retention incentive programs as introduced by Supervisors V. Manuel Perez and Kevin Jeffries.

The DVBA has been directly engaged with Supervisor Perez on these issues and proposals and encourages the Riverside County Board of Supervisors to adopt the Recommended Motion to assist with job development, job retention and other efforts to spur economic growth throughout Riverside County.

Please contact us should you require further assistance.

Best regards,


Gretchen Gutierrez
CEO Desert Valleys Builders Association

75100 Mediterranean • Palm Desert • CA 92211
(760) 776-7001 office • (760) 776-7002 fax
www.thedvba.org

**RAISING
THE
BAR
INITIATIVE:**

**Making Moreno Valley More Competitive In The New
Global Economic Frontier In The 21st Century.**

**SUBMITTED ON ^{TO} ~~5-16-17~~ AT THE CITY OF MORENO VALLEY CITY
COUNCIL MEETING BY DARYL TERRELL**

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3.8

Making Moreno Valley More Competitive In The New Global Economic Frontier In The 21st Century

INTRODUCTION

Even with the job growth occurring in our city, there is a harsh reality. Inflation-adjusted median income continues to drop. Jobs that don't pay well and require limited education or little experience are replacing good quality jobs.

Even worst a dangerous and growing menace of poverty is stealing the American Dream from many of our residents. As our city unemployment rate continues to fall, poverty continues to be an obstacle for our residents to live their American Dream.

There are more of our residents living in poverty compare to 10 years ago. Based on the American Community Survey data, in 2005, 21,287 or 13.2 lived below poverty compared to 38,617 or 19.3% in 2015.

Also, 54.4% or 81,106 of our residents, who are 16 years or older, employed, lives in poverty according to the American Community Survey. Based on the same survey, 66,373 of 55% of our 25 years or older residents, whose highest educational attainment is high school education or less, lives in poverty.

In addition, 66,401 or 54.9% of our residents, who are 25 years or older residents, have no education beyond high school. 92,875 or 76.8% of 25 years or older residents have no college degree. 28,096 or 23.2% of 25 years and older residents have a college degree.

Yet, two-thirds of the projected job openings over the next five years will come from occupations that pay low wages, with no economic mobility and require a high school diploma or less and little to no work experience. We have to reverse those trends.

We can have the best industrial site, infrastructure, rail, freeways and economic incentives, but at the end of the day, if we want our city to be competitive in attracting new industries with a job with living wage, reducing poverty or an opportunity to live the American Dream, we need an educated-trained and skilled workforce ready to compete. This is the defining challenge of our time. That's why we must raise the bar.

We have to leverage our resources through forging new collaborations with the private and public sectors in demonstrating to the business community that its ok to bring their industries with jobs and careers with a livable wage and with pathways to the middle class and invest in our city because we are doing our part in developing an educate-trained and skilled workforce .

PURPOSE

The Purpose Of Raising The Bar Initiative Is To Make Moreno Valley More Competitive In Attracting Industries With Jobs That Pays A Living Wage And With Pathways To The Middle Class In Creating An Available Educated-Trained And Skilled Workforce.

BACKGROUND

Despite the job growth our city experienced over the past two years, many of our families would tell a very different story. Many of our residents, who lost their jobs at the outset of the Great Recession, have been unable to find employment. For example, according to American Community Survey, 32% of our residents from 25 years old to 64 with a high school education or less are unemployed. And, while the recession has ended, our residents continue to face the looming specter of job loss, home foreclosure and extended unemployment. We can't grow an economy without building jobs and career base and attracting skilled workers to fill those jobs and careers.

The unbalanced economic recovery that followed the Great Recession underscored structural weaknesses in the labor market and a skill gap that presently exist in our city that needs to be address if our city is to prosper over the long term. If we don't address the skill gaps, there is a possibility that our local economic growth will slow or even halt.

31,707 or 34.4% of our residents earn less than \$20,000 per year according to the American Community Survey. Because these workers rarely possess the qualifications they need to advance to middle-class jobs, many of these individuals have no escape from poverty. This surplus of low-skill workers with no means of getting ahead has also eroded labor standards, often resulting in working conditions that are both detrimental to our workers and bad for business.

At the same time, employers that offer higher quality jobs in industries such as health care, technology and modern manufacturing are facing a shortage of skilled workers. The net effect of this divide—unskilled residents struggling with stagnating wages and adverse work conditions on one hand, and employers grappling with a shortage of skilled labor to drive productivity on the other—is a significant missed opportunity to strengthen our labor market as well as grow our economy.

Over the long term, human capital—the skills, educational attainments, talents, and creativity of a workforce—is the single most important determinant of a city's economic success or failure.

There are reasons to fear that as the economy offers ever greater rewards for accumulating human capital—and ever-harsher punishments for communities that fail to do so—Moreno Valley continues to fall behind when it comes to having available educated-trained and skilled workforce. Several key industries such as health care, manufacturing and technology already expect workforce shortages in the future. Employers in other sectors anticipate new challenges in finding qualified employees, as their jobs require higher levels of skills and educational attainment.

For our city, no task will be more important than closing the significant skills gaps that now separate much of our population from the economic mainstream. To start with, the city's future economic growth will depend on this. Cities with available educated-trained and skilled workforce will have the most success in the 21st century economy. "Human capital predicts urban success," writes Edward Glaeser, an economics professor at Harvard, "The enormously tight connection between skills and unemployment should remind us of the importance of investing in human capital. Skills drive the success of individuals, cities, and nations."¹

Researchers Ray Uhalde and Jeff Strohl reached the same conclusion in a 2006 report for the New Commission on the Skills of the American Workforce: "Policy makers and economists strongly agree that a highly educated and skilled workforce is one of the indispensable keys to economic success... Studies confirm that education enhances labor productivity and, hence, economic growth through improvements in worker skills and by upgrading the quality of human capital embodied in workers."²

At the same time, developing the skills of the city's population will be instrumental in making Moreno Valley, a city where the American Dream soars, where people of even the most modest backgrounds can climb into the middle class.

In today's knowledge economy, more than half of all new jobs—and as much as three-quarters of the fastest growing occupations—now require more than a high school diploma. "The skills and knowledge to be able to make sound career choices, pursue good jobs, and adapt to economic realities have been rising steadily," concludes a recent report by Jobs for the Future.³ "A high school diploma alone cannot guarantee a path to a decent standard of living—and the lack of high school credentials makes economic hardship all but certain."

But while the labor market continues to evolve toward valuing educational attainment and advanced skills, too many of our residents are left behind.

While our residents attention remains focused on the jobs, unemployment, warehousing and the General Fund Structural Deficit, our city is drifting toward a structural crisis with, which policy makers could be grappling long after the recession fade to a bad memory. We must turn our efforts toward ensuring that the city has an available educated-trained and skilled workforce is competitive and ready to compete with any city in American and globally.

¹ Edward L. Glaeser, "How Some Places Fare Better in Hard Times," New York Times Economics Blog, March 24, 2009.

² Ray Uhalde and Jeff Strohl with Zamira Simkins, "America in the Global Economy: A Background Paper for the New Commission on the Skills of the American Workforce," National Center on Education and the Economy, December 2006.

³ Jobs for the Future, "What it Takes to Succeed in the 21st Century--and How New Englanders Are Faring," 2008.

PROBLEM

The long-term trend toward an economy driven by technology has had profound effects on the labor market in Moreno Valley and nationally. Sectors such as warehousing and manufacturing have consistently shed jobs, as globalization pushed some positions overseas and new technologies eliminated other positions altogether. These changes have left less-educated workers, who once filled production jobs increasingly unable to secure steady work at living wages. While sectors such as healthcare and manufacturing still offer middle-wage jobs, most of these occupations require education and skills that many low-wage workers do not possess.

Moreno Valley in particular has seen new job creation concentrated at the far extremes of the skills spectrum. While the city enjoyed a relatively slow recovery from the Great Recession in terms of total employment, most new positions have been concentrated in low-wage, low-skill sectors. Meanwhile, wage gains have accrued only at the high end and compensation in low-skill jobs has actually decreased in real terms. The result is a labor market in which a large share of working residents live at or near the poverty line: as I mentioned earlier in my comments, an estimate of 31,707 or 34.4% of our employed residents currently earn less than \$20,000 annually according to the American Community Survey.

Given that employers are increasingly using educational attainment as a proxy for skill level when making hiring decisions, education has become the single most important determinant of employability and earning power. According to U.S. Bureau of Labor Statistics, U.S. Department of Labor data for individuals of age 25 and over earnings full-time wage and salary workers, in 2013, workers with a bachelor's degree enjoyed median annual earnings that nearly doubled that of high school graduates. National research similarly shows that at every level of educational attainment from high school completion through professional degree, the unemployment rate decreases and average weekly earnings rise.

High school completion has not been sufficient to land a middle-income job for years, and individuals without technical training or substantial work history often have a difficult time securing employment altogether. More of our residents are working in full-time jobs contend with low wages, limited or nonexistent benefits, and erratic schedules. At the same time, thousands of middle- and high-skill positions sit unfilled. The result is that our residents with low educational attainment and skills struggle with chronic unemployment, stagnating wages and living in poverty while our employers face a shortage of skilled workers to drive productivity.

These trends do not bode well for our city's' future. If these patterns persist, the City's income inequality gap will only widen. A long-term skills deficit will also hamper our ability to retain employers who increasingly demand educated trained and skilled workers with higher skills. Without sharply increasing the share of our residents with the skills and background necessary to compete for good jobs and careers, it will be virtually impossible to expand economic opportunity, reduce inequality, and sustain economic growth over the long-term.

GOALS

- Reduce Poverty
- Increasing College Education Attainment Levels;
- Support Career Advancement And Income Mobility By Helping Jobseekers And Incumbent Workers Address Educational Needs And Develop High-Demand Skills;
- Ensure That Businesses In Our City Can Find The Talent They Need;
- Develop New And Innovative Workforce Development System That Flow Directly Into Meaningful Career Pathways That Meet Current And Future Industry Needs;
- Leverage Our City's Economic Development Investments And To Place Our Residents Into Jobs And Careers That Pay A Living Wage And Paths To The Middle Class;
- Making Moreno Valley More Competitive in Attracting Industries With Jobs That Pays A Living Wage And Pathways To The Middle Class;
- Rebuild The Middle Class in Moreno Valley;
- Develop And Create An Available Educated-Talented Workforce;
- Create And Develop A More Diversified Economy in Moreno Valley

SCOPE

This initiative would create a new, cohesive workforce system that would place our city in a competitive position to compete not only against other cities, but also globally by preparing our residents for 21st century jobs. It would envision crucial partnership roles for stakeholders in the private sector, philanthropy, and organized labor.

STRATEGY

To realize these goals, I am proposing a series of specific actions and directives that focus on three key policy areas: increasing educational attainments levels, creating an available educated-trained and skilled workforce, and creating our own innovative workforce development system for our residents.

This initiative would establish our own innovative workforce system built on leveraging our resource and through collaborations with public and private sectors that supports

upward income mobility, better access for our residents for employment opportunity and establishing apprenticeship programs and employer driven training programs that flow directly into career pathways that meet current and future industries needs within a coordinated, data-driven infrastructure.

SOLUTIONS

I. INCREASING EDUCATIONAL ATTAINMENT LEVELS

Education attainment is one of the leading paths into poverty and one of the key factors in attracting industries with jobs that a living wage and economic mobility to the middle class. Let's look at our demographics; for example, 26% or 14,452 of our residents (25 years and over) never finished high school or finished high school with no diploma according to American Community Survey. Also, according to the same survey, 28.9% or 16,886 of our residents (25 years and over) have a high school education.

When it comes to college attainment, according to the American Community Survey, 21.9% or 26,474 of our residents (25 years and over) have gone to college without graduating and no degree. When it comes to poverty and education attainment, low educational attainment makes escaping poverty difficult to escape. For example, according to the American Community Survey, 30.3% of our residents (25 years and older) with high school education or less lives in poverty.

It is estimated that 65 percent of all jobs created in less than five years will require a college degree. Only 23.2% (8.3% holds associates, 10.2% holds bachelors and 4.7% graduate or professional degree) compared to the national average of 39.4 % according to the American Community Survey. Yet, we do not have a workforce to meet this impending skill and knowledge gap.

Our residents with low education attainment are likely to find limited employment opportunities with mostly low wage potential. On the other hand, higher education attainment results in greater individual earning power. Research has shown a worker with a bachelor's degree earns 84 percent more than a worker without a degree - an average value of \$2.8 million over the course of a lifetime. And the value of individual attainment is also the key to our city's economic prosperity.

A recent U.S. Department of Education report shows that students who complete their degrees or credentials will earn an average of \$500,000 more over the course of their careers than their peers who fail to complete. In addition, individuals with degrees are less likely to become unemployed than their co-workers without. Yet, across the nation including here at home too few young people are completing degrees and obtain job prosperity.

The economic future of our country depends upon students completing what they have started. We've got to do a better job of building a better, skilled, educated workforce in

our city. If left unchanged, the education deficit would severely limit our city's future economic vitality and competitive advantage.

How can we create a long-term prosperity in our city? – The most important answer is increasing educational attainment levels. Research shows a direct correlation between thriving cities and education beyond high school. Increased attainment delivers stronger local economies. Working together with University of California, Riverside, Riverside County Work Force Investment Board, the Moreno Valley and Val Verde Unified School Districts, business and labor communities, and Moreno Valley College, we must continue to raise its high school graduation rates and award more career technology certificates and college degrees.

Ensuring we have a highly skilled, educated workforce is essential to attracting and retaining good jobs and investment in our city. Our residents need to have marketable work skills to flourish in today's economy. Our businesses and future industries need available educated-trained and skilled workforce to succeed, grow and expand.

Increasing educational attainment is about creating more and better jobs. It's, also, about providing a way out of poverty. Education beyond high school is absolutely "the new minimum" for success in the workforce. If we can increase our educational attainment as a city, we will benefit from everything from higher earnings to less crime, and saving taxpayers money.

If we want our residents to have the opportunity to live their American Dream and economic mobility, we need an educated, trained and skilled workforce. By providing greater college access and success for our residents, we build stronger community, a greater quality of life and attracting industries with jobs that pay a living wage and pathways to the middle class. It's clear that having a college degree remains the best avenue to prosperity, opportunity and a stronger city.

It should be our city along with our community including business, faith based, and education communities goal to increase the number of our residents with a college degree or certification and to raise the college completion rate.

Here are some ideas to address this issue:

- **Create Our Own Version Of Riverside City College's Completion Counts Initiative For Our Own Moreno Valley College.** Like Riverside City College's Completion Counts, our initiative would aim to raise college graduation rates among our high school graduates. They would be guaranteed access at our Moreno Valley College to complete associate's degree or transfer requirements in two years. Moreno Valley College would guarantee our young people who graduate from our high schools, the opportunity to complete a degree, or transfer, in two years. The guarantee would be a contract. Students who don't meet all requirements will be dropped from the program.

To make this education attainment initiative a reality, we would have to create a partnership first with our RCCD Trustee Tracey Vackar. We would have to create collaborations with Moreno Valley College, Moreno Valley and Val Verde Unified School Districts, University of California at Riverside, Moreno Valley Chamber of Commerce, The Black Chamber of Commerce, the Hispanic Chamber of Commerce, and Riverside County office of Education.

To fund our initiative, we will have to go after grants will have to be done through private and public collaboration like Riverside. We will have to go after the Bill & Melinda Gates Foundation to increase college graduation rates through the foundation's Communities Learning in Partnership Initiative.

- **Create A Living Your Dream Initiative.** It will be a community collaboration between our city, the Moreno Valley, Val Verde Unified School Districts, University of California, Riverside, the Riverside Work Force Investment Board, area nonprofits, working together to ensure that our students are “getting ready, getting in and getting through” college and to increase college attainment and completion.

The group would organize into six specialized collaboratives—youth organization, community, faith, business, media and higher education—that would be open to anyone who wants to work toward reaching the goal. Each collaborative would have an individual focus and a goal to increase five key areas:

- 1) **College enrollment rate**
- 2) **College continuation rate**
- 3) **College completion rate**
- 4) **College graduate retention rate**

This initiative would focus on three strategic areas:

- 1) **Helping Students Stay In College And Complete Their Studies.** Our collaboration education partners would track our student persistence, progress, performance, and ensure students receive the supports necessary to earn a degree prepared to enter the workforce. Our college partners would collect and report data on our high school graduate students. They set measurable goals for increasing college graduation rates, and ensure the enhancement of their student support programs.
- 2) **Helping Workers Return To College To Earn A Degree.** The collaboration would create a **Finish The Race Center**, free college resource center, designed to increase postsecondary attainment among adults. We would secure funding from private like Plough Foundation or public grants. **A**

coordinator, three staff college advisors, and college advisors on loans to the center by local colleges and universities would staff Finish The Race Center. Counselors would meet one-on-one with prospective students, and telephone counselors are available. Workshops on relevant topics would be held monthly, and a web site provides links to resources focused on the needs of adults returning to school.

II. **CREATING AN AVAILABLE EDUCATED-TRAINED AND SKILLED WORKFORCE**

Too many of our residents do not have the education, training, and experience required to compete for stable jobs that pay a living wages and pathways to the middle class. Our city's insufficient investment in skill building disadvantages residents in need of training and skill development, as well as employers, who cannot utilize the workforce system to access talented employees.

We need skilled workers to rebuild our infrastructure; we need them to make the products people want to buy and to write the code that powers new technologies. But employers can't find skilled workers and workers can't find jobs. Like the rest of the country, our city has a skills gap. According to the California Employment Development Department data, there are four sectors of our economy that shows job growth and good-paying job opportunities: Skilled Trades, Health Care, and Manufacturing.

However, we have many variety job training programs in the private sectors like for-profit vocational and trade schools and in the public sector like in Riverside County, but not all of them are doing what they should be doing to get our people like our residents filled for jobs that exist right now. And we've to move away from what I call "train and pray" job training philosophy, where you train people first and then you pray they get a job.

We can't do that, partly because it costs money to train people, and a lot of times our residents and in particular, our young people, they take out loans, so they're getting into debt, thinking they've been training for a job, and then, suddenly there's no job there.

What we need to do is look at where are the jobs and take an employer-driven approach to training. So, we've got to start by figuring out which skills employers are looking for. Then, we've got to engage the entire community. We've got to help workers earn the skills they need to do the job that exists. And then we've got to make sure that we're continually following up and upgrading things, because companies are constantly shifting their needs.

So, we've to start by figuring out which skills employers are looking for. Then, we've to engage the business, educational, and labor community. We've to help our residents earn the skills they need to do the job that exists right now. And then we've got to make sure that we're continually following up and upgrading things, because companies are constantly shifting their needs.

If we show the business community through our actions in raising the bar, we will not make our residents and our city competitive in this state and on a global scale, but mostly importantly, we will put our residents back to work and attract the industries that will have jobs that have paths to the middle class and to the American Dream.

This is the recipe in making a degree from our Moreno Valley College into a ticket to the middle class and the American Dream. We will make them a first option for job training and not a last resort.

We as a city in collaborations with Riverside County, the business, educational, and labor community must ensure our residents have the skills they need for in-demand jobs of today and the jobs of tomorrow. Our city will implement two interrelated and mutually dependent initiatives to significantly expand its capacity to provide job-relevant skills and education: Career Pathways and Industry Partnerships.

Career Pathways will be a new system-wide framework that aligns education and training with specific advancement opportunities for a broad range of jobseekers. All workforce agencies will reorient their services toward career progression instead of stopping at job placement. This effort will include skills training and job-relevant curricula, and work-based learning opportunities.

Industry Partnerships will be comprised of teams of industry experts focused on addressing mismatches between our labor market supply and demand in economic sectors. To define and fulfill labor demand in each sector, Industry Partnerships will establish regular interaction with employers. Industry Partnerships will work to determine the skills and qualifications that employers need, and continuously upgrade training, and credential attainment programs to reflect local market conditions. Industry Partnerships will collaborate with organized labor, educational institutions, service providers, philanthropy, and our city to develop workforce strategies and mobilize resources in their respective sectors.

Here are some ideas when it comes to creating career pathways:

- **Middle Skill Initiative.** In today's global economy, industries in the United States, Europe and elsewhere are experiencing rapid growth in middle-skill jobs, which require a high school degree and technical training but not a four-year college degree.

Today in the United States, there are 29 million "middle-- skilled jobs" that pay \$35,000 or more on average and don't require a bachelor's degree. However, by the year 2018, nearly two thirds of all jobs created in the United States will require some form of education or training beyond simply having a high school

diploma.⁴ In California, three-quarters of the job openings through 2016 will require post-secondary education and half of them will require bachelor's degrees. These are highly skilled jobs that offer good wages and require high-quality, intensive, longer-term training. It's these jobs that many employers around the world at home are struggling to fill.

The skills gap in our city is threatening the city's sustained economic growth and limiting opportunities for struggling our residents. This is not the only challenge we face. By 2025, two of every five jobs in California will require a bachelor's degree, and nationwide, more than 60% of all new jobs will require some sort of post-secondary education (including associate's degrees and certificates as well as bachelor's degrees).⁵ The shortage of workers needed for middle-skill jobs – those that require more than a high school education but not necessarily a four-year college degree – is very real.

According to Skills2Compete, middle-skill jobs represent the largest share of jobs in California – nearly 50% – and the largest share of future jobs. During the recession only an estimated 38% of the state's workers had the training appropriate for middle-skill occupations. That shortage will likely continue as 200,000 middle-skill jobs open up annually as our economy recovers.⁶ Yet too few qualified workers are available to fill these jobs. Furthermore, there is a serious shortage of workers in those careers that require science, technology, engineering, and math skills.

Middle-skill jobs are at the intersection of economic growth for employers and economic opportunity for individuals who continue to struggle with unemployment and limited job prospects. These are high-wage, high-skill jobs like operating engineers, electricians, laborers, plumbers, other construction craftspeople, firefighters, truck drivers, nurses, medical and laboratory technicians, machinists and mechanics - to name just a few. Jobs like these are the backbone of our economy, are the foundation of the new green economy, are difficult to export and are the on-ramp to the middle class.

These are well-paying jobs with the potential for career growth, and they offer struggling families the real prospect of economic security. Middle-skill occupations are excellent opportunities for job seekers because they provide good jobs with career advancement and family-supporting wages. Finding

⁴ Carnevale, Anthony; Tamara Jayasundara, Andrew Hanson. "Career and Technical Education: Five Ways That Pay Along the Way to the B.A." Georgetown University Center on Education and the Workforce & Civic Enterprises. 18 September 2012. Web. 20 May 2014.

⁵ "Defunding Higher Education", Hans Johnson, Public Policy Institute of California

⁶ "Can California Compete? Reducing the Skills Gap and Creating Skilled Workforce through Linked Learning," America's Edge

enough qualified residents to fill the middle-skill openings in healthcare and skilled trade, manufacturing— let alone other high-growth, high-demand sectors – will be impossible without establishing our own workforce development system. In order to meet this demand, our city will need to build an employer-led, sector-based workforce development system supported by robust career pathways.

Middle-skill occupations do not require a Bachelor's degree, but they are skilled positions that require some education and training beyond high school. Based on data from American Community Survey, 62,453 or 53.1% of our residents aged 25 and older do not have the requisite postsecondary credentials for these jobs. Many businesses in high-demand industries are struggling to fill open middle-skill positions. Health care, manufacturing, and skilled trade, has a wide range of middle-skill occupations and many occupations pay good paying jobs with a living wage and with the opportunity for career mobility. Developing strategies that train our residents for these jobs will help families earn a living wage and will support the City's future economic growth.

Here are some ideas:

- **Create A Greater Collaborations Between Our City, With Ours High Schools Through Apprenticeships With Moreno Valley College, The Business Community And Our Labor Community, So Our Young People And Adults, Who Don't Choose To Go College, Can Learn A Skill, Learn A Trade, Get A Certification To Get A Paying Job.**
- **Create Our Own A Sector-Focused Workforce Development System.** A sector-focused workforce development system is responsive to the needs of our city's high-demand sectors. The system must rely on multiple sources of labor market information and continuous engagement with our employers in order to be responsive to sectors' evolving expectations and priorities.

We will use traditional and real-time labor market information to understand which healthcare, manufacturing, skilled trade and logistics occupations have the greatest demand and what the skill and credential requirements are for the in-demand jobs.

- **Create Additional Career Pathways That Are Aligned With Labor Demand In Health Care, Manufacturing, Skilled Trade.** In order to be effective, the education and training provided in a career pathways system must be aligned with local labor market demand and provide job seekers with the employment skills and middle-skill credentials these sectors require. Our Industry partnerships should work with providers to translate labor market information and disseminate employer expectations and

requirements to education and training providers to ensure the pathway programs are aligned with employer demands.

Our education and training providers should develop customized career pathways that target particular challenges faced by the long-term unemployed, young adults who are not in school or working, and minority populations to improve retention and credential attainment.

- **Ensure Our Residents Are Aware Of The Middle-Skill Job Opportunities In Health Care, Manufacturing, Skilled Trades And Logistics.** Middle-skill positions in these industries pay a living wage and offer career mobility. Our city should market these opportunities as a pathway to economic prosperity for our residents and help job seekers navigate the options to prepare for these jobs.

Stakeholders should develop an awareness campaign that educates our residents about quality middle-skill jobs and the available middle-skill occupations in health care, manufacturing, skilled trades and logistics. Program providers and partners should develop strategic counseling and tools that job seekers can use to evaluate the best opportunities for their needs and navigate the career pathway system to select the right career pathway program. Our industry partnerships should develop aggressive outreach strategies to increase the representation of marginalized groups.

This initiative offers a framework for a systemic approach to scaling the education and training necessary to move more our residents, especially our people chooses not to go to college, into jobs and meet the demand for workers in these high-growth, middle-skill jobs. It will also provide for the building pathways systems for the highest-growth sectors: health care, manufacturing, skilled trades and logistics.

- **Create The STEM (SCIENCE, TECHNOLOGY, ENGINEERING, AND MATH) Initiative.** STEM careers aren't limited to candidates who hold four-year or advanced degrees; some require completion of two-year programs and technical certifications, options beyond high school, but less than a bachelor's degree. According to a 2013 Brooking Institution study, "half of all STEM jobs are available to workers without a four-year college degree, and these jobs pay \$53,000 on average—a wage 10 percent higher than jobs with similar educational requirements⁷.

Half of all STEM jobs are in manufacturing, health care, or construction industries. Installation, maintenance, and repair occupations constitute 12

⁷ Jonathan Rothwell, "The Hidden Stem Economy," The Brooking Institution, June 2013.

percent of all STEM jobs, one of the largest occupational categories. Other blue-collar or technical jobs in fields such as construction and production also frequently demand STEM knowledge.⁸ Also, based on the data, 30 percent of today's high-STEM jobs are actually blue-collar positions: blue-collar occupations include installation, maintenance, and repair, construction, production, protective services, transportation, farming, forestry, and fishing, building and grounds cleaning and maintenance, health care support, personal care, and food preparation.⁹

It will be collaborations between the RivCo Workforce Investment Board, Moreno Valley Unified School District and their existing programs, Val Verde Unified School District, Moreno Valley College, and the business community to build a strong workforce responsive to changes and demands in STEM innovation.

This initiative will prepare our youth and young adults for Science, Technology, Engineering, Math (STEM) careers. It will support STEM career pathways from elementary to post-secondary education. It will develop skills associated with STEM through hand-on learning opportunities for K-12 youth. Also, it will address the growing demand for a strong STEM workforce

Goals targeted through the initiative will include the development and funding of STEM initiatives by cultivating relationships with industry leaders and professional organizations; integrating K-12 professional development with industry needs; encouraging formation of student internship and mentorship programs; promoting "productive, skill-based training" necessary for manufacturing, logistics, health care positions; and educating students and parents on the importance of STEM careers.

If our city, education and businesses industry community partnered to develop a "STEM-focused workforce" in our city, existing businesses would have access to a talented local workforce. New businesses would locate here to have access to that workforce. Fewer graduates would have to leave our city. Unemployment would decrease. Our families would move here for jobs. Housing would be in demand. School enrollment would increase. And retail centers would flourish, as employed residents purchased local goods and services.

- **Create The Career Pathways Initiative.** This innovative program will ensure our residents are ready for jobs in high growth industries jobs that are available today but remain unfilled because of a skills gap. The program will forge partnerships between Moreno Valley College and industries partners to drive the creation of jobs in growing fields and help increase the our city competitiveness here at home and globally.

⁸ Same as above.

⁹ Same as above.

This initiative will draw upon the partners' industry expertise and knowledge of business demand to develop the definitive standard in industry credentials for respective fields. The partnerships will initially focus on three fields, and logistics, manufacturing, and healthcare.

The partnerships will bring industries and Moreno Valley College together in at least three ways:

1) CURRICULUM DESIGN & CREATION OF CERTIFICATE PROGRAMS:

Industry experts will inform the creation of best-in-class industry training programs that align with national standards, garner industry certification, and equip students with the skills they will need to be successful in growing fields.

2) CURRICULUM DELIVERY: Partnerships will engage industry experts as teacher-practitioners to deliver a real-world perspective in Moreno Valley Colleges' classrooms.

3) ACCESS TO INTERNSHIPS, INTERVIEWS, AND FACILITIES: Partnerships will provide City Colleges students with direct access to top-notch facilities for training purposes and give students the opportunity to secure internships and job interviews.

Models will vary by employer based on the skills gap in the respective industry and employer capacity and interest. Moreno Valley College is key to our city's economic viability. This initiative is crucial not only because it will ensure a pipeline of qualified workers in our field, but also because we must all step up as city to ensure that our city is a winner as more cities and countries vie for relevance in the world economy.

Partners in the respective fields include:

- **Logistics:** open to existing logistics businesses in Moreno Valley.

It's in our city's vital economic interest and prosperity in working with Moreno Valley College in providing our students with the skills to win the jobs of today and tomorrow. This initiative will build on the strengths of the Moreno Valley College and respected industry partners so our residents can get the work skills and education they need for the careers they want.

We can only be truly effective if we enjoy meaningful partnerships with the private sector that drive both student and company success.

- **Create A Manufacturing And Logistic Initiative.** The manufacturing industry provides family-supporting jobs; in 2011, the average manufacturing worker in the United States earned \$77,060 annually, including pay and benefits. In our city, according to city staff, we have 11 what is categorize 11 manufacturing

companies along distribution/logistic centers with in our city borders. But many companies are struggling to find skilled labor, and some qualified individuals are having a tough time finding a job.

To ensure our manufacturing and distribution and Logistic companies have the workers they need, we will create the Manufacturing Initiative. The Manufacturing Initiative is collaboration with our city, the Riverside County Workforce Investment Board, Moreno Valley College and over 11-manufacturer employers .We can fund this program through the Riverside County Workforce Investment Board, and private and public grants.

The initiative aims to bridge the divide between residents and available manufacturing and distribution/logistic jobs. It would directly address the skills gap by working with companies to develop employer-driven training – training potential employees for specific job openings in manufacturing and distribution/logistic. Jobs that already exist for that manufacturer already.

The program will start by asking manufacturers and distribution/logistic centers what skills they need. Then, the city's revamp Community And Economic Development Department, the city's Employment Resource Center and the new City Of Moreno Valley/Moreno Valley College Career Development And Transition Center will help find workers, including our residents - both job seekers and current employees - for the program to train in those specific skills. The training will come from Moreno Valley College and the labor community, as well as apprenticeships and possibly on-site training at the employers' plants.

As part of this initiative, our city will offer through collaboration with manufactures and with our high schools a youth apprenticeship program. Our students will spend half of their day in the classroom, and the other half on the shop floor; after two years they will leave with both a high-school diploma and a technical certificate.

- **Create A Ready To Work Initiative.** While our city and our state are showing positive economic signs, too many adults are being left behind. And that gap will continue to widen, with the dividing line being educational attainment.

According to a recent study by Georgetown University, nearly two-thirds of new job openings in the U.S. will require some form of post-secondary education or training. Currently there are 29 million jobs in fast-growing fields that pay \$35,000 to \$75,000 a year and require an associate degree or professional certification. Unfortunately, 25.4% of our residents from 25 years and older are without a high school diploma.

Adding to the widening income gap is the fact that 90 percent of the jobs in this economy requiring only a high school diploma are in low-wage jobs or industries in decline. The key to closing the income gap is closing the skills gap. Moreno

Valley Colleges is the bridge between our city's under-prepared adults and the high-performance workplace.

We will form among the education, private and government sectors to tackle the skills problem head-on. Recognizing that many adults do not have strong job skills or clear opportunities to acquire them, we will reach out to Moreno Valley College to help close the skills gap. We will create a new program called **Ready To Work Initiative**, which help adults gain the skills they need to prepare for the good jobs that are available.

Under **Ready To Work Initiative**, we will work with Moreno Valley College, Riverside County Workforce Investment Board and other community partners and area employers to identify available jobs, develop work-based training for unemployed and underemployed adults, and place program participants in careers with participating local businesses. The **Ready To Work Initiative** will provide adults of all ages employable skills to prepare them for careers in health care, skilled trades, and logistics.

Moreno Valley College will provide or coordinate several services, including recruitment, assessment, skills training, support services, job placement, job coaching, data collection, and a program assessment. Our city and Moreno Valley College, the Moreno Valley Chamber of Commerce, the Hispanic Chamber of Commerce, and the Black Chamber of Commerce will be reaching out to stakeholders to recruit businesses and residents to launch the **Ready To Work Initiative**.

- **Create A Bridge Program That flows Into Career Pathway that meet And Align With Current and Future Industries Needs And Which Is Tailored To Our City In Collaboration With Moreno Valley College And The Riverside County Workforce Investment Board That Prepares Our Residents, Who Have Low-Skill, For Entry Level Work And Middle Skills Jobs.**

As we begin to build a path to the middle class, let's not leave our residents with low skill behind. To maximize access to the entry-level opportunities that launch careers with advancement potential to the broadest possible range of our residents, we will develop bridge programs to help our residents obtain the academic credentials, experience, and technical skills required to secure entry-level work and advance into skilled training.

Bridge programs would serve our residents who are not yet ready for college, training, or career-track jobs, but are relatively close, typically scoring between seventh and tenth grade literacy levels. The career focus of successful bridge programs distinguishes them from more traditional adult basic education programs, which focus on high school equivalency credentials.

It would offer a longer and more intensive experience than many traditional GED—108 hours over 12 weeks as opposed to 60 hours over nine weeks—and utilizes a curriculum that conveys basic reading, writing, and math skills by presenting issues and themes related to healthcare and business, such as medical ethics. Researchers found that one year after enrollment, bridge students had completed the course, earned GEDs, and enrolled and persisted in college at far higher rates than students in traditional GED prep courses.

We will work with Moreno Valley College, Riverside County Workforce Investment Board, University California at Riverside and business to create sector-specific bridge programs that enable transitions to middle-skill training programs and ultimately living-wage job.

We have talented residents in our city that needs a hand up. We must meet the demands of the market and provide opportunities for our residents from every background and income level to gain the skills and access needed to participate in the digital economy to compete in the new global economy.

- **Create Entry-Level, Transitional And Advancement Training Programs.** We will work with Riverside County Workforce Investment Board and Moreno Valley College in leveraging our resources and seeking funding in building public-private partnerships with stakeholders who believe that training is the key not only in reducing poverty and building an available educated-trained and skilled force, but in attracting industries with economic mobility to the middle class and jobs with living wage.

To serve ours residents, we will focus on three types of training programs tailored to our community and our residents in collaboration with Riverside County Workforce Investment Board, Moreno Valley College and our Industry Partners: entry-level skills, transitional skills for career changers, and advancement training for middle-skill positions.

- **Entry-Level, Career-Track Skills Training.** We will engage with Moreno Valley College, Riverside County Workforce Investment Board and our Industry Partnerships to develop training programs for positions that pay above minimum wage and support full-time work, including training platforms such as cohort training and individual training options.
- **Transitional Skills Training For Career Changers.** Many of residents are already employed, but who are looking to change jobs. Transitional skills training programs will focus on adding new skills on top of the transferable skills that participants have developed through previous education and employment that would enable them to move into more remunerative positions.

- **Advancement Training Into Middle-Skill Positions.** Industry Partnerships will collaborate with businesses or industries looking to develop their own employer-based training programs, which have been found to be particularly successful at training workers who directly meet the needs of the employer and leverages the business's investment to upgrade their employees' skills for specific advancement opportunities with higher earnings.
- **Create Work-Based Learning Opportunities For Our Youth And Our Residents.** Internships and work experience are vitally important. These experiences provide people with career-launching opportunities that may not have otherwise been available to them. Early work experience offers potentially enormous value for our young people and young adults. Teen employment shows "path dependence"—young people who work this year are more likely to work the following year and to make successful transitions into employment after they graduate.

Here are some ideas on creating work-based learning opportunities:

- Led by the Industry Partnerships, our city will engage employers and philanthropic institutions to increase investment in programs that provide young adults opportunities to receive career exploration and skill development through internships, and other work-based learning placements.
- Collectively, our city and our industrial partners will explore the possibility of developing a portal of internship and employment opportunities for youth. Our city will seek to provide employers with the support necessary to create a quality experience for young adults first entering the world of work.
- Industry Partnerships will collaborate with our city to create new career exposure programs in critical industries,

Here are some ideas when it comes to creating industry partnerships and initiatives:

- **Launch Industry Partnerships With Real-Time Feedback In Five Sectors: Healthcare, Industrial/Manufacturing, And Construction, Which Will Focus**

On Training More Of Our Residents For Jobs with Career Pathways To the Middle Class And With A Living Wage, And Retail and Food Service, Which Will Focus On Improving The Quality Of Low-Wage Occupations.

Healthcare, industrial/manufacturing, construction, retail, and food service offer economic mobility to the middle class and mutual “employer-worker” benefits through job quality improvements. Healthcare characterized by high growth, higher-wage, middle-skill occupations and solid job multipliers, with every direct job created in healthcare generating additional jobs.

The industrial/manufacturing and construction jobs tend to offer relatively high income while not requiring high educational attainment. They will provide pathways to the middle class for our residents through targeted training and apprenticeships in collaboration with Moreno Valley College and business and labor communities.

Finally, both the retail and food service sectors have enjoyed robust job growth, but in mostly low-wage positions that provide few benefits and limited stability. Since these two sectors will continue to employ large numbers of our residents, the City must prioritize raising job quality in these sectors, while taking advantage of any existing opportunities for advancement.

Health Care Partnership

Hospitals are a vital component of our community, contributing to the physical as well as the fiscal health of our city. The health care sector plays a critical role in maintaining the health and well being of a population as well as contributing to the economic development of communities. Health care is one of the largest employers in our state; they provide careers and jobs, with living wages, pathways to middle class and to the American Dream in variety of fields.

An examination of the health care workforce and its role becomes even more important in the context of unemployment and job creation. For example, the Inland Empire was among the hardest hit regions during the Great Recession, with nearly 160,000 jobs lost from 2007 to 2010. During that time regional health care industry added 5,200 jobs. The healthcare sector in the Inland Empire does not only present opportunities for employment, but also offers good wages, thus enhancing the economic well-being of the region’s residents. According to EMSI data, healthcare employers in the Inland Empire pay higher average wages compared to all other sectors in the same area. In 2011, average earnings per worker (EPW) in the healthcare sector were \$59,203, almost \$15,000 (32%) more per worker than regional earnings across all other sectors.

The health care industry provides a viable option to help alleviate poverty in the region by offering jobs that pay livable wages for all levels of skills and education. Occupations at every skill and education level are key for the Inland Empire

where only 27-28% of the population has earned some level of college degree and the majority of residents hold only a high school diploma.¹⁰ While there are numerous occupations that do not require postsecondary education, the area would benefit greatly from a larger supply of qualified workers for higher level/professional healthcare occupations.

With the rapid growth of population in California in general and in the Inland Empire specifically, the need for high-quality healthcare services are expanding, which will require a sufficient pool of qualified workers to provide these services. The skill and knowledge of the healthcare workforce are crucial for the advancement of the healthcare sector in the region.

Our region health care industry is growing quickly; hospital, clinics, and other employers need more technology specialist, nurses, and other train workers. Despite its size and robust growth trajectory, this sector has struggled to anticipate staffing needs. To keep with ever increasing in demand, our region needs more health care workers. As people age, as we see additional license, requirements, it's clear that there are health care related jobs available at home and in our region. Our workforce is aging, technology is changing every day, and we need a steady supply of highly trained personnel and new employees to meet the needs of our hospitals. We need trained Allied Health professionals. Moreno Valley College is a key source for the training need for those jobs in our city.

- **CREATE THE MOVALCARE INTITATIVE.** As a recession-resistant field for job seekers to enter and retain employment, the health care sector offers jobs in a wide range of occupations and skill levels, but the health care sector is facing a variety of factors that will have direct impact on the supply of health care workers. More residents without health care insurance will have greater accessibility to health care insurance, which turn which will cause the increase in health care services, as result of the Affordable Care Act.

Also, there will be a needed of more skilled health care workers for certain type of services as result of our aging population. In addition, our population regionally continuing growth will increase the demand for health care services. Providing solutions to the many challenges faced by the health care industry is crucial to the region's economic recovery.

Expanding population coupled with the provisions of the ACA bill is expected to further impact reported shortages in the healthcare workforce¹¹. A recent statewide survey of hospitals conducted by California Hospital Association (CHA) found that population growth was

¹⁰ American Community Survey

¹¹ Alliance for Health Reform. Health Care Workforce: Future Supply vs. Demand. April 2011.

one of the top 5 concerns related to the supply of the healthcare work force.¹²

In a 2014 survey conducted by the Centers of Excellence partnered with the Healthcare Workforce Initiative and the California Hospital Association for the Inland Empire, the survey targeted three health care sectors: **Hospitals**, which provide medical, diagnostic, and treatment services to inpatients and some outpatient services, **Ambulatory Healthcare Services**, which provide healthcare services to outpatients in settings such as offices of physicians, outpatient care centers, and laboratories, and **Nursing and Residential Care Facilities**, which, provide residential care combined with either nursing, supervisory, or other types of care as needed.

In the survey, **Home health aides** are a fast growing occupation in the region, with expected growth of 39% over the next 12 months. More than half of employers (51%) surveyed experience difficulty finding qualified applicants for this occupation. Also, **Certified Nursing Assistants** have more than 5,000 job openings in non-hospital establishments over the next year. Fortunately, only one-third of employers encounter difficulty finding qualified applicants to fill these positions. Two out of three ambulatory and residential care employers report having difficulty finding qualified job candidates for registered nurse positions. RNs employed at these institutions mainly work in a clinical setting, as opposed to an administrative setting.

To address the health care workforce needs, we will enter into a community collaboration with our city, the Moreno Valley Unified School District and Val Verde Unified School District, University of California at Riverside Medical School (UCR), Moreno Valley Community College (MVC), Riverside County Regional Medical Center (RCRMC), Kaiser Permanente, Riverside County Workforce Investment Board (RCWIB), Service Employee International Union (SEIU), in effort to retrain our unemployed residents or residents, who want to change careers, for employment in growing health care fields.

We would work with our partners in bringing a collaborative and innovative nursing program to MVC in anticipate staffing needs and gap in hospitals and clinics that exist in our community and strategically to create a pipeline of qualified workers. It will address a broader range of labor market needs, establishing critical entry points and advancement opportunities in the health care industry. This initiative can be funded through private and public financial resources like grants to provide training for our residents in health care jobs and careers.

¹² California Hospital Association. California's Allied Health Workforce. February 2011.

- **CREATE THE MOVALCARE EDUCATIONAL AND MEDICAL CENTER.** This center would be in collaboration with our city, MVC, VVUSD, Riverside County, MVUSD, Kaiser Permanente, UCR Medical School to provide clinical coverage for residents in preparing our high school and adult students for careers in health care through a unique and innovative educational approach.

The center would bring together medical school professors, doctors, high school students and high school grads will interact in a real-world clinic treating patients. This center would, also, go beyond offering medical clinical services, but offer our high school juniors and seniors 6 to 12 months courses in number of health career certificate programs. These six- to 12-month certificate programs will provide job entry skills, employment and college credit for students who elect to further their education. The center would bring greater access to medical care and education to our region. Our high school would graduate with certificates in medical-related fields that will make them employable while also learning the fundamentals of reading, writing, math and science.

Skilled Trades Industry Partnership

Skilled trade occupations like operating engineers, electricians, laborers, plumbers, other construction craftspeople, are middle skilled jobs that require some education and training beyond high school, but less than a bachelor's degree.

The largest share of jobs in California today - about 49 percent - and the largest share of future job openings require more than a high school diploma but not necessarily a bachelor's degree. As I said earlier, 61% of our residents 25 years and older have a high school education or some college with no degree or an associate degree. Our residents don't need to enroll in a bachelor's degree program to gain good employment in these occupations. These occupations are highly skilled occupations that offer good wages and require high-quality, intensive, longer-term training.

Our city has a unique opportunity for to leverage the millions of dollars budgeted for public works projects to create new employment and advancement paths for our residents, who have high school education or some college and for our residents, who are low-wage workers. Our city will launch a new Skilled Trades Industry Partnership focused on connecting residents to skilled trade occupations.

- **CREATE A PUBLIC WORKS APPRENTICESHIP PROGRAM.** The program's intention is to encourage apprenticeship training for city residents in order to increase meaningful employment opportunities within the trades. Our city will with Riverside & San Bernardino Counties Building

and Construction Trade Council AFL-CIO, collaboration; construction firms; contractors; developers in help building referral and recruiting system.

This policy will apply to any City construction contract for an amount in excess of \$250,000, or if any add/deduct alternates alone or in combination could result in a contract amount award that exceeds \$250,000, regardless of the base bid amount, for construction, reconstruction, or improvement of any building, facility, or physical structure of any kind, and any subcontract thereto in excess of \$100,000. This policy will require bidders to submit complete apprenticeship documentation with Bid proposal. An incomplete package will be declared informal and will not be considered for award. No required apprenticeship material will be accepted after Bids have been opened.

- Work with the Riverside & San Bernardino Counties Building and Construction Trade Council AFL-CIO, and business community to craft Project Labor Agreement, which require apprenticeships on the project on large-scale public works, funded by taxpayers and some large private sector projects.
- We will work with the Riverside & San Bernardino Counties Building and Construction Trade Council AFL-CIO, Moreno Valley College, and work with our High Schools through Moreno Valley Unified School District and Val Verde Unified School in establishing a comprehensive pre-apprenticeship programs to increase opportunities for our residents and our high school students to access quality jobs in the trades.
- **Establish Real-Time Feedback Loops.** Industry Partnerships will address mismatches in labor supply and demand by creating real-time “feedback loops,” platforms for regular interaction with employers. Building on thorough labor market information analyses that identify demand for particular occupations and skills, feedback loops will bring educators and workforce service providers to the table to ensure that curricula, equipment, and learning experiences remain current and aligned with employer demand.
- **Prepare Our Residents To Participate In The Region’s Economic Opportunity, From K-12 To Lifelong Learning .**

Here are some ideas.

1. **Through the Riverside County Workforce investment Board, the New WorkSource Center and through Collaborations with Moreno Valley**

College, Moreno Valley Unified School District and Val Verde Unified School District:

- **Facilitate ongoing learning from employers about growth occupations and skill requirements; start with a select number of industries initially.**
 - **Communicate current and future skill needs to job seekers and education/training providers.**
- 2. In collaboration with education/training providers and community-based organizations, identify and secure additional sources of funds for training and career path development.**
 - 3. Preserve and enhance community infrastructure that enables residents, especially our low-income residents, to participate in the economy—affordable housing, childcare, health care, public transportation.**
 - 4. Bring financial literacy education and tools to our low-income resident families.**
 - 5. Encourage the retraining and redeployment of our residents, whose skills are outdated or modest, including but not limited to technical talent.**

III. CREATING OUR CITY'S WORKFORCE DEVELOPMENT SYSTEM LEVERAGING OUR CITY'S RESOURCES AND PRIVATE AND PUBLIC COLLABORATIONS

In the February 13, 2015, Press Enterprise article entitled "New manager hired" Tom DeSantis, Assistant City Manager, he said in reference to the new Community And Economic Development Director, Mr. Mike Lee, "Our council's top priority is job creation and economic development." However, our city council's priority should not just focusing only about job creation, but having an available educated and talented and skilled workforce

What's having Job creation if we don't have an available educated and talented and skilled workforce to fill those jobs? An alarming share of our residents lacks the skills to compete for decent-paying jobs in today's knowledge economy. This has relegated our residents to poverty to low-wage, dead-jobs, and seriously limited their chances for achieving economic mobility. But it also threatens our economy since the most competitive cities today are the ones with the strongest human capital resources.

Our city needs to do a better job of developing the skills of our residents. If we our city to be more competitive in a global economy in terms of industries with jobs that have pathways to the middle class and a living wage, our city and our city focus should create

workforce development system in city hall to assist our residents with opportunities to make them more competitive in the New Global Economic Frontier of the 21 century.

Here's are some ideas on how our city can create it's workforce development system:

- **Reinvent The Community And Economic Development Department To More A Workforce Focus.** Our city should begin this renaissance by renaming our Community And Economic Development to The Community, Economic and Workforce Development. Not only we should name this department, but send a message to our residents and our business community in revamping our goal, our vision, mission, and values when it comes to this department. Our revamp department's goal should be to steer economic development in a manner that yields thriving businesses, and creates job training and career opportunities for our residents.

Our revamp department will work with business, government and community partners to create economic growth and build sustainable communities by finding permanent employment for our residents through the utilization of collaboration with the education, business, and labor community, and through creation of new innovative. The mission of this revamp will be to develop, deliver and promote best-in-class economic and workforce services to generate, sustain and grow individual, business and community prosperity in our city.

This reenergize department will actively ensure that the services we provide will be available to and benefit those who most need them. It will achieve its goals and will at all times be responsive to the concerns of, and guidance from, our business, government and community partners. It will consistently and to provide the most effective services and achieve the best results for the people we serve. It will manage and deliver its services with the utmost integrity and in a manner consistent with the highest ethical standards. It will strive to be the benchmark in producing and providing the finest economic and workforce development. It will build, maintain and grow our business, government and community partnerships to inclusively serve communities in need throughout our city.

- **Create A Partnership Between Our City, With Moreno Valley College, Riverside County Workforce Investment Board In Establishing A 21st Century WorkSource Center Called The City Of Moreno Valley/Moreno Valley College Career Development And Transition Center Funded By Federal And Private Grants.**

With the skill gap widening, our residents are turning to Moreno Valley College for the skills, training, and education to compete in the New Global Economic Frontier of the 21st century.

In response to this critical need, our city, Moreno Valley College and RivCo Workforce Investment Board will team up to create a stronger and innovate educational and career support system for Moreno Valley residents, including local residents, who had their American Dream foreclosed by this economy called The Moreno Valley/Moreno Valley College Career Development and Transition Center: a support system for our residents, unemployed and dislocated residents and area residents.

The City of Moreno Valley/Moreno Valley College Career Development and Transition Center will offer educational support systems to the unemployed, dislocated workers in our city, who wish to pursue college degree or other credentials to support retraining.

These much-needed services will assist unemployed and dislocated individuals with education and career-planning coach, adult literacy competency assessments, skills and interest, assessments, appropriate academic and technical training programs, job search preparation, entrepreneurial training, and job placement assistance.

The Center's network would work with a Moreno Valley College and individual vocational trainers in the area to execute specifically tailored curriculum designed to qualify our residents for high-demand jobs like health care, manufacturing, and logistics.

GOALS

1. To support the city's efforts to attract and retain businesses in key growth sectors, our city would dedicate resources to programs that prepare our workforce, including our youth workforce, for jobs in emerging or expanding industries such as life sciences and health care (surgical technology and nursing positions are in strong demand), among others.
2. Establish The Moreno Valley/Moreno Valley College Career Development and Transition Centers that augment, increase, and leverage existing capabilities of the college's educational support systems.
3. Provide career services to provide linkages to postsecondary education and college credentials, job coaching, mentoring, career exploration, and workforce preparation, career planning, technical training, and job search services for dislocated and unemployed workers in Moreno Valley and area residents.
4. Provide career transition services for unemployed and dislocated workers Moreno Valley Residents and area residents.

PROGRAMS

The City of Moreno Valley/Moreno Valley College Career Development and Transition Center would assist both City businesses and qualified job seekers through a range of services including:

- **Industry specific customized training:** provides employees with employer specified skill development
- **Retraining and New Hire Training Assistance:** provides a resource for training assistance through a variety of program options
- **Employability Skills Training:** prepares employees for the demands of the workplace through job search, basic skills, and computer literacy
- **Occupational Skills Training:** classroom instruction designed to provide state of the art training in demand occupations
- **On-the-job Training:** provides training on the job to meet employer standards
- **School to Career Programs:** combines skills-based and work-based learning to enhance employability for youth
- **Job-Matching Service: linking Moreno Valley residents, who are qualified for jobs with employers, who are for those skills**

STRATEGIES

1. Design and implement a comprehensive career development and transition services system for the college to include dislocated and unemployed Moreno Valley residents and area residents.
2. Establish an integrated partnership with community organizations, government agencies, economic development groups, high education, and employers in our region.
3. Raises awareness of career services and transition assistance available for dislocated workers through assertive outreach to both the college students' population and Moreno Valley residents.
4. Coordinate Job training dollars and ensure money is spent supporting programs that prepare new and low-income workers for jobs that will enable their families to achieve self-sufficiency.

Workforce development and economic development should be linked. Job training dollars must be invested strategically in growth industries, and in the education and training organizations proven capable of preparing the city's most economically-disadvantaged workers to obtain and retain jobs in those sectors.

5. Require a percentage job training funds to be used to create an "Employer Incentive Fund," which employers in targeted industries can access in partnership with nonprofits or community college to finance employee training.

ACTIVITIES

1. Provide direct financial support the provide services such as childcare, transportation, computer access, housing and meals.
 2. Help dislocated and unemployed workers find job search preparation such as resume writing and interviewing techniques.
 3. Monitor assistance outcome by developing follow-up protocols with dislocated and unemployed workers, educators, and employers.
 4. Build bridges to employers in growth industries identifying immediate hiring needs and employment opportunities requiring technical training and advanced certificates.
- **Create A City Job Website Called Mvjobs.Org.** It would be a public data base of government and private sector jobs, where you would be able to apply to jobs on-online, post resumes, and take free on-line training class; it would be connected to the state's EDD site.
 - **CREATE A COMPREHENSIVE PLAN CALLED EMPLOYMENT EMPOWERMENT THAT WOULD MEET EMPLOYER DEMAND FOR A SKILLED AND RELIABLE WORKFORCE.**

Here are some ideas our city will do which includes:

1. **Meet employer demands to decrease worker shortages by:**
 - Creating and implementing a worker readiness certification initiative that matches necessary skills with the demands of the workforce
 - Partnering with community base groups and government entities that deal literacy to develop workplace literacy initiatives that teach basic skills learning and achievement to the industry and occupational level

- Fostering innovative partnerships with economic and education organizations to broker, customize and expand workforce education and training capacity in a manner that creates skills for the New Economy.

2. Help workers better market themselves by:

- Developing a comprehensive life-skills curriculum foundation upon which to build the city's labor force
- Developing models of career ladders in high-demand occupations in partnership with employers and workforce development and training institutions;
- Appointing a high-level **Moreno Valley Workforce Partnership** to lead this effort. The Board will give strategic leadership to the workforce system to better ensure the creation of a viable and productive workforce for Moreno Valley and the region.

3. Better respond to the needs of small businesses by:

- Organizing small business industry consortia to identify the needs of small business relative to workforce development
- Create no-cost brokering of the employer and job seeker connection with a menu of value-added services for small businesses.

4. Develop the Workforce of the Future by:

- Building a strong youth employment pipeline strategy in partnerships with both Moreno Valley Unified and Val Verde Unified School Districts that would provide access to quality employment, career exploration and contextual learning activities for in-school youth.
- Leveraging available workforce education and training resources to work with students who have not achieved academic proficiency and provide "just in time" interventions for those students in danger of not earning a high school diploma.
- Making out-of-school youth a priority in our investment strategy for building tomorrow's workforce because access to Foundation Skills and career-ladders for out-of school youth is critical to the creation of a productive and viable workforce.

5. Create economic opportunities for our diverse community by:

- Promoting strategies that encourage income growth as asset building for families.

- Create "portals" to workforce development and training within the community, ensuring access to Foundation Skills and Career Ladders for low-income communities.
- Partnering with economic development organizations to promote entrepreneurship as a viable option for building the capacity of low-income citizens.

IMPACT

Increase capacity to address growing demand for career development and transition services for unemployment and dislocated workers in Moreno valley Residents and area residents.

1. Directly assists dislocate and unemployed workers to retool, retrain, and redirect their careers and achieve sustainable employment in growth industries.
2. Prepare our district residents in transition to be effective workers in the New Global Economic Frontier through career exploration, skill assessment enrollment assistance, and job search services.
3. Build talent pipeline from Moreno Valley College to regional employers in high demand industries supporting the region's economic recovery.

The program sets specific goals: a 50 percent hiring goal for targeted populations, a 40 percent retention rate for those individuals for at least nine months, and higher wages for at least 30 percent of them within a year.

CONCLUSION

Global shifts in the economy have resulted in a demand for workers with advanced and diversified skills and knowledge. Our residents want to work, and too many have been struggling to attain the skills and opportunities needed to contribute to our economy. In order for our residents to prosper and grow, it is imperative that we provide employer driven job training and apprenticeship programs aligned that flow directly into career pathways that meet current and future industries needs. By focusing on better paying jobs with economic mobility, our working class families will have the tools they need to contribute and thrive in our city.

With our city still facing significant unemployment and underemployment, it is essential that we equip our residents for the higher-paying, higher-skilled jobs of the new economy. In order for the entirety of our residents to prosper and grow, it is imperative that we create highly skilled job training programs. We have a prime opportunity to leverage our respective investments, so that we are truly building a career pathways

system together that is informed by industry demand. By providing our residents with training to fill higher-paying jobs, we are taking the necessary steps to foster economic growth and equality in our city.

This initiative will help our residents gain access quality full-time employment with good benefits and future possibilities in our city's fastest growing sectors. These efforts will help them better provide for themselves and their families and strengthen our economy as a whole. Partnering with labor and other stakeholders to improve job quality across multiple industries will be transformative for thousands of our hard working residents. With improved partnerships between employers and job training and placement organizations, our city will ensure better opportunities are available to our residents.

Building a career pathways will require the alignment of our employers' needs with a new innovative workforce development system and education strategies to open the doors of success to all adults and youth, especially those with barriers to economic mobility. This will not be easy path for our city to take. But it is the right one to help our residents to obtain the skills they need to earn a middle class wage, while ensuring that our businesses have the skilled workforce they need to thrive in today's new economy. By refocusing our efforts on creating and training our residents for high-quality, well-paying jobs, we will expand the middle class and grow our economy.

The task and the journey to the New Global Economic Frontier of the 21st century ahead us will not be easy, but nothing in life is worth fighting for comes easy without set backs and hardships.

If we look to the last century, we saw country coming apart at the seams and a country that lost it way and a country with low expectation, but all that change with leadership and vision that look beyond our limitations here on earth.

It was at time when racial unrest dominated the news here at home and aboard was a red menace full of oppression and world domination on its mind; however, in the 1960's, a new generation of leadership came to power full of hope and sights set on a new frontier here on earth and in the heavens above.

President Kennedy didn't see the Soviet Union as a threat, but a challenge to what we as country can do together reaching beyond or limitation and set our sets on something than greater ourselves.

When President Kennedy look to the heavens and set our sets on the moon, he knew it wasn't going to be easy. President Kennedy said it so in 1962, when said these words, "We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard because that goal will serve to organize and measure the best of our energies and our skills because that challenge is the one that we are willingly to accept; one we are unwillingly to postpone, and the one we are intending to win."

President Kennedy had known putting our faith in going to moon was seem to some to be crazy idea when our country had just 15 minutes of manned flight experience in space. NASA had neither a plan nor a rocket to go to the moon. Its own engineers shook their heads deeply skeptical; the science just wasn't there; the moon was too far.

But, President Kennedy understood the character of the people he led: our resilience, our fearlessness, our can-do spirit, and our ability to defy the odds to fashion our future.

President Kennedy understood that, but he, also, knew something else. He knew that we, as a people of his generation, could do big things if we are united around a common purpose. He knew that we could reach great heights and rise to any challenge, so long as we're willing to take our own destiny into our own hands.

President Kennedy's vision of going to moon was much more about going to moon, but symbolized vision and leadership.

Leadership is choosing to do the hard things, to accept the challenges of our time, to fight for goals that may seem impossible, and to bringing people together to see them accomplished.

Our city faces many challenges, but these obstacles are not a cause for pessimism. We are not helpless in the face of them. They are not reasons for us to surrender. Instead they should serve as inspiration — for hard work, for unity of common purpose, for boldness and for more than a little bit of faith. We can do better. Yes, our city challenges are real. But so are the possibilities for great success.

It is the leadership that has been lacking our city, the willingness to take on the hard things, and to take them on directly and honestly. In July 1969, three astronauts, Neil Armstrong, Buzz Aldrin, and Michael Collins — sat atop the largest rocket ever devised. Six hours later, Neil Armstrong was working on the moon. President Kennedy's promise was realized in the last century. Let's raise the bar of possibilities and hope and move our city towards the new economic frontier of this century.